ACKNOWLEDGEMENTS

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A SOUTH CITY THAT SUPPORTS SOUTH CITY
EXECUTIVE SUMMARY

South City is a community in Tallahassee, Florida located on the south side of the city. The area has recently begun to receive attention from the City of Tallahassee, non-profit entities, and its residents. The problems of the area have been brought into the public eye and many have begun assessing the current conditions of the neighborhood to formulate possible solutions. The location of the neighborhood near downtown makes the neighborhood a prime place for development and reinvestment. The neighborhood is also located near Florida Agricultural and Mechanical University, a historically black college, which could offer potential housing solutions for the transient populations that the university perpetuates and capitalize on potential economic opportunity that this population brings. The North Monroe Street corridor and Orange Avenue corridor experience significant volumes of traffic which may attract commercial and retail development. Along with heightened interest within the area to redevelop, there are targetable development areas such as the excess of vacant land along these two major corridors in the South City neighborhood. The vacant land offers development potential for commercial, retail, light industrial, green space, parks, and residential developments.

Residents of South City also lack access to healthy food options, health care facilities, and public transportation. The physical geography of the area is highly restrictive with poor street connectivity, inadequate infrastructure maintenance, and a glut of vacant and undeveloped land. These issues have further contributed to a South City neighborhood that lacks a sense of place, community, and identity.

Recently there have been many planning efforts dedicated to South City. The South City Revitalization Council (SCRC) was formed in 2014, by Whole Child Leon, to engage the South City community in stakeholder meetings aimed to improve the overall health and promote a better quality of life for residents. Building off these efforts, the Urban Land Institute came to South City in 2015 to work with community stakeholders to develop a technical report which proposed strategies to guide redevelopment efforts in South City. Additionally, the Tallahassee Housing Authority and Columbia Residential are currently engaged with long-term efforts to redevelop an existing public housing site into a $40M mixed-income development. Alongside these efforts, there have been numerous non-profit organizations, neighborhood associations, and local churches that have created a variety of programs, initiatives, and development to support South City residents.

The South City Master Plan aims to complement these ongoing redevelopment efforts. This master plan was created by graduate students in Urban Design from the Department of Urban and Regional Planning at Florida State University in collaboration with Graceful Solutions Inc., a local nonprofit
focused on affordable housing and neighborhood revitalization in the South City neighborhood. The overall objective of this plan is to embrace the existing community and internal assets while working towards strengthening and building the South City neighborhood capacity and enhancing the built environment. Strengthening South City’s neighborhood capacity is aimed to be achieved by designing and implementing an action-learning project to address neighborhood priorities and recommendations. Enhancing South City’s built environment is aimed to be achieved by strategically identifying specific areas, categorizing the areas into districts, and systematically defining specific goals and priority projects for each district with planning policy tools. The vision and plan are intended to have broad support from the residents, community groups, and government agencies.

Over the course of Fall 2017 students worked with Graceful Solutions, interviewed community stakeholders, collected document and archival data, reviewed existing and ongoing plans, and attended community meetings to better understand the context of South City. Through this process, we identified five potential development districts, which include: A Transit Oriented Development, the South City Greenway, the Cottages, the Community Hub, and an Affordable Housing site that is currently being redeveloped. The Transit Oriented Development District is located at the current Town South Shopping Center and will be the transit hub for the southside of Tallahassee. This transit-oriented development is designed to provide access to resources and improve mobility while embracing local culture through art and urban agriculture. The South City Greenway District is a combined park and multi-use trail that runs both horizontally and vertically through the neighborhood along an existing informal pathway. The goal is to provide stormwater mitigation and management while providing a safe bicycle and pedestrian pathway to enhance connectivity in the South City neighborhood. The Cottages District is located within the northwest corner of the neighborhood. This residential area provides diverse housing options that embrace dedicated private and public spaces with access to internal pathways. The Community Hub District is located directly north of Putnam Drive along Country Club Drive, seeks to build community through civic entrepreneurship by providing a kitchen share, business incubators, and other amenities. Lastly, the Affordable Housing District, located at the current site of the Orange Avenue Apartments, will be developed into a mixed-income community that offers a range of mixed-income housing options. In the following chapters, we will first provide an overview of the history and and existing conditions. Then we will present a number of case studies that are used as a basis for developing this South City master plan. Next, we will describe the overall vision and urban design strategies for South City, with a focus on connectivity, mobility, walkability, affordability, and sustainability. And lastly, we will outline an implementation strategy, which offers recommendations for developing partnerships, planning and policy tools, and funding options to bring the South City Master Plan to fruition.
OUR HOPES ARE THAT THIS MASTER PLAN WILL ELEVATE SOUTH CITY BY EMBRACING THE IDEALS OF CONNECTIVITY, MOBILITY, WALKABILITY, AFFORDABILITY, AND SUSTAINABILITY
HISTORY & EXISTING CONDITIONS
Over the past eight decades, South City has experienced a transformation from being one of the most rural areas to the core of Tallahassee’s inner-city districts. The South City neighborhood began as an underdeveloped area that bordered the south of the Country Club Golf Course, north of the historic Apalachee Ridge neighborhood, and west of Indian Head Acres. Due to its unique topographical features the area has historically required ditches that cascaded stormwater to Lake Munson, which drained to the Edward Ball Wakulla Springs State Park. Because of such infrastructure, the area has experienced historic flooding. As time progressed, the built environment has undergone significant changes in addition to demographic shifts. Most of the data collected was derived from an extensive analysis of historical maps, local newspaper articles, the Library of Congress, the Riley House Museum, Florida Memory, and a variety of formal and informal interview sessions with community stakeholders.

1930s - Mainly rural and lacking infrastructure
According to the community stakeholders of South City, the area was a rural neighborhood where Jewish and European immigrants lived as result of rural migration. South City was a blended community in race and income but not equitable. “South City was given the name because it was a small neighborhood that encompassed a combination of homes and businesses owned by residents who lived within the community. One of the oldest businesses within the area that still exists today is the Southside Animal Hospital, built in 1937,” according to a long term resident.

1940s - Still rural but the infrastructure improves
According to the map from the 1940s and residents of the area, most homes were located a few acres apart. The area known today as the Southside Plaza was wooded and swamp-like. “Water ran down from Franklin Boulevard to what is now Cascade Park,” said a long-term community resident. There appears to be a drainage ditch along the western side of what is known today as Dantzler Drive and possibly underneath Magnolia Terrace Apartments. Ditches were also cut north of Orange Avenue and south of Putnam Drive to control the flow of stormwater from other areas in Tallahassee into Lake Munson and St. Marks River. Both Orange Avenue and Putnam Drive did not extend beyond Country Club Drive. Country Club Drive extended north through the Country Club Golf Course into Circle Drive, which deviates along Chapman Pond near Myers Park. There was plentiful space between homes, giving it a village scale with agricultural infrastructure.

1950s - Development in South City begins
In 1957, Indian Head Acres, a neighborhood east of South City, was founded. New streets in the area were constructed and small businesses continued to thrive within the area. Apalachee Ridge, an adjacent neighborhood south of South City, was also founded. According to archival documents, the majority of residents who lived in these two neighborhoods were white families. Orange Avenue now extended from Country Club Drive towards the newly built Dozier Avenue and Jim Lee Road. The neighborhood south of Orange Avenue would often experience flooding in the 1950s and during the seasons of heavy rainfall. Storms resulted in severe flooding in 1959. In 1959, Kelly Trailer Park, owned by the Kelly family, was built. The tenants of the park were mostly low-income families and of various races. According to the historical map from 1990, there were very few trailers left within the area by that time.

1960s – Urban Renewal and its Effects
By 1960, urban renewal efforts across Tallahassee had begun affecting many areas within the city. South City began experiencing
significant changes to its’ built environment. According to community member Torrio Osborne, “Most residents who had lived in the area began moving to more suburban parts of the city, and residents from other parts of the city began moving into those homes.” Friendship Baptist Church was also built in 1961. There were homes and businesses located throughout the area. As long-time community member Oliver Hill said, “At the corner of South Calhoun and Wallace Street was a mechanic shop owned by William Kilpatrick.” In 1963, the homes throughout Golf View Subdivision on Brighton Road were built but it is unknown who lived in them. Abundant homes, businesses, and mature trees lined streets. There was a new wave of people beginning to move into the area.

1970's - Public Housing and Subsidized Housing

Between 1972 and 1974 a series of public housing complexes were built. Holifield Arms, a private sector subsidized housing development, was built in 1972. Also in 1972, the Orange Avenue Apartments, a public housing development for low-income residents, was built. In 1974, Magnolia Terrace Apartments, another private sector subsidized housing complex, was built. The Greater Love Church of God and Christ was also built during this time. Additionally, in 1977, the University Gardens student housing apartments were built. The development of public housing and subsequent housing programs also led to a shift in resident demographics. South City experienced demographic changes as immigrant families began to leave the area by the mid 1970s. By the late 1970s, the majority of families who had once lived in the Apalachee Ridge Area sold their homes and new families moved into the neighborhood.

1980’s- High Crime

In the 1980s crime rates were at an all time high. In the 1980s and 1990s many of the affordable housing units were notorious for drug dealing, gunfire, housing-code violations, and tenant complaints. There were also many new developments that arrived in the 1980s. In 1980 the Town South shopping plaza was built, which included Winn-Dixie, along with Wendy’s fast food drive-in restaurant. By 1984, the trailer park along South Monroe Street was removed, the hill was cut down, and the property went vacant. In 1985, Hurricane Kate caused massive destruction to Tallahassee and most likely was responsible for the removal of some of the trailers in the Kelly Trailer Park along South Magnolia Street. Gethsemane Baptist Church was built in 1988. There was no investment in home rehabilitation, so properties became vacant.

1990’s- A Few Developments

In the 1990s, businesses came and went quickly. Many daycares came to be owned by churches. In 1995 a Walgreens was built and in 1998 the Winn-Dixie in the Town South Shopping Plaza closed down. In this same year, Town South Plaza welcomed the Save-A-Lot grocery store. In 1999, City Commissioner Steve Meisburg, one of the area’s most passionate advocates, took the lead in efforts to initiate the urban revitalization efforts in the south side of town, including South City. “If you want to rebuild a neighborhood . . . you must focus on health, education, transportation, employment, housing, crime prevention, parks and recreation. It’s everything,” Meisburg said. “And no one institution has those resources.” “Every time a child in Leon County goes to school unprepared, we all pay,” Meisburg said. “Every company that doesn’t move to Tallahassee affects (our) bottom line. This is a quality-of-life issue for all of us. We’ve have the best opportunity to create an environment where every neighborhood is whole and healthy.”

2000’s- Hope for South City

In the 2000’s there was hope for South City. In 2000, the Big Bend Boys and Girls Club opened a new location at the Magnolia Terrace Apartments. The South-City Neighborhood Community Association was established and supported by the City of Tallahassee. There was also a proposal for a park, to be built located at the corner of Dantzler and Magnolia Drive on a 2.75-acre parcel of land, but was never completed. In 2002,
the Allen-Shannon Indoor Flea Market opened for business. In 2008, a fatality occurred inside of the flea market which caused the flea market to close. It has not re-opened since.

2010s - Present Day

In 2011, StarMetro extended the Moss bus route from operating on a 20-minute headway during the morning and afternoon peak periods and a headway of 40 minutes during the midway to the Moss Route running 20 minutes all day from Monday through Friday. “Since launching the new route structure on Monday, we’ve seen standing room only on the Moss route,” said Ron Garrison, executive director of StarMetro. “By continuing 20-minute service all day, we hope to better serve our customers using this route.” In November 2014, South City was given the Promise Zone designation by the Department of Housing and Urban Development (HUD). Furthermore, in January of 2014, Whole Child Leon established the South City Revitalization Council (SCRC) to eliminate unsafe living spaces and improve the health of
South City residents. In 2015, Magnolia Drive began its first phase of construction towards revamping a section of the busy south-end thoroughfare with the building of a multi-use trail and improving water and sewer utilities. The project took off after the county received an $861,000 grant from the Department of Transportation. The remaining cost, $620,000, was covered by Blueprint 2000. In 2015, a team of experts from the prestigious Urban Land Institute (ULI) set out to study the high crime, poor health, housing, and employment issues in South City. In 2016, a Piggly Wiggly grocery store opened despite drastic resident push-back. Residents say “Piggly Wiggly is the worst thing that could have happened to South City.” In 2017, Walgreens was closed and the Wellness Center was built. This center is a “one-stop shop” medical center that provides doctors, dentists, mental health professionals, lab services, a pharmacy, and more.

**Historical Demographics Changes of South City**

Overall, there have been significant changes in both the spatial context and demographics of the South City neighborhood.

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<tr>
<td>Total Population</td>
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<td>Percent Population that is Female</td>
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<td>Percent Population under 18</td>
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<td>Percent Population that is Black</td>
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<td>Percent Population that is Unemployed</td>
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<td>Percent of Population Below Poverty Line</td>
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<td>Percent of Vacant Housing Units</td>
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<td>Median Household Income (in 2010 Dollars)</td>
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**Built Environment Changes**

After analyzing the maps, interviewing community stakeholders, and conducting a historical physical analysis our findings show that South City has historically experienced significant changes. Beginning in the 1940s much of the South City is rural. The drainage ditch appears in the map of 1941, and long term community residents say that the ditch was constructed to assist with the mitigation of flooding in other areas of Tallahassee. In the 1950s, South City experiences development through the construction of roads and nearby neighborhoods. In the late 50s and early 60s, the area experiences significant amounts of flooding. In the 1970s, public housing developments are established. Many of the residents whom lived within the South City area moved to the Myers Park and to the newly constructed suburban areas in Tallahassee. In the 1980s, South City experiences further retail development. In the 2000s, many of the single family abandoned homes were demolished, and the land has remained vacant.
EXISTING CONDITIONS: OVERVIEW

GEOGRAPHY

South City encompasses an area bordered by Magnolia Drive to the North, Orange Avenue to the South, South Monroe Street to the West, and Jim Lee Road to the East. South City has a convenient location less than two miles from downtown Tallahassee. The South Monroe corridor is the primary commercial center for South City, with a substantial amount of food vendors and retail establishments located on the Southwest corner, near the intersection of Monroe Street and Orange Avenue. This portion of Monroe is also known for the proliferation of auto repair shops and warehouse uses located along the corridor. Along the corridor there is also two shopping centers, Southside Shopping Center located on west side of South Monroe and Town Center on the east side.

Within Leon County, the largest racial/ethnic groups are White (57.5%), Black (30.7%) and non-white Hispanic (6.1%). The populations are comparatively more urban, educated and affluent compared with more rural neighboring counties like Gadsden and Wakulla. The mid-sized city of Tallahassee serves as the State Capital and is home to three major state higher educational institutions: Florida State University (FSU - a predominantly white university), Florida A&M University (FAMU - a historically black university) and Tallahassee Community College (TCC). Tallahassee is also the regional wholesale and retail hub for a twelve county area of Northwest Florida and Southwest Georgia (Bond 2016).

Historically, African Americans constituted a disproportionately higher percentage of the population in North Florida and most African Americans lived in set aside neighborhoods. The location of the black residential neighborhoods in Tallahassee, typical of southern cities, corresponded to the proximity to railroad tracks or other undesirable locations. In the 1970s, African Americans tended to live near Tallahassee’s Central Business District (CBD) in the older core. Two enclaves were formed – the FAMU enclave situated in the Southside of the CBD and Seaboard Railroad Line and the Frenchtown enclave located northwest of the CBD.

DEMOGRAPHICS

According to 2015 American Community Survey data, South City is home to roughly 3,056 residents. The neighborhood has historically had a large concentration of African Americans, a fact that is still true today as 84.8% of residents are black. The median age for the neighborhood is 23, which is significantly younger than the city of Tallahassee, at 27, and Leon County as a whole, at 30. Additionally, over one third of the households in South City are headed by single females.

The unemployment rate in South City is 26.6%, more than double the rate for the City of Tallahassee (12.4%) and Leon County (10.6%). More than half the residents live under the poverty line (59.2%), again more than double the rates of Tallahassee (29.7%) and Leon County (22.3%). The median household income is only $15,829 compared to $39,681 for the City of Tallahassee and $46,745 for Leon County, respectively.
Housing in South City is predominantly renter-occupied at a rate of 84%, with 80.4% of renters paying below $1,000 in monthly rent payments, both rates that are significantly higher than Tallahassee and Leon County. In regards to education attainment, nearly 80.8% of South City residents 25 years or older have a high school diploma, but only 21.1% have a college degree. This data helps to provide an overview of the current context of the South City community and identifies issues this plan hopes to address with the aim of supporting neighborhood revitalization for the residents of South City.
EXISTING CONDITIONS: DEVELOPMENT FRAMEWORK

LAND USE

South City’s current development condition is characterized by an ineffective distribution of uses, widespread vacancy, and an amalgam of multiple, curiously dense zoning designations. By examining the South City land use map we can see a clear illustration of these first two points. With the exception of two parcels, the neighborhood east of Meridian Street is entirely non-commercial. The commercial properties, including uses categorized under warehouse which may include automotive related businesses, exist solely in the west and southwest extremes of the neighborhood. This glaring segregation of uses creates an issue of accessibility and spatial inequality within South City, where the location of necessary goods and services is not socially optimal, nor designed to adequately serve the community and the residents’ needs. Residents living in the eastern three-quarters of the neighborhood face spatial and topographical obstacles in reaching the commercial node at the neighborhood’s southwest corner, and infrastructure linkages throughout South City are critically lacking. Additionally, these obstacles are exacerbated by overlapping socioeconomic barriers. Residents without private automotive transportation are significantly disadvantaged in their ability to reach their nearest center of goods and services.

Currently, the South City neighborhood has three areas with affordable housing. These areas include Magnolia Terrace Apartments, Sunrise Place Apartments, and Orange Avenue Apartments. The Magnolia Terrace Apartments is located on 7.4 acres with 108 multi-family units. Magnolia Terrace is positioned on Magnolia Drive in the northern section of the neighborhood. The Sunrise Place Apartments are located on 6.6 acres of land with 15 buildings consisting of multi-family units. Sunrise Place is nestled in the middle of the neighborhood along Texas Street. Lastly, there’s the Orange Avenue Apartments which are located on a combined 28 acres of land within the southeast section of this area. The site host nearly 200 units of public housing.

In addition to affordable housing, South City’s current land use also includes a dense block of single family detached housing at the eastern boundary of the neighborhood. Between Pontiac Drive and Jim Lee Road, including the vast majority of Pontiac’s western street frontage, land is almost exclusively dedicated to single family detached homes. The most important implication of this pattern is that the stark contrast between this block of single family homes and the rest of the neighborhood, which creates a de facto border, socially and geographically, within the boundaries of South City.

VACANCY

Though these issues represent significant challenges for South City, the predominant land use concern in the neighborhood is that of vacancy. As illustrated by the neighborhood vacancy map, a significant portion of South City’s parcels are vacant, and frequently in large, contiguous clusters.
EXISTING CONDITIONS: DEVELOPMENT FRAMEWORK

Consequently, many vacant parcels sit entirely enclosed by other vacant parcels, inaccessible by any road or formal infrastructure. Vacancy thus represents both a weakness and an opportunity in the neighborhood. Currently, the ubiquity of vacant parcels has an adverse effect on property values in the neighborhood, is emblematic of lost potential tax revenue, contributes to South City’s lack of infrastructure connectivity, and impedes valuable community assets such as informal surveillance and communal public space. While these are objectively pessimistic, the quantity of vacant parcels also represents substantial development potential for the neighborhood. These parcels are a realistic asset, which can be leveraged to more affordably pursue public open space, urban agriculture, enhanced stormwater infrastructure, new affordable housing development, and other community needs. To this end, the fact that many parcels are adjacent or contiguous and arranged in large clusters makes targeted acquisition and development more convenient, particularly for the neighborhood’s current residents and non-profit organizations.

ZONING

How these vacant parcels can be leveraged into more productive community assets is controlled by the city’s zoning designations for South City. The zoning designations applied to South City are intriguing in several respects. First, despite the generally modest geographic extent of the neighborhood, four different zoning designations exist within the South City boundaries. This variety in zoning designations can be read as advantageous for encouraging varying scales of development across South City. Second, three of the four zoning designations present fall under a class known as “Central Urban”. Zoning designations that are classified as Central Urban are arranged and scaled by density, represented by dwelling units per acre, but crucially allow for mixed uses. It could be reasonably argued that some of these Central Urban zoning designations are unnecessarily dense for South City’s needs or projected development, though there is a clear advantage in having zoning that is not use-restrictive. Non-use restrictive zoning districts will allow for greater flexibility in development, which can be leveraged to create more equitable distributions of goods, resources, and community space. One notable peculiarity about these districts, however, is the spatial pattern in which they are applied. While the highest density Central Urban District, CU-45, is generally located nearer to larger corridors, the area designated CU-26 is oddly shaped within the center of the neighborhood. The major foreseeable implication of this unique arrangement is that the Orange Avenue housing site, planned for redevelopment, is split amongst three different Central Urban zoning districts, which will create site specific limitations in the redevelopment of this district, requiring...
rezoning. Beyond these Central Urban districts, the final zoning designation present in South City is a Residential Preservation district, which is currently applied exclusively to the aforementioned block of single family detached homes between Pontiac Dr. and Jim Lee Rd. Many of these properties are largely occupied; as such the use restriction applied to this pre-existing single family housing is not likely to interfere with South City’s greater development potential.
EXISTING CONDITIONS: NEIGHBORHOOD CONSTRAINTS

TOPOGRAPHY

Topographically, South City is located along a steep north-south incline with over 150 feet of elevation change from the highest to lowest point. These features mean that a large portion of the community lies within a FEMA 100-year floodplain. The neighborhood itself is bisected by a large, undeveloped drainage ditch that is currently be used as an informal walking trail to connect portions of the neighborhood.

FOOD INSECURITY

South City has been declared a food desert pursuant to USDA standards. Southside Shopping Plaza was the previous location for a Harvey’s Supermarket, which was closed in May 2014. This space has since been redeveloped into a Piggly Wiggly grocery store. Across from Southside Shopping Plaza is the Town South shopping center, which is home to a Save-a-Lot discount grocery store. These two discount grocers represent the only stores providing readily accessible groceries to the South City community. There are also two small convenience stores located along Meridian Street. The other food choices in the South City area are limited a few fast food restaurants along the South Monroe commercial corridor. The City of Tallahassee and the Community Redevelopment Agency want to create a farmer’s market in South City and have subsidized the community garden to better enhance access to healthy produce.

ACCESSIBILITY

One of South City’s most visible obstacles is the lack of public infrastructure. This dearth of infrastructure represents a major connectivity and accessibility problem for the residents of South City, whether they be motorists, cyclists, pedestrians, or transit riders. South City has only four roads that run the entire length of the neighborhood from north to south, not including major boundary arterials, and none of South City’s roads span the entire length of the neighborhood from east to west. Similarly, the roads that do exist in the neighborhood’s interior are often short, dead ended, and rarely connect to other small neighborhood streets.

In some areas, such as the cluster of vacant land located north of Putnam Drive between Country Club and Brighton Drive, lots are left completely stranded, with no local roads granting access to these properties. In addition to this poor street connectivity, sidewalks in South City are scant. Putnam Drive, one of the neighborhood’s only prominent internal east-west corridors, lacks sidewalks, leaving pedestrians to walk either alongside or in the roadway. Finally, long block lengths and distant separation of uses makes walkable access to most destinations in the neighborhood burdensome. This accessibility issue is reflected in South City’s walk score of 28 out of 100, representing a significantly low level of functional accessibility. On its own, this overwhelming lack of connectivity is detrimental to the neighborhood’s transportation network, and to residents’ transportation options.
EXISTING CONDITIONS
EXISTING CONDITIONS

SWOT ANALYSIS

Strengths
Among South City’s strengths are its bounty of vacant land. This extra space presents an opportunity for the development of new housing solutions and public green-spaces, two things which are currently critically lacking in South City. Additionally, South City has the foundations for the development of active civic life, with multiple faith-based institutions, a community garden, and a new health and wellness center located across Monroe Street. South City’s location close to downtown could allow for easy access to facilities throughout Tallahassee.

Weaknesses
South City faces many issues with its built environment, including its poorly connected street network, lack of pedestrian infrastructure, open stormwater ditches, and a lack of home ownership. The area also suffers from a high crime rate and poor health outcomes, such as the highest infant mortality rate in Leon County. Many of the existing structures are dilapidated and in need of repair, including the Orange Avenue public housing development. South City also faces issues with stormwater management and flooding, as nearly one third of the neighborhood lies within a FEMA floodplain.

Opportunities
Despite these issues, there are also many opportunities for South City. There proposals have been put forth to construct a new police substation and StarMetro hub in the current Town South shopping plaza. With its favorable location less than two miles from downtown Tallahassee along two major traffic corridors, South Monroe Street and Orange Avenue, South City is a prime location for retail, commercial, and residential development. There are also existing partnerships with nonprofits such as Graceful Solutions and programs at FAMU and FSU that are focused on revitalizing the neighborhood. Blueprint is currently doing a corridor study along Orange Ave. This, plus the redevelopment of the Orange Ave. Apartments, are an opportunity to use current projects to push South City towards new investment.

Threats
Threats to South City include the continuing decline of health outcomes and an increase in criminal activity. Despite renewed interest in revitalizing the neighborhood from some parties, there is still an overall lack of interest and coordinated action in helping the neighborhood, perhaps partially due to the lack of home ownership. The neighborhood also lacks a sense of true identity outside of its reputation as an area stricken by poverty and crime. If redevelopment does indeed occur, gentrification and displacement of residents is a distinct possibility.
EXISTING CONDITIONS: DEVELOPMENT POTENTIAL

Utilizing a combination of vacant land and parcels with either vacant or exceedingly poor conditioned housing, as well as the Orange Avenue housing site, we have identified a series of prospective development districts comprised of parcels which are currently vacant, City-owned, non-profit owned, or have buildings in poor condition. These proposed development districts aim to develop an interconnected urban fabric in the neighborhood. This urban fabric, as a cohesive network, seeks to ameliorate issues of connectivity, access to resources, public amenities, availability of affordable housing, and community space.

South City Soft Sites

- Affordable Housing Site
- TOD Hub
- Cottage District
- Greenway Trail
- Community Hub

Source: City of Tallahassee
Coordinate: State Plane FL North
Prepared by: Jake Pierce
EXISTING CONDITIONS: DEVELOPMENT POTENTIAL

The first notable district with 28 acres of developable area is the Orange Avenue housing site, which is currently occupied by multifamily housing owned by the Tallahassee Housing Authority, and is actively being planned for redevelopment. This area is central to South City redevelopment for a number of reasons. First, it is home to a significant portion of South City’s current residents, and specifically those with heavy economic housing restraints. Seeing that this area is planned for redevelopment, shaping that redevelopment in a way that ensures current residents’ abilities to remain in their neighborhood and benefit from enhanced redevelopment is of paramount importance. This area is also critical to the neighborhood’s redevelopment because of the size and ownership of the project. The Orange Avenue property contains several large parcels and is currently publicly owned, making it more readily developable at a larger scale than independent zoning lots.

The second targeted redevelopment district, just North of the Orange Avenue housing site, lies north of Putnam Drive between Brighton Road and Country Club Drive. This district has 10 developable acres and is significant for several reasons. First, this area is predominantly occupied by contiguous vacant parcels, including some internal parcels that are inaccessible by road. This large, contiguous swath of vacant property represents a significant opportunity to leverage vacancy in South City for the creation of community assets. Secondly, the location of this site in the east half of the neighborhood would improve the current spatial imbalance in access to goods and services. This site could serve as a node for the eastern portion of the neighborhood that would be more easily accessed for crucial services than the cluster of commercial activity at the southwest corner of South City.

Third, in the northwest corner of the neighborhood at the intersection of South Monroe Street and Wallis Street is a collection of vacant parcels, as well as other soft sites, that present another district opportunity for the development of mixed affordable housing. This district has approximately 18 acres available for redevelopment. This district is significant in that it would allow for greater housing variety and availability in the neighborhood and it would also diversify uses in the immediate vicinity of the South Monroe Street corridor.
Fourth, the existing Town South shopping center on the east side of South Monroe and a cluster of adjacent properties are currently undergoing a broad revisioning alongside the Orange Avenue housing redevelopment project by Columbia Residential. These sites are valuable not only because the City has already considered potential additions to their infrastructure and use, but also because, while they represent the largest commercial node for the neighborhood, there is substantial underutilized space. Some of the potential planned redevelopments for this area have included a proposed Tallahassee Police Department station and a potential StarMetro transit super-stop. The interest in redeveloping this district is promising and its location along the South Monroe corridor could make this district well suited for a transit oriented development.

Finally, the last targeted development district is a slightly less concentrated area of land that spans the neighborhood’s north-south axis near the geographic center of South City along an existing drainage ditch. The edge of this ditch has become an informal trail for foot traffic in the neighborhood, but formal pedestrian infrastructure is currently nonexistent and consequently unsafe. This area is also currently under examination for potential investment and development of a more formal pedestrian trail, as well as enhanced stormwater drainage infrastructure. Additionally, the area surrounding this drainage ditch is largely vacant, offering parcels that could be integrally involved in the provision of open space and connectivity of the neighborhood, especially between aforementioned development districts.

These proposed development areas have the potential to be utilized to mitigate the existing issues catalogued above. In essence, it is these districts that represent many of South City’s greatest opportunities for balanced growth and community empowerment. In the following sections, we will detail our plans to activate these opportunities through long term visions for South City.
PRECEDENT ANALYSIS
The following chapter in the South City Master Plan aims to showcase concrete examples of case studies that have been successfully implemented which align with our proposed design concepts. The previous chapters have addressed the importance of implementing urban design principles which contribute to a high quality of life through connectivity, mobility, affordability, walkability, sustainability and vitality. The purpose of this chapter is to explain and discuss each design concept and provide examples of case studies which utilized similar concepts to the overall goals we aim to accomplish in the revitalization of the South City neighborhood. This chapter addresses each of the six guiding principles individually and will first provide an overview of the concept and appropriate case studies, followed by how the case concepts can be applied to South City.
CONNECTIVITY

South City currently faces a lack of community connectivity in the built environment. Neighborhoods that increase the connectivity between people, places, and things lead to the creation of a more vibrant and healthy community. Connections can be completed at a large scale, such as improving highway networks and transportation routes, or they can be done on a smaller scale, block by block basis, which aims to create a more interconnected street system through roadways, pathways and trails. To improve connectivity, many planners focus on implementing design principles which follow Jane Jacob’s principles of attractive city design. Her guiding principles address the importance of permeability, mixed use development, enhancing density, and creating natural surveillance. Permeability refers to the belief that roadways and pedestrian routes should be very connected and have multiple intersecting points which allows for an abundance of travel choices and improves efficiency of how people can travel through the urban environment. To enhance the permeability of South City, redevelopment plans should focus on reconnecting the grid system, integrating trails, sidewalks and pathways, creating live-work-play environments, and providing multiple options to the residents living in these areas. The following case study examples show two successfully planned new urbanist communities located in Florida and Utah.

APPLICATION

The following case studies describe how high levels of permeability can contribute to a healthy, vibrant, and successful community. By implementing urban form concepts which enhance connectivity from the currently segregated built environment, South City can become a more integrated community which provides more options for residents to work, live and play. Haile Village implemented high density and mixed use development to create a village center that is a 5 minute walk from one destination to the next. By integrating mixed use development, South City could become a 5 minute neighborhood and provide their residents with amenities, residential, and commercial spaces that are located in close proximity to each other. Additionally, South City already has multiple narrow street ways, which can be utilized. By adding sidewalks and pedestrian pathways along the existing narrow streetways, connectivity can be improved. In addition, the creation of multiple diverse housing opportunities and amenities will encourage travel on these pedestrian networks.
HAILE VILLAGE: GAINESVILLE, FLORIDA

The total land space stretches 3 miles east to west and 2 ½ miles north to south, with 50 acres dedicated to a village center and 20 acres of floodplain land, which remains full of vegetation and woods. As the village center is only half a mile long, it gives residents access to multiple amenities located at the village’s core. The main goal at Haile Village was to create a place with a sense of community through a blend of 200 distinctive homes, diverse residents, nature trails, interconnected pathways, and recreational amenities in a mixed-use setting. To increase density and population, a neighborhood of townhomes was built adjacent to the village center with a density rate of 16 units per acre. Additionally, other various types of housing were developed including condominiums, custom single family homes, apartments and townhomes. The amenities located throughout the Village include a farmers market, medical services, a café, a bank, a post office, and several commercial and restaurant developments. This case is considered successful because of its integration of new urbanist principles, including diversity in housing styles, connectivity, open spaces and landscape beautification, and social equity. Haile Village is considered a “five minute town” where any destination is only around a five minute walk from the next destination. The urban form allows residents to easily travel by walking or biking from their homes to multiple shops and amenities. By creating nature trails and a connected street pattern with multiple intersections it allows residents to effectively travel throughout the village. A sense of community and a feeling of safety surrounds the community through its high permeability, large amounts of vegetation, high density mixed uses, and built urban form.
KENTLANDS: GAITHERSBerg, Maryland

This development sits on 352 acres and was one of the first master-planned new urbanist communities. The project provides a broad mix of housing types, including live-work units, senior housing, in-law quarters above garages, and apartments. There are also commercial, religious, and civic uses in the project. The Kentlands is a walkable community, with narrow streets, small blocks with many intersections, alleys, and pedestrian paths, making it easy for people to get around by car, bike, or foot. A primary goal of the project was to give residents convenient access to goods, services, recreation, and jobs without having to drive.

There are over 2,000 residential units at Kentlands, ranging from single-family detached homes to rental housing above rear garages. Within this range are townhouses, cottages, brownstones, live-work units, condominiums, senior housing, and rental apartment units. The architectural styles at the Kentlands range from Federalist and Colonial to Victorian and Craftsman. The Kentlands also has numerous parks, playgrounds, plazas, nature trails, and lakes, as well as clubhouses with swimming and other recreational activities. There is a town center with a first-run movie theater, national and local restaurants, shops, two full-service grocery stores, and other national big-box retailers. Live-work units contain an eclectic mix of merchants and professional offices. All of these amenities are within a walkable distance from anywhere in Kentlands.
MOBILITY

When designing for mobility, the aim is to move people around freely and easily in their built environment and create places that are accessible. Mobility is the process of constructing environments while considering the possibilities of movement. South City currently lacks the financial and economic capacity and public and private investment to attain social mobility and self-sufficiency. To create a more mobile and sustainable neighborhood, a Transportation Oriented Development (TOD) within the neighborhood should be considered. TODs have become increasingly popular by planners to combat the negative effects of sprawl and to focus on creating more high density development that is concentrated around transportation. Transit Oriented Developments contribute to more mobile, sustainable, and equitable neighborhoods which are compact, connected, and coordinated. A study conducted by Breakthrough Technologies Institute (2008) found evidence that showed implementing a TOD in a neighborhood can have positive impacts on the surrounding areas. This study found that the type and level of investment occurring near Bus Rapid Transit (BRT) stations are somewhat comparable to the TOD near rail transit (Bus Rapid Transit and Transit Oriented Development, 2008). The following case studies highlight two successful TOD projects implemented in urban neighborhoods.

APPLICATION

Both of these cases combine a number of elements that can be applied to South City. A BRT system that runs directly from South City at the intersection of Orange Avenue and South Monroe to the central hub at C.K. Steele Plaza on Tennessee Street would greatly benefit the residents living in South City. This TOD could help facilitate mobility for the South City residents that are dependent on public transportation, which will encourage transit ridership and a pedestrian friendly environment for the community. Additionally, both of these cases illustrate how TODs can attract new public and private economic investments into the areas where the BRTs were integrated. The process of integrating a TOD in South City would give the neighborhood the opportunity to also attract new public and private investment.
The City of Boston was able to enhance certain neighborhoods around the city when they integrated the regional Silver Line Network. The Silver Line Network is a Bus Rapid Transit system that is overseen by the Massachusetts Bay Transit Authority (MBTA) and currently has four routes that service the Boston area. The network was integrated in three phases: Silver Line Washington Street, Silver Line Waterfront, and a future third phase that will connect the first two services by a one-mile tunnel. The area around the Silver Line Washington Street phase had been run down by crime. The Silver Line Washington Street phase connects to the downtown crossing rail station and to Dudley Square. These are major transfer points for bus services around the southwest downtown area. Since the service has opened in 2002, ridership has reached approximately 15,000 average weekday boardings. Transit ridership has increased by 100% and roughly 40% of those riders are new to transit. Out of 40% of those new transit riders, 12% previously drove cars. Boston has used the most recent rapid transit investment to support major public and private revitalization in these neighborhoods (Breakthrough Technologies Institute, 2008). The Silver Line Waterfront provides support for high density development and helps transform the area to a pedestrian and transit-oriented community.
South City Master Plan

THE MAX: FORT COLLINS, COLORADO

Fort Collins is located 60 miles north of Denver with a population of 155,400 people. The MAX is a rapid bus transportation service, which is the newest edition to the Mason Corridor. The Mason Corridor is a five mile long strip of economic initiative development which has been enabled by public transit. The buses improve street connections by stopping every half mile on the majority of the route and stopping approximately every three blocks in the downtown area. The long stretch of infill encouraged development and redevelopment opportunities. The Mason Corridor lead to the creation of new innovative projects, bike and pedestrian infrastructure, and a BRT service.

This $87M project included a variety of components such as six new buses, a 3-mile-long gateway, 19 stations, a new transit center hub, pedestrian overpasses and underpasses, a maintenance facility, and natural gas filling stations. The project sparked $30.9 million in new residential construction and $7.66 million in commercial remodeling and improvements. The project also includes four facilities for park and ride as well as four bike lock stations. The MAX also worked diligently to construct a BRT center which created a sense of place. As passengers wait for the buses, they can sit on custom designed benches, observe original artwork pieces, and listen to music that was chosen by MAX artists. Overall, statistics show that the average MAX ridership was 65,000 people through the months of May to September of 2014, showing that the project immensely improved connectivity throughout the corridor.
AFFORDABILITY

Integrating affordable housing will be a critical factor in keeping current residents in the neighborhood and attracting new residents to South City. Affordability is a characteristic of housing which relates to housing prices and income levels. For housing to be attractive to people from a range of different backgrounds it is important to provide different opportunities that are attractive to various demographics. Communities should focus on providing the development of housing for people of a variety of income levels. Furthermore, current housing development trends have resulted in the limited production of available housing for people with low to moderate income levels. We seek to ensure that the residents of South City can continue to reside in their neighborhood. Therefore, housing affordability must be a core urban design concept included in the redevelopment plans.

APPLICATION

By implementing strategies of affordable and mixed income housing, South City can help disperse the patches of poverty located in the community. Urban design features that encourage safety will be necessary when replacing residential units in South City. The creation of mixed income living spaces can attract more residents to the community by offering a wider variety of housing stock. By utilizing the strategies of Purpose Built Communities, the neighborhood of South City can become a more attractive area that not only meets the demand for affordable housing but that provides amenities in close proximity. The cases of Rainer Vista and East Lake prove that a community can be enhanced by planning for mixed income and affordable housing units. By incorporating these ideas, South City can enhance affordability and ensure that every resident, no matter their income, will be provided with a safe, dependable, and attractive living space.
Rainier Vista is a 34-acre former public housing project that was redeveloped into a mixed-income planned community in southeast Seattle, WA. The development has a total of 895 housing units. 50% of those units are low-income and subsidized housing and the remaining residential is market-rate housing. It is located in close proximity to a light rail line which connects downtown to the airports, so residents can live in the area without owning a car. The community housing is surrounded by several amenities including: parks and open spaces, public art installations, Boys & Girls Club, a senior community, a community garden and center space. Rainier Vista includes a neighborhood center on-site which is home to the Seattle Housing Authority’s job connection program, computer labs, case management, Head Start programs, youth tutoring, and recreational centers. The neighborhood is walking distance to multiple shops and services, the community center, Columbia City Light Rail station, and the Harborview Medical Center. The average walkability score of this development is 79.
EAST LAKE: ATLANTA, GEORGIA

The East Lake community was once a place of poverty and violent crime. However, East Lake redevelopment plans focused on breaking up the concentration of poverty and creating a community that is safer and more attractive to its residents. The East Lake community is now regarded as a national model for Purpose Built Community which encourages education, mixed income housing, and safer streets. The Purpose Built Community committee recognized that the redevelopment of East Lake successfully broke up pockets of poverty by mixing families with varying levels of income, helping get pre-k students ready to enhance their literacy skills, providing a web of support services for families, and establishing a strong lead agency to coordinate development and assistance. East Lake developed 542 residential units, as well as commercial amenities as well as a farmers market and urban garden. In the mid 1990s only 13% of the 1,400 residents had jobs. Today, about 70% of the adults are employed and crime rates have significantly decreased. The Villages of East Lake is now a mixed income development with access to safe playgrounds and aesthetically pleasing landscaping. The housing development also shares a space next to a YMCA and the Drew Charter School, which helps to increase the amount of eyes on the streets and encourages community building events.
WALKABILITY

Walkability is one of the most important characteristics for good urban design. For a city to be walkable, it must have a dense mixture of land that is designed to be accessible to all people. Communities can encourage walking by creating spaces which feel safe. Jane Jacob’s argued for communities which focused on the interactions that took place by walking, talking, playing, sitting and working on the streets. Likewise, the concept of new urbanism directly derives from Jane Jacobs guiding urban design principles which encourage safe spaces. New urbanist communities are designed with pedestrians in mind and encourage social interactions and walkability throughout communities. These communities aim to foster a sense of community through dense urban living and a mixture of public spaces. The following case studies highlight communities which have implemented new urbanism concepts and enhanced walkability.

APPLICATION

By implementing strategies found in these case studies, the streets in South City can be transformed from dangerous passageways to pedestrian scaled walkways. The incorporation of wide sidewalks, street lighting, and unique artwork can create a gateway into South City. Furthermore, by providing eyes on the street and creating a sense of place, it will encourage pedestrian use. In addition to creating pedestrian scaled walkways, South City can implement architecture features such as cottage style homes with front and back porches. Also, by adding porches as a design element, streetways can be transformed into places where social interactions have the opportunity to take place and flourish. These principles of walkability can create safer and more attractive shared spaces in South City.
Longfellow Street is a residential street in Santa Monica's Borderline neighborhood which connects the neighborhood retail corridor with Ozone Park. The street redesign project was part of the $1.6 million Borderline Neighborhood Shared Streets process, which aimed to transform unappealing and narrow streets into a landscape shared space for pedestrians, bicyclists, and motorists. Longfellow street is four blocks long, running 446 feet from Marine Street to Ozone Street. The original street design lacked many the core principles of walkability.

In 2006, the Borderline Neighborhood project paired with the City Council and the Planning Commission to seek a redesign of the roadway. The redesign sought to improve the quality of life and atmosphere surrounding the street. Three different concept plans were submitted before the final plan was approved in March of 2012. The redesign efforts included merging pedestrian and motorist realms into a shared space and repaving the 14’ wide shared carriageway to create a functioning yield street. The street entrance was indicated by installing detectable warning strips of truncated dome pavers and integral colored concrete pavers, which created an aesthetic gateway into the neighborhood and slowed traffic. Five foot wide landscape planters were lined along the streets and benches were installed. Bioswales were also included to filter the water runoff traveling into the Pacific Ocean and to promote sustainability. Overall, the pedestrian oriented design changed the feeling of the street by improving public safety and encouraging more people to utilize the street as a place to socialize.
Southwood is a residential and commercial community located in Tallahassee, Florida. The Southwood community was designed based on the principles of New Urbanism. The developers of this community wanted to incorporate the southern culture of the city of Tallahassee to create a neighborhood that enhanced opportunities for social interactions. Southwood consists of 8,700 acres of land which includes lakes and ponds, mixed use development, schools, banks, stores, restaurants, and recreational areas. The community has a designated community center and central park which provides areas for the residents to interact outside of their homes. The most noticeable characteristic of this community is the architecture of the buildings. Southwood has incorporated multiple design elements and styles into their residential spaces, with the majority of the houses having gabled roofs, hipped rooflines, and covered porches. With the emergence of porches in the front and back of the house, it encourages social interactions along the residential streetways in Southwood.
SUSTAINABILITY

The concepts of sustainability and green infrastructure are vital to creating a healthy environment. Green infrastructure is a design element that is particularly effective when planning communities that desire to become more environmentally conscious. Green infrastructure uses natural landscapes to manage water runoff and provides environmental benefits. Communities across the country are wanting to protect their water quality while also benefiting from environmentally focused investments. Communities are conserving, restoring, and enhancing natural areas by incorporating trees, rain gardens, vegetated roofs, and other practices which mimic natural system. Green infrastructure is an integral component of sustainability and should be included in South City to encourage a more ecologically and environmentally conscious lifestyle. The following case studies outline several sustainability practices.

APPLICATION

By implementing blue/green infrastructure, the addition of a multi-use trail can provide safe, environmentally conscious connectivity through the neighborhood. It is integral to the functionality of South City to implement sustainable practices and green infrastructure, as the majority of the land is located on a floodplain. In order to guarantee that the community of South City can meet future demands, the new plans must include sustainable practices which manages their natural resources effectively. Rainwater in the floodplain can be managed efficiently by implementing rain gardens, planting trees, and creating bioswales into the built environment. Gravel pathways and added vegetation will work to restore and enhance the natural areas found in South City while simultaneously providing social and environmental benefits to residents.
BLUE GREENWAY: SAN FRANCISCO, CALIFORNIA

The city of San Francisco created a continuous 13-mile stretch of biking, pedestrian and recreational waterways. The city wanted to improve and expand the public open space network that ran along the city’s central and southern waterfront from the China Basin Channel to the San Francisco county line. Their main focus was to define how new parks and open spaces can be created to complement and connect existing open spaces. The vision was to establish open spaces, create new recreational opportunities, utilize green infrastructure, and install public art.

The Neighborhood Parks Council and the San Francisco Planning and Urban Research Association worked together to create design guidelines and establish funding for the project. In 2008, the Blue Greenway was approved for a bond and received roughly $22 million to be spent on these projects. Developers implemented characteristics from Ghel’s principles which included pedestrian scale amenities, providing sufficient lighting and creating a closely interconnected safe system. There are multiple amenities found along the pathway like picnic tables, recreational sports complexes, playgrounds, a mini bus service, public art installations, and public restroom facilities. Well connected to other transportation networks, the Blue Greenway attracts residents from all over the San Francisco area.
DAYBREAK COMMUNITY: SOUTH JORDAN, UTAH

Daybreak Community a master planned community in South Jordan, Utah. The core value of the development was to implement sustainable design features and strategies by preserving ¼ of the site’s open space, retaining 100% of stormwater runoff, and requiring all homes to be Energy Star Certified. The community was built in phases to create multiple Daybreak villages. The community contains a total of seven villages and one town center. Each village is focused around a neighborhood center and is confined to a ¼ radius distance. The neighborhood centers have community facilities like libraries, gyms, and churches while also including multi-family higher density housing. Residential areas expanded their housing stock to include single family detached homes, townhomes, carriage homes, and apartments. Villages are connected through gridded streets with sidewalks and greenbelts which support internal pedestrian connection. The town center includes an information pavilion, an elementary school, and a community center. Each building was constructed to LEED standards and uses ground-source heat pumps to reduce energy consumption. Additionally, the developers worked to push an extension of the Utah Transit Authority rail line in order to reduce the number of emissions emitted into the atmosphere from commuters. Green or sustainable infrastructure was integrated to reduce stormwater runoff. Overall, the Daybreak Community includes 14,000 residential unit that are energy conscious and connected to a light rail and pedestrian grid transportation system.
URBAN DESIGN STRATEGIES
This chapter will discuss the urban design strategies for South City. The broad theme of the master plan is “Embracing South City.” Or planning that is focused on local growth that supports existing residents while building on cultural assets and opportunities. This plan involves five districts: The Transit Oriented District, The South City Greenway District, The Cottage District, The Affordable Housing District, and The Community Hub District. The Transit Oriented District is in the southeast corner of South City and provides a mixed-use development that is based on a central bus station, or “super stop.” The South City Greenway District transforms an existing drainage ditch into a multi-use trail that serves as both recreation and an alternative transportation route for residents. The Cottage District is located in the northwest of the neighborhood and provides mixed-income homes arranged in various sizes in the “South City Cottage” style. The Affordable Housing District is in place of the existing Orange Avenue Apartments and provides mixed-income and replacement housing for current residents. Lastly, the Community Hub District, which sits just north of the Affordable Housing District provides a new grocery store and multiple essential uses for residents. Below is a table explaining the square footage of each use provided per district.

<table>
<thead>
<tr>
<th>Transit Oriented Development (TOD) District</th>
<th>Use</th>
<th>Total Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>116,370</td>
<td></td>
</tr>
<tr>
<td>Retail</td>
<td>143,798</td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>116,370 (135 units)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cottage District</th>
<th>Use</th>
<th>Total Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>246,288 (100 units)</td>
<td></td>
</tr>
<tr>
<td>Commercial</td>
<td>24,500</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Affordable Housing District</th>
<th>Use</th>
<th>Total Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>695,000 (540 units)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Hub District</th>
<th>Use</th>
<th>Total Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>58,190 (46 units)</td>
<td></td>
</tr>
<tr>
<td>Commercial/Community</td>
<td>51,622</td>
<td></td>
</tr>
</tbody>
</table>
While all of these districts provide unique amenities to the residents of South City, they are connected through a uniform design standard and the following guiding principles:

**Affordability:** A range of housing sizes and types will be provided so there are a mixture of residential units at every price point to meet the needs of residents across a multitude of backgrounds.

**Mobility:** To increase access to public transit in order to promote upward mobility and self-sufficiency for residents.

**Connectivity:** Promote the creation of an interconnected street grid network to help ease traffic and foster a walkable neighborhood that is connected to the larger Tallahassee region.

**Walkability:** Aims to provide a mixture of uses and nodes that are located within a 10-minute walk of residential areas. This is enhanced with pedestrian friendly street design, which includes buildings that face the street, street trees, and narrower streets.

**Sustainability:** Aims to embrace eco-friendly technologies and local production to reflect sustainability that will increase the amount of green infrastructure and stimulate local urban agriculture.
URBAN DESIGN STRATEGIES

Below is an overall site plan of the neighborhood with numbers highlighting each district:

1) Transit Oriented Development District
2) South City Greenway District
3) The Cottage District
4) Affordable Housing District
5) Community Hub District
The TOD site is located in the near the southwest corner of the South City. The site is bordered by S. Monroe, S. Meridian, Polk Dr., and Putnam Dr. The site is currently a shopping plaza that is home to the Save-a-Lot and other retail.

The aim of the TOD District is to provide a moderate to high density area located around the City of Tallahassee’s proposed transit hub. The TOD District will contain a mixture of uses such as residential, office, retail, restaurants, services and entertainment.

Overall, the TOD District promotes a walkability and placemaking in South City while connecting residents to a Starmetro Bus Hub. This walkable place will provide access to a mixture of uses and daily amenities that will foster balanced economic growth. The characteristics and benefits of this district include pedestrian friendly design, a mix of uses, variety of housing and mobility choices, healthy lifestyle options, and an abundance of locally-based destinations that build on the existing community assets. The development will include alleys with large wall murals from local artists that will celebrate the culture of the neighborhood as well as the city of Tallahassee. The TOD will ideally be located on high frequency bus routes or along feeder bus lines within 10-minute-travel time bus transfer stations. This means the TOD should have frequent, high-capacity transit services to attract development. The TOD will place a greater emphasis on residential uses with a mix of live-work and affordable housing, local-serving shopping uses, and spaces for locally owned businesses. This district will enable residents to have access to a variety of affordable housing
options, multiple transportation options, walkability, and promote greater mobility and access for existing residents to employment opportunities in the greater Tallahassee region.

The TOD district will focus on retail environments and walkable streets for the residents and visitors. This place will function as a destination of the Green Trail with abundant retail space for the residents and visitors to spend their time. The wide streets are also spacious enough for street arts and performance that may help thriving the local culture. The commercial focused sections of the area will display local artists’ murals on walls located in the alleys between buildings that hopes to express the character of the South City.

The road near the hub will be designated to public transportation and the pedestrians and the visitors of the TOD district. The art crosswalks will contribute to the liveliness of the district.
TRANSIT ORIENTED DEVELOPMENT DISTRICT
The South City Greenway District will provide the neighborhood with innovative techniques for stormwater management, create open space for passive parks, and establish a formal mixed-use trail system for pedestrians and cyclists. The South City Greenway District also aims to assist in enhancing community health, recreational opportunities, and connectivity to the surrounding neighborhood. This will be done by beautifying an existing informal pathway using over 24.4 acres.

The South City Greenway District will be an expansion of the current stormwater management facilities that will establish park space, incorporate stormwater management retention facilities, and create a multi-use trail in order to enhance connectivity within the South City neighborhood. The South City Greenway District will assist in the alleviation of flood problems, provide the neighborhood with natural public amenities, and serve as a pedestrian and cyclist thoroughfare to the connecting areas. It will consist
SOUTH CITY GREENWAY DISTRICT

Pocket Park Trail Main Park Trail Pond

URBAN DESIGN 57
URBAN DESIGN STRATEGIES

Current urban design strategies for the South City Master Plan include multi-use trails, pocket parks, and innovative Low Impact Development Stormwater Management.

Currently, the existing stormwater management facilities consist of deep ditches that create unsafe walking and biking conditions for current users. The multi-use trail will follow the current drainage ditch that runs from the end of Wallis Street to the intersection of Orange Avenue and Brighton Road. Additional connections will be designed from the intersection of Putnam Drive and Monroe Street to the intersection of Polk Street and Texas Street. The trail will also be extended north of Wallis Street to form connections with Magnolia Drive, the Capital Cascades Trail, and the Community Hub District. Smaller trails will also provide connections to existing roadways and retention ponds. Three retention ponds will be constructed on site: one just south of Putnam Street and west of Texas Street, another splitting Polk Avenue between Monroe Street and Meridian Street, and the last south of Polk Drive and east of Meridian Street.
SOUTH CITY GREENWAY DISTRICT
Urban Design Strategies

The Cottage District is located in the northwest corner of the neighborhood, between Wallis Street and Magnolia Drive. It is bordered to the east by South Meridian Street and to the west by South Monroe Street. The Gethsemane Baptist Church is located in the middle of the selected site and also fronts Wallis Street. This site’s single family housing is mostly in dilapidated conditions and are in need of either repair or replacement. The west section of the district will be occupied by businesses that face South Monroe Street and the remainder of the site is to be composed of single family housing units.

Cottage scale building is a concept of altering the zoning code. If applied to South City, there can be at least twice the density of dwelling units. This will allow for a variety of housing stock that will have individual styles and range in square footage and design. Another design element is car corralling, which will move the cars away from the cottages. Houses will also be designed with specific layers of personal space that can provide residents with individual privacy. These layers include mailbox areas, parking pockets, garden courtyards, front yards, and front porches.
THE COTTAGE DISTRICT
URBAN DESIGN STRATEGIES
The Cottage District will also preserve housing diversity, affordability, and neighborhood character. Some of the characteristics that will be implemented in the design of the cottage community include: cottage scale, individuality, layering from public to private, eyes on the commons, porches, and living large in small houses. Further, diverse housing options will embrace both dedicated private and public spaces while providing access to internal pathways.

Another key design feature of the Cottage District is the eyes on the commons. This will incorporate designs that nest homes together with windows facing their neighbors so that there is a constant feeling of “eyes on the street.” Further, the closed sides of the homes will ensure both privacy and openness to other houses. All paths will lead in the same direction with courtyards that increase the sense of community. Furthermore, having porches on the front of the house will give the residents the opportunity to socialize with passerbys, as well as a place to enjoy the outdoors.
URBAN DESIGN STRATEGIES

The Affordable Housing District aims to provide the South City neighborhood with high quality mixed-income housing that meets the needs of current and future residents. This will consist of providing affordable housing in a mixed-income community that reflects the existing character and heritage of the area. This district will offer a variety of housing types which are: cottages, multi-family homes, row houses, and single-detached homes with extra garden space to promote urban agriculture.

Furthermore, there will be an aging in place community to ensure that seniors can age in place and others who are faced with challenges can stay in their homes for years to come. This district also fosters connectivity throughout the area by reinstituting the street grid and providing added opportunities for pedestrianism. There will be an urban wetland along the southern edge on Orange Avenue that will act as stormwater management to prevent flooding.

The Affordable Housing District is comprised of 540 units of residential, ranging from one to four-bedroom options. This district is divided into four sub-districts so each area has its own unique character. These sub districts are as follows: the cottage area, single family homes with space to garden in an urban agriculture area, rowhouses, and a dedicated aging in place area.

The cottage community of this district is comprised of mixed income housing contributing to the community’s supply of affordable housing. The goal is to create an economically feasible project that includes affordable units.
AFFORDABLE HOUSING DISTRICT
and incorporates sustainable designs. A cottage-style house design will attract homeowners who value a walkable, urban lifestyle and will connect to the historic architecture of the surrounding neighborhood. The use of cottage-style housing increases the supply of smaller homes and encourages reduced energy consumption.

The dedicated “Aging in Place” area aims to increase residents’ ability to remain in their homes or neighborhoods as long as possible. This aging in place community will provide housing options needed to meet the needs for those individuals that are moving into the later third of their lives. Often times, senior citizens prefer to remain in their communities rather than move to a new community that better suits their needs. The housing options within South City will be affordable so that seniors will be able to choose from a range of housing alternatives. The units will be smaller than the rest in the area at about 800-1000 square feet.

Located on Country Club Drive, the rowhouses will all face the street and embrace private space, through their own stoop or porch, and the public realm, by adding sidewalks and street trees.

Single family homes are a viable solution for helping the significant lack of housing stock in South City, a neighborhood with many families. Some of these single-family homes will have extra yard space to embrace the urban agriculture
movement in the area. Agriculture has long been part of the history and culture of the area, so we want to highlight this by connecting with iGrow and allowing residents to reconcile their food insecurity by growing some crops themselves. Additionally, the adoption of new urbanist principles into the design of the single-family homes will result in a sustainable built environment for the South City neighborhood. These new urbanist principles include front and rear porches, garages, smaller housing setbacks, and hidden parking lots or alleys within walking distance which will lead to crime reduction in the area.
URBAN DESIGN STRATEGIES
The Community Hub District begins south of the Country Club Drive and Magnolia Drive intersection, and ends at the intersection of Putnam Drive and Magnolia Drive. This area is vacant and primarily covered with trees but it’s a prime location to connect with the rest of South City. Currently, Blueprint 2000 is in Phase 1 of the multi-use trail project. This trail is in the process of being developed from the intersection of Magnolia and Pontiac Drive to the intersection of Magnolia Drive and South Monroe Street. By providing South City with a mixture of commercial, community, and open space in an accessible hub in the neighborhood’s eastern half, the Community Hub District will let residents know that they do not need to leave their neighborhood to find the community and resources they desire. Currently, South City’s commercial space and fresh food vendors are concentrated on the Southwest corner of the neighborhood, creating a geographic barrier to access for many neighborhood residents. The Community Hub aims to balance this access to resources by providing an additional center of activity in the neighborhood’s opposite corner. The Community Hub consists of four primary sections: Courtyard Housing, the Grocery Strip, the Neighborhood Center, and the Park and Plaza.

The courtyard housing section sits at the North side of the district, comprised of four, two-floor, multifamily housing structures. This courtyard housing is yet another iteration of the vast range of housing styles that will help South City be increasingly attractive and affordable across many income levels. The inward facing structures, as well as the central courtyard, provide an organic space for community interaction, or simply private relaxation. This concept is echoed in the second-floor balconies featured in each building, adding another layer to the semi-public space, and another dimension of opportunities for interaction.

The grocery strip faces East, fronting Country Club Dr., featuring a cooperative grocery store and a series of adjacent commercial buildings. A co-op grocery will contribute to the community’s revitalization, health impacts, and economic benefits. The purpose of the co-operative development is to provide an organic grocery store that is owned by its’ membership and partners with a multitude of cooperative producers. Additionally, to conserve space and enhance the safety and enjoyment of the pedestrian experience with this strip, parking is provided on the roof of the grocery store.

The Neighborhood Center is comprised of a community center referred to as the “Studio” at the North side of the property, fronting a new, narrow road running South from Magnolia Dr. This Studio features a variety of services to assist families in
meeting their daily needs which also promote a healthy and active lifestyle. Through a combination of direct service, educational opportunities, and policy initiatives the Community Hub District seeks to improve the conditions in the South City neighborhood so all people can thrive. This area will include a South City Youth Enrichment Center. This youth enrichment space is designed to be a progressive process that will prepare youth for future success by providing necessary experiences in the areas of leadership development, college and career preparation/readiness, behavioral techniques, etiquette and life skills. There will also be a Kitchen Share/ Food Incubator that would educate South City residents who are current and aspiring entrepreneurs in running a business and educate other residents about healthy lifestyles and food options. A Greenhouse & Community Garden with raised bed gardens and other planters and a small greenhouse will also provide opportunities to build upon the nearby iGrow community garden and the urban agriculture piece of the affordable housing to foster local economic development and educational opportunities.

The Southernmost portion of the District features a small, tiered, outdoor amphitheater which, similar to the garden and walking path, can be used interchangeably for private enjoyment or for public and community events. This amphitheater faces South, down-grade, looking over the Park and Plaza portion of the Community Hub District.
The Park and Plaza portion of the district stretches East to West across the Southern border, bounded by new, narrow, neighborhood-scale roads with on street parking. These park and plaza areas complement each other by producing a more comfortable pedestrian environment, slowing what traffic does circle the Park and Plaza, and creating a haven for residents in the interior. The Park and Plaza also features four mixed use buildings with ground floor flexible retail, office, and community space, and second floor residential units. The buildings feature a mixture of facades, including arcades, outdoor seating areas, and spaces that open to both sides of the building for transparency and access. Additionally, the center of the Park and Plaza area, is reserved for a stormwater pond, which plays an incremental role in South City’s greater blue infrastructure. Due to the topography of this site, this pond serves the dual purpose of managing stormwater, and providing a public amenity. In the same vein, much of the Community Hub District is unpaved, in a comprehensive attempt to reduce impermeable surface coverage and prevent additional runoff.
IMPLEMENTATION STRATEGIES
IMPLEMENTATION STRATEGIES

Developing an implementation strategy for the South City community is an important undertaking for both the formulation and execution of this plan. Beginning with the assessment of the current capabilities possessed by South City’s residents and organizations, we can start to understand its future capabilities. After conducting a SWOT analysis of South City, we identified the community building partnerships, planning and policy tools, funding, and timeline needed to strategically enhance the community.

This chapter is intended to guide the community’s progression and adaptation with current changes and future development in South City. The South City Neighborhood Association is one of the community’s foundational existing assets. With the area being located in the Southern Strategy Area, according to the Tallahassee/Leon County Comprehensive Plan, it is eligible for strategic growth in diversified capacities. Through the alignment of internal resources with the external environment, the community will successfully initiate its policies and strategies.

Our team strategically explored and formulated five districts that are intended to complement the existing conditions and future development in the South City Community. The Affordable Housing District is intended to serve current and future residents. The Community Hub is aimed at promoting health and building the community’s identity. The Cottages District is geared towards embracing diversity of housing and neighborhood character. The South City Greenway is designed to promote a public space for pedestrian traffic flow. The Transit Oriented Development (TOD) District is envisioned to improve the quality of public transportation while including a mixture of housing, office, retail, and entertainment amenities.

COMMUNITY BUILDING & PARTNERSHIPS

The overall vision for community building is to strengthen and embrace South City’s identity by building on existing community assets. Implementing an effective neighborhood revitalization plan requires an understanding of the historical context of the neighborhood, community stakeholder desires, local knowledge, and existing barriers to improvements. These recommendations for community building consider social, economic, educational, and political dynamics in South City and the surrounding community and aims to foster building partnerships as a primary path to implementation.

COMMUNITY BUILDING | Civic Engagement Process
Different stakeholders are concerned with various issues and often have different priorities. Building a shared understanding of stakeholder desires is critical to the success of any neighborhood enhancement effort. The goals in this plan have been identified by conducting several one-on-one interviews with South City residents and neighborhood leaders, attendance at community meetings, and volunteering at the Food Outreach Ministry Distribution site. We recommend that an ongoing engagement process be implemented by City and nonprofit partners to continue meaningful civic engagement with South City residents. Each strategy should continue to engage participants in shaping a shared vision to seek consensus on appropriate actions.

COMMUNITY BUILDING | Establishing Stakeholder Partnerships
A first step is to begin identifying and establishing partnerships with key resident leaders and nonprofit organizations. We determined the key resident leaders to be those who are most active within the South City community. These individuals serve as members of both governmental and non-governmental organizations affiliated with the South City Community. These organizations will primarily serve as partners to ensure that all recommendations are actionable and can be implemented.
COMMUNITY BUILDING | Advisory Committee
A second step is to create an Advisory Committee composed of South City community members, the City of Tallahassee, and commissioners. The Advisory Committee will also be comprised of key affiliates who represent the primary and interagency partner organizations. This committee will represent the interests of the community and will engage in a robust dialogue with the Tallahassee-Leon County Planning Department through regular committee meetings. Coalition building fosters political participation in the community through advocacy meetings and education workshops. The primary partners identified include: Tallahassee Food Network, Friendship Baptist Church, Southside Neighborhood Association, Institute of Public Health at FAMU, Whole Child Leon, iGrow, South City Revitalization Council, Graceful Solutions, Greater Love Church of God in Christ, Bethel Community Development Corporation, Tallahassee’s Lenders Consortium, the Department of Family Medicine & Rural Health at Florida State University, and the Tallahassee/Leon County Council of Neighborhood Associations (CONA).

COMMUNITY BUILDING | Interagency Coordination
Throughout the planning process, the Tallahassee-Leon County Planning Department will also need to hold coordination meetings with an Interagency Working Group comprised of local agencies, as well one-on-one meetings with key agencies. The purpose of these meetings is to brief agencies on the planning process, to solicit information on agency initiatives and priorities in the South City districts, to gather feedback on proposed recommendations, and, most importantly, to coordinate future efforts of each agency to ensure that all recommendations are actionable and can be implemented.

Interagency partners identified to carry out the implementation process include: The City of Tallahassee, Tallahassee Weatherization, Purpose Built Communities, Tallahassee-Leon County Planning Department, Capital Region Transportation Planning Agency, American Association of Retired Persons, Florida Housing Coalition, Tallahassee Housing Authority, Big Bend Habitat for Humanity, The Big Bend Regional Medical Center, and FDOT.

GENERAL PLANNING POLICY TOOLS
These policy tools are proposals aimed at guiding strategic implementation and addressing potential problems and opportunities in South City. These policy recommendations best fit this community through alignment with current conditions and shaping future development in the area. With the acknowledgement of South City’s vulnerability to massive development, this section outlines methods to prevent gentrification and displacement. There are several different methods for introducing form-based codes into the established zoning ordinance for South City. Their suitability often depends on the degree of change that is desired by the community and a realistic assessment of political feasibility.

PLANNING POLICY TOOLS | Purpose Built Communities Model
Purpose Built Communities are an assemblage of internationally recognized leaders and innovative thinkers driven by a collective desire to transform communities, improve the lives of residents of underserved neighborhoods, end the cycle of intergenerational poverty, and set a new course for cities across the country. Purpose Built Communities were pioneered in the mid-1990s after the successful transformation of the East Lake neighborhood in Atlanta. By applying this holistic model to other areas of concentrated urban poverty, Purpose Built Communities are helping local leaders make a positive impact in some of this country’s most distressed neighborhoods.

PLANNING POLICY TOOLS | Community Land Trust
A Community Land Trust (CLT) is a non-profit that owns, develops, and stewards properties on behalf of a community. Though a land trust typically focuses its efforts on the acquisition of residential properties, its principles can be applied in a commercial context to aid the preservation of affordable commercial spaces in communities. This is a proactive, rather than reactive, solution. Land trusts work best when established before land prices rise. Developing plans of this magnitude takes time and preparation. This strategy benefits low-income households and businesses. It can be employed by community non-profit organizations and land developers and requires the development of a non-profit corporation to manage the trust.
IMPLEMENTATION STRATEGIES

PLANNING POLICY TOOLS | Inclusionary Zoning
Inclusionary zoning policies require developers to sell or rent a certain percentage of newly developed housing units at below-market rates to lower-income households. Often, developers are given the option of a fee in lieu of affordable units within a building. Inclusionary zoning is most effective when enacted in early stages of gentrification to combat future damage. Inclusionary zoning benefits a neighborhood most when the affordable units remain in the neighborhood and an option for in lieu fees is not accepted. Inclusionary zoning ordinances need to be enacted by locally elected and city planning officials. Guidance from residents and community organizations will encourage local support of inclusionary zoning measures. This strategy benefits low- and moderate-income households and mixed-income neighborhoods.

PLANNING POLICY TOOLS | Limited Equity Co-Op Housing
Limited equity co-op housing (LECH) creates shared ownership of housing units. Each resident owns shares of stock in the building corporation. Residents do not own their unit or obtain mortgages for their homes. Ownership obligations are shared, and co-op shares give residents a long-term lease on their unit as well as a vote in cooperative governance. When residents leave, they sell their shares, not their unit. The value that can be obtained from each stock share is restricted to maintain affordable units for future residents. LECHs require collaboration among an active resident base. Initially, a building must be obtained and maintained to provide the option for resident shareholding. These housing cooperatives require time, planning, and preparation to be successful. They are best enacted before the pressures of gentrification raise housing costs and limit the availability of units.

PLANNING POLICY TOOLS | Community Benefit Agreements
A Community Benefit Agreement (CBA) is a legally binding agreement between a developer and one or more community groups. Each agreement is specific to the community. It might include provisions such as requirements for training and employment for residents, construction of community amenities, funding for community programs and/or organizations, or mitigation for environmental concerns arising from the development. In exchange, the community groups agree to support the development. CBAs should be negotiated as early as possible in the development process, so that they have as much influence over the final development as possible. CBAs work best when there is a strong coalition of organizations working together to present a unified front for the neighborhood. This coalition should include a wide variety of stakeholders like neighborhood residents, business owners, affordable housing advocates, and representatives from community and labor organizations.

PLANNING POLICY TOOLS | Rehabilitation & Preservation
Rehabilitation and preservation of buildings can help communities retain affordable units. The preservation process is faster, easier, and cheaper than building new. Rehab and preservation can also help low-income communities with maintenance of units, including weatherization and improved accessibility. This tool can be used in all stages of community change. It works best when current units are facing expiring affordability covenants, when units are at risk of redevelopment or conversion, or when landlords are choosing to opt out of the rental assistance voucher program. This process may utilize Historic Preservation Tax credit funding which requires a partnership between property owners, local officials, and tenants. Communities can advocate for rehab and preservation through adaptive reuse of buildings that have outlived original uses.

PLANNING POLICY TOOLS | Affordable Housing Trust Fund
Affordable Housing Trust Funds establish dedicated streams of revenue to create or preserve affordable housing for low-income households. They can be used as gap financing in support of rehab or new development, and revenues are often tied to other market-driven programs. Investment of trust fund dollars can be a critical tool in a neighborhood that has already experienced a rise
in land prices and housing costs. Affordable Housing Trust Funds rely on partnerships among elected officials, community groups, and residents.

PLANNING POLICY TOOLS | Social Determinants of Health
Through the processes of advocacy, capacity strengthening, monitoring, and evaluation we recommend adopting new regulations regarding health and development. We also suggest promoting participation in policy-making and implementation by collaborating with the local government to reorient the attention towards reducing health inequities in South City.

FUNDING
Funding is an important component towards the implementation of any master plan. The revitalization efforts in South City will require a substantial amount of time, effort, and commitment. Funding is most suitable in supporting the South City community after it has undergone this comprehensive local planning process and is ready for the implementation and redevelopment process. South City is located within the City of Tallahassee/Leon County’s Comprehensive Plan’s Southern Strategy Area. In 2016, South City was designated as Promise Zone of the Department of Housing and Urban Development, which makes it eligible for a variety of funding resources that we will go into.

FUNDING | Southern Strategy Area
According to the Tallahassee/Leon County Comprehensive Plan, the South City is in an area known as the “Southern Strategy Area” (SSA). The primary goals of the SSA are to promote quality land development to increase population growth, incentivize retention and expansion of business and employment opportunities, and attain an income mixed area to encourage economic growth. The Community Human Service Partnership (CHSP) is a P3 between the city, county, and United Way of the Big Bend to efficiently distribute funding to human services based entities to meet the needs of low- and moderate-income persons and neighborhoods.

PLANNING POLICY TOOLS | Security and Safety
To promote positive change through policy, we recommend the usage of adequate street lighting, TPD and security camera monitoring, a Neighborhood watch program, and proper maintenance.
IMPLEMENTATION STRATEGIES

FUNDING | The Promise Zone
As part of the Tallahassee’s Promise Zone application, the city proposed to develop programs and strategies to: promote public safety, improve access to job training and employment, improve access to safe and sanitary affordable housing, improve access to human and social services, and develop and enhance neighborhood organizations and leadership. The Promise Zone Federal Grants and Programs are categorized by access to capital, asset building, business assistance, community capacity building, economic development, education, healthy food access, health, housing, human services and family support, community infrastructure, public safety, and workforce development.

FUNDING | Jessie Ball DuPont Fund
The Jessie Ball DuPont Fund’s philanthropy is guided by the Last Will & Testament of Jessie Ball DuPont. It works to expand access and opportunity by investing in people, organizations, and communities that were important to Jessie Ball DuPont. The Fund organizes its resources focus areas in the following way: Building the Capacity of Eligible Organizations, Building the Assets of People, Families and Communities, and Strengthening the Independent Sector.

TIMELINE
This Master Plan will need to be done in multiple phases, which will depend on the application of current and proposed development projects that may overlap or effect each district. The planning process will be guided by a multi-pronged outreach and communications strategy and will follow a standard timeline of 18 to 24 months from kickoff to adoption. This Project Timeline will begin with initial Advisory Committee meetings, and will progress into interagency coordination and project evaluation to track the progress of the Master Plan.

In this section, the content for each district will include its vision, partnerships, funding, and a timeline for the selection neighborhood-specific focus topics. Each district offers a timeline that is either short term, intermediate term, or long term. The implementation of short-term projects has a projected completion of less than 7 years. Intermediate term projects will be completed within 8 to 15 years. Long-term projects have a projected completion timeframe of between 15 and 20 years.
THIS PLAN PROVIDES A MODEL FOR PLANNING THAT IS INTENTIONAL, EQUITABLE, AND MEASURABLE.
IMPLEMENTATION STRATEGIES

AFFORDABLE HOUSING DISTRICT

VISION

This District provides the South City neighborhood with high quality housing stock that meets the needs of current and future residents. This will consist of providing affordable housing and housing related- services.

PARTNERSHIPS

Tallahassee Housing Authority*
Florida Housing Coalition (FHC)
South City Neighborhood Association
City of Tallahassee
Big Bend Habitat for Humanity
Tallahassee Lenders’ Consortium
Wells Fargo
Bank of America

TIMELINE

Overall Short to Intermediate Term < 7 years
Cottages 2-3 years
Single-family and multi-family units 2-3 years
Row houses 3-5 years
Aging in Place Community 3-5 years
Single detached homes with garden space 5-7 years

POLICIES

Community Land Trusts- A vehicle of separating the land from its buildings for the ease of transferring the title to the house without selling the land. A nonprofit organization will hold title to the land and manage the ground leases on community land trusts properties (FHC).

Land Banking- Governmental entities or nonprofit corporations that are focused on the conversion of vacant, abandoned, and tax delinquent properties into productive use.

Low Income Housing Tax Credit Program (LIHTC)- This program works by giving investors the opportunity to buy income tax credits in properties that have received state allocation, and creates a cash equity for owners and reduces the project development debt burden. In return, the owners of the developments agree to set aside a specific number of units for rent that will have to qualified at specified rents.
FUNDING

Sadowski State and Local Housing Trust Funds- The Sadowski Act direct new funds into two trust funds: the local housing trust fund and State Housing Trust Fund.

State Apartment Incentive Loan Program (SAIL)- This provides funding for the construction and rehabilitation of affordable multifamily rental housing. SAIL is one of Sadowski Housing Programs.

Community Development Block Grant (CDBG)- A flexible program that provides communities with resources to address a wide range of unique community development needs. One of the program areas is community entitlement. The CDBG entitlement program allocates annual grants to larger cities and urban counties to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities.

Choice Neighborhood Planning or Implementation Grant (HUD)- This supports the development of comprehensive neighborhood revitalization plans, which focus on directing resources to address three core goals: Housing, People and Neighborhoods. To achieve these core goals communities must develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. The Transformation Plan will become the guiding document for the revitalization of the public and/or assisted housing units while simultaneously promoting positive outcomes for families.

The HOME Investment Partnerships Program (HUD)- The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use, often in partnership with local non-profit groups, to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership. It also provides direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

Affordable Housing Grant Program (The Florida Bar Foundation)- The Foundation has sought to make an impact on the affordable housing crisis for low-income individuals and families through the implementation of a statewide-regional affordable housing project. The goal of the project was to undertake systemic advocacy to prevent the loss of affordable housing units and to support the development of new affordable housing units. Grants supported legislative advocacy, administrative advocacy, public policy advocacy and litigation on a statewide and local level.

Community Reinvestment Act (CRA loans)- This is used for single family homes, or “borrowers who rehabilitate and construct affordable housing, including construction and permanent financing for multifamily rental properties serving LMI persons.”
IMPLEMENTATION STRATEGIES

COMMUNITY HUB DISTRICT

VISION

This District seeks to build the community through promoting health, economic sustainability, and civic entrepreneurship. The Community Hub will serve as a space that promotes community engagement and identity.

PARTNERSHIPS

United Way of the Big Bend*
Department of Family Medicine & Rural Health at Florida State University.
City of Tallahassee
Institute of Public Health at FAMU
The Big Bend Regional Medical Center
Blueprint 2000
Purpose Built Communities

TIMELINE

Overall Intermediate Term < 7 years
Co-operative Development 3-5 years
Neighborhood Hub 3-5 years
Stormwater Management Pond 5-7 years

POLICIES

Civic Space Types - These are essentially open spaces or other public areas that may include parks, greens, squares, plazas, pocket parks, playgrounds, and playing fields. Typical regulations include the minimum and maximum acreages of land required, requirements for the placement of civic spaces, the appropriate zones for each civic space type, the kind of recreation the civic space is intended to facilitate, and the overall intended look and feel of the space.

Building Form Standards - These standards typically include a broad set of requirements for the configuration, features, and functions of buildings. They define and shape the public realm, such as building placement and form, lot sizes, parking, as well as allowed land uses, encroachments, and frontage and building types.

Green Building Standards - Requirements for environmentally sensitive, energy efficient, and low carbon footprint buildings can assist in achieving community sustainability goals.
Cooperative Agreement Grant - The Economic Development Administration’s (EDA) supports development in economically distressed areas of the United States by fostering job creation and attracting private investment. Specifically, under the Economic Development Assistance program’s (EDAP) Notice of Funding Availability (NOFA), EDA will make construction, non-construction, and revolving loan fund investments under the Public Works and Economic Adjustment Assistance (EAA) Programs. Grants made under these programs will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America’s ability to compete in the global marketplace. Through the EDAP NOFA, EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

National Training and Technical Assistance Cooperative Agreements (NCAs) - The purpose of the Fiscal Year (FY) 2017 National Training and Technical Assistance Cooperative Agreement (NCA) funding opportunity is to establish or maintain cooperative agreements with national organizations to provide training and technical assistance (T/TA) to potential and existing Health Center Program award recipients and look-alikes. NCAs provide T/TA nationally to improve health center operational and clinical outcomes. Eligible applicants include public, nonprofit, and for-profit entities, including tribal and faith-based organizations, which can provide T/TA on a national level to existing and potential health centers. New organizations and organizations currently receiving funding as NCAs under Section 330(l) may apply.

Service Area Competition Grant - The Health Center Program supports patient-directed public and private nonprofit organizations that provide primary and preventive health care services to the Nation’s medically underserved. The purpose of the SAC funding opportunity is to ensure continued access to comprehensive, culturally competent, quality primary health care services for communities and vulnerable populations currently served by the Health Center Program.
IMPLEMENTATION STRATEGIES

THE COTTAGE DISTRICT

VISION

This District offers innovative housing concepts that will preserve housing diversity, affordability and neighborhood character in the South City neighborhood.

PARTNERSHIPS

South City needs to Partner with nonprofit and private developers that are committed to bringing their resources and expertise to the table and developing new small cottages for the community.

Habitat for Humanity Big Bend - By partnering with Habitat for Humanity South City can reap the benefits of public and private funding.

The Florida Housing Coalition - FHC is commonly acknowledged as the foremost authority in Florida on affordable housing and community development and related issues.

POLICIES

Adopted an innovative “Cottage Housing Development” (CHD) - This is a zoning code provision to preserve housing diversity, affordability and character, and to discourage the spread of placeless sprawl.

Land Use Restriction Agreement - The Affordable Housing Group is the overseeing government entity of the Land Use Restriction Agreement (LURA). This agreement is between property owners who will buy properties below the fair market value and in return the property owners will make a certain percentage of their housing units available very low to low income people and families in need of affordable housing.

Organizing strategies/recommendations - We recommend that South City residents organize a community organization with an elected board that will facilitate day-to-day operations, community funds and housing opportunities for residents of South City.

TIMELINE

Overall Short-term < 3 years
Mixed-income Housing 1-2 years
Public and Private Spaces 2-3 years
FUNDING

State Housing Initiative Partnership (SHIP)- This provides funds from the local government as an incentive to create partnerships that create and preserve affordable homeownership and multifamily housing for low to low-income households. SHIP dollars can be reserved for many types of services including emergency repairs, new construction, rehabilitation, down payment and closing cost assistance, impact fees, construction and gap financing, mortgage buy-downs, acquisition of property for affordable housing, matching dollars for federal housing grants and programs, and homeownership counseling.

Bank of America Charitable Foundation- This organization supports the efforts and programs of nonprofit organizations that are creating pathways to economic mobility. It also works to preserve and increase access to a mix of affordable housing options and connect individuals and families with tools to achieve their financial goals.

Neighborhood Implementation Grant (Wells Fargo)- Neighborhood Implementation Grants support comprehensive community development projects that target specific neighborhoods. The community development project must be based on a current resident-driven neighborhood plan and can be used for program costs only. It doesn’t provide funding for deficits, general operating costs, or bricks-and-mortar capital development.
IMPLEMENTATION STRATEGIES

SOUTH CITY GREENWAY DISTRICT

VISION

This District integrates enhanced methods of stormwater management, open space for parks, and establishes a formal mixed-use trail system for pedestrian and cyclists.

PARTNERSHIPS

South City Neighborhood Association
FEMA
City of Tallahassee
Tallahassee Leon-County Planning Department
Blueprint 2000
CRA
Florida Department of Environmental Protection
Florida Wildlife and Fish Commission

TIMELINE

Overall Intermediate Term < 7 years
Survey and conduct a Stormwater Construction Feasibility Study and Plan 1-2 years
Expansion of stormwater to incorporate Native Florida waterway creek and stream design, nonpoint source pollution, and neighborhood beautification 3-5 years
Construct trail utilities 3-5 years
Landscaping and infill pocket parks 5-7 years

POLICIES

South City Neighborhood Stormwater Management Plan - The Tallahassee Leon County Planning Department should develop a focused Stormwater Management Plan that focuses on solving the localized flooding issues, and non-point source pollution occurring.

Green Infrastructure Modeling Toolkit - EPA has developed innovative models, tools, and technologies for communities to manage urban water runoff. The models and tools in this toolkit incorporate green infrastructure practices to help communities manage their water resources in a more sustainable way while increasing resilience to future changes, such as climate and extreme events.

Florida-Friendly Plants for Stormwater Pond Shorelines (University of Florida IFAS Extension) – Since selecting aquatic and shoreline plants may pose a challenge for developers, the University of Florida has put together a document to guide the placement and selection of plants based upon environmental conditions.
FUNDING

FDEP Total Maximum Daily Load Water Quality Restoration Grants - Annually, the state Legislature provides funding for the implementation of best management practices, such as regional stormwater treatment facilities, designed to reduce pollutant loads to impaired waters from urban stormwater discharges.

FDEP Clean Water State Revolving Fund Program - The Clean Water State Revolving Fund (CWSRF) program provides low-interest loans for planning, designing and constructing water pollution control facilities.

FDEP The Recreational Trails Program in Florida (RTP) - The Recreational Trails Program is a federally funded competitive grant program that provides financial assistance to agencies of city, county, state or federal governments, and organizations, approved by the state, or state and federally recognized Indian tribal governments, for the development of recreational trails, trailheads and trailside facilities.

FDEP Florida Recreation Development Assistance Program - The Land and Recreation Grants staff administers grants to local governments through the Florida Recreation Development Assistance Program (FRDAP). This competitive, reimbursement grant program provides financial assistance for acquisition or development of land for public outdoor recreation.

FDEP Land and Water Conservation Fund - The Land and Recreation Grants staff administers grants to local governments through the Land and Water Conservation Fund (LWCF). The LWCF is a federal competitive program that provides grants for acquisition or development of land for public outdoor recreation.

FDOT Transportation Alternatives Program - The Transportation Alternatives Program (TAP) authorized under Section 1122 of MAP-21 (23 U.S.C. 213(b), 101(a)(29)) provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation; recreational trail program projects; safe routes to school projects; and projects for the planning, design or construction of boulevards and other roadways.

Shared-Use Nonmotorized (SUN) Trail Network - The Florida Shared-Use Nonmotorized (SUN) Trail Network is authorized under 339.81, F.S. The Florida Department of Transportation (FDOT) is directed to make use of its expertise in efficiently providing transportation projects to develop a statewide system of paved non-motorized trails as a component of the Florida Greenways and Trails System (FGTS), which is planned by the Florida Department of Environmental Protection (FDEP).
IMPLEMENTATION STRATEGIES

TRANSIT ORIENTED DEVELOPMENT DISTRICT

VISION

The hope for the TOD is to provide a moderate to high density district located within easy walking distance of the proposed major transit hub. The TOD district will contain a mix of uses such as housing, jobs, restaurants, shops, services and entertainment. The district will enable residents of all ages, backgrounds, and incomes to have an abundant transportation choice, reduce the reliance of personal automobiles, and provide residents the opportunity to live convenient, affordable and active lives.

PARTNERSHIPS

Starmetro
City of Tallahassee
Capital Region Transportation Planning Agency
Center for Transit-oriented Development

POLICIES

Conduct a comprehensive operations analysis (COA) - Based on the recommendation of COA, any necessary bus route readjustment and transfer center identification can be undertaken to help identify the needs of the TOD.

Create a TOD overlay district - will encourage mixed-use and moderate to high-density development needed to support public transportation. Preserve and encourage the pedestrian character of commercial areas and promote street life and activity by regulating building orientation and design and accessory parking facilities, and prohibit certain high impact and automobile-oriented uses.

UTILIZE INCENTIVES

Utilize Incentives - Reduce the potential risks for developers in investing in the TOD projects, by providing incentives such as density bonuses, streamline development permit approval and traffic impact assessment processes; or provide cost-sharing mechanism.

TIMELINE

Long-term > 15+ years
Site Acquisition 3-5 years
Infrastructure improvements 5-7 years
Residential units 7-10 years
Retail and Commercial 10-12 years
Office 12-15 years
Capital Investment Grant program - Grant program for funding major transit capital investments, such as bus rapid transit. Requirements for projects seeking funding complete a series of steps over several years to be eligible for funding. For New Starts and Core Capacity projects, the program requires completion of two phases in advance of receipt of a construction grant agreement – Project Development and Engineering. For Small Starts projects, the law requires completion of one phase in advance of receipt of a construction grant agreement – Project Development.

USDOT Pilot Program for TOD Planning - Provides funding to local communities to integrate land use and transportation planning with a transit capital investment. Projects seeking funding must examine ways to improve economic development and ridership, foster multimodal connectivity and accessibility, improve transit access for pedestrian and bicycle traffic, engage the private sector, identify infrastructure needs, and enable mixed-use development near transit stations.

USDOT Bus & Bus Facilities Infrastructure Investment Program - provides federal resources to states and direct recipients to replace, rehabilitate and purchase buses or related equipment and to construct bus-related facilities.
OUR HOPES ARE THAT THIS MASTER PLAN WILL ELEVATE SOUTH CITY BY EMBRACING THE IDEALS OF
CONNECTIVITY, MOBILITY, WALKABILITY, AFFORDABILITY, AND SUSTAINABILITY