



**Department of Housing and
Community Resilience**

Neighborhood Revitalization Strategy Area



**Presented and Adopted
by City Commission
June 11th, 2025**

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I. INTRODUCTION

The City of Tallahassee (City) is a recipient of federal funding from the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Solutions Grant (ESG) programs. Every five years, the City is required to prepare and submit to HUD a Consolidated Plan that determines how the priority needs of the City's low- and moderate-income residents will be addressed utilizing these resources.

The goal of the CDBG program is to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. Under the CDBG program, the City is permitted to establish geographic priorities for areas determined to have a higher level of need than other areas in the City.

In 1999, the City sought approval from HUD to designate a local target area known as a Neighborhood Revitalization Strategy Area (NRSA). A NRSA is a revitalization tool that targets very low-income geographic areas and maximizes HUD resources to provide decent affordable housing and increase economic opportunities. Since HUD's approval of Tallahassee's NRSA, residents of the revitalization area have benefitted from activities geared towards their economic empowerment. These activities include the acquisition and preservation of existing affordable housing units, provision of public services, and implementation of community revitalization projects to improve living conditions.

HUD's NRSA approval is effective for up to five years and must be renewed upon termination. In conjunction with its Consolidated Plan submission, the City also updates and submits its NRSA Plan. This NRSA Plan is the City's application to HUD to renew the designation of the target area and accompanies the FY 2025-2029 Consolidated Plan.

Purpose of a NRSA

By establishing a NRSA, the City has elected to undertake a place-based approach to community revitalization. This enables the City to target limited CDBG resources to transform the neighborhoods by improving the housing and economic opportunities available to the residents of the area. The investment of these federal resources can also leverage other investments to have an even greater overall impact.

HUD encourages CDBG grantees to designate and implement NRSAs. HUD recognizes that place-based planning efforts can have a greater effect on improving the lives of low- and moderate-income persons if there is a comprehensive strategy that identifies specific needs and utilizes

community assets and strengths to achieve desired outcomes. The overall benefit to the community is the economic empowerment of low-and moderate-income residents. NRAs also encourage investment in distressed communities by bringing attention to opportunities, assets, and the unique characteristics of the neighborhoods.

Benefits of a NRSA

HUD incentivizes this approach to neighborhood revitalization by allowing regulatory flexibilities under the CDBG program. These CDBG program flexibilities make it easier for the City to implement housing, economic development, and job creation/job retention projects and also gives the City the ability to allocate more resources for public service activities. These incentives are described in the CDBG regulations at 24 CFR Part 570, and summarized as follows:

- 1) Aggregation of Housing Units:** Housing units assisted in an approved NRA, during each program year, may be considered a single structure for purposes of meeting a national objective. The grantee must maintain documentation that demonstrates 51 percent of the units completed were initially occupied by low- and moderate-income households. Outside a NRA, 100% of the single-family homes must be occupied by low- and moderate-income households. This housing incentive provides greater flexibility to carry out housing programs designed to revitalize neighborhoods through housing activities.
- 2) Job Creation/Retention as Low/Moderate Income Area Benefit:** Job creation/retention activities undertaken in a NRA may be qualified as meeting the area benefit national objective, thus eliminating the need for businesses to track personal income and maintain records for jobs held by or made available to low- and moderate-income persons residing within the NRA. Businesses and the City will need to report the number of full-time jobs created but will not need to collect income information on every person filling the created jobs, as they would elsewhere.
- 3) Aggregate Public Benefit Standard Exemption:** Economic development activities carried out in a HUD-approved NRA may be exempted from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing the record-keeping requirements for meeting a public benefit. Economic development projects must meet a public benefit standard both for individual projects and in aggregate for all economic development projects in that year. Exemption from the aggregate standard means that the City may offer more assistance to attract companies that will be able to create jobs within the NRA.
- 4) Public Service Cap Exemption:** As a part of an overall economic empowerment and housing opportunity strategy, public services carried out in a HUD-approved NRA are not subject to the statutory 15% public service cap when such activities are carried out by a designated Community Based Development Organization (CBDO) undertaking a neighborhood revitalization, community economic development, or energy conservation project.

II. BOUNDARIES

- The NRSA is composed of many neighborhoods in the following sectors: Frenchtown, Bond Community, and South City, Providence, Jackson Bluff/Pensacola, and High Road.

It encompasses the following census tracts:

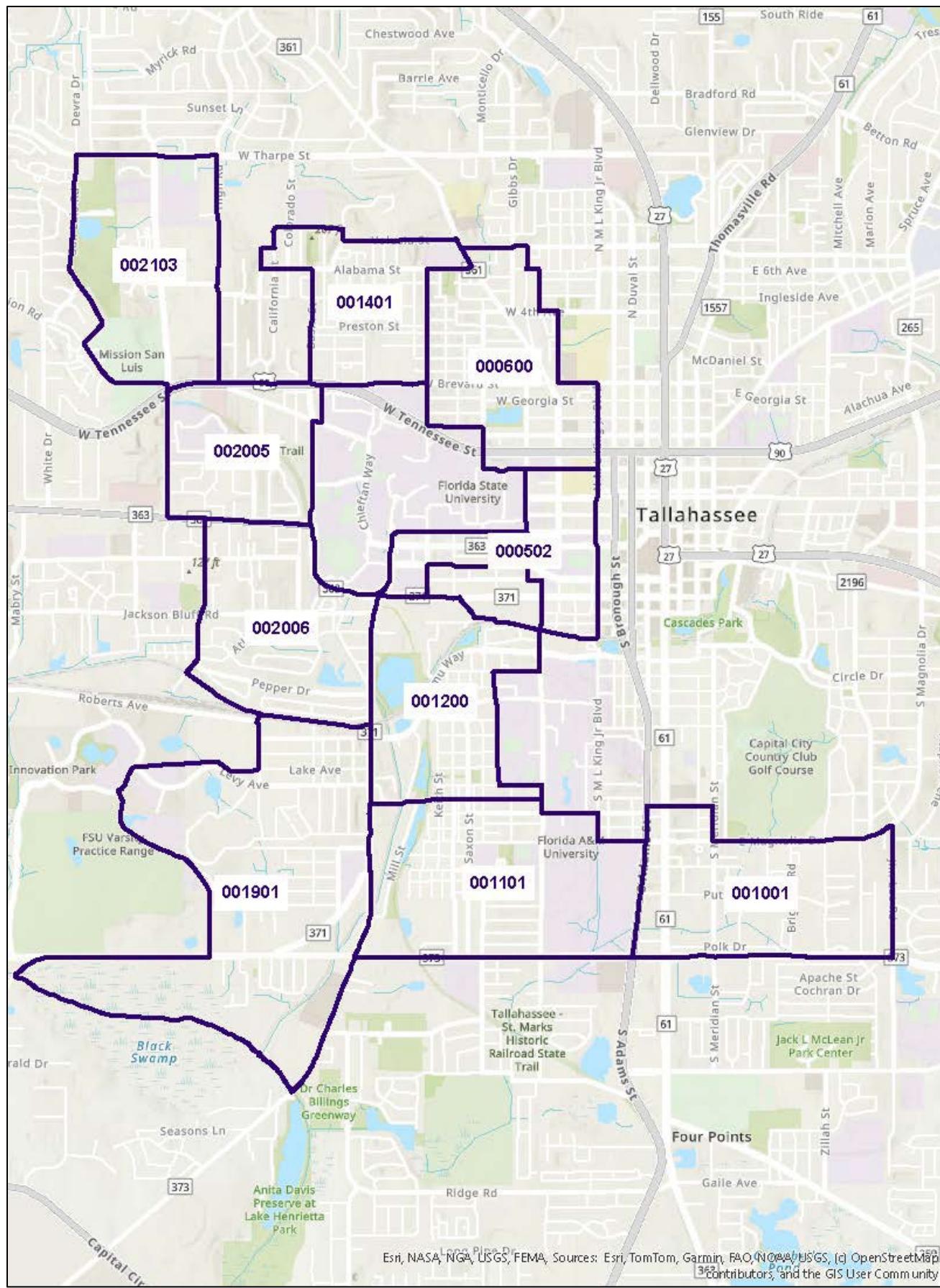
Main Sector	Census Tracts and Location
Frenchtown	Census tracts 6 and 14.01 located in the northeastern portion of the NRSA
Bond Community	Census tracts 5.02 and 12 located in the eastern central portion of the NRSA
South City	Census tracts 10.01 and 11.01 located in the southeastern portion of the NRSA
Providence	Census tract 19.01 located in the southern central portion of the NRSA
Jackson Bluff/Pensacola	Census tracts 20.05 and 20.06 located in the western portion of the NRSA
High Road	Census tracts 21.03 located in the northwestern portion of the NRSA

The NRSA includes a diverse range of neighborhoods across Tallahassee, extending beyond the downtown core. While some areas remain close to the capitol and central business district, others span into the southern, southwestern, and central parts of the city. The NRSA now encompasses Bond Community, Frenchtown, South City, Providence, Jackson Bluff/Pensacola, and High Road, each with its own distinct identity and characteristics.

Major landmarks located within the NRSA include but are not limited to Florida A&M University (FAMU), Oakland Cemetery, Bragg Memorial Stadium, Bond Elementary School, Jack McLean Park, and the Walker Ford Community Center. With the inclusion of additional neighborhoods, other significant sites, such as Tallahassee Community College (TCC), Lake Munson, the Jake Gaither Golf Course, and portions of Florida State University (FSU), may also fall within the NRSA boundaries.

Portions of the NRSA continue to overlap with the Tallahassee Community Redevelopment Agency (CRA) districts. The Greater Frenchtown/Southside Community Redevelopment Area (CRA) includes parts of the NRSA, supporting revitalization and development efforts. Given the broader geographic scope, additional areas within the Jackson Bluff/Pensacola and Tallahassee Southwest neighborhoods may intersect with existing or future redevelopment initiatives. Further assessment may be required to determine if CRA coverage now extends to these added locations.

Neighborhood Revitalization Strategy Area by Census Tract



III. DEMOGRAPHIC CRITERIA

To qualify for NRSA designation, an area must meet two criteria:

- 1) The selected area must be primarily residential; and
- 2) The area must contain a high percentage of Low- and Moderate-income (LMI) households.

The Tallahassee NRSA meets both requirements. The narrative in this section offers documentation for this conclusion, including the maps on pages 8 and 9.

Residential requirement

The Tallahassee NRSA meets the primarily residential requirement based on an analysis of parcel-level data on existing land use, using the best available data from the Leon County Planning Department, updated as of May 2020. This data set is updated utilizing new construction permits completed each year starting in 1970.

Using the parcel-level existing land use data, out of 7,463 total parcels, 69% (5,124) in the NRSA are residential (multi-family, single family attached, single family detached/mobile home, two-family dwelling).

Low- and Moderate-Income requirement

To meet the LMI criteria, HUD details three scenarios by which the NRSA area can meet the requirement. These scenarios are:

The percentage of LMI residents within the neighborhood must be equal to:

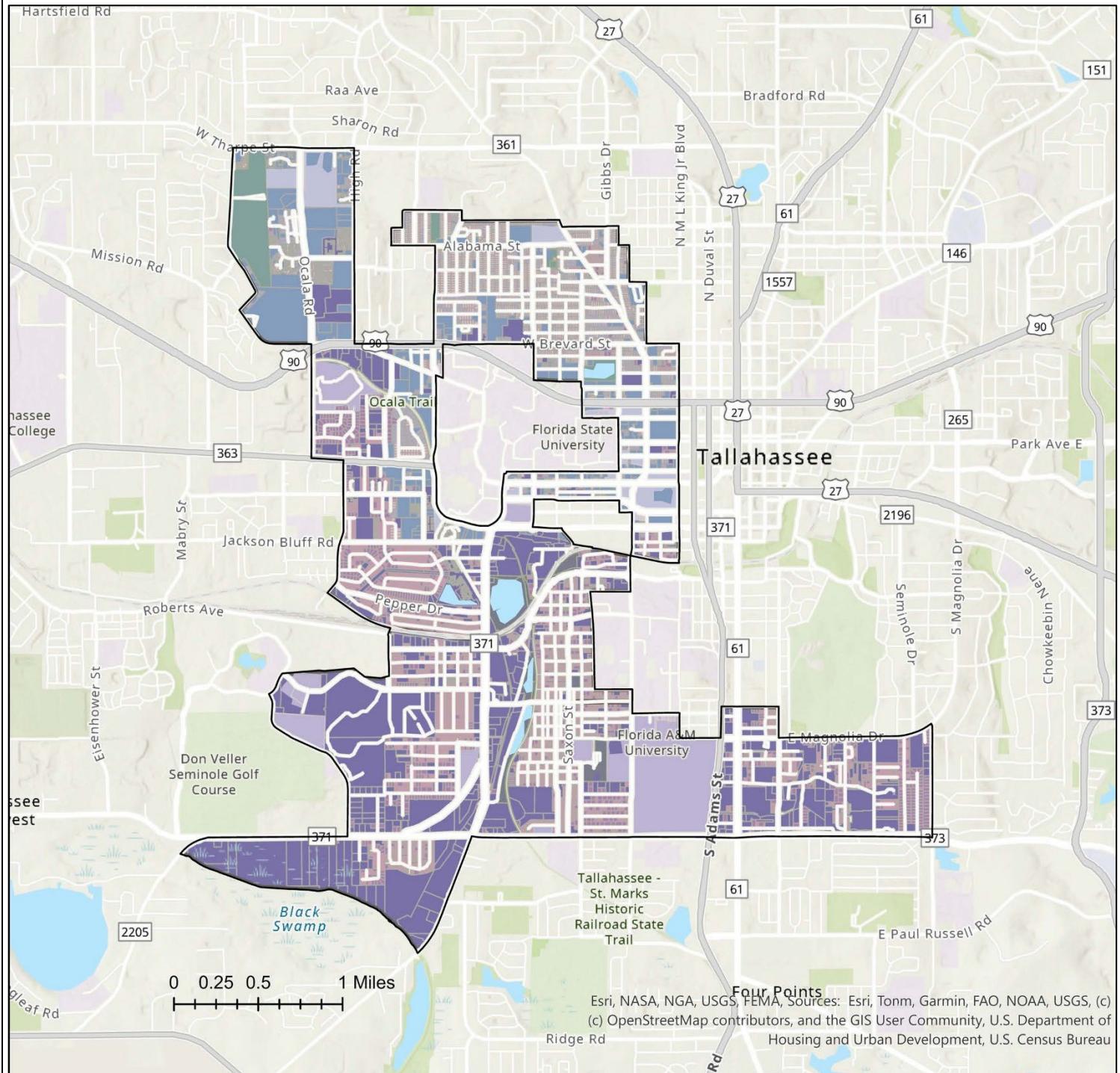
- 1) 70% of the total population in the selected area if the grantee's upper quartile is greater than 70 percent LMI;
- 2) The upper quartile percentage if the grantee's upper quartile is greater than 51 percent, but less than 70 percent LMI in the total population; or
- 3) 51 percent of the total population if the grantee's upper quartile percentage is less than 51 percent.

The Tallahassee NRSA meets the criteria of the first scenario. According to the latest LMI data published by HUD (at the time of this application's submission), the upper quartile percentage of LMI residents in all block groups for the City of Tallahassee is 86.17% and the NRSA's population is 85.92% LMI. The table below details the LMI population for each census block group in Tallahassee's NRSA, for the NRSA overall, and for the City.

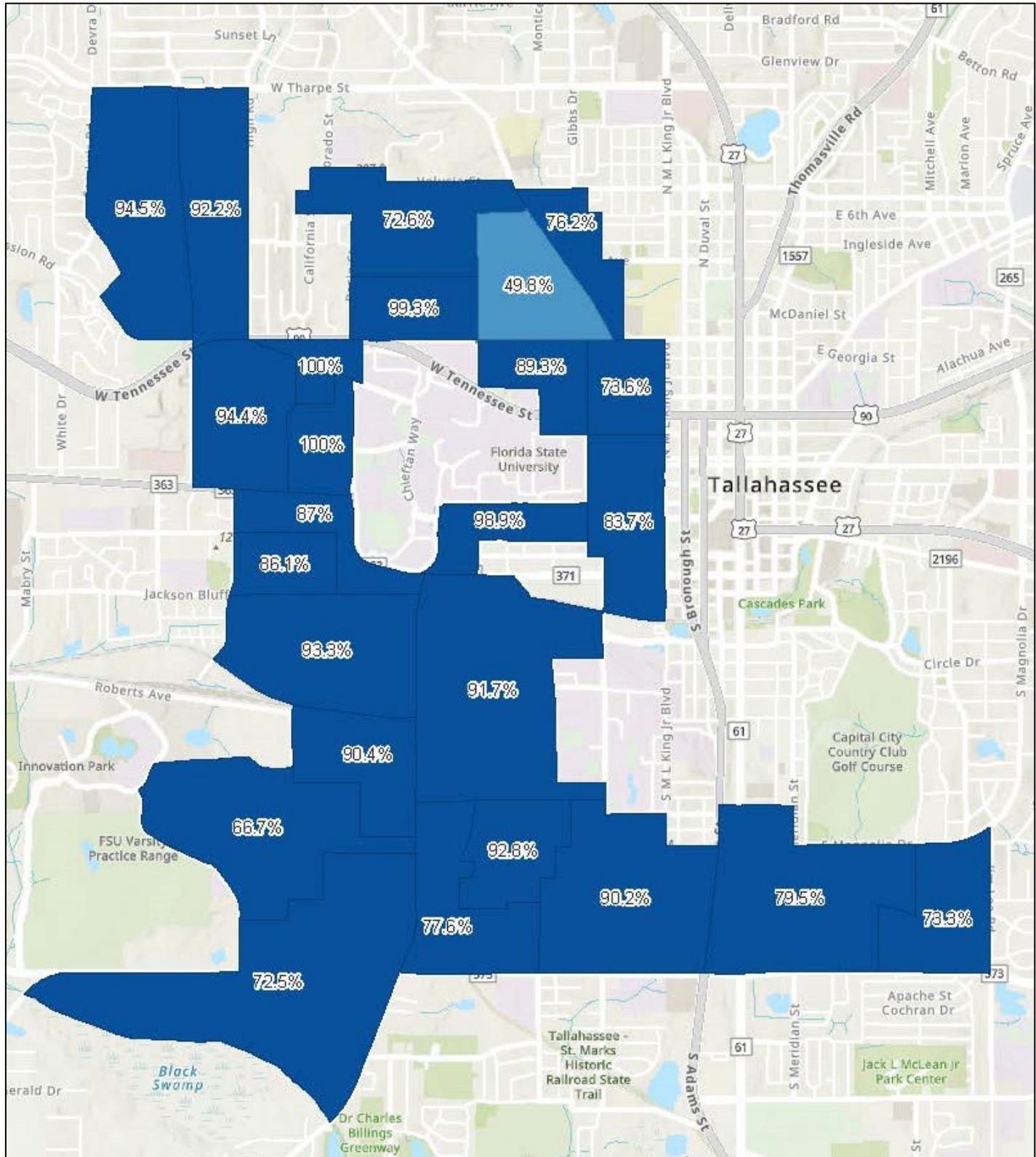
Block Group	Population Universe	Low/Mod Population	Percent Low/Mod
120730019013	150	100	67%
120730019011	945	685	73%
120730020063	1,945	1,815	93%
120730005022	460	385	84%
120730020052	875	875	100%
120730006004	265	195	74%
120730020053	790	790	100%
120730005021	460	455	99%
120730011012	415	385	93%
120730020051	1,525	1,440	94%
120730020062	830	715	86%
120730006003	795	710	89%
120730010012	1,275	935	73%
120730011013	205	185	90%
120730014011	1,060	770	73%
120730019012	835	755	90%
120730020061	1,810	1,575	87%
120730012001	1,030	945	92%
120730011011	735	570	78%
120730021032	2,015	1,905	95%
120730021031	2,435	2,245	92%
120730006001	525	400	76%
120730014012	695	690	99%
120730006002	1,205	600	50%
120730010011	1,900	1,510	80%
NRSA	25,180	21,635	85.92%
Tallahassee	178,530	96,775	54.20% (86.17%)

Data Source: HUD 2025 LMISD data, based on 2016 – 2020 ACS, available at: www.hudexchange.info/programs/acs-low-mod-summary-data

Residential Parcels in Proposed Tallahassee NRSA



Percent of Population that is Low- and Moderate-Income



Source: HUD 2025 LMISD data, based on 2016-2010 ACS, available at: <https://www.hudexchange.info/programs/acs-low-mod-summary-data>

IV. CONSULTATION

During the development of the City's 2025-2029 Consolidated Plan, the City conducted a comprehensive community participation process. The City consulted with residents and stakeholders to identify the needs of persons who reside within the boundaries of the NRSA. The consultation consisted of neighborhood meetings, a needs assessment survey, and targeted stakeholder outreach. The City conducted two public meetings, both of which were held at locations within the NRSA. The meetings were attended by 14 individuals including a mix of community residents, residents of public housing, nonprofit organizations serving affected residents, and other community groups.

The City engaged with key stakeholders during the NRSA designation period and ongoing consultation will continue with stakeholders as the plan is implemented. These key stakeholders include but are not limited to the following agencies or organizations: Tallahassee Housing Authority, Big Bend Continuum of Care, Family Promise of the Big Bend, Frenchtown/Southside CRA, the Frenchtown/Southside CRA Citizen's Advisory Committee, and the South City Foundation.

In addition to consulting with stakeholders directly, participating on committees with several stakeholders, and maintaining partnerships with stakeholders to deliver programs and services, the City prepares a Consolidated Annual Performance and Evaluation Report (CAPER) to report on the progress the City has made toward the Consolidated Plan goals. As part of the development of the CAPER, the City solicits public comments from residents and stakeholders on all accomplishments including those within the NRSA.

The NRSA Plan was adopted by the City Commission on June 11, 2025, and submitted to HUD along with the City's 2025-2029 Consolidated Plan and FY2026 Annual Action Plan.

When the City began its preparations for the development of its FY2025-2026 Annual Action Plan, additional revisions to the NRSA were made in response to feedback received during the above-noted consultations. Understanding the need to review the boundaries of the current NRSA, City staff reviewed the statistical areas and determined what changes would be proposed.

The outreach regarding the proposed changes to the NRSA were incorporated during the City's consultations for its FY2025-2026 Annual Action Plan. The City held two public meetings, one-on-ones with engaged stakeholders, two public hearings, and direct consultations with homeless providers, the housing authority, and neighborhood associations.

V. ASSESSMENT

A. Neighborhood Description

History and Location of the NRSA

The Neighborhood Revitalization Strategy Area (NRSA), originally concentrated near downtown Tallahassee, was formally outlined in the 2020-2024 NRSA Plan and has since shifted with modern urban development. The final phase of the College Town build was completed in 2018, benefitting the entirety of Gaines Street as businesses filled in the space along the corridor. This led to a division in what was originally Census Tract 5, and the portion of Gaines Street within the newly allotted Census Tract 5.02 is now disqualified from NRSA eligibility.

The NRSA holds significant historical and cultural importance, particularly in communities such as Frenchtown, one of the oldest and most historically significant African American neighborhoods in Tallahassee. Frenchtown was a thriving economic and cultural hub through the 1970s, but experienced economic decline as residents and businesses moved elsewhere, leading to disinvestment and increased development challenges. Similar patterns of underinvestment have impacted other NRSA communities, contributing to long-standing housing, infrastructure, and business retention challenges.

Despite numerous planning efforts by the City of Tallahassee, Leon County, the Tallahassee Community Redevelopment Agency (CRA), and community organizations, many NRSA neighborhoods continue to face systemic barriers to economic stability. Concerns documented in the Frenchtown Placemaking Plan (2020) and the Greater Frenchtown/Southside Community Redevelopment Plan (2021) highlight low homeownership rates, declining property values, public safety concerns, business retention struggles, and infrastructure deficiencies as key issues. These plans also emphasize the need for affordable housing solutions, investment in public transportation, and support for local businesses to promote long-term economic sustainability.

However, significant opportunities exist for revitalization. The NRSA's neighborhoods benefit from strong community identity, rich historical significance, access to major employment centers, and available land for redevelopment. Recent initiatives, such as the Greater Frenchtown/Southside CRA Plan update in 2021, have reinforced commitments to equitable development, ensuring that historically underserved communities receive targeted investments.

As the NRSA continues to evolve, securing sustained investment, prioritizing resident engagement, and addressing long-standing disparities will be crucial to fostering economic growth, improving housing stability, and enhancing the overall quality of life for residents.

For more up-to-date information on redevelopment efforts, residents and stakeholders can refer to ongoing City of Tallahassee CRA initiatives (talgov.com/cra) and the City's 2025-2029 Strategic Plan (<https://performance.envisio.com/dashboard/tallahassee2025>).

Ethnic and Racial Changes

According to the most recent 2019–2023 American Community Survey (ACS) Five-Year Estimates, the updated Neighborhood Revitalization Strategy Area (NRSA) boundaries for 2025–2029 reflect a refinement of qualifying census tracts based on evolving demographic and economic conditions. While core neighborhoods such as Frenchtown, Bond, South City, and Providence remain in the NRSA, the 2025–2029 designation includes two newly qualified areas—Jackson Bluff/Pensacola and High Road—adding Census Tracts 20.05, 20.06, and 21.03 to the strategy area. These changes expand the NRSA's geographic reach to include portions of the western and northwestern city limits, where increased concentrations of low- and moderate-income residents have been identified. At the same time, some tracts such as 10.02 and 14.02, previously part of South City and Frenchtown in the 2020–2024 NRSA, were removed, indicating a shift in eligibility. The inclusion of these new areas underscores the City's continued commitment to aligning revitalization efforts with current data and community need.

Jurisdiction/Neighborhood	2015 Population	2023 Population	% change
Tallahassee	187,024	199,696	6.78%
NRSA	26,463	32,421	22.51%
Frenchtown	11,539	8,488	-26.44%
Bond	3,988	5,086	27.53%
South City	8,205	5,470	-33.33%
Providence	2,731	1,876	-31.31%
Jackson Bluff/Pensacola	*	7,234	*
Mission/High Road	*	4,267	*

Data Source: 2015 ACS 1-Year Estimate (Base Year), 2018-2023 ACS 5-Year Estimate

*Not included in NRSA for 2015

Between 2015 and 2023, the racial composition of the Neighborhood Revitalization Strategy Area (NRSA) shifted notably. The number of White residents in the NRSA nearly doubled—rising by 98.96% from 5,878 to 11,695 individuals—now comprising 36% of the NRSA population, up from 22% in 2015. Meanwhile, the Black or African American population, while still the largest racial group in the NRSA, declined by 11.84%, decreasing from 17,606 to 15,522 residents and representing 47.9% of the area's population in 2023.

The Hispanic or Latino population more than doubled, increasing by 130.38%, and now accounts for 8.65% of NRSA residents. The share of individuals identifying with two or more races grew by

54.65%, and those identifying as Asian rose by 31.31%. These trends reflect a broader diversification of the NRSA's demographic profile.

Conversely, the American Indian and Alaska Native population declined sharply—by 73.21%—from 56 to just 15 individuals. Across the City of Tallahassee, similar patterns of demographic change were observed, with growth in Hispanic or Latino, multiracial, and Asian populations, and a notable decline in the number of residents identifying as American Indian or Alaska Native.

Race/Ethnicity	NRSA			Tallahassee		
	2015	2023	% change	2018	2023	% change
White	5,878 (22.21%)	11,695 (36.07%)	98.96%	96,371	95,419	-0.99%
Black/African American	17,606 (66.53%)	15,522 (47.88%)	-11.84%	66,080	70,552	6.77%
Asian	990 (3.74%)	1,300 (4.01%)	31.31%	7,377	7,956	7.85%
American Indian, Alaska Native	56 (0.21%)	15 (0.05%)	-73.21%	333	84	-74.77%
Some other race	102 (0.39%)	135 (0.42%)	32.35%	493	851	72.62%
Two or more races	613 (2.32%)	948 (2.92%)	54.65%	3,970	7,511	89.19%
Hispanic or Latino	1,218 (4.60%)	2,806 (8.65%)	130.38%	12,663	17,242	36.16%
TOTAL	26,463	32,421	22.51%	187,024	199,696	6.78%

Data Source: 2015 ACS 1-Year Estimate (Base Year), 2018-2023 ACS 5-Year Estimate

Racially/Ethnically Concentrated Areas of Poverty

From a policy making perspective, areas with high concentrations of both minorities and poverty require specific and intensive intervention to improve economic, housing, and quality of life conditions. Without such intervention, areas with high poverty and effective segregation may result in residents living shorter lives and earning less compared to residents living in integrated and economically vibrant communities in the same city.

Recognizing these policy implications, HUD designates census tracts as racially/ethnically concentrated areas of poverty (R/ECAP) if they meet two criteria:

- At least 50% of the population is non-white, and
- 40% of the individuals in the area are under the poverty line.

HUD offers an exception to the 40% requirement if the area in question has a poverty rate that is three times the average poverty rate of the metropolitan statistical area (MSA). Over half of the census tracts in the City of Tallahassee's NRSA are R/ECAPs (census tracts 6, 10.01, 11.01, 12, 14.01, 19.01, and 21.03), including at least one R/ECAP in each of the NRSA's three main neighborhoods. The entire Southside neighborhood and two of three of the Bond Community's census tracts are R/ECAPs.

Community Assets

The NRSA includes numerous community assets because of its central location including a number of agencies, institutions, and public amenities. The community assets include:

- Several assisted housing developments including LIHTC developments, HUD Multifamily properties, and public housing developments;
- Multiple public schools including Riley Elementary School, Griffin Middle School, Ruediger Elementary School, Raa Middle School, and Bond Elementary School;
- Major Universities and Colleges – Tallahassee State College, Florida State University, and Florida A&M University;
- City Parks and Public Facilities including John. G. Riley Park; Levy Park & Pool; Lake Ella Park; Lee Park; Myers Park; Cascades Park; Senior Center; LeVerne Payne Community Center, Greenwood Cemetery; Oakland Cemetery; Old City Cemetery, among numerous other city facilities; and
- Other major community assets such as The Grove Museum and the Florida State Capitol.

Educational Opportunities

There are seven K-12 public schools located within the NRSA. The table below identifies each of the schools and provides data from the Florida Department of Education's School Accountability Report. All the schools in the NRSA have high percentages of minority students and extremely high numbers of economically disadvantaged students – students determined to be eligible for free and reduced-price meals under the National School Lunch Program. Schools within the NRSA have some of the lowest school grades when compared to schools in other parts of the city.

School Name	2024 Grade	Percent Minority	Percent Economically Disadvantaged Students
John G. Riley Elementary School	C	95.8%	100.0%
Ruediger Elementary School	C	92.6%	100.0%

School Name	2024 Grade	Percent Minority	Percent Economically Disadvantaged Students
Bond Elementary School	B	97.0%	100.0%
Griffin Middle School	C	92.6%	100.0%
Raa Middle School	B	73.6%	81.3%
Amos P. Godby High School	C	88.5%	100%
Pineview Elementary School	A	96.3%	100%

Data Source: Florida Department of Education

In terms of access to higher education, Tallahassee is home to two major universities, FAMU and FSU, and several two-year institutions including Tallahassee State College, North Florida Cosmetology Institute, Aveda Institute, and Lively Technical Center.

B. Revitalization Activities and Investment in the NRSA

To keep pace with area growth and meet the expanding needs of residents, the City is investing significant funds into infrastructure projects within the boundaries of the NRSA. Major utility and infrastructure improvements in the NRSA include drinking water, utility, water & sewer, street and sidewalk, and stormwater projects.

The table below lists large projects funded by the City in the NRSA.

Project Type	Project	Total Cost
Utility	West Pensacola Utility Improvements	\$1,000,000
Stormwater	Pensacola Street Stormwater Outfall, Segment 3	\$1,126,166
Stormwater	Pensacola Street Stormwater Outfall, Segment 2	\$1,092,488
Water & Sewer	Dover Street Water & Sewer Improvements	\$1,900,000
Water & Sewer	FAMU Way Phase III Water and Sewer	\$2,300,000
Streets & Sidewalks	FAMU Way Phase 3	-
Streets & Sidewalks	Greater Bond Community Linear Park	\$507,121

Project Type	Project	Total Cost
Stormwater	Country Club Creek/Putnam Drive Drainage and Sidewalk Improvements Phase II	\$1,750,000
Stormwater	Country Club Creek/Putnam Drive Drainage and Sidewalk Improvements Phase II	\$1,750,000
Streets & Sidewalks	Texas Street Sidewalk Improvements	-
Streets & Sidewalks	Polk Drive Phase II	\$674,806

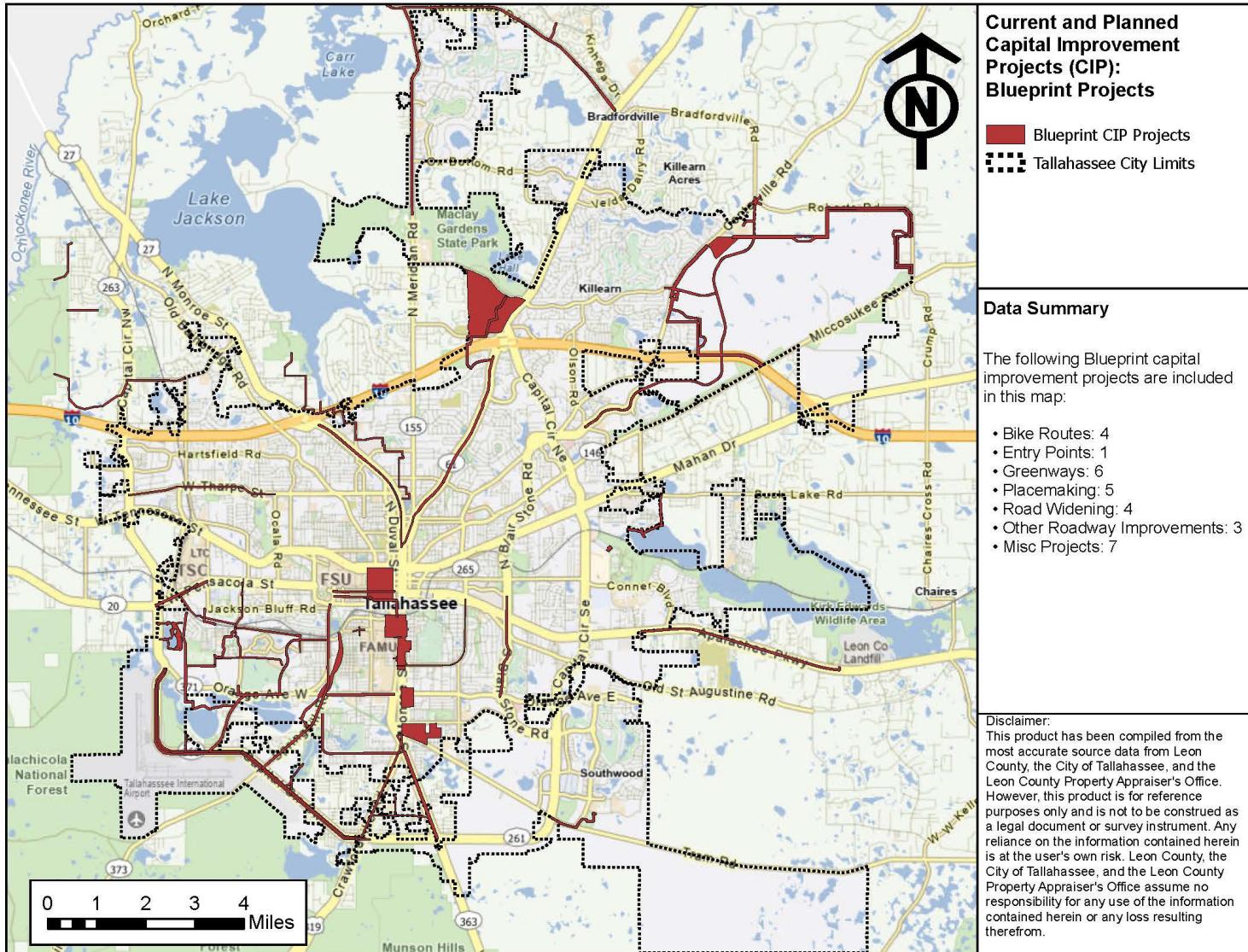
Overview of Capital Improvement Project Locations

The maps below illustrate the geographic distribution of current and planned Capital Improvement Projects (CIP) across the City of Tallahassee. These projects are part of ongoing efforts to enhance public infrastructure and community services and are categorized by focus area:

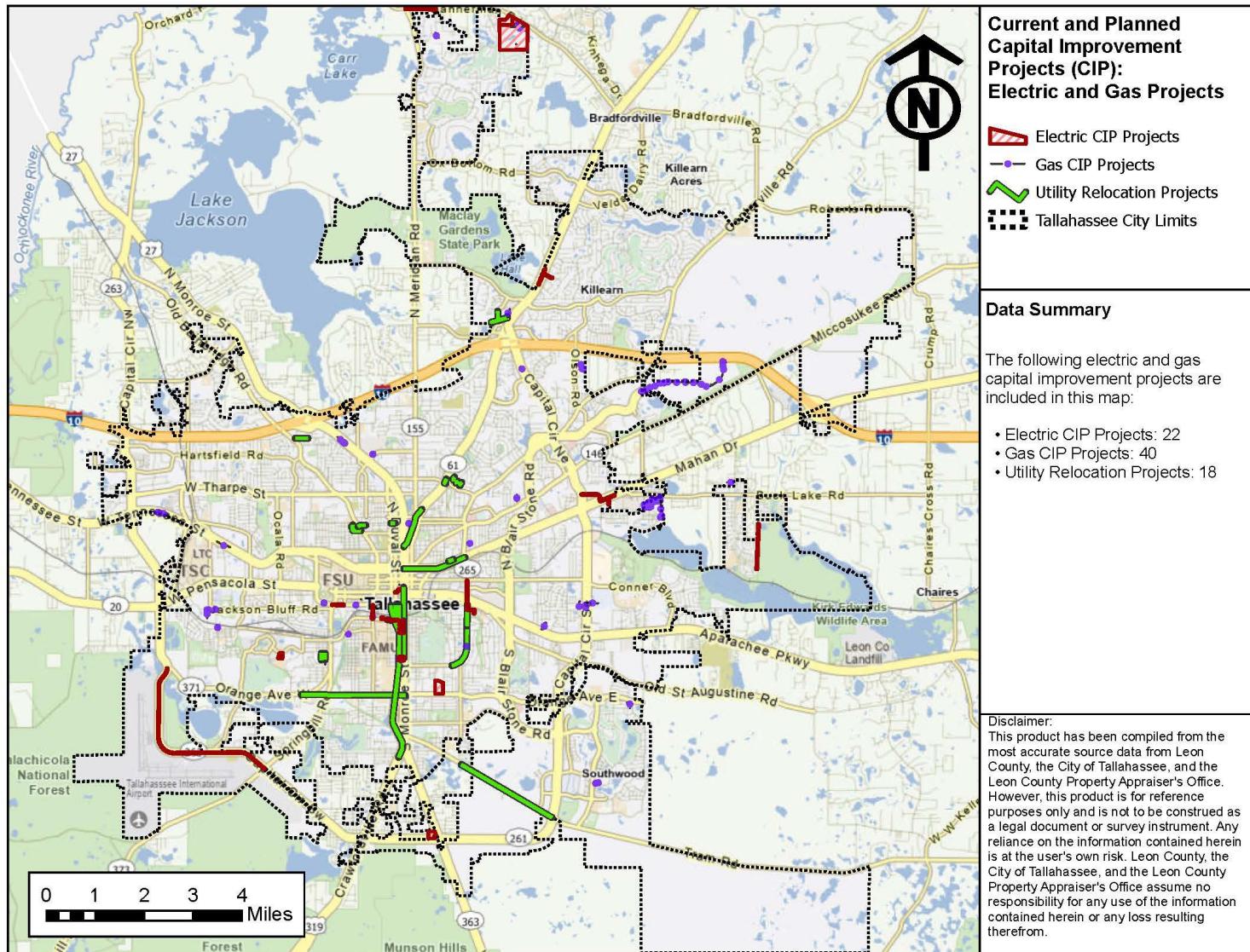
- Blueprint Projects (e.g., bike routes, greenways, placemaking, and roadway improvements)
- Electric and Gas Projects (including utility relocation initiatives)
- Street and Sidewalk Projects (such as resurfacing, new sidewalks, and street engineering upgrades)
- Water-Related Projects (such as stormwater and water sewer0

Each map highlights where these projects are located within the city limits, providing a visual summary of investment activity and infrastructure planning across various neighborhoods.

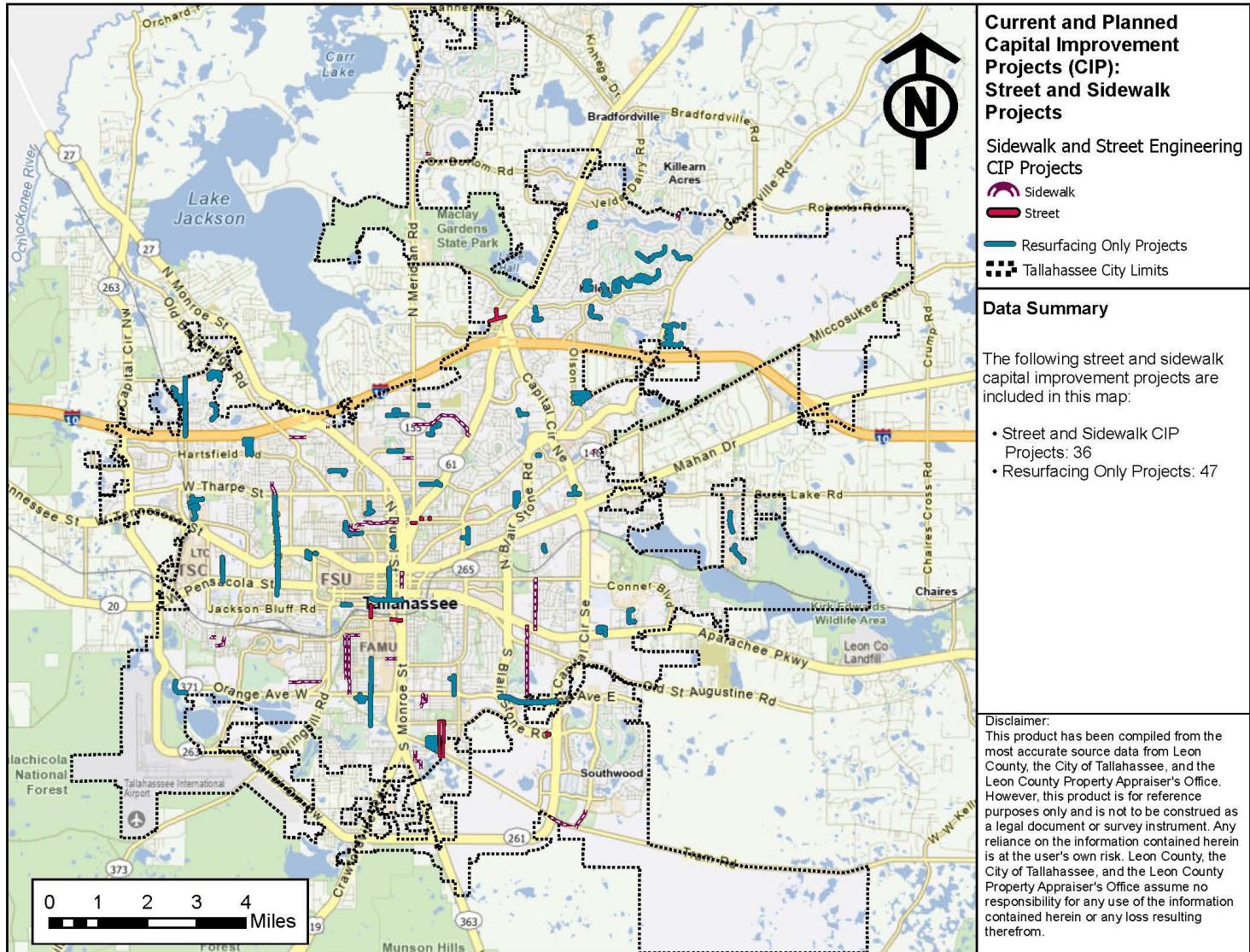
Current and Planned Capital Improvement Projects (CIP): Blueprint Projects



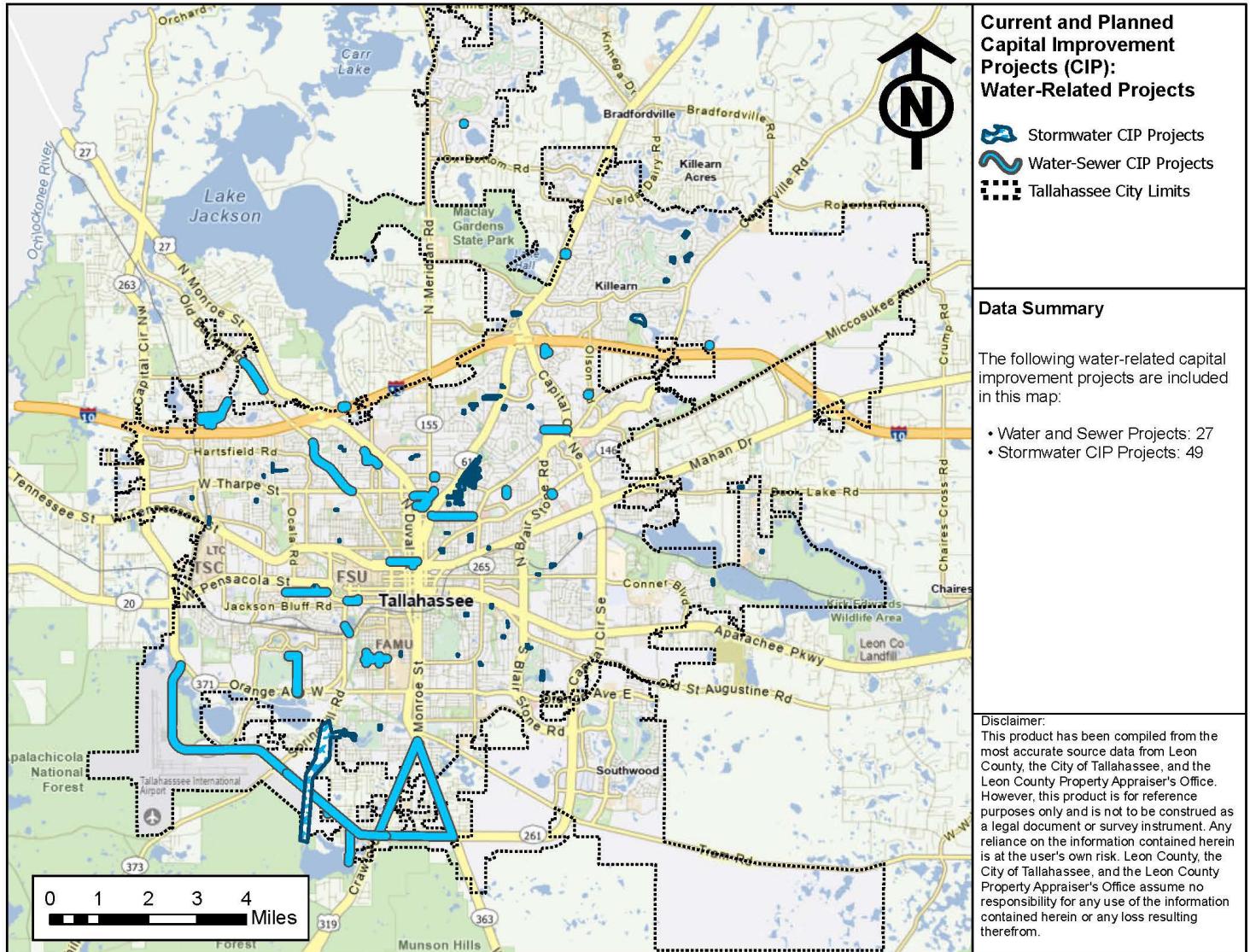
Current and Planned Capital Improvement Projects (CIP): Electric and Gas Projects



Current and Planned Capital Improvement Projects (CIP): Street and Sidewalk Projects



Current and Planned Capital Improvement Projects (CIP): Water-Related Projects



Community Redevelopment Agency (CRA)

The City Commission established the Community Redevelopment Agency (Tallahassee CRA) in 1998 to create a framework for the redevelopment and enhancement of selected areas of the central urban district. The Tallahassee CRA has two distinct redevelopment areas, the Greater Frenchtown/Southside Community Redevelopment Area, established in June 2000, and the Downtown District Redevelopment Area, established in June 2004. The Tallahassee CRA was established under the authority of Part III, Chapter 163, Florida Statutes, through the adoption of Ordinance No. 98-O-0046, as amended, on September 23, 1998.

The goal of the Tallahassee CRA is to create and implement strategies that use a combination of public and private resources to facilitate redevelopment that enhances the built environment and strengthens local economic conditions within each redevelopment district. To meet this goal, the Tallahassee CRA pursues projects that help reduce or eliminate the continuation and/or spread of blight. Individual projects and policies are supported based on the specific conditions and needs identified within the Greater Frenchtown/Southside Community Redevelopment Plan and the Downtown Community Redevelopment Plan. Areas where the Tallahassee CRA concentrates redevelopment efforts includes, but is not limited to:

- Commercial development,
- Mixed-use development,
- Neighborhood and housing improvements (with a focus on affordable housing),
- Infrastructure,
- Transportation, and
- Support for promotional and special events.

Funds are provided through grants and/or loans based on the funding gap of the proposed project, the projected return on investment, and the community benefit. In 2024, the CRA Board approved a set of programs and adopted budgets for each for the Greater Frenchtown/Southside community benefits district. These programs are listed below:

#	Program	Estimated Cost
1	Neighborhood enhancement and public safety program	\$210,000
2	Affordable Housing Projects	\$635,000
3	Business Facility Improvement Grant	\$200,000
	Total annual investment	\$1,045,000

Data Source: Tallahassee CRA, Approved Budget on August 22, 2024.

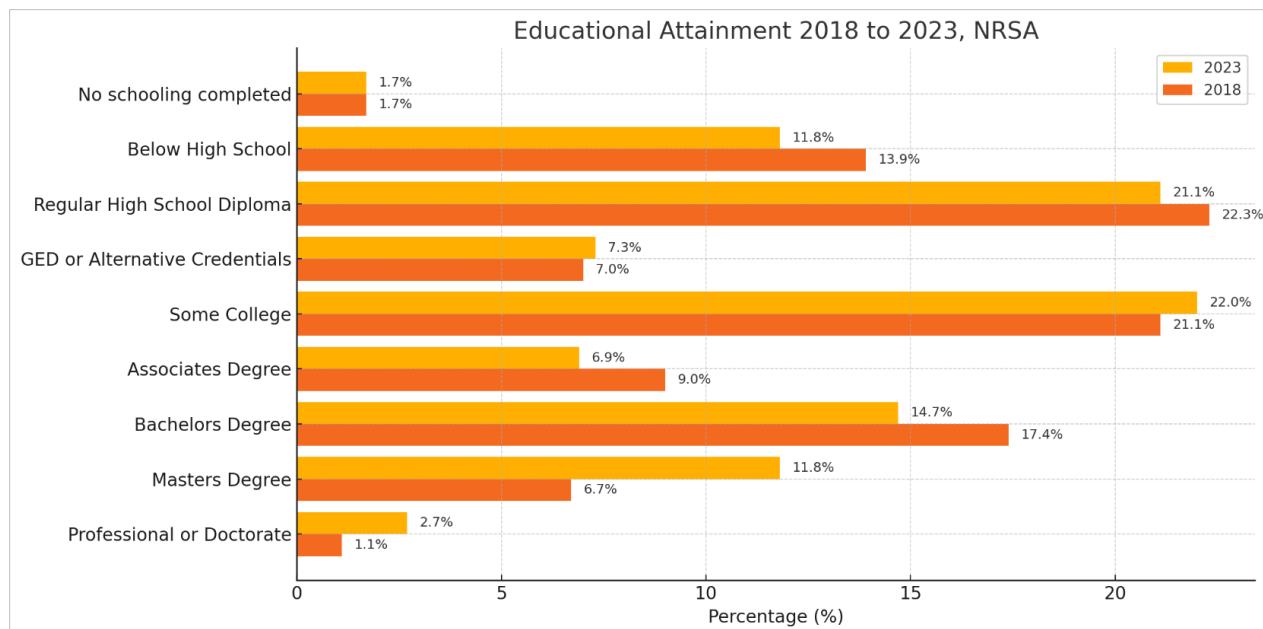
C. Economic Conditions and Challenges Accessing Job Opportunities

Residents of the NRSA face numerous challenges to accessing economic opportunities. This section reviews data which illustrate obstacles that can have an impact on accessing economic opportunity in the community, including means of transportation to work and educational attainment. While each of these factors taken in isolation does not pose a significant barrier to accessing employment opportunities and economic mobility, in combination they result in lower employment and access to opportunity relative to other neighborhoods in the City.

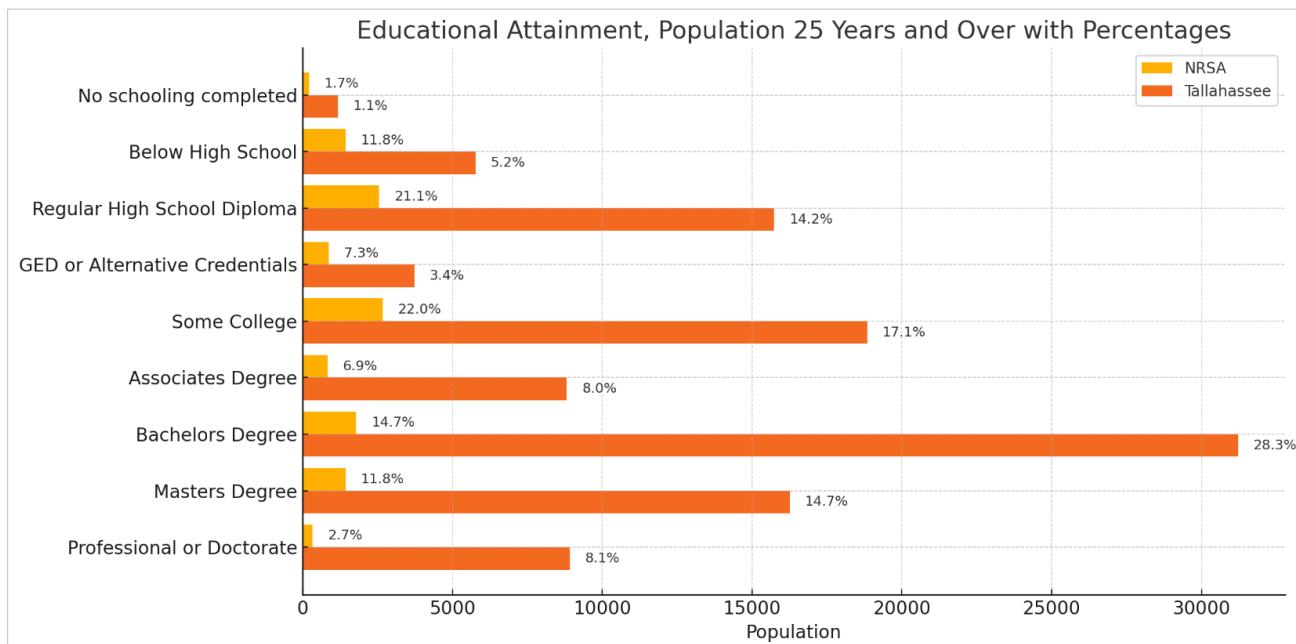
Educational attainment

High levels of educational attainment are typically associated with greater access to economic opportunity in the labor market. Conversely, a resident population with low rates of educational attainment past high school tend to have higher rates of unemployment, lower household incomes, and few options for career advancement or economic mobility.

Residents aged 25 and over in the NRSA continue to face disparities in educational attainment when compared to the City of Tallahassee overall. In 2023, the proportion of NRSA residents without a high school diploma (which includes both those with less than high school and no schooling completed) was 13.5%, more than double the 6.3% reported citywide. Additionally, 44.4% of NRSA residents aged 25 and over had at most a high school diploma or GED, compared to 24.6% in the City overall—highlighting a persistent gap in educational outcomes.



Despite ongoing challenges, the NRSA has shown some improvements in educational attainment since 2018. The proportion of residents aged 25 and over holding a master's degree increased significantly from 6.7% to 11.8%, and those with a professional or doctorate degree more than doubled from 1.1% to 2.7%. At the same time, there were modest decreases in the share of residents with a bachelor's degree (from 17.4% to 14.7%) and an associate's degree (from 9.0%



to 6.9%). Encouragingly, the share of residents without a high school diploma declined from 13.9% to 11.8%, suggesting a gradual shift toward higher levels of educational attainment overall.

Income and Poverty

As of the latest estimates, 23.2% of Tallahassee residents live below the poverty level, compared to 50.65% of residents in the Neighborhood Revitalization Strategy Area (NRSA), demonstrating the continued concentration of poverty in the NRSA. In total, 14,515 NRSA residents fall below the poverty line, more than double the citywide poverty rate.

The median household income in the City of Tallahassee is \$56,146. In contrast, household incomes across NRSA census tracts remain significantly lower, ranging from \$23,824 in the lowest-income tract (Census Tract 20.06, Jackson) to \$41,000 in the highest (Census Tract 21.03, High Road). This represents a 57.6% decline from the city median at the lowest end, and a 26.9% decline at the highest, reinforcing persistent income disparities across the NRSA.

Approximately 31.3% of NRSA households earn less than \$25,000 per year, compared to 18.3%

of households citywide. Additionally, 19.1% of NRSA households report annual incomes under \$10,000—more than double the citywide rate of 9.4%. These figures indicate continued economic vulnerability in the NRSA.

Finally, 2,577 NRSA households received public assistance income or food stamps in the past 12 months, compared to 11,159 households citywide, further highlighting financial instability within the NRSA.

	City of Tallahassee	%	NRSA	%
Total Population Below Poverty Level	42,424	23.20%	14,515	50.65%
			Frenchtown	
		CT 6	\$25,735	
		CT	\$23,184	
		14.01		
			Bond Community	
		CT 5.02	\$26,427	
		CT 12	\$24,167	
			Southside	
		CT	\$26,750	
		11.01		
		CT	\$27,075	
		10.01		
			Providence	
		CT	\$25,486	
		19.01		
			Jackson Bluff/Pensacola	
		CT	\$24,761	
		20.05		
		CT	\$23,824	
		20.06		
			High Road	
		CT	\$41,000	
		21.03		
Annual Household Income				
Total Households	83,637		13,463	
Less than \$10,000	7,862	9.40%	2,624	19.49%
\$10,000 to \$14,999	3,847	4.60%	1,103	8.19%
\$15,000 to \$24,999	7,527	9.00%	2,567	19.07%
\$25,000 to \$34,999	7,862	9.40%	1,577	11.71%
\$35,000 to \$49,999	10,873	13.00%	1,834	13.62%

	City of Tallahassee	%	NRSA	%
\$50,000 to \$74,999	15,055	18.00%	2,332	17.32%
\$75,000 to 99,999	10,036	12.00%	748	5.56%
\$100,000 to \$149,999	10,120	12.10%	495	3.68%
\$150,000 to \$199,999	4,600	5.50%	57	0.42%
\$200,000 or more	5,938	7.10%	130	0.97%
Households on Public Assistance Income or Food Stamps in past 12 months	11,159	-	2,577	-

Data Source: 2018-2023 ACS 5-Year Estimate

Employment

As of 2023, the unemployment rate within the Neighborhood Revitalization Strategy Area (NRSA) was 10%, almost double the citywide unemployment rate of 6% in Tallahassee. Of the 16,282 NRSA residents aged 16 and older in the civilian labor force, 14,641 were employed, while 1,641 were unemployed. Employment rates varied across NRSA neighborhoods, with Providence reporting the highest employment rate at 93%, followed closely by Jackson Bluff/Pensacola (92%) and Bond (91%). In contrast, Southside had the highest unemployment rate at 17%, followed by Frenchtown at 12%.

Overall, while most NRSA neighborhoods maintained employment levels above 83%, the aggregated unemployment rate highlights a persistent disparity in labor market access between the NRSA and the broader Tallahassee community. These trends underscore the continued need for targeted workforce development and employment support strategies in historically underserved neighborhoods.

Unemployment Rate For Civilian Population in Labor Force 16 Years and Older: 2023								
	Frenchtown	Bond	Southside	Providence	Jackson Bluff/Pensacola	High Road	NRSA	Tallahassee
Civilian population in labor force 16 years and older	2,566	2,193	2,291	913	4,934	3,385	16,282	112,837
Employed	2,246	2,001	1,905	851	4,551	3,087	14,641	105,545
	88%	91%	83%	93%	92%	91%	90%	94%
Unemployed	320	192	386	62	383	298	1,641	7,292
	12%	9%	17%	7%	8%	9%	10%	6%

Data Source: 2018-2023 ACS 5-Year Estimate

Employment in the Neighborhood Revitalization Strategy Area (NRSA) reflects both alignment with and divergence from citywide industry trends. As of the latest data, the largest employment sector in both the NRSA and the City of Tallahassee is Educational Services, Health Care, and Social Assistance, representing 28.60% of all NRSA jobs and 28.60% citywide. Similarly, the Public Administration sector plays a major role across both geographies, accounting for 13.50% of jobs in Tallahassee and 5.68% within the NRSA.

Industry	City of Tallahassee	%	NRSA	%
Agriculture, forestry, fishing and hunting, and mining	622	0.60%	68	0.46%
Construction	3,878	3.70%	457	3.12%
Manufacturing	2,742	2.60%	285	1.95%
Wholesale trade	1,192	1.10%	99	0.68%
Retail trade	11,823	11.20%	2,000	13.66%
Transportation and warehousing, and utilities	3,015	2.90%	500	3.42%
Information	1,348	1.30%	165	1.13%
Finance and insurance, and real estate and rental and leasing	5,219	4.90%	547	3.74%
Professional, scientific, and management, and administrative and waste management services	14,113	13.40%	1,663	11.36%
Educational services, and health care and social assistance	30,137	28.60%	4,116	28.11%
Arts, entertainment, and recreation, and accommodation and food services	12,402	11.80%	3,376	23.06%
Other services, except public administration	4,834	4.60%	533	3.64%
Public administration	14,220	13.50%	832	5.68%

Data Source: 2018-2023 ACS 5-Year Estimate

Notably, the NRSA has a higher concentration of employment in the Arts, Entertainment, Recreation, Accommodation, and Food Services sector (23.06%) compared to the citywide share of 11.80%. Retail Trade also represents a larger share of employment within the NRSA (13.66%) than citywide (11.20%), indicating a strong service and hospitality employment base within NRSA neighborhoods.

Conversely, sectors such as Professional, Scientific, and Management Services (11.36% NRSA vs. 13.40% citywide) and Finance and Insurance (3.74% NRSA vs. 4.90% citywide) are less represented in the NRSA, suggesting potential opportunities for workforce development and diversification in higher-wage industries.

The following table lists the major employers in Tallahassee by industry and number of persons employed. A number of these employers are located within or near the NRSA providing access to job opportunities.

Employer	Industry	Size
Florida State University	Education	5000+
State of Florida	Government	5000+
Tallahassee Memorial Healthcare, Inc.	Healthcare	5000+
Amazon	E-Commerce	2,000 – 4,999
City of Tallahassee	Government	2,000 – 4,999
Florida A&M University	Education	2,000 – 4,999
Leon County Schools	Education	2,000 – 4,999
Capital Regional Medical Center	Healthcare	1,000 – 1,999
Leon County	Government	1,000 – 1,999
Tallahassee State Collage	Education	1,000 – 1,999
Trulieve	Agriculture	1,000 – 1,999

Data Source: Greater Tallahassee Chamber of Commerce

Transit

According to the 2018–2023 American Community Survey (ACS) 5-Year Estimates, commuting patterns in the Neighborhood Revitalization Strategy Area (NRSA) show a more varied distribution of transportation modes compared to the city as a whole. While the majority of workers in both the NRSA and Tallahassee commute alone by car, truck, or van, this method is less prevalent in the NRSA (61.95%) than citywide (72.30%).

Carpooling is slightly more common in the NRSA (9.55%) than in the city overall (8.50%), and the share of residents using public transportation is nearly twice as high in the NRSA (3.85%) as in Tallahassee (2.20%). Walking is also more prevalent in the NRSA, with 7.71% of workers walking to work, compared to just 3.00% citywide.

Notably, remote work has become a significant mode of commuting across both geographies, with 14.56% of NRSA workers and 12.30% of Tallahassee workers reporting they work from home. These patterns reflect both transportation access differences and evolving work trends within NRSA neighborhoods.

	Tallahassee	%	NRSA	%
Car, truck, or van -- drove alone	74,712	72.30%	8709	61.95%
Car, truck, or van -- carpooled	8,748	8.50%	1343	9.55%
Public transportation (excluding taxicab)	2,312	2.20%	541	3.85%
Walked	3,113	3.00%	1084	7.71%
Other means	1,785	1.70%	335	2.38%
Worked from home	12,667	12.30%	2047	14.56%
TOTAL	103,337	100.00%	14059	100.00%

Data Source: 2018-2023 ACS 5-Year Estimate

Public transportation services in Tallahassee are provided by StarMetro. Public transportation is readily available within the NRSA and connects residents with employment opportunities. Fifteen fixed routes operate throughout the City and nine of those routes serve portions of the NRSA. The NRSA neighborhoods are also located near job centers since major employers in the city are near the city center and downtown including FSU, FAMU, and other large employers. Residents in the NRSA have a slightly shorter commute time on average when compared to the jurisdiction. The mean commute time in the NRSA ranges from 12.6 minutes to 27.5 minutes and averages 18.8 minutes for all nine census tracts. The mean travel time to work in Tallahassee is 18.7 minutes.

Job Proximity and Labor Market Indices

HUD provides data on access to opportunity by neighborhood (census tract and block group) and two measures that provide an indicator of access to employment are the Jobs Proximity Index and the Labor Market Engagement Index. The Jobs Proximity Index measures the physical distances between place of residence and jobs and the Labor Market Engagement Index provides a measure of unemployment rate, labor-force participation rate, and percent of the population ages 25 and above with at least a bachelor's degree.

As shown in the table below, within the NRSA, there is moderate to high job proximity indicating close proximity to jobs. However, labor market engagement is the NRSA is extremely low in most of the census tracts, with the exception of census tract 21.03, part of the High Road neighborhood, which has a labor market engagement value of 63.

Block Group	Job Proximity Index	Labor Market Engagement Index
Frenchtown		
120730006001	81	1
120730006002	78	
120730006003	82	
120730006004	86	
120730014011	67	8
120730014012	69	
Block Group	Job Proximity Index	Labor Market Engagement Index
Bond Community		
120730005021	80	47
120730005022	87	
120730012001	76	
Southside		
120730010011	76	8
120730010012	77	
120730011011	64	2
120730011012	71	
120730011013	74	
Providence		
120730019011	55	42
120730019012	63	
120730019013	55	
Jackson Bluff/Pensacola		
120730020051	46	25
120730020052	57	
120730020053	59	
120730020061	63	40
120730020062	58	
120730020063	64	
High Road		
120730021031	40	63
120730021032	35	

Data Source: HUD AFFH Data and Mapping Tool, Data Version AFFHT0006 released July 10, 2020

D. Housing Market Assessment and Housing Challenges

This section of the plan is a housing market analysis of the NRSA compared to the jurisdiction as a whole. The assessment of the housing market covers housing supply and tenure, housing condition, housing cost, and housing affordability.

Housing Supply and Housing Tenure

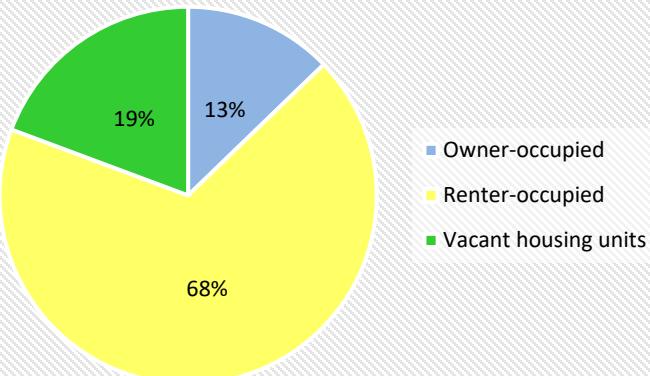
In 2023, Tallahassee had a total of 87,561 housing units. Of the total housing units, 10,916 (12.5%) were located within the NRSA. The housing stock in the City includes 47 publicly assisted properties that provide affordable housing for 5,380 households. The assisted units are located throughout the City and just over a quarter of the assisted units are located within the NRSA as shown in the table below.

	Census Tract	Development Name	Funder	Assisted Units
Frenchtown	6	Casa Calderon	HUD Multifamily	111
	6	Bethel Towers	HUD Multifamily	59
	6	Goodbread Hills	LIHTC	93
	6	Casanas Village at Frenchtown Square	LIHTC	80
	14.01	Miracle Village	HUD Multifamily	44
Bond Community	5.02	No Assisted Developments in this Census Tract		
	12	No Assisted Developments in this Census Tract		
Southside	10.01	Columbia Gardens at South City	LIHTC/Bonds	290
	10.01	Sunrise Place Apts.	LIHTC	99
	10.01	Magnolia Terrace	HUD Multifamily	108
	10.01	Ekos Magnolia Oaks	LIHTC	110
	11.01	Leon Arms	HUD Multifamily	100
	11.01	Lake Bradford Apartments	LIHTC/HOME	156
Providence	19.01	No Assisted Developments in this Census Tract		
Jackson Bluff Pensacola	20.05	No Assisted Developments in this Census Tract		
	20.06	No Assisted Developments in this Census Tract		
High Road	21.03	No Assisted Developments in this Census Tract		

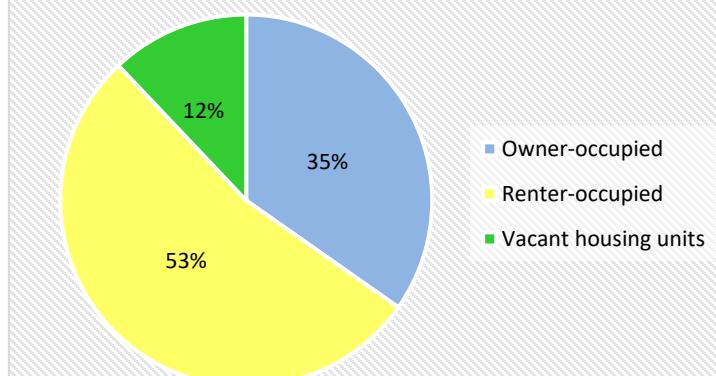
Data Source: HUD CPD Maps, Florida Housing Data Clearinghouse, Shimberg Center

Housing occupancy data from the 2018–2023 American Community Survey (ACS) 5-Year Estimates highlights significant differences between the Neighborhood Revitalization Strategy Area (NRSA) and the City of Tallahassee. In 2023, renter-occupied units made up the majority of housing in the NRSA, comprising 68% of all occupied housing, compared to 53% citywide. Owner-occupied housing was substantially lower in the NRSA (13%) than in Tallahassee overall (35%), indicating a higher reliance on rental housing within the NRSA communities. The NRSA also had a slightly higher vacancy rate at 19%, compared to 12% across the city.

Housing Occupancy, NRSA 2023



Housing Occupancy, Tallahassee 2023



Data Source: 2018-2023 ACS 5-Year Estimate

Within the NRSA neighborhoods, rental housing dominated in areas such as High Road (80% renter-occupied), Jackson Bluff/Pensacola (77%), and Bond (67%). Owner-occupancy rates were particularly low in these same areas, ranging from just 5% in Jackson Bluff/Pensacola to 14% in Southside. Providence stood out as the NRSA neighborhood with the highest owner-occupancy rate (29%) and the lowest rental rate (47%), suggesting some pockets of greater housing stability.

Owner-Occupied	Renter-Occupied	Vacant
Frenchtown		
744 (21%)	2,143 (60%)	660 (19%)
Bond Community		
243 (11%)	1,527 (67%)	499 (22%)
Southside		
301 (14%)	1,352 (61%)	546 (25%)

Owner-Occupied	Renter-Occupied	Vacant
Providence		
346 (29%)	565 (47%)	283 (24%)
Jackson Bluff/Pensacola		
216 (5%)	3,330 (77%)	769 (18%)
High Road		
157 (7%)	1,743 (80%)	276 (13%)

Data Source: 2018-2023 ACS 5-Year Estimate

Housing Conditions

One way to revitalize a neighborhood is to improve the condition of housing units in the area. Inadequate housing conditions may be assessed by looking at the age of the housing stock. Older housing units are more likely to need repair and require maintenance and upkeep, costs that may be unaffordable for lower income households.

According to the 2018–2023 American Community Survey (ACS) 5-Year Estimates, the Neighborhood Revitalization Strategy Area (NRSA) has a relatively balanced distribution of housing stock built across different decades, with a slightly higher proportion of newer units than the city overall. In the NRSA, 29% of housing units were built in 2000 or later, compared to 24% in the City of Tallahassee. The largest shares of NRSA housing were constructed between 1980–1999 (33%) and 1950–1979 (33%), reflecting both mid-century development and more recent infill activity.

In contrast, the City of Tallahassee has a higher concentration of mid-century housing, with 46% of units built between 1950 and 1979. Only 6% of the city's housing was built before 1950, compared to 5% in the NRSA.

Year Built	Tallahassee		NRSA	
	Number of housing units	%	Number of housing units	%
2000 or later	3,751	24%	27,490	29%
1980-1999	3,835	24%	31,576	33%
1950-1979	7,231	46%	31,763	33%
Before 1950	883	6%	4,287	5%
Total	15,700	100%	95,116	100%

Data Source: 2018-2023 ACS 5-Year Estimate

Housing Costs

According to the 2018–2023 American Community Survey (ACS) 5-Year Estimates, the median home value in the City of Tallahassee rose from \$177,900 in 2015 to \$276,000 in 2023—a 55.14% increase. During the same period, the NRSA experienced an even more dramatic rise in home values, nearly doubling from \$98,075 to \$189,550, representing a 93.27% increase. While NRSA home values remain below the citywide median, the pace of appreciation has significantly outpaced that of the broader Tallahassee market.

Median contract rent also increased in both the city and the NRSA, with Tallahassee rising 35.01% from \$917 in 2015 to \$1,238 in 2023. In the NRSA, median rent grew by a similar rate—35.32%—increasing from \$787 to \$1,065.

	Tallahassee			NRSA		
	2015	2023	% Change	2015	2023	% Change
Median Home Value	\$177,900	\$276,000	55.14%	\$98,075	\$189,550	93.27%
Median Contract Rent	\$917	\$1,238	35.01%	\$787	\$1,065	35.32%

Data Source: 2015 ACS 1-Year Estimate (Base Year), 2018-2023 ACS 5-Year Estimate

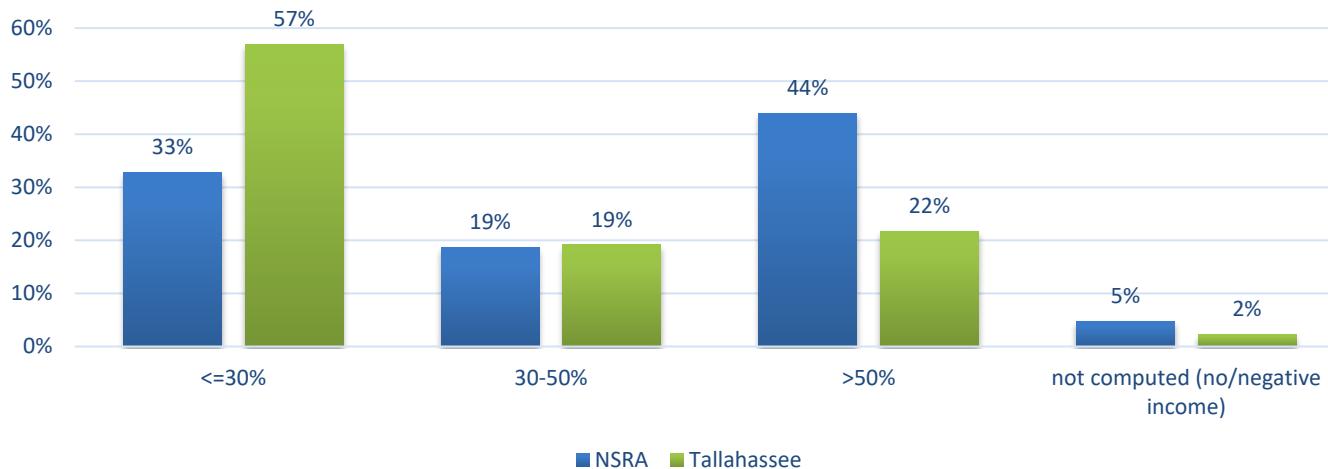
Housing Affordability

Housing is considered affordable when a household spends less than 30% of their gross income on housing costs including mortgage, taxes, insurance, utilities for homeowners, and rent paid plus utilities for renters. A household that spends more than 30% of income for housing is a cost burdened household and households spending more than 50% of their income for housing are considered severely cost burdened.

According to the 2017–2021 Comprehensive Housing Affordability Strategy (CHAS) data, 57% of households in the City of Tallahassee spend less than 30% of their income on housing, compared to just 33% of households in the NRSA. Both geographies show identical rates of moderate cost burden (30–50% of income) at 19%. However, the rate of severe cost burden is significantly higher in the NRSA, where 44% of households spend more than half of their income on housing—double the citywide rate of 22%.

Despite the NRSA's lower median housing costs, residents in these areas experience disproportionately high rates of housing cost burden, underscoring ongoing challenges related to income inequality, housing affordability, and access to stable housing.

Cost Burdened Households City of Tallahassee and NRSA



Data Source: 2017-2021 CHAS

Renters continue to experience higher rates of housing cost burden than homeowners across both the City and the NRSA. According to 2017–2021 CHAS data, 67% of NRSA renters spend more than 30% of their income on housing, including 47% who are severely cost burdened (paying over 50%). By comparison, 41.3% of NRSA homeowners are cost burdened, with 30% severely cost burdened.

Citywide, 58% of renters in Tallahassee are cost burdened, including 30.46% who pay more than half their income on housing. Among homeowners, 19.36% are cost burdened, with only 8.60% severely cost burdened.

Renter					
Housing Cost Burden	<=30%	30-50%	>50%	Not computed (no/negative income)	Total
Tallahassee	19725	11935	14655	1790	48105
	41.00%	24.81%	30.46%	3.72%	100%
NRSA	2809	2049	4719	530	10107
	28%	20%	47%	5%	100%

Data Source: 2017-2021 CHAS

Owner					
Housing Cost Burden	<=30%	30-50%	>50%	Not computed (no/negative income)	Total
Tallahassee	26115	3495	2795	85	32490
	80.38%	10.76%	8.60%	0.26%	100%
NRSA	1125	183	562	30	1900
	59%	10%	30%	2%	100%

Data Source: 2017-2021 CHAS

VI. HOUSING AND ECONOMIC OPPORTUNITIES

The City has an overarching goal of increasing affordable housing opportunities for all residents including the residents of the NRSA. NRSA residents generally have lower incomes, higher poverty level, and lower educational attainment than the larger population and a comprehensive strategy to address housing needs and expand economic opportunities, such as the establishment of the NRSA, provides tremendous opportunity to bring key stakeholders and resources together to achieve that goal.

A. Housing Strategies

Homeowner Rehabilitation Programs

Supporting existing homeowners is vital to the revitalization of the neighborhoods that comprise the NRSA. The housing stock in the NRSA consists of older housing units some of which have gone without proper maintenance and upkeep because the costs exceed the financial capacity of the residents. A housing rehabilitation program brings properties up to local standards, reduces the prevalence of housing problems, and increases housing and community stability. In addition to improving housing quality, a housing rehabilitation program can also address the accessibility needs of elderly persons and persons with disabilities, through the installation of handrails, ramps, grab bars, and other features to make a home accessible. The City will continue to implement its Homeowner Rehabilitation Program to improve the living conditions of existing homeowners within the NRSA. The Homeowner Rehabilitation Program improves the housing stock by removing health and safety hazards and correcting exterior code violations. Improving the living conditions in the NRSA will have an impact on housing values and in turn empower low-income residents.

In addition to homeowner rehabilitation there is a need for rental rehabilitation since a large percentage of residents in the NRSA are renters living in substandard housing. This is an opportunity to leverage resources and have a coordinated approach to redevelopment as the City and several neighborhoods in the NRSA participate in City's Neighborhood First Planning process. For example, the CRA committed \$150,000 to the Residential Housing Façade Program in the Greater Bond Neighborhood with the intent of addressing housing safety as well as improving the aesthetics of the neighborhood. This program provides grant funding for both homeowners and property owners. Similarly, the Griffin Heights neighborhood (located in the Frenchtown NRSA) developed a Neighborhood First Plan that includes strategies to address major concerns such as the maintenance and appearance of homes and yards. These strategies include grants to homeowners to beautify their homes neighborhood through housing façade improvements, and homeownership development through new construction of single-family units.

The City is also actively engaged with lead-based paint remediation on pre-1978 rental units. Removing lead-based paint hazards and addressing other health hazards in older units such as radon, mold, pest infestations, etc., ensures that the rental stock meets HUD's housing quality standards, especially for Section 8 Voucher Holders.

Homeownership Assistance

The City recognizes that to improve conditions in the NRSA, there must be a reduction in vacancy rates and an increase homeownership rates. One benefit of establishing a NRSA is the ability to assist households with a variety of incomes to increase diversity in the community. Homeownership rates in the NRSA are lower than the citywide homeownership rate and has been on the decline in areas like Frenchtown, Griffin Heights, and the Greater Bond neighborhood. The City assists homebuyers through a purchase assistance program that assists first time homebuyers by providing down payment and closing cost assistance. Buyers are also required to take a homebuyer education class to prepare them for homeownership pre- and post-closing.

Through partner agencies such as the Tallahassee Lenders' Consortium (TLC), which is the City's community land trust (CLT), and an active Community Housing Development Organization (CHDO), the City ensure that assisted housing units remain affordable in perpetuity, while CHDO activities access set aside HOME funds that allows for program consistency and funding availability.

New Unit Development/Redevelopment

The City employs several strategies to encourage new unit development and redevelopment of affordable units. As housing affordability pressures intensify across the region, the City remains committed to removing regulatory barriers and fostering an environment that encourages residential investment across all income levels. Through a combination of expedited permitting, zoning reform, fee waivers, strategic partnerships, and community engagement, the City is working to ensure that affordable housing becomes remains a viable and sustainable part of Tallahassee's urban fabric. These efforts not only support housing development, but also contribute to broader goals of economic mobility, neighborhood revitalization, and racial and geographic equity.

Through strategies such as Inclusionary Housing, the Community Land Trust, density bonuses, fee waivers, regulatory flexibilities, subsidy and more, the City's comprehensive portfolio is responsive to the varying needs of producing safe, healthy, quality housing for any household at any income level.

B. Economic Development Strategies

As reviewed earlier in this plan, economic conditions in the proposed NRSA present significant challenges for residents in accessing employment, earning sufficient income to afford housing and other necessities, and be competitive in the City's labor market. NRSA approval for the three neighborhoods included in this plan represents an opportunity to diversify resident incomes through development of mixed-income housing and investment in businesses and infrastructure to catalyze private investment.

To promote private investment and economic vitality in the proposed NRSA, the City employs the following strategies:

Coordination with economic development agencies

Recognizing the need for a coordinated approach to revitalization and economic development in the proposed NRSA, the City actively coordinates with private and public-sector economic development stakeholders, including the Office of Economic Vitality, Greater Tallahassee Chamber of Commerce, the Community Redevelopment Agency, and the Economic Development Council of Tallahassee/Leon County. Coordination with these agencies will help promote business retention and location within the NRSA and assist with job placement programs and other job skills/readiness programs for NRSA residents.

The City is also engaged in a partnership with the South City Foundation, a joint effort of the City and County bringing the PurposeBuilt Model to the City's Southside area. The model brings together the community and its partners to build the cradle to college infrastructure necessary for thriving neighborhoods. Housing is addressed first, along with childcare and health care. Economic development and job generators build on the model to bring the vision to life.

The City's Southside Action Plan is a comprehensive strategy for the future development of the Southside area. Initiated in 2021, the SAP aims to ensure the Southside offers amenities, services, and a quality of life that aligns with the community's vision. It involves community engagement, City and County Commission direction, and focuses on infrastructure, affordable housing, and economic development.

Job readiness and skills training

Recognizing the challenges in labor force competitiveness, the City will consider funding job training programs and other job readiness initiatives. These training programs will be funded with the expectation that residents will receive meaningful skills-based training that will increase household incomes and improve career prospects. Job readiness and skills training may focus on core skills necessary for the 21st century and will consider partnerships with institutions of higher education already operating in the NRSA.

Infrastructure investment

While the City is already investing in water infrastructure in the proposed NRSA, the City will consider strategic utilization of CDBG program funds for streetscape, sidewalk upgrades, and other infrastructure upgrades. These investments will be made with the intention of bolstering the NRSA's fundamental infrastructure to promote private sector business investment and improve conditions in major commercial corridors within the NRSA. Infrastructure investments will be made in coordination with NRSA resident leadership to identify priority roadways and needs.

VII. PERFORMANCE MEASUREMENTS

The following strategies will be used to address the housing and community development needs of the neighborhoods that comprise the NRSA. The outcomes are proposed for the five years covered by this Plan. Anticipated outcomes may be revised annually and will be described in the Annual Action Plan for each fiscal year. Actual NRSA performance information will be reported in the City's Consolidated Annual Performance and Evaluation Report (CAPER).

Goal	Strategy	Outcome	Benchmarks/Outputs					
			Year 1	Year 2	Year 3	Year 4	Year 5	Total
Revitalize neighborhoods in the NRSA through various housing and community development activities	Downpayment Assistance Program Housing Rehabilitation Program Acquisition Removal of Blight	Increase in homeownership rates Improve quality of the housing stock Increase access to affordable housing Improve access to a suitable living environment	150	150	150	150	150	750 persons

VIII. LEVERAGE

Census tracts in the NRSA are eligible for multiple federal and state community development subsidies. The NRSA will also benefit from investment from the City's budget and strategic planning processes. Subsidy programs eligible for use in the NRSA include:

Community Redevelopment Area (CRA). The City of Tallahassee has one CRA with two distinct redevelopment areas, the Greater Frenchtown/Southside CRA, established in June 2000, and the Downtown District CRA, established in June 2004. The goal of the Tallahassee CRA is to create and implement strategies that use a combination of public and private resources to facilitate redevelopment that enhances the built environment and strengthens local economic conditions

within each redevelopment district. To meet this goal the Tallahassee CRA seeks projects that help reduce or eliminate the continuation and/or spread of blight. Individual projects and policies are supported based on the specific conditions and needs identified within the Greater Frenchtown/Southside Community Redevelopment Plan and the Downtown Community Redevelopment Plan. Areas where the Tallahassee CRA concentrates redevelopment efforts includes, but is not limited to commercial development, mixed-use development, neighborhood and housing improvements (with a focus on affordable housing), infrastructure, transportation, and support for promotional and special events. Funds are provided through grants and/or loans based on the funding gap of the proposed project, the projected Return on Investment and the community benefit.

Greater Bond Neighborhood First Plan. The Greater Bond Neighborhood First Plan was adopted by the Greater Bond Neighborhood Association on September 24, 2018. On December 13, 2018, the Tallahassee Community Redevelopment Agency voted unanimously to fund the plan for approximately \$6.4 million, with an initial funding of \$500,000 and a commitment of an additional \$5.9 million over three years subsequent to the initial funding round. The funding will support:

- Park construction and development
- Residential housing façade improvements
- Community infrastructure improvements
- Economic development and resident empowerment
- Neighborhood safety and crime prevention
- Land use planning
- Community beautification

Opportunity Zone (OZ). The Opportunity Zone program was created in the December 2017 Tax Cuts and Jobs Act (TCJA) and offers investors generous tax benefits for investment of capital gains in businesses, including housing property, in U.S. Treasury-certified census tracts called Qualified Opportunity Zones (QOZ).

Brownfield Area. The Brownfield program is designed to alleviate legal liability concerns for developers and provisions of the program incentivize development of affordable housing units. If an area is designated as a Brownfield, the state provides financial incentives for workforce housing development. For example, there is 1) a sales tax refund available for building materials purchased and used in the construction of a housing or mixed-use project located in a Brownfield

area; 2) a Voluntary Cleanup Tax Credit (VCTC) in which a 50% state tax credit is provided up to a maximum annual \$500,000 per site for eligible costs for environmental cleanup work; 3) a State Brownfield job bonus refund which gives up to \$2,500 per new job created; and 4) state loan guarantees for Brownfield projects.

New Markets Tax Credit (NMTC). The NMTC Program incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities. The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years.

Tract ID	CRA	OZ	Brownfield Area	NMTC
14.01		Yes		Yes
6	Yes	Yes		Yes
5.02	Yes	Yes	Yes	Yes
12	Yes		Yes	Yes
11.01	Yes	Yes	Yes	Yes
10.01	Yes			Yes
19.01			Yes	Yes
20.05		Yes		Yes
20.06				Yes
21.03				Yes

Data Source: FHC analysis of tract eligibility by program.

City's 2025-2029 Strategic Plan. Tallahassee's adopted 2025-2029 Strategic Plan includes sanctioned strategies with a direct nexus to the NRSA. These strategies include: 1) supporting education, training, and job readiness for target populations, 2) rehabilitate and enhance the existing housing inventory to reduce the cost of living, 3) Facilitate and encourage the construction of affordable housing units, and 4) ensuring safe and clean drinking water (infrastructure/sewer/water investment). Budgets associated with each of these strategic priorities will be developed each year during the City's budget process.