



Providence

Neighborhood Plan Refresh: Completion Matrix Update Report

#WE ARE
Providence

FSU Department of Urban and Regional Planning



Updated: February 21, 2022

Providence Acknowledgments

The Florida State University Mark and Marianne Barnebey Planning and Development Lab Fall 2021 Studio Team extends their gratitude to the Providence residents and other stakeholders who made this effort possible. Thanks to the invaluable input and record keeping of Providence Neighborhood Association leaders and members, our team was able to complete the Completion Matrix Update with due diligence and glean critical insights we otherwise would not have. We also extend our appreciation to past Florida State University Department of Urban & Regional teams who assisted Providence in their previous planning efforts; their extensive data collection and 2015 Providence Quality of Life Plan were foundational in launching the Fall 2021 Providence Neighborhood Plan Refresh project.

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Executive Summary

The City of Tallahassee's Neighborhood First initiative works with neighborhoods to build partnerships that proactively address community needs. Staffed by the Neighborhood Affairs Division and supported by the Tallahassee-Leon County Planning Department and other City departments, the initiative brings together residents and other interested parties to offer leadership training, engage in plan making exercises, and provide input into the allocation of resources. This report documents planning efforts underway in the Providence Neighborhood, one of the City's Neighborhood First partners.

The Providence Neighborhood Association (PNA) was established in 1998 and the first iteration of the Neighborhood Renaissance Plan, which included community goals, strategies, and tasks, was completed in 2003. Due to concerns that the plan was not being implemented as quickly as desired, as well as to restore momentum that may have been lost during the COVID-19 pandemic, PNA reached out to the City to reassess and revitalize their neighborhood plan. In August 2021, the City of Tallahassee contracted with the Florida State University Department of Urban and Regional Planning's Mark & Marianne Barnebey Planning and Development Lab to support the plan refresh initiative.

The FSU team has been tasked with producing two deliverables to support the Plan Refresh process; the Completion Matrix Report and the Implementation Strategy Report. This report documents the process for updating the Completion Matrix. It includes five sections:

- Introduction - A history and status of the existing project.
- Matrix Description - Outlines elements of the Completion Matrix.
- Community Engagement Reflections - Highlights issues of continuing concern for community members and residents.
- Completion Matrix - Provides the status of each of the 181 tasks

from the 2003 Providence Neighborhood Renaissance Plan.

- Interpretations and Findings - Synthesizes data collected to complete the matrix.

Based upon a review of existing planning documents and extensive community engagement, several important observations can be made including:

1. Progress - Preliminary evaluation shows 80% of the 181 identified tasks have had some progress.
2. Goals - Ongoing engagement showed that the issues listed in the original Renaissance Plan remain important to the community.
3. Engagement - Providence Neighborhood Association remains highly motivated and supportive of both this project and the ultimate completion matrix included in this report is designed to be a living document, updated to reflect the ongoing completion of tasks.

The completion matrix included in this report is designed to be a living document, updated to reflect the ongoing completion of tasks. The Completion Matrix Report will accompany the Implementation Strategy Report. The Implementation Strategy Report will identify resources, community partners, time frames, and funding sources to support the successful implementation of incomplete tasks. The Completion Matrix Update and subsequent Implementation Strategy Report will also serve as a model for other Tallahassee neighborhoods undergoing the Neighborhood First planning process; the framework presented in these reports can aid these neighborhoods in reevaluating their plan completion status and support the development of strategies for task completion.



1 Introduction

Providence Introduction

The introduction section of this document provides background information and is divided into three sections:

- History of the Providence Neighborhood
- The Providence Neighborhood Renaissance Plan
- The Providence Neighborhood Plan Refresh

History of Providence

The Providence Neighborhood is located in Florida's Capital City of Tallahassee. South of Florida State University and west of Florida A&M University sits Providence, a 100-acre, historic, predominately African American neighborhood. Providence is bound by the CSX railways to the north, Levy Avenue to the south, Iamonia & Hillsborough Streets to the west, and Lake Bradford to the east. Providence has a population of about 950 households in its neighborhood boundary, and is the second largest neighborhood to participate in the Neighborhood First Planning Process.

Providence, once Bloxham Heights, was the first platted neighborhood in 1928. The neighborhood was previously comprised of middle-class families; by the 1980's, Providence was experiencing the effects of white flight, as the existing demographic moved into suburban neighborhoods. Other families began to populate the neighborhood soon after, bringing new life to Providence. Known as the "Heart of the Hills," Providence has undertaken

several planning efforts since the inception of the Providence Neighborhood Association (PNA) in 1998. However, these previous efforts resulted in varying degrees of success. As a result, the neighborhood has sought to continue planning efforts to fulfill the goals of the 2003 Providence Neighborhood Renaissance Plan.

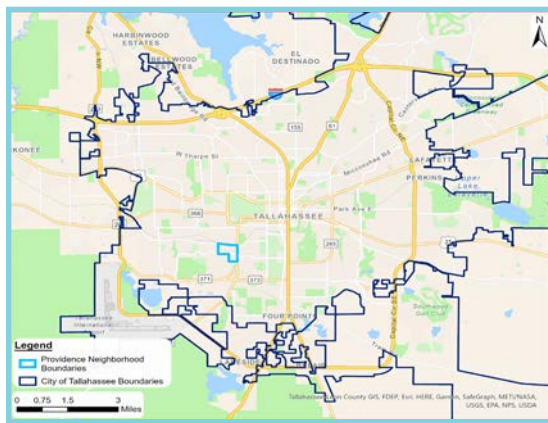


Figure 1: Map of Providence in Context of Tallahassee, FL

Beginning in early 2020, Providence Neighborhood Association (PNA), working in partnership with the City of Tallahassee Neighborhood Affairs Division and Florida State University Department of Urban and Regional Planning (FSU DURP), initiated the Providence Neighborhood Plan Refresh project to update the 2003 Providence Neighborhood Renaissance Plan. The project is being conducted through the City of Tallahassee's Neighborhood First planning process, which is a strategic, citizen-led initiative where a neighborhood's residents work together to address community priorities through the development of goals, strategies, and specific action items.

The Providence Neighborhood Renaissance Plan

The history of the 2003 Providence Neighborhood Renaissance Plan can be traced back to 1996, when concerns over the neighborhood's high crime rate led to the creation of the Providence Neighborhood Crime Watch. Founding member and businessman, Mr. Doug Douglass, worked to build relationships with City officials and public servants, such as Officer Tonja Bryant-Smith of the Tallahassee Police Department, and organized monthly neighborhood meetings at the Providence Baptist Church, led by Reverend Walter McDonald, to address community safety concerns. In 1998, the Providence Neighborhood Crime Watch was reorganized to form the Providence Neighborhood Association (PNA), with Mr. Leslie Harris as president. Providence Neighborhood Association's early goals included organizing social and educational events to strengthen the social fabric of the neighborhood, working to address code enforcement issues, reducing crime, and creating new opportunities and programs for Providence's youth. Over the next several years, PNA continued to foster its relationship with the Tallahassee Police Department and saw success in its efforts to improve safety in the neighborhood with a 45% drop in some felony crimes from 1996 to 2000. During this time, PNA also set new goals pertaining to homeownership and established a relationship with Nicole Everett of the Tallahassee Lenders' Consortium to give home-buying presentations and assistance at PNA meetings.

Providence Introduction

Providence Neighborhood Association's successes in the late-1990s and early-2000s led to their application to the City of Tallahassee's Community Neighborhood Renaissance Partnership in 2002. The neighborhood's application was accepted and Providence became the City's second Renaissance Neighborhood in the same year. Through the Neighborhood Renaissance process, Providence Neighborhood Association worked with City planners, neighborhood organizations, and other stakeholders to develop the Providence Neighborhood Renaissance Plan, which was formally adopted by the neighborhood association in October of 2003, accepted by the Tallahassee City Commission in December 2003, and the Leon County Board of County Commissioners in January 2004.

The Providence Neighborhood Renaissance Plan contains five overarching themes, 14 issue areas, 53 strategies, and 181 tasks. The five themes of the plan are: Getting Everyone Involved, Keeping the Neighborhood Clean and Safe, Taking Care of Our People, We Must Own the Neighborhood, and a Face for the Future. Each theme is accompanied by issue areas that address the goals of the Renaissance Plan and the issue areas contain strategies, which provide broad policy directions the neighborhood and its partners are

undertaking to make progress on the plan's goals. Each strategy contains tasks that delineate actionable steps, ranging from establishing focus groups at PNA meetings to implementing a neighborhood-wide landscaping program and constructing a community center. As these tasks are accomplished, the neighborhood moves forward in achieving the overarching goals of the Providence Neighborhood Renaissance Plan.

Since 2003, PNA has made strides in implementing the Renaissance Plan. The association has engaged several institutions and community partners, such as Florida A&M University, Florida State University, Tallahassee Police Department, and

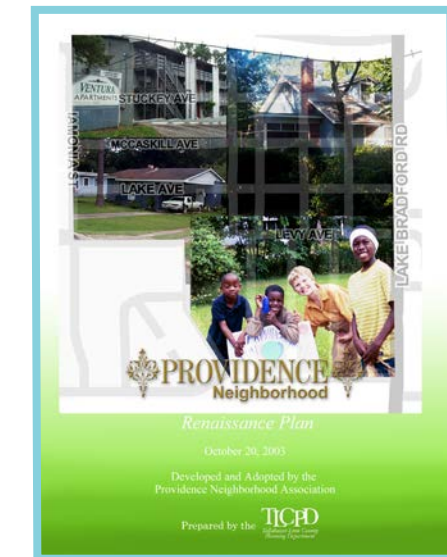


Figure 2: Cover of the 2003 Providence Neighborhood Renaissance Plan

Tallahassee Lenders' Consortium, to aid in the completion of the plan's tasks.

Neighborhood leaders formed a non-profit arm of PNA, the Providence Neighborhood Association Redevelopment Corporation (PNARC), using personal funds to work on neighborhood issues related to homeownership and home rehabilitation. The Neighborhood Association also participated in developing a Quality of Life Plan in 2015 and a Sustainability Plan in 2019 to reaffirm its mission and set new goals. Providence Neighborhood Association maintains a strong presence in the neighborhood and continues to work towards its guiding mission of "Making a better place to live" to this day.

The Providence Neighborhood Plan Refresh Project

In January of 2020, Providence Neighborhood Association, in partnership with the City of Tallahassee Neighborhood Affairs Division and Florida State University's Department of Urban & Regional Planning (FSU DURP), launched an effort to refresh/update the 2003 Providence Neighborhood Renaissance Plan. In February 2020, PNA and its partners hosted a Community Conversation to inform Providence residents about the neighborhood plan update and obtain residents' input on current community concerns and priority areas. However, in March 2020, this effort was put on hold as COVID-19 restrictions were implemented nationwide.

In August of 2021, the Providence Neighborhood Plan Refresh resumed when the City's Neighborhood Affairs Division, working with Providence Neighborhood Association, contracted with the FSU Mark and Marianne Barnebey Planning and Development Lab and the Fall 2021 Studio Team to begin working on the project. The Plan Refresh is being conducted through the City's Neighborhood First Planning Process, a community-driven strategic planning initiative in which a neighborhood's residents come together to form a Community Action Team (CAT) that sets goals, identifies desired outcomes, and develops strategies and action items relating to the neighborhood's priority areas. Based on feedback from a survey administered to Providence residents in early 2020, the neighborhood's updated five priority areas are

- Community Engagement,
- Public Safety & Wellness,
- Human Capital & Economic Development,
- Neighborhood Infrastructure, and
- Affordable Housing.

Providence Introduction

The Completion Matrix Update

The Completion Matrix Update is presented in the following chapters of this report. It provides a status update for all 181 tasks originally identified in the 2003 Providence Neighborhood Renaissance Plan. The FSU Team was specifically charged with determining the implementation status of the tasks in which Providence Neighborhood Association and other community partners were the lead entities, amounting to 63 tasks. The lead entities for the other 118 tasks were various departments within the City of Tallahassee, as a result, the City's Neighborhood Affairs Division took the lead in determining the implementation status of those tasks.

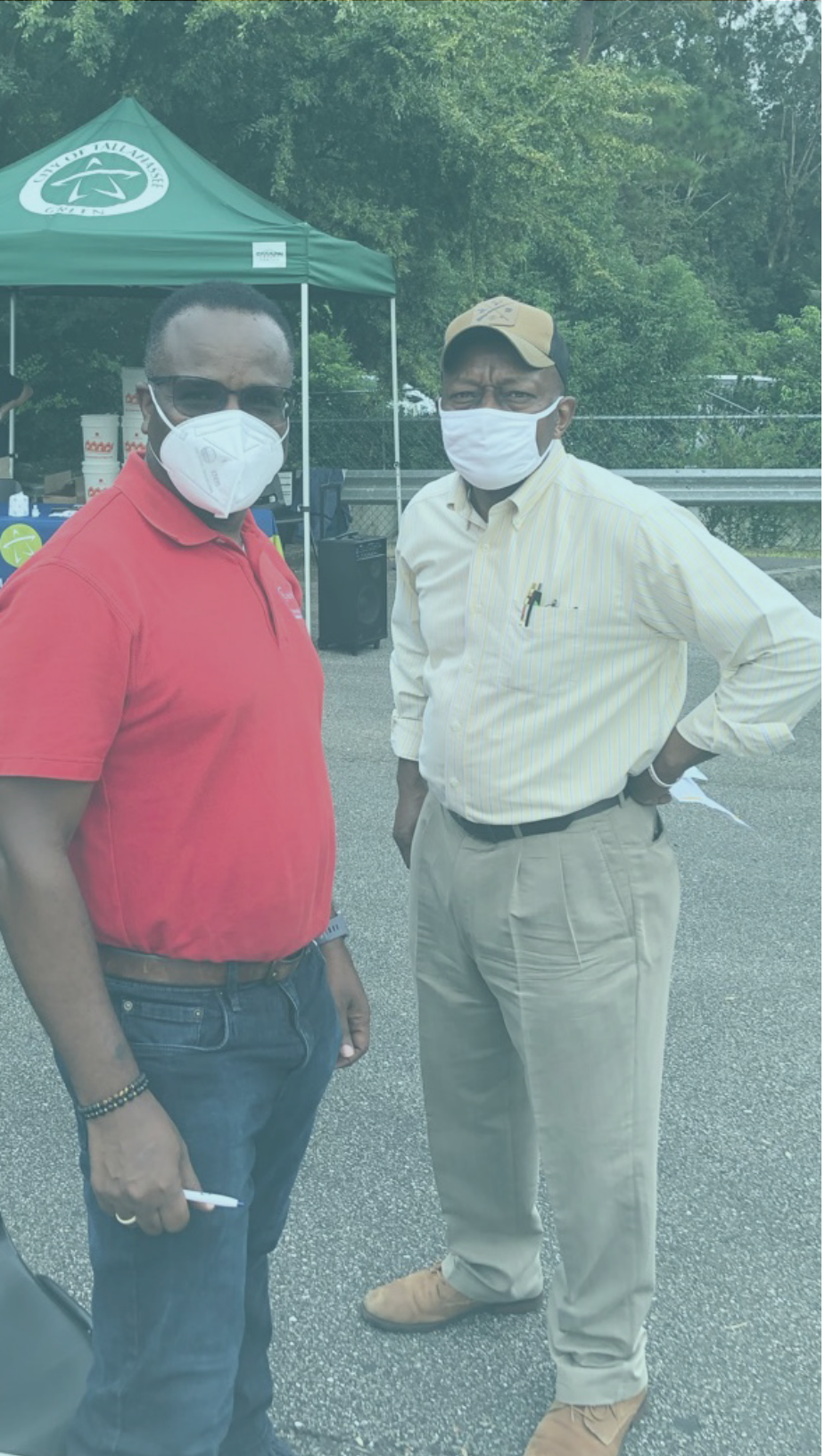
Through interviews with Providence Neighborhood Association and other community leaders and stakeholders, along with independent public records research to corroborate the information garnered from interviews, the FSU DURP Studio Team determined the status of tasks under their purview using the following five categories: Completed, Ongoing, Initiated with Action Needed, Not Initiated, and No Longer Relevant. The FSU team also supplemented the City's task status updates with the information gleaned from interviews and research. The results of this undertaking are presented in Section 3: Interpretations & Findings.

In order to provide a comprehensive Completion Matrix Update, a broad-based community outreach initiative was undertaken by FSU DURP's Barnebey Lab, working in close partnership with Providence Neighborhood Association and the City of Tallahassee Neighborhood Affairs Division. Community outreach efforts are twofold:

- A survey administered to Providence households that seeks input on the neighborhood's priority areas and captures interest for participation on the Community Action Team (CAT); and
- Community meetings and workshops designed to provide input on the Completion Matrix, educate residents about the Neighborhood First Planning process, recruit actively engaged community members for the Community Action Team (CAT), and provide facilitation strategies to PNA and CAT leaders for carrying this work forward after the completion of the FSU Team's work.

The final deliverable for the Providence Neighborhood Plan Refresh project is the Implementation Strategy Report. The report will identify resources, community partners, time frames, and funding sources to support the completion of the tasks that have not yet been initiated or where new action is needed. The Completion Matrix Update and Implementation Strategy Report are meant to be used simultaneously, with the Completion Matrix Update outlining barriers for implementation that will inform the strategies devised in the Implementation Strategy Report. In turn, the Implementation Strategy Report will provide specific guidance for moving tasks designated "Not Initiated" or "Initiated with Action Needed" tasks to "Ongoing" or "Completed" status.





2 Matrix Description

Providence Matrix Description

The Completion Matrix is the compilation of all 181 tasks identified in the 2003 Providence Neighborhood Renaissance Plan. In this report, the Completion Matrix Update is presented by Issue Area in order to separate the task list into digestible parts and to account for the possibility that future readers of this document may only be interested in the status of a particular Issue Area.

The Issue Areas are:

1. Neighborhood Involvement & Outreach
2. Neighborhood Pride
3. Neighborhood Cleanup
4. Neighborhood Safety
5. Crime
6. Neighborhood Center
7. Human Development
8. Landlord/Tenant Relationships
9. Homeownership
10. Neighborhood Ownership
11. Housing Rehabilitation (Owner-Occupied)
12. Housing Rehabilitation (Rental Housing)
13. Zoning
14. Streetscape

Within each Issue Area, strategies are identified for making progress towards correcting that particular issue, and each strategy is accompanied by tasks that delineate actionable steps Providence Neighborhood Association, community partners, and/or the City of Tallahassee could take to accomplish the strategies and make progress towards addressing the overarching goals of the Renaissance Plan.

In this report, the matrix is presented in four columns: the strategy each task is meant to accomplish, the task itself and lead entity(ies) responsible for implementing the task, the task's current implementation status, and notes that provide supporting evidence for the status designation.

The Completion Matrix Update is an extension of efforts first led by the Spring 2020 FSU DURP Urban Design and Community Participation teams. In order to complete this iteration of the Plan Refresh, the Fall 2021 FSU team reviewed notes, interviews, and materials associated with the matrix evaluation completed in 2020. Pursuant to the initial research phase, the Fall 2021 FSU team conducted interviews with neighborhood leaders and other community stakeholders to determine the status of the tasks in which Providence Neighborhood Association (PNA) and other community partners were the lead entities for task completion. Interviewees included Providence Neighborhood Association (PNA) President Walter McDonald III, former PNA President Rahni Spencer Wright, Nicole Everett of Providence Neighborhood Association Redevelopment Corporation (PNARC), Executive Director of the Tallahassee Lender's Consortium and the Delta Kappa Omega

Foundation (DKO), Karen Miller, and PNA members Gwendolyn J. Spencer and David Van Williams. The Fall 2021 FSU team also participated in Providence neighborhood events to receive input from the general public and community members about current neighborhood priorities. These first-hand accounts were critical in developing an understanding of the issues and concerns among Providence residents since the conception and partial implementation of the 2003 Renaissance Plan.

This report is meant to be a living document that will transform over time as action is taken to implement tasks from the 2003 Providence Neighborhood Renaissance Plan. Status can be updated as tasks undergo implementation, and tasks can be modified to reflect existing conditions and concerns regarding the neighborhood's updated priority areas of Community Engagement, Public Safety & Wellness, Human Capital & Economic Development, Neighborhood Infrastructure, and Affordable Housing. Providence's Community Action Team (CAT) should use this document in conjunction with the Implementation Strategy Report for guidance on strategies, funding sources, and potential partners who can assist in implementing tasks currently designated as "Initiated with Action Needed" or "Not Initiated."





3 Community Engagement Reflections

Providence Community Engagement Reflections

Community Engagement Reflections is primarily a summary of the team's engagement efforts and findings from the Providence Open House on September 30th 2021, as this event revealed new community priorities within the existing issue areas. Included in this chapter is a description of the varying levels of engagement activities at the Open House and a preliminary analysis of the qualitative and informal data received from materials at the event

Providence is unique in that its previous planning efforts serve as a historical record of goals set forth by the community at snapshots in time. However, with 18 years since the inception of the 2003 Renaissance Plan, many of the tasks in the matrix are in need of an update to reflect the community's current needs. Community engagement is one way in which the matrix can be evaluated for its alignment with current priorities. At the Providence Open House on September 30, 2021, the FSU team engaged community members in various activities to receive input on the Completion Matrix Update. Residents were asked to give their input on selected tasks from the original plan and also provide new ideas for neighborhood improvements. The materials to support these efforts were designed to capture opinions and comments through activities requiring varying levels of engagement.

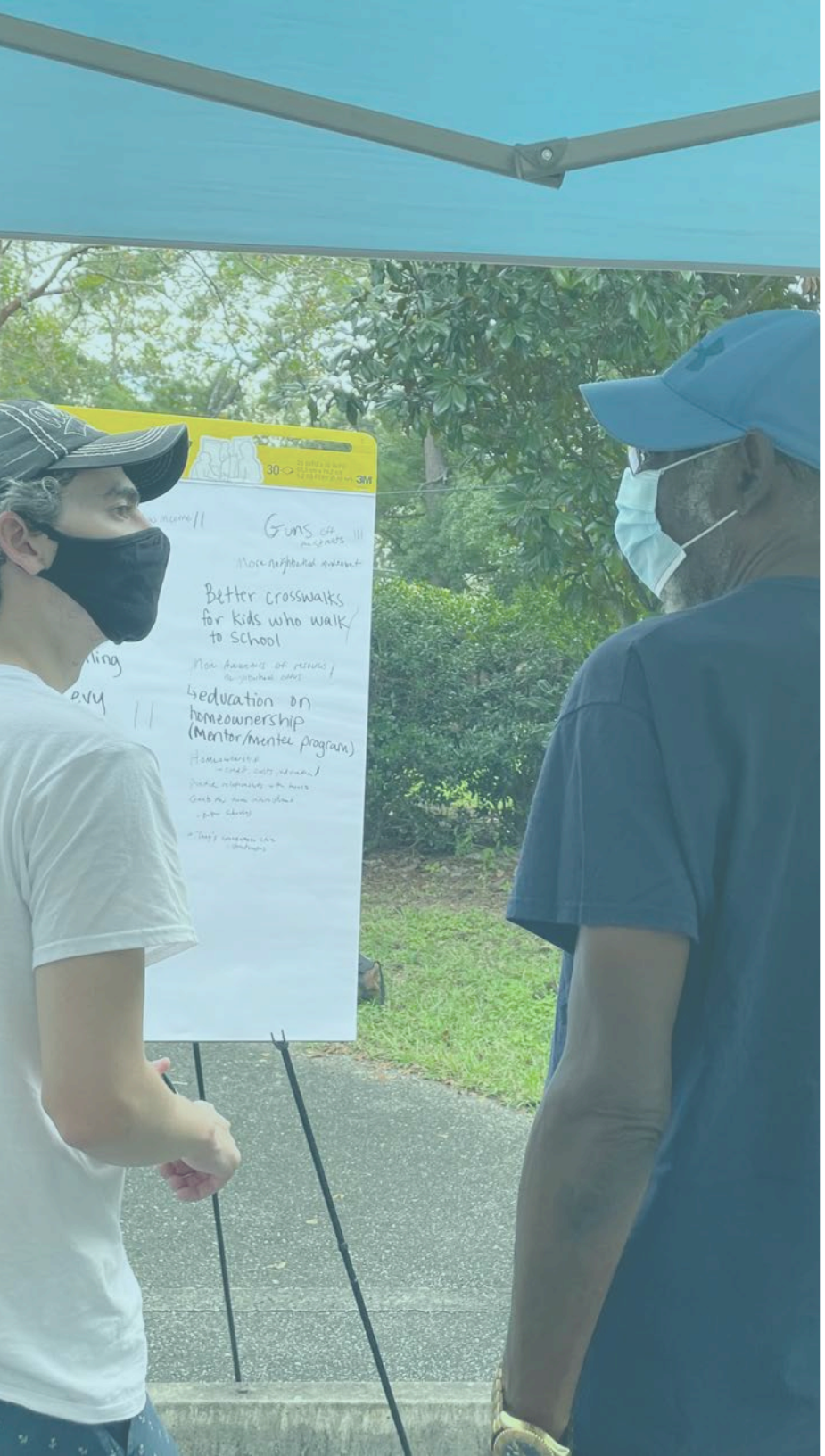
Levels of Engagement

At the lowest level of engagement, residents interacted with the Providence Community Map and were asked what improvements they would like to see in the neighborhood; those comments were displayed on a map board with numbered stickers that linked the location with the displayed comment (Appendix A). At the second level of engagement, a workshop board describing the Community Action Team (CAT) was displayed, complete with information regarding the expected time commitment and priority areas the team would address. Residents were encouraged to ask questions, and those who expressed interest were asked to provide their information for follow-up from PNA leadership. The third level of engagement involved a parking lot activity where residents were asked to review two boards: one having 10 completed tasks to be celebrated and the other having 10 tasks that require community input about the task's completion status (Appendix A). During this activity, residents shared insights on the displayed tasks and their responses were recorded by a team member on a large notepad, allowing residents to see the ideas shared by their neighbors. At the highest level of engagement, residents were provided a copy of the Providence Neighborhood Renaissance Plan and Completion Matrix that could be read independently with FSU team members available to answer questions. Residents who chose to interact with the full matrix were asked to leave comments on guided comment cards. The

2021 Providence Neighborhood Survey was also administered by two team members and two volunteers. Residents either took the survey independently or had a team member read it to them. The survey provided an additional opportunity for residents to comment on the Completion Matrix and provide their contact information if they expressed interest in the CAT. For children who attended the event, three community-themed coloring pages and art materials were available at a separate table near the main table; team members who were stationed at the children's table were instructed to elicit feedback on what the children would like to see in a future park.

Analysis

Data analysis (qualitative and informal) resulting from the Providence Open House revealed new priorities within the existing issue areas. In sum, there was an emphasis on improving neighborhood safety, relating to tasks in Issue Areas 4 and 5. Residents suggested 24-hour policing, a crime watch, and the installation of street lamps to improve neighborhood safety. Levy Street was identified as a street of concern for many residents, and the desire for traffic calming interventions was identified. Residents also suggested sidewalk improvements and the installation of crosswalks for major roads such as Stuckey, Levy, and Lake Bradford. Issue Area 6: Neighborhood Center was another area of concern that residents commented on frequently, as there is an expressed desire to have more recreational facilities, particularly for children. Residents cited potential playground spaces in the community, with locations near the DKO Community Center as the most common response. Other recreational facilities suggestions included a tennis court, a golf course, a soccer field or general use field, an open track, swimming lessons, a splash pad or small water-park, and a recreation center/sports complex. Acquisition of 2 acres of park land from FSU Real Estate will help in actualizing the installation of a playground and/or other recreational spaces. Lastly, improvements to neighborhood infrastructure were suggested, such as neighborhood-wide landscaping, sidewalk maintenance, improvements in rental housing and apartments, and resurfacing fissured streets. Many of the suggestions emphasize the relevance of particular issue areas and tasks, and should be prioritized by designated parties for completion. The Heart of the Hill Place-making and the Airport Gateway projects will begin to address some of the concerns regarding street safety, but more ongoing and more timely efforts are desired.



4

Completion Matrix

Providence Completion Matrix

This chapter consists of a reformatted version of the Completion Matrix. The Completion Matrix is a spreadsheet file used to continuously monitor the status of the programs and tasks outlined in the Providence Neighborhood Renaissance Plan and provide validation of the status assigned. The Completion Matrix has been reformatted within this report for readability. While the Completion Matrix is an excel tool used to monitor the status of tasks, the tables in this chapter have been produced to present the information in the Completion Matrix in a more user friendly way. Tables 4-17 outline all 14 Issue Areas and their associated tasks along with the status of those tasks. Accompanying each issue area is a brief description of the overall goal and strategies. The notes column provides the reasoning for the determination of each task that has been obtained through interviewing key stakeholders in the Providence Neighborhood.

The FSU team developed six categories to record the status of each task: Completed, Ongoing, Initiated with Action Needed, Not Initiated, No Longer Relevant, and Pending. When determining how to categorize the tasks, the team originally considered using only three categories to define task status (complete, in progress, or incomplete). However, as the team conducted interviews and learned the history behind each of the tasks, it became clear that more nuance was needed. As a result, the six categories stated above were established.

The description for each status designation is as follows:

Table 1: Task Status Definitions

Status Designation	Description
Completed	The task is finished with no additional action needed.
Ongoing	The task requires continual programming and there are currently sustainable structures/ partnerships in place to ensure progress towards the task's goals.
Initiated with Action Needed	The task was attempted in the past, but new action, resources, and/or community partners are needed to move the task to "completed" or "ongoing" status.
Not Initiated	The task has not been attempted and no current action is being taken to make progress towards the task's goals.
No Longer Relevant	The task is no longer needed because it is no longer a concern or priority for the neighborhood.
Pending	Additional research is needed to determine the task's implementation status.

Below is the number of tasks that fit into each designation:

- Completed: 24
- Ongoing: 36
- Initiated with Action Needed: 54
- Not Initiated: 50
- Pending: 6
- No Longer Relevant: 11

The Completion Matrix spreadsheet tool can be viewed here:

<https://docs.google.com/spreadsheets/d/1kAUk93X6Kims6MczNzfxunURKZo1OhVR/edit?usp=sharing&ouid=108950566828066181993&rtpof=true&sd=true>

Providence Issue Area 1: Neighborhood Involvement & Outreach

Neighborhood Involvement and Outreach seeks to increase resident and stakeholder participation in community meetings and activities. In the original 2003 Renaissance Plan, the Providence Neighborhood Association (PNA) set out to develop bylaws, formal leadership roles, and elections for these roles. To address increased citizen participation, PNA planned to hold block parties, informational events, and recruit people to serve in focus groups to address neighborhood concerns. Currently, the bylaws are still adopted, however PNA has become a more informal organization; elections are held on an as-needed basis, and the President position can be held until the President resigns, someone runs against them and wins, or they are voted out by the Neighborhood Association. Focus groups are also informal, casual meetings between the current President, Walter McDonald III, and PNA residents with a targeted issue being addressed. A major success in this area has been the organization of community events and gatherings such as Fun Day and Movie Nights.

Table 2: Issue Area 1 Neighborhood Involvement & Outreach

Strategy	Task	Status	Notes
Strategy 1.A: <i>Formalize the organization of the Providence Neighborhood Association (PNA) to create positions and offices in which residents can serve the neighborhood.</i>	Task 1.A.1: Develop and adopt by-laws for the Providence Neighborhood Association. Lead: PNA	Completed	Providence Neighborhood Association (PNA) bylaws were adopted on April 21, 2003. They were recorded in the Clerk of Courts office on May 5, 2003.
	Task 1.A.2: Create within the association's by-laws formal positions through which residents can serve their neighborhood. Lead: PNA	Completed	According to Article IV, Section 1, of the PNA bylaws, four formal officer positions exist: President, Vice President, Secretary, and Treasurer. To qualify as a candidate for an Association office, one must reside in the Providence territory (as defined in Article 1, Section 2 of the bylaws), attend at least three Association meetings before election, and be capable of being bonded.
	Task 1.A.3: Establish and hold elections to give various neighborhood residents opportunities to serve their neighborhood in an elected office. Lead: PNA	Completed	According to Article IV, Section 3, of the PNA bylaws, elections are held each October at the Association's Annual Meeting. At least 60 days prior to the Annual meeting, the Nominating Committee (appointed by the current PNA officers) shall submit nominations for each officer position to be voted on by ballot by the general membership at the Annual Meeting in October.
Strategy 1.B: <i>Establish a network within the neighborhood to inform, educate, and receive input from neighborhood residents about neighborhood concerns.</i>	Task 1.B.1: Organize focus groups to obtain input from residents on neighborhood issues and concerns and to promote a sense of community. Focus groups may be organized, as needed, for the following groups of residents: youths, elderly, single parents, landlords, college students, renters, and businesses, etc. Lead: City & PNA	Ongoing	Focus groups have consistently occurred over the years, albeit, informally. Residents bring up their issues or needs with a PNA leadership member, and then those issues are addressed at monthly PNA meetings or Saturday morning meetings through the Neighborhood Association's consensus process. Recently, focus groups were used to discuss anticipated neighborhood changes resulting from the Blueprint Airport Gateway Project.

Strategy	Task	Status	Notes
Strategy 1.B: (Continued...)	Task 1.B.2: Recruit facilitators to lead each focus group established. Lead: City & PNA	Ongoing	Facilitators are recruited for focus groups when the issue requires mediation or expertise beyond what PNA can offer. Recently, Felicia Shorter facilitated the Airport Gateway focus group and Dr. Tisha Holmes facilitated a focus group in collaboration with Trinity Methodist Church.
	Task 1.B.3: Utilize neighborhood focus groups and neighborhood association meetings to identify future street/block captains. Lead: City & PNA	Initiated with Action Needed	Under the current PNA President Walter McDonald III, block captains have been informally established. An opportunity exists for these block captains to be brought into a formal system where they are connected to the broader Community Notification System and issue monthly updates/reports on their block.
	Task 1.B.4: Establish a network of block/street captains in the neighborhood. Initially, explore the pairing of a Covenant Partner with a neighborhood resident to serve as block/street captains. Lead: City & PNA	Not Initiated	A network of block captains has not been formally established within the neighborhood. Informally, there is four individuals current PNA President Walter McDonald III noted as "block captains." However, they do not have that organized title or responsibility.
Strategy 1.C: <i>Use different mediums and cost effective means to communicate neighborhood activities to residents.</i>	Task 1.C.1: Continue distributing flyers and newsletters to keep neighborhood residents and stakeholders informed about neighborhood activities and projects. Lead: PNA	Ongoing	PNA consistently distributes flyers throughout the neighborhood to advertise events and has established a Lead Canvasser position to organize these efforts. Newsletters have transitioned digitally to the PNA Facebook page and Band App, where residents receive information about upcoming events, such as Food Drives, Providence Fun Day, and Providence Movie Night.

Strategy	Task	Status	Notes
<p>Strategy 1.C (Continued...)</p>	<p>Task 1.C.2: Use signs to advertise the association's monthly meeting.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>In 2004, two metal signs were acquired to advertise monthly meetings. They were erected on Levy and Stuckey Avenues the weekend before the PNA meeting. The use of these signs to advertise community meetings continued for 7 years until the opening of the DKO Providence Community Service Center in 2012. At that time, the Community Center constructed a permanent sign outside their facility and used that sign to inform residents about upcoming meetings. Currently, the Delta Kappa Omega (DKO) Providence Community Service Center sign is in disrepair and is, therefore, not used to advertise monthly PNA meetings. With the advent of the COVID-19 pandemic and transition to Zoom meetings, PNA meetings are consistently advertised via online formats, such as Facebook and email notification. Although the signs have been completed in the past, continued action is needed to ensure there are physical signs that will be completed in the future.</p>
<p>Strategy 1.D: Organize community events and projects to generate interest and show progress.</p>	<p>Task 1.D.1: Provide activities at apartment complexes to get more renters involved.</p> <p>Lead: City & PNA</p>	<p>Initiated with Action Needed</p>	<p>According to former PNA President Leslie Harris, Chelsea Apartments and Lake Lodge have held events in the past. The current owner of the Lake Lodge Apartment Complex reported that, in the past ten years, activities/events to get renters involved have not occurred. PNA's current President Walter McDonald III reports that Kona Apartments has also held events in the past, although it is unclear when the last time an event was held.</p> <p>In 2020, City Staff conducted mask distribution at the onset of the COVID-19 pandemic and was recently approached by Mr. Steven Washington to offer hurricane bucket education and distribution at the Vets Village apartment complex.</p>
	<p>Task 1.D.2: Organize and hold street block parties so that neighborhood residents can meet each other.</p> <p>Lead: City & PNA</p>	<p>Ongoing</p>	<p>PNA organized their first annual Fun Day around the time of the inception of the Neighborhood Association in 1998. Their most recent Fun Day occurred on October 26, 2021. It had a goal to bring the residents of Providence together to socialize and build a stronger sense of community. Furthermore, the most recent block party organized by the PNA was the Warwick Block Party on October 14th, 2017. This block party had the branding #YouAreMyNeighbor, which reinforces the sense of community they want to establish in Providence.</p> <p>The City has attended annual Providence Day/Week events and City staff recently participated in Movie Night on September 17, 2021.</p>

Strategy	Task	Status	Notes
Strategy 1.D (Continued...)	<p>Task 1.D.3: Provide informational and educational components at block parties and other special events.</p> <p>Lead: City & PNA</p>	Ongoing	<p>Whenever Providence holds a community event, such as the annual Fun Day, they invite various City departments and local universities to attend to provide information and services to residents. For example, on September 30, 2021 Providence recently had the Florida State University Department of Urban & Regional Planning (FSU DURP) and Tallahassee Police Department attend Providence Movie Night to provide information about the Providence Neighborhood Plan Refresh and build relationships with residents.</p> <p>The City provides various information related to programs and services at Providence events. For example, at the Providence Open House on September 30, 2021, the City partnered with PNA and provided food, gift cards, and hurricane supply buckets as an incentive to promote resident participation. The City is also partnered with Providence on their Planning Engagement Day as part of Providence Week activities.</p>
	<p>Task 1.D.4: Provide workshops that focus on programs that are of interest to residents and provide a benefit.</p> <p>Lead: City & PNA</p>	Ongoing	<p>Current PNA President Walter McDonald III reported that, in the past, they have reached out to community partners, such as Tallahassee Lenders' Consortium, to host workshops at the DKO Providence Community Service Center, but these events have not occurred recently. DKO has hosted workshops at the Community Center and virtually during the COVID-19 pandemic. However, it is unclear to what extent Providence residents attended these events. It has been noted that DKO may have more success in getting Providence residents to attend these workshops if they spend time canvassing the neighborhood and distributing flyers door-to-door, as this has proven to be a successful strategy in notifying neighborhood residents about events.</p>
	<p>Task 1.D.5: Create new and additional incentives to get more residents involved in the neighborhood association. Incentives could include food coupons, door prizes, and providing refreshments at the meetings.</p> <p>Lead: City & PNA</p>	Ongoing	<p>PNA has found that events have the best turnout when incentives are offered. On September 17, 2021, they hosted Providence Movie Night and offered pizza, candy, and beverages to all residents who attended, and had a turnout that exceed their expectations. On September 30, 2021, the Providence Open House was hosted by the City of Tallahassee Neighborhood Affairs Division. PNA worked in collaboration with the City and other event attendees, such as the FSU DURP, to secure incentives for this event, including a hurricane preparedness bucket and raffle for two gift cards.</p>

Providence Issue Area 2: Neighborhood Pride

Neighborhood Pride contains strategies for place-making and creating a community identity through marketing and neighborhood development. In order to address the issue of Neighborhood Pride, Providence Neighborhood Association had goals to erect "gateways" at each entrance, develop a beautification plan including local businesses lining Lake Bradford Road, and market the neighborhood name and special events. Currently, signs are in place, but they are not of the quality originally envisioned in the plan. Landscaping is needed in order to make these more visible, but new signs have been negotiated with Blueprint Intergovernmental Agency as part of the Airport Gateway Project. The beautification plan outlined has not been completed, but as of 2015 the Providence Beautification Committee has been established to address this issue. Additionally, marketing and visibility efforts in Providence have been successful. Providence has an active Facebook presence and uses the Band App for community-wide updates.

Table 3: Issue Area 2 Neighborhood Pride

Strategy	Task	Status	Notes
Strategy 2.A: <i>Erect "gateways" at the major entrances into the neighborhood to establish and to project a sense of place and destination.</i>	Task 2.A.1: Establish a committee to locate sites for the entrance signs and to examine ways to get funding for the signs. Solicit representatives from City of Tallahassee Street and Drainage Division and the Traffic Engineering Division to serve on this committee. Lead: City	Initiated with Action Needed	The status of this committee is to be determined by the City.
	Task 2.A.2: Design, construct, and install entrance signs and landscaping at the major entrances (Levy Avenue and Stuckey Street) into the neighborhood. The first signs should be installed at the eastern entrances of the neighborhood where they will have the most visibility. Lead: PNA	Initiated with Action Needed	One neighborhood entrance sign currently exists at the southwest corner of Stuckey Avenue and Lake Bradford Road. The sign is visible to those driving along Lake Bradford Road. However, landscaping is needed to increase the overall attractiveness of the neighborhood entrance. A smaller Providence neighborhood sign is installed on the north side of Hutchinson Street, about 300 feet west of the Hutchinson Street and Lake Bradford Road intersection. The sign is not visible to those driving along Lake Bradford Road and it has been covered by overgrown trees in the past, so it does not present as an "entrance sign." There is no neighborhood sign at Levy Avenue. According to Providence Neighborhood Association (PNA), they have negotiated with Blueprint Intergovernmental Agency to provide new neighborhood entrance signs as part of the Airport Gateway project.

Strategy	Task	Status	Notes
Strategy 2.A (Continued...)	Task 2.A.3: Obtain appropriate permits, if necessary, for the installation and construction of the neighborhood entrance signs. Lead: PNA	Completed	According to a 2005 PNA Newsletter provided by former PNA President Leslie Harris, the neighborhood entrance sign at the corner of Stuckey Avenue and Lake Bradford Road, as well as the smaller sign on the north side of Hutchinson Street, were installed in 2005.
Strategy 2.B: <i>Develop and implement a neighborhood beautification plan to create neighborhood spirit and a sense of community among residents.</i>	Task 2.B.1: Work with Florida A&M University School of Landscape and organizations such as the Tallahassee Garden Club to develop and implement a landscape program for the neighborhood. Lead: City & PNA	Not Initiated	Former PNA President Leslie Harris reported no partnership currently exists between PNA and the Florida A&M University School of Landscape or any other organizations, therefore a landscape program has not yet been implemented for the neighborhood. As of November 2021, the City has confirmed that no such landscape program has been initiated.
	Task 2.B.2: Establish a committee to approach businesses in the neighborhood to offer the neighborhood's assistance with beautification efforts and to find out businesses' issues and concerns on beautification matters. Lead: City & PNA	Initiated with Action Needed	Former PNA President Leslie Harris stated the Providence Beautification Committee was established in 2003. After years of inactivity, the committee has been reinstated as of 2015. They do not currently assist any businesses in the area with beautification efforts.
	Task 2.B.3: Assist businesses in the neighborhood with beautification/paint/fix up projects. The first business to consider assisting is the tire business since they are already trying to clean up their site. Lead: City & PNA	Not Initiated	According to the former PNA President Leslie Harris, attempts have been made to approach the businesses along Lake Bradford Road regarding facade improvements over the years. When the Greater Frenchtown/Southside Community Redevelopment Area (GFS CRA) rolled out its Business Facility Grant Program, the GFS CRA Citizens Advisory Committee discussed how to market this initiative to local businesses. However, PNA does not have any current relationships with the businesses along Lake Bradford Road outside of the businesses agreeing to pass out flyers for community events. Cornerstone Tool & Fastener, Big A's Tires South, as well as Affordable Tires, were all contacted on October 1, 2021 to find out whether or not anyone from Providence had reached out to them over the past twenty years and neither reported being contacted. As of November 2021, the City has confirmed that Providence businesses have not received assistance for beautification projects.

Strategy	Task	Status	Notes
Strategy 2.B (Continued...)	<p>Task 2.B.4: Provide incentives for neighborhood businesses to improve their facade and grounds.</p> <p>Lead: City & PNA</p>	Ongoing	<p>Outreach was conducted in 2018 to promote the CRA's Business Facility Improvement Grant Program. To date there have been no applications made to the program. Cornerstone Tool & Fastener, Big A's Tires South, as well as Affordable Tires, were all contacted on October 1, 2021 and reported that neither of them have been contacted regarding any business improvement projects. PNA should advertise and educate community members about this program.</p>
	<p>Task 2.B.5: Examine how the Enterprise Zone can assist businesses to improve their properties.</p> <p>Lead: City</p>	No Longer Relevant	<p>The Enterprise Zone program was discontinued in Florida.</p>
	<p>Task 2.B.6: Develop and establish a mini-grant/loan program to assist homeowners with home facade improvements. Funds from the program should be made available for painting, minor carpentry repairs, windows and door replacements, landscaping and other curbside improvements.</p> <p>Lead: City & PNA</p>	Not Initiated	<p>A Residential Facade Improvement Program does not currently exist for the Providence neighborhood. A major barrier to implementation is the lack of funding for such a program. Other neighborhoods within the Greater Frenchtown/Southside Community Redevelopment Area (GFS CRA district) have established a residential facade improvement grant program fusing funds dedicated by the City of Tallahassee Community Redevelopment Agency.</p> <p>The Tallahassee Lender's Consortium Inc. provides home buying education and assistance to current renters. PNA should advertise that these programs allow for lower than average credit score and lower down payment as a gateway to home ownership.</p> <p>As of November 2021, the City confirmed that a mini-grant/loan program to assist homeowners in Providence has not been established.</p>

Strategy	Task	Status	Notes
<p>Strategy 2.C: Market the neighborhood name and special events.</p>	<p>Task 2.C.1: Place the neighborhood's name and logo on all materials relating to neighborhood projects and events.</p> <p>Lead: PNA</p>	Ongoing	<p>PNA has letterhead that it uses for all official communications. PNA used to have a logo that plainly stated "Providence Neighborhood" with a renaissance icon. This logo was used on anything that was distributed associated with the PNA. However, since the start of the plan refresh in 2020, PNA is working to consistently incorporate the new #WeAreProvidence branding in all of its flyers, Facebook posts, and other communications.</p>
	<p>Task 2.C.2: Purchase t-shirts with the neighborhood's name and logo to be worn by association members at special events and projects.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>Under the leadership of former PNA President Rahni Spencer Wright, neighborhood branded T-shirts were made. Each set of T-shirts was made to reflect a special occasion. The T-shirts are commemorative, rather than logo-based neighborhood T-shirts. Those T-Shirts are not currently worn by PNA members at special events and projects.</p>
	<p>Task 2.C.3: Promote neighborhood association sponsored events throughout the neighborhood and the Tallahassee-Leon County community.</p> <p>Lead: PNA</p>	Ongoing	<p>PNA has organized various events and uses both flyers and social media, such as the PNA Facebook page, to advertise these events to the neighborhood and beyond. PNA has a Lead Canvasser position in which Shelby Green currently holds the position. This position helps facilitate flyer and information distribution throughout the neighborhood. Some of these promoted events include the annual Fun Day, Christmas Party, Halloween Showcase, and Cleanup Day.</p>

Strategy	Task	Status	Notes
Strategy 2.D: Create a focal area in neighborhood.	Task 2.D.1: Establish the 1400 and 1500 blocks of Lake Avenue as the focus area of the neighborhood using the Heart of the Hill Conceptual Plan (see Appendix II). Lead: City	Initiated with Action Needed	In March 2021, \$275,000 in funding was approved by the CRA for the construction of the Heart-of-the-Hill place-making project. The project will include the construction of traffic circles and decorative pavement at the intersections of Highland St & Lake Ave and Hillsborough St & Lake Ave, in addition to a new sidewalk on the west side of Highland St and a new sidewalk on the east side of Hillsborough St. New trees will also be planted along Hillsborough St, Highland St, and Lake Ave, and will be paid for by the Tree Bank.
	Task 2.D.2: Acquire a vacant tract of land for development of the proposed neighborhood community center. Landscape the proposed neighborhood center to implement the Heart of the Hill Conceptual Plan. Lead: City	Completed	In May 2009, the CRA Board approved \$550,000 for the construction of the Delta Kappa Omega (DKO) Providence Community Service Center and the City donated a one-acre parcel of land within the neighborhood to locate the Center. In December 2010, the CRA Board approved an additional \$124,447 for unanticipated permit, engineering, and construction costs. In July 2012, the DKO Providence Community Service Center was completed and a Certificate of Occupancy was issued.
	Task 2.D.3: Install traffic calming devices (traffic circles) at the intersections of Hillsborough/Lake Avenue and Highlands/Lake Avenue consistent with the proposed Heart of the Hill Conceptual Plan. These traffic circles should be landscaped with appropriate vegetation. Lead: City	Initiated with Action Needed	See Task 2.D.1.
	Task 2.D.4: Develop and implement a streetscape plan to create a focus area point in the 1400 and 1500 blocks of Lake Avenue consistent with the Heart of the Hill Conceptual Plan. The plan should include sidewalks, landscaping, sidewalk lights, special roadway surfaces, and street furniture where appropriate. Lead: City	Initiated with Action Needed	See Task 2.D.1.

Providence Issue Area 3: Neighborhood Cleanup

Neighborhood Cleanup focuses on establishing a clean neighborhood through programs and committee led cleanup efforts. To put neighborhood cleanup efforts into action, Providence has implemented an Adopt-A-Street program in the neighborhood. It has been difficult to engage homeowners to participate in neighborhood cleanups, as many of them are "absentee." However, improvements have been made in regards to trash accumulation, illegal dumping, and communication with the Solid Waste Department, who responds in a timely manner. There are also major "Clean-Up" days planned by David Van Williams and Steven Washington that regularly garner large crowds of people from Providence and the surrounding communities, though more consistent turnout outside of these larger Clean-Up days is needed.

Table 4: Issue Area 3 Neighborhood Cleanup

Strategy	Task	Status	Notes
Strategy 3.A: <i>Promote a comprehensive ongoing community-wide neighborhood cleanup campaign.</i>	Task 3.A.1: Establish a committee comprised of neighborhood residents and representatives from the City of Tallahassee Solid Waste Department, Code Enforcement Division, and Neighborhood Services to develop a comprehensive neighborhood cleanup plan. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee Neighborhood Affairs Division confirmed that no such committee has been established and a neighborhood cleanup plan does not exist.
	Task 3.A.2: Use the neighborhood newsletter to inform neighborhood residents about garbage collection procedures and collection times. Lead: PNA	No Longer Relevant	Providence Neighborhood Association (PNA) and the Providence Beautification Committee report that the neighborhood does not have issues with garbage collection procedures and pickup times. Whenever an individual issue arises, the current PNA President Walter McDonald III reports that he calls the City of Tallahassee Solid Waste Services and they come out to resolve any garbage collection issues or discrepancies with the parties involved. Furthermore, there are programs like Adopt-a-Street and cleanup campaigns that monitor street debris. As a result, the current outreach methods, Facebook and emails, are not currently used to inform this process anymore.
Strategy 3.B: <i>Establish and implement an "Adopt-a-Street Program" for the neighborhood.</i>	Task 3.B.1: Use the neighborhood crime watch street/block captain network to organize residents on each street to clean and maintain their particular street. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee Neighborhood Affairs Division stated they would partner through the Tallahassee Clean Communities program.

Strategy	Task	Status	Notes
<p>Strategy 3.B (Continued...)</p>	<p>Task 3.B.2: Coordinate with FSU, FAMU and other organizations to find groups who will adopt streets in the neighborhood and work in partnership with neighborhood residents to clean up and maintain designated neighborhood streets.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>Diana Hanson of Keep Tallahassee Beautiful, the organization overseeing road adoption throughout Tallahassee, reported as of October 4, 2021, there were three streets adopted in Providence. Adopted in 2016, these three streets are Iamonia Street from Levy Avenue to Stuckey Avenue, Stuckey Avenue from Iamonia Street to Lake Bradford Road, and Levy Avenue from Lake Bradford Road to Herlong Drive. They both were adopted by Will Guzman, serving as Chairman of the Providence Beautification Committee in 2016, and since their adoption have been transferred to former PNA President Leslie Harris. Since no organizations from Florida A&M University nor Florida State University have adopted streets, this task was determined as not initiated.</p>
<p>Strategy 3.C: Aggressively enforce the City's Housing Code, including the use of condemnation remedies.</p>	<p>Task 3.C.1: As a neighborhood association, continue to push for aggressive code enforcement remedies by the City of Tallahassee.</p> <p>Lead: PNA</p>	<p>Ongoing</p>	<p>Current PNA President Walter McDonald III reports that he actively uses the DigiTally app to report code violations to the City. There is an informal network of block captains who report problems to Walter McDonald III and he reports those issues himself. An opportunity exists to teach Providence residents about DigiTally, so they can be empowered to report these violations themselves.</p>
	<p>Task 3.C.2: Recruit more residents to participate in the City's Code Enforcement Neighborhood Scouts Program.</p> <p>Lead: PNA</p>	<p>No Longer Relevant</p>	<p>The Neighborhood Scouts Program existed in the early 2000s, with the most active members being former PNA President Leslie Harris, apartment complex owner Mr. A. C. Douglass, and Reverend Walter McDonald. Reverend McDonald, Mr. Douglass, and Mr. Harris were empowered by the City to identify code violations themselves. The Neighborhood Scouts Program no longer exists, but the neighborhood actively uses the DigiTally app to report code violations.</p>

Strategy	Task	Status	Notes
<p>Strategy 3.D: Conduct major cleanups of the neighborhood and an Operation Commitment Program.</p>	<p>Task 3.D.1: Establish, immediately, a group to plan and coordinate neighborhood cleanup projects and to work with the City to launch an Operation Commitment Program early in the fall of 2003.</p> <p>Lead: City & PNA</p>	<p>Initiated with Action Needed</p>	<p>PNA has established a Beautification Committee that was reinstated in 2015. The Committee, alongside PNA, plans and coordinates cleanup projects that actively engage university students. Recently, current PNA President Walter McDonald III and Chairman of the Beautification Committee, Steven Washington, planned a cleanup day on October 9, 2021. However, additional action is needed as the Operation Commitment Program has not been launched.</p>
	<p>Task 3.D.2: Devise ways to get owners of vacant lots to participate in cleanups.</p> <p>Lead: City & PNA</p>	<p>Not Initiated</p>	<p>According to former PNA President Leslie Harris and current PNA President Walter McDonald III, it has been difficult to engage owners of vacant lots in neighborhood cleanups as many of them do not live in the City of Tallahassee or are "absentee." PNA works with Code Enforcement to report the condition of these properties when they fall in disrepair. As of November 2021, the City has confirmed that this has not been addressed.</p>
	<p>Task 3.D.3: Recruit people in the neighborhood to monitor trash problems and to call the City's Solid Waste Department when the trash is not collected in a reasonable time frame.</p> <p>Lead: City & PNA</p>	<p>Ongoing</p>	<p>According to former PNA President Leslie Harris, in the past, there have been designated residents who would monitor the neighborhood's trash problem and report them to the Solid Waste Department. Although there were designated residents, he noted that lately many non-designated residents independently monitor and report trash. Whereas, others voice their concerns at PNA meetings.</p>

Providence Issue Area 4: Neighborhood Safety

Neighborhood Safety refers to improving street infrastructure and street design in Providence; all the tasks in this issue area are under the purview of the City of Tallahassee. The Heart of the Hill Place-making is a result of the 2003 Providence Renaissance Plan, and will result in increased connectivity through the installation of traffic calming devices, widened sidewalks and street trees. The project tackles several initiatives that address public safety, specifically issues regarding pedestrian travel, traffic, and public infrastructure on Lake, Highland, and Hillsborough. There are continued issues, however, concerning connectivity from Lake Bradford to Providence, as well as traffic calming on Levy. The Airport Gateway Project will likely quell street traffic by the creation of a new arterial road from Stuckey, returning Levy to a neighborhood street, but the project is not expected to break ground until 2022.

Table 5: Issue Area 4 Neighborhood Safety

Strategy	Task	Status	Notes
Strategy 4.A: <i>Improve walkability and minimize the interaction of pedestrians and vehicular traffic.</i>	Task 4.A.1: Reconstruct all neighborhood streets to enclose all open ditches, install curb and gutters, and construct sidewalks and traffic calming devices. Lead: City	Ongoing	In 2011, through City of Tallahassee Utilities and Public Infrastructure, approximately \$4 million of improvements were made to close ditches and resurface roadways along Stuckey Avenue, Lake Street, Holmes Street, Highland Drive, and Iamonia Street. More could possibly be done to address remaining issues. As of November 2021, according to Providence Neighborhood Association and resident responses to FSU DURP's 2021 Plan Refresh survey, there is still a need for traffic calming devices throughout the neighborhood (particularly Levy Avenue) and additional sidewalk installations and improvements.
	Task 4.A.2: Construct crosswalks at appropriate intersection(s) along Levy Avenue for residents to access each section of the neighborhood. These crosswalks should further the neighborhood's Heart of the Hill Plan. Lead: City	Not Initiated	As of November 2021, crosswalks have not been installed on Levy Avenue.
	Task 4.A.3: Install crosswalks at the Stuckey/Lake Bradford Road and Levy Avenue/Lake Bradford Road intersections. Lead: City	Initiated with Action Needed	As of November 2021, the City of Tallahassee Neighborhood Affairs Division reported this task has been initiated.

Strategy	Task	Status	Notes
Strategy 4.B: Control the flow of traffic within the neighborhood.	Task 4.B.1: On various streets throughout the neighborhood install traffic calming devices to slow the speed of motor vehicles. Priority should be given to the east-to-west streets. The installation of the traffic calming devices should further the neighborhood's Heart of the Hill Plan. Lead: City	Not Initiated	No traffic-calming devices installed throughout the neighborhood. Traffic circles will be constructed on Lake Avenue at the intersections of Highland St and Hillsborough St as part of the Heart-of-the-Hills project. The City has an established traffic-calming process which would allow for neighborhood residents to request traffic-calming on their street. There is a left turn signal. Staff is following up with Traffic Engineering on this.
	Task 4.B.2: Install speed limit signs on all streets within the neighborhood. Levy Avenue and Stuckey Street could have a speed limit of 30 mph while other neighborhood streets should be limited to 25 mph. Lead: City	Pending*	
	Task 4.B.3: Install a left turn signal at the intersection of Stuckey Street and Lake Bradford Road for northbound traffic. Lead: City	Completed	A left turn signal has been introduced at the intersection of Stuckey Street and Lake Bradford Road for northbound traffic.
Strategy 4.C: Improve fire safety within the neighborhood.	Task 4.C.1: Install, as needed, additional fire hydrants in the neighborhood. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee Neighborhood Affairs Division reported additional fire hydrants have not been installed in the neighborhood.
	Task 4.C.2: Conduct, periodically, in the neighborhood, fire prevention classes. Lead: City	Initiated with Action Needed	As of November 2021, the City of Tallahassee Neighborhood Affairs Division reported that Station 17 is slated to be built on Lake Bradford near the Providence Neighborhood. The Tallahassee Fire Department (TFD) has planned Public Education events for the community to bring awareness to fire safety.
	Task 4.C.3: Provide smoke alarms to qualified neighborhood homeowners/residents. Lead: City	Ongoing	TFD will provide two residential smoke alarms at no cost to homeowners who are either physically or financially unable to purchase or install their own.

*Pending Validation from the City of Tallahassee Neighborhood Affairs Division

Providence Issue Area 5: Crime

The Crime section seeks to create a sense of community security and safety and an environment to stimulate private and public reinvestment in the neighborhood. In order to address these issues, Providence Neighborhood Association set out to improve relationships between law enforcement and neighborhood residents and also increase safety awareness throughout the community. As a result of the relationship with the Tallahassee Police Department (TPD), Providence has seen a 45% decrease in felonies. Residents are prepared and willing to call the police if suspicious behavior is seen. Relationships between the Providence community members and Tallahassee police are generally positive and police are invited regularly to neighborhood activities. There have also been positive results in safety awareness education through CPR training and training for residents to be on the lookout for suspicious activity. Though a goal to develop incentives in the hopes that police officials would live in the neighborhood was not achieved. A major positive from this issue area is the open line of communication between TPD and Providence in regard to suspicious behavior, which tends to be brought up at monthly meetings where TPD is continuously present.

Table 6: Issue Area 5 Crime

Strategy	Task	Status	Notes
Strategy 5.A: <i>Improve relationships between law enforcement officials and neighborhood residents.</i>	Task 5.A.1: Collaborate with the Tallahassee Police Department, Tallahassee Fire Department, and the Leon County Sheriff Department to host events in the neighborhood to provide positive social interaction between law enforcement officers and neighborhood residents. Lead: City & PNA	Initiated with Action Needed	The Prevention Officer at monthly Providence Neighborhood Association (PNA) meetings used to collaborate and host events with the Tallahassee Police Department (TPD), Tallahassee Fire Department, and the Leon County Sheriff Department. An example of this is the National Night Out event hosted at the Delta Kappa Omega Providence Community Service Center. More recently, TPD was present at the Providence Move Night on September 17, 2021. This task is marked Initiated with Action Needed because events led by TPD, TFD, and/or Leon County Sheriff Department have not occurred recently, although TPD expressed interest in hosting an event should they be asked by PNA.
	Task 5.A.2: Work with apartment owners/landlords to provide incentives in the area of housing for law enforcement officials to live in the neighborhood. Lead: City & PNA	Not Initiated	According to former Providence Neighborhood Association (PNA) President Leslie Harris, at least two apartment complex owners looked into providing incentives for law enforcement officials to live in the neighborhood. These attempts were unsuccessful. As of November 2021, the City of Tallahassee Neighborhood Affairs Division reported that incentives have not been provided to attract law enforcement officials to live in the neighborhood.
	Task 5.A.3: Lobby the City of Tallahassee and the Leon County Sheriff Department to provide incentives so that at least one police officer and one deputy can live in the neighborhood. Lead: City	Not Initiated	See Task 5.A.2

Strategy	Task	Status	Notes
Strategy 5.A <i>(Continued...)</i>	Task 5.A.4: Recruit neighborhood residents to participate in the Tallahassee Police Department Citizen Academy and Ride-Along Programs. Lead: City	Pending*	
	Task 5.A.5: Invite law enforcement officials to participate in regularly scheduled neighborhood association activities, such as the monthly neighborhood association meeting. Lead: City & PNA	Ongoing	Law enforcement regularly attends PNA meetings and events. For example, on September 17, 2021, the Tallahassee Police Department's Community Relations Unit attended Providence Movie Night, donated and loaned supplies for the event, and spent time building relationships with the children in attendance. At PNA meetings, crime prevention officers provide safety tips related to auto and residential burglary prevention, holiday safety, and street safety. At these meetings, they also update PNA on crime statistics, listen to residents' safety concerns, and answer questions from residents relating to crime prevention.
	Task 5.A.6: Recognize and honor law enforcement officials who have partnered with the neighborhood to address neighborhood issues. Lead: City & PNA	Initiated with Action Needed	In the past, law enforcement appreciation days have been hosted which included providing free meals for officers. While Providence has not hosted any appreciation days recently, the neighborhood has seen a high turnout from law enforcement officials during neighborhood events such as Providence Movie Night. Although this task has been completed, it needs further updating to ensure continued partnership in the meetings between PNA and law enforcement officials.

*Pending Validation from the City of Tallahassee Neighborhood Affairs Division

Strategy	Task	Status	Notes
Strategy 5.A <i>(Continued...)</i>	Task 5.A.7: Recruit law enforcement officials to serve as volunteers in neighborhood-run youth and children's programs. Lead: City	Not Initiated	Tallahassee Police Department has attended PNA meetings and participated in neighborhood activities involving Providence youth, such as Movie Night on September 17, 2021, however TPD officials and officers have not yet served as volunteers in neighborhood-run programs.
Strategy 5.B: <i>Increase safety awareness.</i>	Task 5.B.1: Collaborate with local law enforcement officials, including the fire department, to conduct workshops on personal and neighborhood safety. Lead: City	Pending*	
	Task 5.B.2: Update neighborhood residents, on a monthly basis, of criminal activities taking place in the neighborhood. Lead: City	Ongoing	TPD attends PNA meetings and provides regular updates on area crime stats.
	Task 5.B.3: Work with the Tallahassee Police Department and the managers/owners of apartment complexes to provide information to tenants on drinking and noise laws. Lead: City	Pending*	

*Pending Validation from the City of Tallahassee Neighborhood Affairs Division

Strategy	Task	Status	Notes
Strategy 5.B (Continued...)	Task 5.B.4: Encourage neighbors to look out for each other and report suspicious activities to the police. Lead: PNA	Ongoing	According to former PNA President Leslie Harris, residents of Providence have mentioned suspicious activities to each other and would irregularly voice their concerns at PNA meetings.
	Task 5.B.5: Collaborate with appropriate agencies to conduct training sessions in the neighborhood on CPR and other life saving procedures. Lead: City & PNA	Ongoing	According to the Executive Director of the Delta Kappa Omega (DKO) Providence Community Service Center Karen Miller, CPR training is something that happens annually at health fair events.
	Task 5.B.6: Collaborate with the County Addressing Unit to address house numbering problems. Lead: PNA	Ongoing	The majority of homes have clear addresses printed on the front of their residence that is visible. In addition, PNA member and Chairman of the Providence Beautification Committee, Steven Washington, will be doing an ongoing count of households that still need visible addresses in order to complete this task.
	Task 5.B.7: Work with the Department of Neighborhood & Community Services and neighborhood residents to ensure that every home is properly numbered as required by the City Code. Lead: City	Ongoing	According to the City's Code Enforcement team, "Code Enforcement does ensure every house we inspect has addressing numbers visible from roadway and contrasting. Our Officers are to verify each and every property they inspect for correct addressing with regards to LCPA."

Providence Issue Area 6: Neighborhood Center

The Neighborhood Center refers to the development of a central space where residents can attend events and utilize services that address personal needs and community issues. While the DKO Community Service Center opened in 2012, it has limited capacity to serve the community due to its continued closure in the face of the COVID-19 pandemic. Even so, the Community Center has the capacity to provide vital services for residents. The Community Center does conduct programs and events, with most geared towards youth. In the past, there were programs through the Providence Baptist Church, Mothers in Crisis, and Dade Street Recreational Center that provided recreational programs for neighborhood children, but they have since been disbanded. Furthermore, a formal agreement has not been established at Pineview Elementary School to let children use the facilities after school, so Providence is still in need of a recreational space for children in the neighborhood. According to a 2018 Letter of Intent between the FSU Board of Trustees and the City of Tallahassee Blueprint Intergovernmental Organization, FSU agreed to donate up to two acres of property on its campus for the construction of a neighborhood garden and playground and Blueprint agreed to fund the costs of construction for the garden and playground. However, this plan not been discussed or approved by PNA and not enough progress has been made by FSU and Blueprint to consider this task complete.

Table 7: Issue Area 6 Neighborhood Center

Strategy	Task	Status	Notes
<p>Strategy 6.A: Construct a community center within or adjacent to the Providence neighborhood.</p>	<p>Task 6.A.1: Establish a committee with representatives from Providence Neighborhood Association, adjacent neighborhoods, local schools, not-for-profit groups, neighborhood churches, business interests, the universities, Tallahassee Parks & Recreation Department, Tallahassee Community College, Tallahassee Police Department, Trinity United Methodist Church, School of Arts and Sciences, and other groups, as may be appropriate, to develop a master plan for establishing a community center in or adjacent to the Providence neighborhood.</p> <p>The master plan must address the following issues:</p> <ol style="list-style-type: none"> 1) Facility type and size; 2) Facility siting; 3) Funding; 4) Programming (Programs and services to be provided by the center); 5) Management & Sustainability (Who will run and sustain the center?); and 6) Coordination with community partners (keeping others involved). <p>Lead: City</p>	<p>Completed</p>	<p>The City in partnership with the Delta Kappa Omega Alpha Kappa Alpha Foundation built a community center in the Providence neighborhood, located at the intersection of Highland Street & Lake Avenue, that opened in September 2012. The Project was funded by the Tallahassee CRA. See task 2.D.2 for more information.</p>

Strategy	Task	Status	Notes
Strategy 6.A (Continued...)	Task 6.A.2: Identify and secure a site within or adjacent to the neighborhood for the construction of a community center. Lead: City	Completed	The Delta Kappa Omega (DKO) Providence Community Service Center was constructed in 2012. It is located in the Providence Neighborhood at 1908 Highland St, Tallahassee, FL 32310. See Task 6.A.1 and 2.D.2 for additional information.
	Task 6.A.3: In partnership with other community entities, secure funding for the construction of a community center. Lead: City	Completed	The City through a partnership with DKO funded the construction of the DKO Providence Community Service Center. In May 2009, the Delta Kappa Omega Foundation, Inc. (Foundation) submitted a proposal to the CRA for financial assistance in the amount of \$550,000 to construct a community center within the Providence Neighborhood. The project was estimated at \$650,000 based on preliminary plans and estimates. The Foundation was to provide \$100,000 towards the cost to complete the project. The proposal called for the City to donate a one-acre parcel within the neighborhood to locate the center. In May 2009, the CRA approved \$550,000 for the construction of the community center, and in December 2010, the CRA Board approved additional funding of \$124,447 for unanticipated permit, engineering, and construction costs.
Strategy 6.B: <i>Form partnerships to provide recreational facilities, services, and opportunities for neighborhood children and youths in the short term.</i>	Task 6.B.1: Establish a working group with Leon County School Board, neighborhood churches, Mothers In Crisis, Boys & Girls Club, Tallahassee Police Department, School of Arts and Sciences, FAMU, TCC, and FSU to explore how they can help provide Heart-of-the-Hills Concept Plan recreational opportunities, including transportation to existing recreational centers, for the children and teenagers living in the neighborhood. Lead: PNA	Not Initiated	In the past, the Providence Neighborhood Association (PNA) has worked with the Tallahassee Police Department, Boys and Girls Club, and neighborhood churches to explore recreational opportunities for neighborhood children. Currently, many neighborhood children attend after-school programming at their respective schools, such as Pineview Elementary. Also, in the past, children were transported to the Dade Street Recreational Center. However, this action has not been ongoing. Based on community feedback at the Providence Open House on September 30, 2021, there is a strong demand from residents and neighborhood children for various recreational opportunities. But transportation barriers remain a concern in finding entities that will transport children to these various partners. There is currently no program taking the children of Providence to these activities, and further organization is needed to ensure this initiative is established.

Strategy	Task	Status	Notes
<p>Strategy 6.B (Continued...)</p>	<p>Task 6.B.2: Seek an agreement with Pineview Elementary School and the Leon County School Board for the after school use of the school grounds for recreational opportunities.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>There has been no formal agreement for children to use school grounds after school. Pineview Elementary School does, however, offer the 21st Century Afterschool Program, as mandated by the No Child Left Behind Act of 2001, authorized under Title IV, Part B. The free program offers both physical and academic enrichment activities, and runs from 2:50 - 6:00 PM Monday through Friday. The 21st Century Afterschool Program Coordinator for Pineview Elementary in the 2021-2022 school year is Tracy Nash.</p>
	<p>Task 6.B.3: Explore with Florida State University the feasibility of neighborhood residents using any or some of the recreational facilities at the Alumni Village graduate student-housing complex.</p> <p>Lead: PNA</p>	<p>No Longer Relevant</p>	<p>The Alumni Village was previously located on Levy Avenue, but has since been demolished as of 2015. As a result, the task has been terminated. The 90-acres of land are still owned and maintained by Florida State University (FSU), and currently in use by the FSU Police Department.</p>

Strategy	Task	Status	Notes
<p>Strategy 6.B (Continued...)</p>	<p>Task 6.B.4: Identify free or scholarship recreational programs for neighborhood youths.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>Former PNA President Leslie Harris noted that, in the past, some recreational programs for neighborhood children have been offered by various community partners. Those various partners include Mothers in Crisis, the Providence Baptist Church, as well as the Dade Street Recreational Center. Programs included weekly recreational activities, field trips and summer camps. PNA holds an annual Fun Day consisting of various activities and events catered towards the children residing in the neighborhood. In the past, the Tallahassee Longhorns youth football league has come to Fun Day and also sponsored Providence youth to play on their team. Currently, there are no free or scholarship recreational programs for Providence youth, but Providence Neighborhood Association has a strong interest in resuming this programming.</p>
<p>Strategy 6.C: <i>Construct a playground for children and youths on one of the vacant tracts of land in the neighborhood.</i></p>	<p>Task 6.C.1: Purchase or secure a lease of a suitable vacant tract of land in the neighborhood to construct a playground for neighborhood residents. Partnerships should be established with appropriate neighborhood groups and interests to establish the playground.</p> <p>Lead: City</p>	<p>Initiated with Action Needed</p>	<p>As of November 2021, the City of Tallahassee Department of Parks, Recreation, and Neighborhood Affairs is exploring the acquisition of available parcels in the neighborhood for a playground based on recommendations from PNA leadership. According to a Letter of Intent between FSU and CoT Blueprint Intergovernmental Agency signed on March 1, 2018, FSU agrees to authorize the license of up to two acres of property on its campus for a neighborhood community garden and playground. Blueprint agreed to fund the cost of constructing the garden and playground, while the City of Tallahassee will maintain these community improvements (Sec 3.c.2 of the LOI, 2018). Former PNA President Leslie Harris stated, as of December 2021, PNA general membership has not discussed the Letter of Intent or plans for a playground and new community garden with Blueprint Intergovernmental Agency and FSU Board of Trustees. PNA membership should be consulted in the design and implementation phases of the project when it moves forward.</p>

Strategy	Task	Status	Notes
Strategy 6.C (Continued...)	<p>Task 6.C.2: Partner with organizations, including the City, to provide equipment to furnish the playground.</p> <p>Lead: City & PNA</p>	Not Initiated	<p>The playground envisioned in the 2003 Heart-of-the-Hills Conceptual Plans was never constructed. New plans for a playground are in progress with the City of Tallahassee Parks, Recreation, & Neighborhood Affairs Department. See Task 6.C.1 for more information.</p>
	<p>Task 6.C.3: Partner with student organizations on FSU, FAMU and TCC campuses as well as other community groups to help raise funds to purchase and/or lease property and equipments for the playground.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>The 2003 Heart-of-the-Hills Conceptual Plan envisioned a playground alongside the community center. However, due to high insurance costs, the final design excluded a playground. Ashley Edwards, the Director of the City of Tallahassee's Department of Parks, Recreation, and Neighborhood Affairs, has been working with PNA to identify vacant parcels that might be suitable for a playground. Five parcels have been identified as possibilities and City staff is working to evaluate these options. Currently, City staff is actively looking at four other parcels for the neighborhood playground. Florida State University also plans on donating two acres to PNA for the construction of a playground. According to the 2018 LOI between Blueprint and FSU (see Task 6.C.1), Blueprint has agreed to fund the construction of a community garden and playground on the site donated by FSU.</p> <p>Former PNA President Leslie Harris stated, as of December 2021, PNA general membership has not discussed the Letter of Intent or plans for a playground and new community garden with Blueprint Intergovernmental Agency and FSU Board of Trustees. PNA membership should be consulted in the design and implementation phases of the project when it moves forward.</p>

Providence Issue Area 7: Human Development

The Human Development Issue Area of the Renaissance Plan is wide in scope, including expanding educational opportunities for neighborhood children, providing job training, and establishing programs for assisting residents with basic needs and substance abuse issues. These attempts have been somewhat successful, especially in regard to Providence youth having a space to participate in programs run through the DKO Providence Community Service Center, though these activities and programs have been paused due to the COVID-19 pandemic. Task implementation has not been as successful in regard to substance abuse programs, job training, and career building skills. Mothers in Crisis was the entity originally tasked with providing services to address substance abuse issues, but they have since left the neighborhood. Youth counseling (ages 6-17) is available through Capital Youth Services, but a program for adults is not presently working in or with Providence. Career expo days have been held in the past, but other programs mentioned in this Issue Area, such as conflict resolution skills, self-esteem, and debt management, have not been initiated.

Table 8: Issue Area 7 Human Development

Strategy	Task	Status	Notes
<p>Strategy 7.A: Enhance and expand the learning experiences of neighborhood children, especially elementary and middle school children.</p>	<p>Task 7.A.1: Encourage the Leon County School Board to fund and operate an afterschool program at Pineview Elementary School.</p> <p>Lead: PNA</p>	<p>Completed</p>	<p>According to Pineview Elementary School's official webpage on the school board site, they offer the 21st Century Afterschool Program. The program offers teacher-led instruction, healthy snacks, and physical and academic enrichment activities. It is free and runs from 2:50-6:00 PM Monday through Friday. The 21st Century Afterschool Program Coordinator for Pineview Elementary in the 2021-2022 school year is Tracy Nash.</p>
	<p>Task 7.A.2: Solicit, through the Covenant Partners and other partners, volunteer tutors and mentors to assist with tutoring programs operating in the neighborhood.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>In the past, the Delta Kappa Omega (DKO) Providence Community Service Center offered homework assistance and summer enrichment programs, such as the "Because I'm Happy" summer program. College students from Florida State University (FSU) and Florida A&M University (FAMU) have served as volunteer tutors. Due to the COVID-19 pandemic, these programs were suspended. To date, these programs no longer exist in any capacity, and further coordination is necessary between DKO and Providence Neighborhood Association (PNA) to ensure the revival of these programs.</p>

Strategy	Task	Status	Notes
Strategy 7.A (Continued...)	<p>Task 7.A.3: Partner with neighborhood churches, not-for-profit groups, and existing businesses to sponsor activities such as field trips and other excursions for neighborhood children.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>Prior to the opening of the DKO Providence Community Service Center, neighborhood groups would sponsor activities and excursions for children. These groups included Mothers in Crisis (MIC), the Providence Baptist Church, as well as the Dade Street Recreational Center. Following construction of the Community Center, various programs such as Providence FunDay and the "Because I'm Happy" summer camp occurred yearly at the Community Center. Formal partnerships never formed to do field trips outside of these events. Children enrolled in the "Because I'm Happy" summer camp were brought on field trips through the Campers' End of the Summer Camp Program. Further coordination is necessary between DKO and PNA to ensure neighborhood children's access to these programs continues and strengthens.</p>
	<p>Task 7.A.4: Provide, at the proposed neighborhood center, computers and other equipments to access online educational opportunities for neighborhood children and residents.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>The DKO Providence Community Service Center has provided resources to access online educational opportunities via desktop computers and internet access. However, access to these resources has been limited due to the Community Center's irregular operating hours and closure due to the COVID-19 pandemic. Coordination between PNA and DKO is necessary to understand how both parties can ensure Providence residents are informed and have access to these resources. Director of the Community Center, Karen Miller, noted that resulting from the Providence Neighborhood Plan Refresh team's efforts to use the Community Center for the facilitation of public meetings, they will begin the process of reopening the Community Center with a packet outlining the strategies and policies for opening. She also notes that residents may not know they can access the Community Center because their street signage has been destroyed, so some residents do not even know what the building is. Karen Miller also notes she has spoken with current PNA President Walter McDonald III, about increasing the exposure and advertisement of the Community Center and the services they offer.</p>

Strategy	Task	Status	Notes
Strategy 7.A (Continued...)	<p>Task 7.A.5: Develop programs to involve college students who live in the neighborhood with neighborhood children.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>Current PNA President Walter McDonald III noted that, prior to the Providence Neighborhood Renaissance Plan being adopted in 2003, Reverend Walter McDonald would organize volunteers to come from FAMU and FSU to tutor local children. Following the construction of the Community Center, the DKO Providence Community Service Center hosted tutoring for the neighborhood children. Currently, an organized program does not exist between FAMU, FSU and PNA.</p>
	<p>Task 7.A.6: Collaborate with various entities and individuals to provide transportation for neighborhood children to participate in educational and recreational opportunities outside the neighborhood.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>According to former PNA President Leslie Harris, in the past, buses brought neighborhood children to the Dade Street Recreational Facility for various programs and activities. This busing program is no longer in effect. PNA believes transportation for recreational programs should be sponsored and coordinated by the DKO Providence Community Service Center.</p>
Strategy 7.B: <i>Provide neighborhood residents access to job training, career building skills and personal development programs.</i>	<p>Task 7.B.1: Collaborate with our local universities, community college and vocational technical school to host career/expo days in the neighborhood. These activities can be held in conjunction with other neighborhood outreach activities.</p> <p>Lead: PNA</p>	Ongoing	<p>According to former PNA President Leslie Harris, Providence has collaborated with local universities and schools in the past, such as Tallahassee Community College (TCC) and Lively, and extended an invitation to community events, like Fun Day. Activities such as the job fair hosted by Palmer Munroe Teen Center and Single Parent Network provided GED classes that have been held in conjunction with other neighborhood outreach activities.</p> <p>In addition, partnership currently exists between FSU Real Estate, FAMU/FSU College of Engineering, and PNA. As recently as June 11, 2018, the FAMU/FSU College of Engineering hosted a "Robotics Day" event at the DKO Providence Community Service Center for the youth.</p>

Strategy	Task	Status	Notes
Strategy 7.B (Continued...)	<p>Task 7.B.2: Solicit our local universities, community college and vocational technical school to establish scholarship programs for residents of the Providence neighborhood.</p> <p>Lead: PNA</p>	Not Initiated	<p>While scholarships have not been directly provided to Providence residents as of yet, PNA has partnered with TCC to advertise their 2+2 program. The program description states that students who earn an Associate in Arts degree from TCC, or another Florida community college, is guaranteed admission to one of the twelve public universities. Also, PNA has included scholarships with FSU on the list of desirables for the Providence neighborhood, along with the Airport Gateway Project. Further response from FSU is needed to move forward with potential opportunities.</p>
	<p>Task 7.B.3: Coordinate with local businesses, the City of Tallahassee, local universities and colleges, CNRP financial partners, and Leon County to make summer employment opportunities available to the youths of the Providence neighborhood.</p> <p>Lead: City</p>	Ongoing	<p>The City of Tallahassee's TEMPO program provides educational, employment and training for local disconnected youth, ages 16-24. To date TEMPO has engaged and served 52 disconnected youth in the Providence community.</p>
	<p>Task 7.B.4: Collaborate with Mothers In Crisis to provide educational programs for neighborhood residents dealing with subjects such as conflict resolution skills, self-esteem, debt managing, parenting, etc.</p> <p>Lead: City & PNA</p>	Not Initiated	<p>According to former PNA President Leslie Harris, Providence has yet to provide programs specifically dealing with subjects such as conflict resolution skills, self-esteem, debt managing, or parenting. Founder of Mothers in Crisis (MIC), Rosalind Tompkins, said that these programs have been discontinued and were not handed off to any organization in Providence. Due to no other entity being identified as a replacement for MIC, the task still needs to be initiated. However, the Single Parent Network has provided educational help with GED classes to residents in the neighborhood.</p>

Strategy	Task	Status	Notes
<p>Strategy 7.C: Provide programs and services to help eligible residents with basic needs.</p>	<p>Task 7.C.1: Establish a neighborhood food pantry to assist residents with supplemental food supplies.</p> <p>Lead: PNA</p>	<p>Completed</p>	<p>According to Former PNA President Leslie Harris, as well as the Director of the DKO Providence Community Service Center, Karen Miller, the Community Center regularly sends kids home with food. In addition, PNA established a community garden in 2014 to assist residents with supplemental food supplies. Past programs have been implemented addressing food insecurity including the Project Hope Program, regular food drives at Providence Baptist Church, and Farmshare. Prior to COVID-19, the Community Center provided three meals a day and snacks for children. Karen Miller also noted that although a formal food pantry program does not exist through the Community Center, if the Center gets any insight that a family is suffering from food insecurity, they send the child home with additional food. In addition to these informal programs through the Community Center, PNA hosts a variety of events and giveaways to provide residents with supplemental food supplies.</p> <p>In 2020, PNA partnered with Second Harvest and Pine View Elementary to deliver food to residents' homes to combat food insecurity caused by COVID-19. The most recent food giveaway they held was on April 24, 2021, when PNA drove around the neighborhood and dropped off food to households. As of December 2021, Providence's A Touch of Life Community Garden is operational and has beds of seasonal, fresh produce to be grown and shared among neighbors.</p>
	<p>Task 7.C.2: Establish and manage a neighborhood clothes closet to help residents needing clothes.</p> <p>Lead: PNA</p>	<p>Ongoing</p>	<p>According to former PNA President Leslie Harris, in the early years of the 2003 PNRP implementation, Mothers In Crisis periodically held clothing drives and distributions in the neighborhood. Director of the DKO Providence Community Service Center, Karen Miller, also stated that the Community Center maintains a clothing closet that holds distributions several times a year, and has responded to requests from women to include more plus-sized items. She also noted that the program started six to seven years ago (2014-2015) and was easily the most popular program the Community Center offered. Karen Miller plans to continue the program after the reopening of the Community Center.</p>

Strategy	Task	Status	Notes
Strategy 7.C (Continued...)	<p>Task 7.C.3: Establish, at the proposed neighborhood center, a comprehensive referral service to assist residents in obtaining certain services. In the interim, collaborate with Mothers In Crisis and the managers of the larger apartment complexes to provide such services.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>According to PNA Member, Gwendolyn J. Spencer, some of these services were offered at the DKO Providence Community Service Center when she was employed by the FAMU College of Social Work, but she has no knowledge of these services currently being offered at the DKO Community Center. According to Karen Miller, the Executive Director of the Community Center, the city listed the Tallahassee Lenders' Consortium as a provider of these services although she had no knowledge of being listed or providing these services at the DKO Community Center.</p>
	<p>Task 7.C.4: Establish a "Back to School Supplies Drive" to assist families with children needing clothing and supplies for school.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>The Delta Kappa Omega (DKO) Foundation established a "Back to School Supplies Drive" at the Community Center. This program will need to be reinstated following the closure of the DKO Community Center due to the COVID-19 pandemic. On August 24, 2020, Pineview Elementary hosted a School Supply Drive for Pineview Elementary students, sponsored by Jacob Chapel Kids Collection, that PNA advertised on its Facebook page.</p>
	<p>Task 7.C.5: Convene a meeting with the groups/ organizations in the neighborhood assisting families and children. The intent of this meeting is to share information on programs operated by the various neighborhood groups and to develop a collaborative and coordinated approach to assisting neighborhood residents with basic needs.</p> <p>Lead: PNA</p>	Completed	<p>According to former PNA President Leslie Harris neighborhood groups often share this information at monthly meetings. In addition, a monthly newsletter is distributed through social media websites like Facebook. This is how most residents receive input. This task is considered complete because the monthly PNA meetings have these same objectives.</p>

Strategy	Task	Status	Notes
<p>Strategy 7.C (Continued...)</p>	<p>Task 7.C.6: Arrange with Leon County Health Department to have the Mobile Health Clinic visit the neighborhood to perform health screenings and other health services for the entire neighborhood. Collaborate with entities in the neighborhood that are already receiving services from the Mobile Health Clinic.</p> <p>Lead: PNA</p>	<p>Ongoing</p>	<p>According to former PNA President Leslie Harris, the FSU Medical Clinic and FAMU Pharmacy students have offered services in the neighborhood in the past. According to current PNA President, Walter McDonald III, the Mobile Health Clinic attends Providence's annual Fun Day and Farmshare once or twice a month. PNA plans to hold community engagement events for "Providence Week" every year, and the Mobile Health Clinic plans to attend these events to perform health services for the neighborhood. More recently, Bethel Missionary Baptist Church's Mobile Vaccine Unit was also in Providence, to share information about COVID-19, distribute vaccines, as well as provide opportunities for COVID-19 testing.</p>
<p>Strategy 7.D: <i>Establish social and cultural programs to engage, develop and use the skills and talents of neighborhood residents.</i></p>	<p>Task 7.D.1: Facilitate programs, at appropriate and convenient times, for seniors in the neighborhood to participate in the activities of the neighborhood association.</p> <p>Lead: City & PNA</p>	<p>Initiated with Action Needed</p>	<p>According to former PNA President Leslie Harris, a Vista Volunteer worked with senior citizens for a period of time in the past, although there have been no recent activities targeted directly toward senior citizens. However, community events such as Providence Open House and Movie Night have been accessible and seen reasonable attendance from senior citizens.</p>

Strategy	Task	Status	Notes
Strategy 7.D (Continued...)	<p>Task 7.D.2: In conjunction with landlords, owners/managers of apartment complexes, local universities, and community college develop programs and incentives to encourage college students living in the neighborhood to be involved in neighborhood activities.</p> <p>Lead: City & PNA</p>	Initiated with Action Needed	<p>According to former PNA President Leslie Harris, at least one landlord in Providence provided rent discounts to residents in his apartment complex for each monthly PNA meeting they attended, and a number of college students living in this apartment complex used this incentive. However, most college students living in the neighborhood are transient. PNA member Gwendolyn J. Spencer suggests more initiatives to get renters in the neighborhood involved in neighborhood activities.</p>
	<p>Task 7.D.3: Establish at least three events per year to bring neighborhood residents together for social, cultural and educational purposes.</p> <p>Lead: City & PNA</p>	Completed	<p>According to former PNA President Leslie Harris, Providence hosts three neighborhood events a year to get residents more involved. These include a Christmas Party, Halloween Showcase, and Fun Day. As of November 2021, the City of Tallahassee Neighborhood Affairs Division stated that in the past year (2021), they have participated in the following events: Providence Movie Night (09/17), Providence Open House (09/30), Neighborhood Planning Day (10/12), and the Salvation Army Meal Distribution (10/14).</p>
	<p>Task 7.D.4: Coordinate with the Tallahassee Police and Fire Departments to implement programs that foster and encourage positive interaction between these departments and neighborhood residents, especially for youth and children.</p> <p>Lead: City & PNA</p>	Ongoing	<p>According to former PNA President Leslie Harris, firefighters and police officers are regular attendees at neighborhood events. Recently, the Tallahassee Police Department attended Providence Movie Night on September 17, 2021. "Cops for Kids," "National Night Out," "Ride Along," are all examples of programs conducted by the Tallahassee Police and Fire Departments.</p>

Strategy	Task	Status	Notes
<p>Strategy 7.D <i>(Continued...)</i></p>	<p>Task 7.D.5: Implement the strategies outlined in the Public Relations Report prepared by FAMU's School of Journalism Public Relations Class to provide opportunities for cultural and social interaction among neighborhood residents.</p> <p>Lead: City & PNA</p>	<p>No Longer Relevant</p>	<p>There was no recollection or mention of the Public Relations Report from any of the former PNA Presidents we asked about this, including Rahni Spencer Wright, and Walter McDonald III. Given that PNA is unfamiliar with this report, this task has been marked No Longer Relevant.</p>
<p>Strategy 7.E: <i>Assist neighborhood residents dealing with substance abuse issues.</i></p>	<p>Task 7.E.1: Collaborate with Mothers In Crisis, Capital Youth Services and other groups to provide services to residents dealing with substance abuse.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>While Capital Youth Services and MIC provided a program in the past, specific substance abuse programs have been discontinued due to MIC leaving the neighborhood. The founder of MIC, Rosalind Tompkins, has said that these programs have been discontinued and not handed off to any organization in Providence. However, Capital Youth Services has claimed they offer counseling for children aged 6-17 in Providence. Due to no other entity being identified as a replacement for MIC, new updates are needed. Former PNA President Rahni Spencer Wright noted that this is another example as to why the neighborhood should implement the block captain strategy as outlined in Task 1.B.3.</p>
	<p>Task 7.E.2: Collaborate with Mothers in Crisis to provide an ongoing support mechanism to residents to break drug and alcohol addictions.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>MIC no longer operates in the Providence neighborhood. According to MIC Founder Rosalind Tompkins, these programs have been discontinued and not handed off to any organization in Providence. Therefore, support mechanisms to break drug and alcohol addictions are no longer offered. Due to no other entity being identified as a replacement for MIC, this task still needs to be initiated.</p>

Providence Issue 8: Landlord/Tenant Relationships

Landlord/Tenant Relationships seeks to establish a relationship between renters and their landlords through regular communication and workshops geared towards helping landlords manage issues. Since the Adoption of the 2003 Renaissance Plan, Providence Neighborhood Association (PNA) has actively recruited neighborhood landlords into the organization and addressed landlord/tenant issues at monthly meetings. Furthermore, one of the founding PNA members, Doug Douglass, implemented a program for landlords to screen prospective tenants through a general background and criminal history check. However, more work needs to be done in this issue area, such as finding speakers to address landlord/tenant relationships at community meetings and creating a Housing Resource Center to provide avenues to address these landlord/tenant issues. Negative perception of landlord/tenant relationships is a topic that was mentioned frequently at community engagement meetings. Walter McDonald III has also expressed that the COVID-19 pandemic has made this difficult as workshops are difficult to hold over Zoom, and that these types of educational opportunities should happen more than once per year. Additionally, progress has not been made to host workshops on City code issues or the development of a mentor program for providence landlords.

Table 9: Issue Area 8 Landlord/Tenant Relations

Strategy	Task	Status	Notes
Strategy 8.A: <i>Increase landlords' involvement in the neighborhood and the neighborhood association.</i>	Task 8.A.1: Solicit and recruit more landlords to become members of the Providence Neighborhood Association. Lead: City & PNA	Initiated with Action Needed	Recruitment of landlords into PNA has occurred. The current PNA President Walter McDonald III, noted that there is one landlord currently in the association. Additionally, the Providence Property Owners Association was started in 2004 through the joint effort of two large apartment complexes, to operate as an extension of PNA. They held meetings that focused on items that related to or impacted landlords. Some landlords, like the current owner of Lake Lodge Apartments, do receive information in the mail and through text regarding PNA events and meetings. However, many of the landlords are not actively engaged with their tenants as they do not live in the area.
	Task 8.A.2: Solicit and recruit landlords to become members of the neighborhood crime watch program. Lead: City & PNA	No Longer Relevant	The Neighborhood Crime Watch Program no longer exists. PNA started as a Neighborhood Watch Program and has incorporated crime watch aspects as they transitioned into a neighborhood association. The Tallahassee Police Department would come to the monthly meetings to give safety tips and crime statistics. Furthermore, residents have been trained to call the police if they see suspicious activity.

Strategy	Task	Status	Notes
Strategy 8.A (Continued...)	<p>Task 8.A.3: Include on the agenda of the monthly neighborhood association meeting a standard agenda item on Landlord/Tenant issues. Use this time to provide trivia type information on the laws governing landlord/tenant issues.</p> <p>Lead: City & PNA</p>	Ongoing	Including agenda items on landlord/tenant issues is an ongoing task for the PNA. Earlier in the plan, neighborhood association meetings did discuss tenants' rights. However, through contact with the current President of the PNA Walter McDonald III, it has been reported that this does not need to be a recurring agenda item. Instead, it should be revisited at least once per year, and as significant issues come up. Furthermore, the association does not work on these issues, but the President is in contact with at least two apartment complex owners/managers on a regular basis.
Strategy 8.B: <i>Foster better understanding and communication between landlords and tenants.</i>	<p>Task 8.B.1: Twice per year hold workshops or invite speakers to make presentations to the neighborhood association on landlord/tenant issues.</p> <p>Lead: PNA</p>	Not Initiated	Workshops and presentations about landlord/tenants issues have not been done consistently. In 2004, PNA hosted a workshop that discussed renters' issues. However, nothing has happened recently regarding landlord/tenant issues, mostly due to the Zoom environment. Furthermore, current PNA President Walter McDonald III mentioned that there is a need for these workshops and they should happen at least once per year.
	<p>Task 8.B.2: Hold neighborhood events that encourage social interaction between landlords, property owners/managers and tenants.</p> <p>Lead: PNA</p>	Initiated with Action Needed	Neighborhood events are not centered in targeting any specific group. Instead, the neighborhood events are created to engage all residents of Providence. In the past, Chelsea Apartments, Lake Lodge, and Kona Apartments, have hosted events to encourage interaction between tenants and management. They have also have participated alongside each other in PNA meetings and the annual Fun Day event.
	<p>Task 8.B.3: Use the resource of the proposed Housing Resource Center to provide information to tenants on landlord/tenant issues.</p> <p>Lead: PNA</p>	Not Initiated	The Housing Resource Center does not currently exist in Providence. Multiple contacts had no recollection of any progress made towards this resource. Karen Miller, the Director of the DKO Providence Community Service Center, recalled that credit offerings and classes for homeownership were offered by the Community Center.

Strategy	Task	Status	Notes
Strategy 8.B <i>(Continued...)</i>	<p>Task 8.B.4: Help owners/managers of large apartment complexes to organize tenant associations within their apartment complexes. Encourage owners/managers to incentivize their complex meetings and invite officers from the neighborhood association to attend these meetings.</p> <p>Lead: PNA</p>	No Longer Relevant	Tenant associations and complex meetings at large apartment complexes do not currently exist across Providence. One apartment complex owner was contacted, and he reported that he has never been approached regarding tenant relationships associations and meetings. He does not currently have any tenant associations or complex meetings where he could invite officers of the Providence Neighborhood Association. The current PNA President Walter McDonald III, was contacted and he believes that PNA has no involvement in this and that the task should be terminated.
Strategy 8.C: <i>Develop model rental programs in Providence.</i>	<p>Task 8.C.1: Work with landlords to create rental residential leases which provide incentives for neighborhood residents/ students to be involved in the activities of the neighborhood association and other civic activities which benefit the neighborhood, assist in the upkeep of their leased housing unit, and provide for lease ownership. Rental discounts could be given to residents/ students who volunteer to participate in neighborhood activities.</p> <p>Lead: City</p>	Not Initiated	As of November 2021, the City of Tallahassee confirmed this program has not been initiated.
	<p>Task 8.C.2: Work with Tallahassee Community College, Florida State University and Florida A&M University to develop programs that recognize the neighborhood involvement activities of the students from the neighborhood participating in neighborhood activities.</p> <p>Lead: City & PNA</p>	Ongoing	Development of programs that recognize neighborhood involvement by students has occurred in Providence. Former PNA President Rahni Spencer Wright, recalls when her mother Gwendolyn J. Spencer, worked for the Florida Agricultural & Mechanical University (FAMU) College of Social Work, there would be a strong bond between the PNA and the department. The current President of PNA Walter McDonald III, reported that the College of Medicine and the College of Engineering are present in the community through events and programs. Twice a month they provide health screenings at neighborhood events. Furthermore, there are college students living in Providence, but there are not any incentives to participate in neighborhood activities.

**Pending Validation from the City of Tallahassee Neighborhood Affairs Division*

Strategy	Task	Status	Notes
Strategy 8.C <i>(Continued...)</i>	Task 8.C.3: Encourage landlords and property owners/managers to properly screen all prospective tenants. Lead: City & PNA	Ongoing	Current progress in encouraging property owners to properly screen all prospective tenants is minimal. In the past, this was spearheaded by the late Doug Douglass, who was both a founder of the PNA and the owner of Lake Lodge apartments. Also, screening prospective residents was promoted at the monthly PNA meetings. One apartment complex owner was contacted, he reported that some apartments already do screening in house and he has not been approached by PNA.
Strategy 8.D: <i>Provide incentives, training, and mentoring programs for landlords to be successful.</i>	Task 8.D.1: Host workshops, in conjunction with other appropriate entities, specifically for landlords and property owners/managers within the Providence neighborhood on issues dealing with landlord/tenant issues and other applicable City and state codes. Lead: PNA	Not Initiated	Workshops for landlords and property owners/managers have not occurred. The current President of the PNA Walter McDonald III, was contacted, but he does not recall any progress in this aspect. He believes this is a PNA project that should be pursued in the future.
	Task 8.D.2: Through the Tallahassee Landlords Association or some other group, identify existing landlords who will mentor a landlord participating in the Providence Residential Landlord Program. Lead: PNA	Not Initiated	The Providence Residential Landlord Program does not currently exist. One apartment complex owner was contacted, and he reported that he has never been approached about becoming a mentor or mentee, nor has he ever heard of the Providence Residential Landlord Program. According to Former PNA President Leslie Harris, an attempt at creating a mentor program was made by the late Doug Douglass, who was both a founder of the PNA and the owner of Lake Lodge apartments. The current PNA President Walter McDonald III, has informal relationships with at least one apartment complex owner and another property manager, but no formal program exists today.
	Task 8.D.3: Collaborate with the Tallahassee Police Department to develop a pilot program to help landlords screen prospective tenants. Lead: City	Pending*	

*Pending Validation from the City of Tallahassee Neighborhood Affairs Division

Providence Issue Area 9: Homeownership

The Homeownership portion includes initiatives to create opportunities, like workshops and programs, to raise awareness of the tools needed to acquire a home and encourage the development of infill housing. Given the vast majority of Providence residents are renters, more work is needed to address homeownership throughout the community. Resources for home repair, such as the Tallahassee Utilities Department's REACH Program, have been implemented but have not extended to the majority of the residents in the neighborhood due to a knowledge gap that this resource exists. There have been efforts in the past to address barriers to homeownership, such as credit counseling workshops or family budget development training at the DKO Providence Community Service Center. However, the COVID-19 pandemic has forced these programs to be put on hold for the time being. Additionally, more work needs to be done to increase the affordable housing stock within Providence by engaging with the TLC Community Land Trust Program.

Table 10: Issue Area 9 Homeownership

Strategy	Task	Status	Notes
Strategy 9.A: <i>Increase awareness, use and access to existing programs, which assist first-time home-buyers in acquiring a home.</i>	Task 9.A.1: Use faith-based institutions, civic, and not-for profit groups that provide services to the neighborhood to disseminate information regarding the availability of funds to assist qualified first-time home-buyers with down payment and closing costs. Information regarding the availability of below market-rate interest rate mortgages should also be disseminated through this manner. Lead: City	Initiated with Action Needed	The City reports that information regarding city down payment assistance and other programs is made available through talgov.com/housing. Although funds are not targeted to buyers of homes in specific neighborhoods, dissemination of information is key to providing fair access to the program. The City and County jointly sponsor an annual Fair Housing Symposium which is free and open to the public.
	Task 9.A.2: Participate and collaborate with the Tallahassee Lenders' Consortium in the housing fairs currently sponsored by the Consortium to promote affordable housing opportunities in Providence. Lead: City & PNA	Not Initiated	Beginning in 2004, the City of Tallahassee Greater Frenchtown Southside Community Redevelopment Area worked with the Bethel Community Development Corporation and the Tallahassee Lenders' Consortium (TLC) to build five single family homes and four townhouses in Providence. Several years later, one private developer also built at least eight townhouses in Providence on Lake Avenue. These units were designed for homeownership. According to the Leon County Property Appraiser database, of the four townhomes originally sold by the TLC, at least two are owner-occupied today. Other townhomes along Lake Avenue are held by an LLC. Director of the TLC, Karen Miller, is the committee chair of this project. She noted they held financial and homeownership classes organized at the DKO Community Center pre-COVID. She claims the feasibility of the TLC investing in housing in the future in Providence is low because of the low-quality rehabilitation projects common for the neighborhood. Collaborating with the TLC to develop new single and multi-family affordable housing in the neighborhood under the TLC Community Land Trust would greatly benefit the neighborhood.

Strategy	Task	Status	Notes
Strategy 9.A (Continued...)	<p>Task 9.A.3: Conduct workshops and/or use the regular neighborhood meetings to notify and inform residents of the availability of funding to assist with homeownership.</p> <p>Lead: City & PNA</p>	Initiated with Action Needed	<p>According to former Providence PNA President, Leslie Harris, several homeownership workshops have been held since the introduction of the 2003 Providence Neighborhood Renaissance Plan. The first of these homeownership workshops was held March 27, 2004 at Pineview Elementary School, and included presentations by several groups such as TLC and Bethel CDC. These workshops in the past have been conducted mainly at monthly community meetings and tend to be more informal than organized workshops.</p>
	<p>Task 9.A.4: Establish a Housing Resource Center in the neighborhood to provide information to potential first-time homeowners. This center could be housed at a neighborhood church, a community center, and/or at a not-for-profit agency within Providence. Collaborate with the County, City, and TLC and other entities to provide staff/volunteers for the center to be available at designated times to answer questions and to work with residents desiring to be homeowners.</p> <p>Lead: City</p>	Not Initiated	<p>As of November 2021, the City confirmed that a Housing Resource Center has not been established in the neighborhood.</p>
Strategy 9.B: <i>Provide counseling (financial, budgetary and home maintenance) to renters that are interested in becoming homeowners.</i>	<p>Task 9.B.1: Conduct credit counseling and family budget development training within the neighborhood under the sponsorship of the neighborhood association as well as neighborhood faith-based institutions and schools.</p> <p>Lead: PNA</p>	Initiated with Action Needed	<p>In the past, the DKO Providence Community Service Center has hosted credit counseling and budget development training through the TLC. But, according to current PNA President Walter McDonald III, these meetings are extremely infrequent. Due to the COVID-19 pandemic, these programs stopped being hosted at the Community Center. The Director of the TLC Karen Miller reported that after COVID-19, they held infrequent virtual workshops, and she claims lack of required technology resulted in low attendance for these online services.</p>

Strategy	Task	Status	Notes
<p>Strategy 9.C: Acquire existing homes within the neighborhood for the sole purpose of resale to potential home-buyers for occupancy as their primary residence.</p>	<p>Task 9.C.1: Develop a program to acquire existing vacant homes, existing rental homes where the owner(s) is interested in selling the property, and homes that come on the market for sale for the sole purpose of resale to a potential home-buyer who will occupy the home.</p> <p>Lead: City</p>	<p>Not Initiated</p>	<p>As of November 2021, the City confirmed that no such program has been developed.</p>
	<p>Task 9.C.2: Develop a list of vacant properties within the neighborhood whose owners are interested in selling their properties to an acquisition program whose mission is to increase homeownership in Providence. This list should be updated regularly and made available to the Department of Neighborhood and Community Services.</p> <p>Lead: City</p>	<p>Not Initiated</p>	<p>According to the City of Tallahassee, this task is better suited under the purview of the City's Housing Division and would be managed by neighborhood leaders.</p>
<p>Strategy 9.D: Create homeownership programs and/or designate a certain portion (funding) of existing homeownership programs for Providence.</p>	<p>Task 9.D.1: Work with the City and the County to set-aside or give additional incentives for prospective home-buyers, using the first-time home-buyer assistance program, to purchase a home in Providence.</p> <p>Lead: City</p>	<p>Completed</p>	<p>First Time home-buyer assistance is available in the form of zero interest, 15-year forgivable down payment assistance loans; dissemination of the availability of the program is key to providing fair access.</p>

Strategy	Task	Status	Notes
Strategy 9.D (Continued...)	Task 9.D.2: Work with the City to require/ set aside and/or give extra incentives to City employees participating in the Employee Homeownership Program to buy a home in the Providence neighborhood. Lead: City	No Longer Relevant	The Employee Homeownership Program was discontinued. City employees have equal access to the City's current DPA program that allows them to purchase any home in any part of the City.
	Task 9.D.3: Develop a program to provide developers/builders with special waivers of tap fees, development permits and inspections fees, and other appropriate regulatory relief for the development of affordable housing for homeownership purposes in the Providence neighborhood. Lead: City	Completed	The City of Tallahassee provides numerous waivers and incentives for the development of affordable housing, including but not limited to free site evaluation, water and sewer connection fee waivers, and expedited permitting. A full list of housing incentives is available on Talgov.com.
	Task 9.D.4: Collaborate with the City of Tallahassee to designate the Providence neighborhood as a Revitalization Area under US Department of Housing and Urban Development (HUD) Office of Single Family Housing to allow for the Officer and Teacher Next Door Programs to be implemented in the neighborhood. Lead: City	Completed	Providence was added into the Neighborhood Revitalization Strategy Area (NRSA) as part of the City's 2021-2022 Annual Action Plan application to HUD.
Strategy 9.E: <i>Encourage the development of in fill housing with a range of housing styles and prices, including moderate-income housing for homeownership.</i>	Task 9.E.1: Support only the construction of new single family homes, duplexes, triplexes and other housing styles/types that lend themselves to homeownership. Lead: City	Completed	Current city programs such as the Construction Loan Program, Community Land Trust, and New Home Infill Program are aimed at single family/missing middle homeownership.

Strategy	Task	Status	Notes
Strategy 9.E <i>(Continued...)</i>	Task 9.E.2: Provide incentives to for-profit and not-for-profit developers to develop vacant properties in the Providence neighborhood with affordable housing. Infill housing should also include units for moderate income families. Lead: City	Initiated with Action Needed	The New Home Infill Program provides incentives to developers of affordable housing. Six Model plans are made available to developers as well. As of yet, this program has been initiated in Greater Bond and has not yet been extended to Providence.
	Task 9.E.3: Develop a housing style/type pattern book detailing the styles and the types of new housing the neighborhood will encourage and support. Lead: City	Completed	Six model plans for infill housing were designed to fit the style and aesthetic of neighborhoods within the Greater Frenchtown/Southside CRA district with input from the Community Action Teams and other neighborhood leaders.
	Task 9.E.4: Purchase available vacant lots to build affordable housing units. Lead: City	Initiated with Action Needed	The Community Land Trust program has acquired six vacant lots to build affordable housing, but none of these lots are in Providence.
Strategy 9.F: <i>Partner with existing programs, affordable housing providers, and/or a developer to construct and/or rehabilitate housing in Providence.</i>	Task 9.F.1: Research the programs that are available to help homeowners and rental property owners make repairs to their properties. Make such information available at the Housing Resource Center. Lead: PNA	Initiated with Action Needed	Researching programs that are available for homeowners and rental property owners to make repairs is an ongoing activity. According to the current President of the PNA Walter McDonald III some property owners in the neighborhood have engaged with the City of Tallahassee Utilities department's REACH program to receive free home inspections and energy assessments, but these programs have not been extended to the entire neighborhood. Additionally, a Housing Resource Center still needs to be established to make information about these programs available to other residents.
	Task 9.F.2: Find a developer/builder that the neighborhood and the City can collaborate with to develop affordable housing in the Providence neighborhood. Lead: City	Initiated with Action Needed	The City reports that, "[The] City worked with Bethel CDC on new construction housing @ 1400 Lake Avenue totaling approximately \$125,500." Former PNA President Leslie Harris also notes that the Bethel CDC built two homes on both Levy Avenue and Hillsborough Street, and the Tallahassee Lenders Consortium built four townhomes on Lake Avenue.

Providence Issue Area 10: Neighborhood Ownership

Tasks in this issue area focus on increasing the capacity for current and future renters to own a home in Providence, as evidence suggests that homeownership is one way to create a sense of place and ownership in the neighborhood as a whole. Tasks in this issue area are under the purview of the City, as they deal with programs and incentives to increase developer, landlord, and tenant participation and drive renters to becoming owners.

Table 11: Issue Area 10 Neighborhood Ownership

Strategy	Task	Status	Notes
<p>Strategy 10.A: Establish a resident landlord program within the Providence neighborhood and/or the surrounding neighborhoods.</p>	<p>Task 10.A.1: Establish a working group of neighborhood residents, representatives of adjacent neighborhoods, Tallahassee Landlords' Association, interested businesses including financial institutions, not-for-profit groups, the universities, City of Tallahassee, Leon County, and other groups as may be appropriate, to investigate the feasibility and the design of a Residential Landlord Program.</p> <p>The working group should look at the following issues:</p> <ol style="list-style-type: none"> 1) The geographic area of concern for such a program; 2) Funding for the Program; 3) Landlord/Tenant Training Program; and 4) Incentives/Penalties for the Program. <p>Lead: City</p>	<p>Initiated with Action Needed</p>	<p>As of November 2021, the City of Tallahassee has designated this task as initiated with action needed. When asked if the CAT could potentially function as this working group, city officials stated that it was possible, but further discussion would be necessary.</p>

Providence Issue Area 11: Housing Rehabilitation

Owner Occupied Housing

Housing Rehabilitation for Owner Occupied Housing seeks to maintain and improve the current housing opportunities to ensure safe and affordable housing for residents. Many of the tasks correspond to the Providence Neighborhood Association Redevelopment Corporation's (PNARC) initial goals to acquire neighborhood properties, rehabilitate them, and acquire neighborhood properties and rehabilitate them for homeownership. In the past, PNARC developed a database of local housing conditions but it has since become outdated and needs to be updated. Many of the more active community members also frequently report code violations to the City through their app DigiTally, but many neighborhood residents would welcome education workshops on how to use the app so they may complete these reports themselves. More work also needs to be done to establish partnerships with people or institutions that can address this issue area such as neighborhood residents with home rehabilitation skills, local financial institutions, and private entities that conduct repair programs.

Table 12: Issue Area 11 Housing Rehabilitation (Owner Occupied Housing)

Strategy	Task	Status	Notes
Strategy 11.A: <i>Assess the conditions of the housing stock within the Providence Neighborhood to determine the need for housing rehabilitation.</i>	Task 11.A.1: Design a professionally acceptable survey instrument to assess existing housing conditions and the need for housing rehabilitation. Lead: PNA	Not Initiated	According to Nicole Everett of the Providence Neighborhood Association Redevelopment Corporation (PNARC), this task has not yet been addressed. As nobody has taken ownership of this task, PNARC has not been approached about designing this survey.
	Task 11.A.2: Conduct a survey of housing conditions in the Providence neighborhood using trained volunteers. Lead: PNA	Not Initiated	According to Nicole Everett of PNARC, there is not a survey instrument per Task 11.A.1. Therefore, surveying of housing conditions was never completed.
	Task 11.A.3: Develop a database of the neighborhood's existing housing conditions. Use information from the database as background data for grant applications and the development of housing rehabilitation assistance programs. Lead: PNA	Initiated with Action Needed	According to Nicole Everett of PNARC, PNARC created a database in 2014/2015 to be used as a point of reference in grant applications. Although now, a survey of housing conditions was never completed and this database is outdated.

Strategy	Task	Status	Notes
Strategy 11.A (Continued...)	Task 11.A.4: Conduct a historic survey of the housing units in Providence to determine their historic significance and rehabilitation needs. Lead: PNA	Not Initiated	According to Nicole Everett of PNARC this was not completed as it is difficult to identify any homes of historical significance throughout the neighborhood.
Strategy 11.B: <i>Increase the awareness, access and use of all owner-occupied housing rehabilitation and infill housing programs, including those for historic properties.</i>	Task 11.B.1: Provide through the Providence Housing Resource Center information regarding housing rehabilitation programs offered by the City, County, State and other entities. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee has reported that the establishment of a Providence Housing Resource Center has not been initiated
	Task 11.B.2: Train code enforcement officers about the programs available through the City, County, State, and not-for profit housing service providers to address housing code violations and direct them to provide residents with information on these programs. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee reported that this task is not initiated.
	Task 11.B.3: Coordinate with the City of Tallahassee Department of Neighborhood and Community Services to determine the availability of grants and/or loans for housing rehabilitation. Notify neighborhood residents of the availability of these funds through the association's monthly newsletter, neighborhood meetings, and the Housing Resource Center. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee reported that this task is not initiated.

Strategy	Task	Status	Notes
<p>Strategy 11.C: Equip residents with know-how and/or neighborhood support to make repairs to their homes that do not require a licensed contractor.</p>	<p>Task 11.C.1: Conduct Do-It-Yourself classes for minor to moderate housing rehabilitation projects in the neighborhood under the sponsorship of the neighborhood association. Appropriate permits should be obtained for repairs requiring a permit.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>According to Nicole Everett of PNARC, this has not yet been completed. It would not be difficult to address this task while canvassing, it comes down to asking and seeing who is interested.</p>
	<p>Task 11.C.2: Establish a housing services barter system in the neighborhood. Develop a list of neighbors who can help other neighbors in the neighborhood with home repairs, including a list of licensed contractors, carpenter, plumbers, etc., who reside in the neighborhood.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>According to current PNA President Walter McDonald III, an official database of skilled and licensed neighborhood residents has not been developed.</p>
	<p>Task 11.C.3: Partner with volunteers groups from area churches and FAMU's College of Engineering Science and Technology and Agriculture (CESTA) to assist residents in making repairs to their homes.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>According to former PNA President Leslie Harris, Trinity Methodist Church and Florida A&M University (FAMU) students made repairs on homes in 2004. These partnerships were not solidified; therefore, these organizations have not made any improvements recently. According to Nicole Everett of PNARC, there has been no progress on this task since 2004. She notes it would be a valuable partnership to solidify to empower residents and improve living conditions.</p>

Strategy	Task	Status	Notes
<p>Strategy 11.D: Provide financial assistance to homeowners to assist with making repairs to their homes, including rental homes they own in the neighborhood.</p>	<p>Task 11.D.1: Develop and establish a program to provide grants and/or loans to neighborhood residents to make repairs to the home they own and occupy within the neighborhood and rental properties they own in the neighborhood.</p> <p>Lead: City</p>	Not Initiated	As of November 2021, the City has designated this task as not initiated.
	<p>Task 11.D.2: Explore with local building supply companies, through the Community Neighborhood Renaissance Partnership, the possibilities of obtaining special discounts on building supplies for home improvement/rehabilitation projects.</p> <p>Lead: City & PNA</p>	Not Initiated	According to Nicole Everett of PNARC, this task has not been addressed. Possible barriers may include a lack of city or neighborhood association support. Therefore, no neighborhood entity has approached this task.
<p>Strategy 11.E: Encourage the upgrading and/or expansion of existing homes.</p>	<p>Task 11.E.1: Survey the neighborhood to determine how many residents/ homeowners would like to renovate/expand their homes and the barriers to such activities.</p> <p>Lead: PNA</p>	Initiated with Action Needed	A survey by Florida State University Department of Urban and Regional Planning (FSU DURP) is currently being carried out amongst a sample of residents from Providence on if they would like to renovate/expand their homes. However, the survey does not address the barriers to such renovations. Therefore, this task needs to be continued to gather the rest of the information.
	<p>Task 11.E.2: Work with local financial institutions to develop special funding programs to assist residents with financing to renovate and expand their homes.</p> <p>Lead: PNA</p>	Not Initiated	According to Nicole Everett of PNARC, no financial institutions have extended any such programs to Providence. Peoples First was a lender for Tallahassee Lenders' Consortium (TLC), but their program was not specific to Providence.

Strategy	Task	Status	Notes
Strategy 11.E (Continued...)	Task 11.E.3: Provide regulatory relief, such as waivers of permit fees, tap fees, setbacks, and appropriate environmental regulations, to homeowners upgrading or expanding their homes. Lead: City	Initiated with Action Needed	
Strategy 11.F: <i>Provide financial counseling to existing homeowners.</i>	Task 11.F.1: In partnership with the Tallahassee Lenders' Consortium and/or other entities, provide training for existing homeowners with emphasis on maintaining their home mortgages. Lead: City & PNA	Initiated with Action Needed	According to Nicole Everett of PNARC, TLC only conducts these classes for their clientele who participate in their down payment assistance program. They do not provide training for existing homeowners in Providence. Director of the TLC Karen Miller, noted that most of these services are irrelevant to residents of Providence because most of their residents are renters. She claims that current President Walter McDonald III is on the TLC's advisory board and his main priority is identifying methods of marketing these services to his neighborhood. As of November 2021, the City designated this task as initiated with action needed.
Strategy 11.G: <i>Consistently and fairly enforce the City's Housing Code.</i>	Task 11.G.1: Recruit and train neighborhood residents to take part in the City's Neighborhood Code Enforcement Scout Program. Lead: PNA	No Longer Relevant	The Neighborhood Code Enforcement Scout Program does not exist anymore. The City now takes code violation reports through an app called DigiTally which is free to download. Current PNA President Walter McDonald III uses the app and is training the informal block captains to raise awareness of these issues and how to use the app.
	Task 11.G.2: Use the existing neighborhood scout program in association with the Code Enforcement Division in the City of Tallahassee Department of Neighborhood and Community Services to more effectively and timely address code violations occurring on properties. Lead: PNA	Initiated with Action Needed	As of 2020, the Neighborhood Scout Program has been disbanded due to COVID-19. Now, the app, DigiTally, is used to address code violations. Through DigiTally, highly involved community members are reporting code violations on a regular basis. According to current PNA President Walter McDonald III a response to code violations is typically received within a day and the task is marked as completed within three to four days. In the past, the City has hosted workshops to educate residents on how to use DigiTally, but these have not been conducted recently. Additional workshops would be welcomed.

Providence Issue Area 12: Housing Rehabilitation

Rental Housing

Housing Rehabilitation for Rental Housing seeks to maintain and improve the current rental housing opportunities to ensure safe and affordable housing for residents. The rehabilitation of rental housing throughout Providence has been a difficult area for Providence Neighborhood Association (PNA) to address as no City or county programs have been created to address this issue. More work needs to be done to establish these programs so that neighborhoods across the entire City can address this issue. PNA has instead focused their efforts in this issue area towards the preservation of existing rental housing conditions, with neighborhood leaders such as Walter McDonald III taking the initiative to assist apartment complex residents with reporting code violations to the City code enforcement department. Though homeownership courses were held, including discussion of safety and consideration of local crime, no formal housing resource center has been developed.

Table 13: Issue Area 12 Housing Rehabilitation (Rental Housing)

Strategy	Task	Status	Notes
Strategy 12.A: <i>Assess and determine the need for housing rehabilitation (including multi-family developments) within the Providence neighborhood.</i>	Task 12.A.1: Design a professionally acceptable survey instrument to assess the conditions of rental housing, including multi-family developments, and to determine the need for rehabilitation. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee determined that this task has not been initiated.
	Task 12.A.2: Conduct a survey of housing conditions in Providence neighborhood using trained volunteers. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee determined that this task has not been initiated.
	Task 12.A.3: Develop a database of the neighborhood's existing housing conditions using the data from the housing conditions survey and other relevant sources. Information from the database can be used as background data for grant applications and the development of housing rehabilitation assistance programs. Lead: City	Not Initiated	In the years 2014 and 2015 Providence Neighborhood Association did develop a database to assess existing housing conditions though now it would be considered outdated.

Strategy	Task	Status	Notes
Strategy 12.A <i>(Continued...)</i>	Task 12.A.4: Conduct a historic survey of the housing units in Providence to determine their historic significance and any need for rehabilitation. Lead: City	Not Initiated	As of November 2021, the City of Tallahassee determined that this task has not been initiated.
Strategy 12.B: <i>Increase awareness, use and access to all rental housing rehabilitation programs, including those for historic properties.</i>	Task 12.B.1: Provide through the Providence Housing Resource Center information regarding rental housing rehabilitation programs offered by the City, County, State and other entities. Lead: PNA	Initiated with Action Needed	Providence Neighborhood Association (PNA) has no formal Housing Resource Center, but homeownership classes were held with discussion around safety and consideration of local crime. Former PNA President Rahni Spencer Wright noted that PNA has attempted to recruit people to give lectures and workshops at the Delta Kappa Omega (DKO) Providence Community Service Center. There is difficulty in this because in the past, DKO requested payment from all service providers. Due to this, these classes have not been held at the Community Center. Director of the Tallahassee Lenders' Consortium (TLC) Karen Miller notes that TLC is not normally involved in rental properties. Their main priority is home ownership, so she claims she is unaware of any services being offered at the Community Center.
	Task 12.B.2: Train code enforcement officers about the programs available through the City, County, State, and not-for profit housing service providers to address housing code violations and direct them to provide landlords and residents with information on these programs. Lead: City	Ongoing	The City reports that, "Officers are trained to know the available programs offered through grant programs for the government and private sectors. This is done with by weekly and monthly meetings from our Housing and Grants Divisions."
	Task 12.B.3: Coordinate with the City, County, State and other entities to determine the availability of grants and/or loans for rental housing rehabilitation. Lead: City & PNA	Initiated with Action Needed	According to current PNA President Walter McDonald III, grants for rental rehabilitation projects do not exist and therefore cannot be extended to Providence landlords and property owners.

Strategy	Task	Status	Notes
<p>Strategy 12.B (Continued...)</p>	<p>Task 12.B.4: Notify landlords and property owners of the availability of rental housing rehabilitation grants/loans through the association's Facebook page, neighborhood meetings, landlords focus group meetings, and the Housing Resource Center.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>According to current PNA President Walter McDonald III, grants for rental rehabilitation projects do not exist and therefore cannot be extended to Providence landlords and property owners.</p>
<p>Strategy 12.C: Provide incentives for the renovation and retention of the affordable rental housing stock within the neighborhood.</p>	<p>Task 12.C.1: Develop and establish an affordable rental housing rehabilitation program to provide grants and/or loans for the rehabilitation of rental housing. Rental housing rehabilitation grants or loans should be structured so that the rehabilitated housing unit(s) remain affordable for a specific period of time.</p> <p>Lead: City</p>	<p>Initiated with Action Needed</p>	<p>The City reports that current City rehabilitation programs are aimed at owner occupied properties. Rental Rehabilitation Programs are under development.</p>
	<p>Task 12.C.2: Seek funding for the rental rehabilitation loan/ grant program from the Community Redevelopment Agency (CRA), the Community Development Block Grant (CDBG) and any other relevant and appropriate sources.</p> <p>Lead: City</p>	<p>Initiated with Action Needed</p>	<p>Rental Rehabilitation programs are currently under development.</p>

Strategy	Task	Status	Notes
Strategy 12.C (Continued...)	<p>Task 12.C.3: Provide information to property owners/ landlords undertaking rental rehabilitation projects on the sales tax rebate program operated under the County's Enterprise Zone Program.</p> <p>Lead: City</p>	No Longer Relevant	The Enterprise Zone was discontinued in Florida.
	<p>Task 12.C.4: Partner with Leon County Enterprise Zone Development Authority to expand the Enterprise Zone designation to include all of the neighborhood so that rehabilitation projects taking place in the entire neighborhood have the potential to benefit from the sales tax rebate program.</p> <p>Lead: City</p>	No Longer Relevant	The Enterprise Zone was discontinued in Florida.
	<p>Task 12.C.5: Work with the City, County, State, local financial institutions, and other funding entities to develop special loan programs to assist landlords and property owners with financing to renovate and expand their rental properties.</p> <p>Lead: City</p>	Pending*	

*Pending Validation from the City of Tallahassee Neighborhood Affairs Division

Strategy	Task	Status	Notes
Strategy 12.C	<p>Task 12.C.6: Provide incentives such as waivers of permit fees, tap fees, setbacks, and appropriate environmental regulations to landlords and/or property owners upgrading or expanding their rental housing unit(s). Every \$2000 in waivers should result in a commitment to keep the renovated housing unit(s) affordable for a minimum of one year.</p> <p>Lead: City</p>	Not Initiated	
	<p>Task 12.C.7: Explore with local building supply companies, through the Community Neighborhood Renaissance Partnership, the possibilities of obtaining special discounts on building supplies for landlords rehabilitating/improving their rental properties in the neighborhood.</p> <p>Lead: City & PNA</p>	Initiated with Action Needed	Around the conception of the 2003 plan, attempts were made to establish relationships between PNA and the local businesses on Lake Bradford Road. Not much was completed after these initial introductions, and local business owners do not remember this occurring. At the moment, these relationships are very thin.
Strategy 12.D: <i>Consistently and fairly enforce the cities housing code.</i>	<p>Task 12.D.1: Collaborate with the Department of Business and Professional Regulation in the enforcement of applicable codes for the up-keep and maintenance of apartment complexes within the neighborhood.</p> <p>Lead: PNA</p>	Ongoing	Code violations are handled by the City of Tallahassee Code Enforcement Department. According to current PNA President Walter McDonald III, he receives complaints from residents and sends them to the code enforcement department himself. He also believes workshops aimed at educating residents on how to submit code violations would be helpful.
	<p>Task 12.D.2: Routinely monitor the neighborhood and bring housing and zoning codes violations to the attention of apartment/property owners.</p> <p>Lead: City</p>	Ongoing	The City reports, "As complaints are made officers do inspect the surrounding area for additional violations and work with the owners and management to encourage a progressive compliance process. Streamlining City owned lot maintenance program. Continue with open communication with all property owners and property managers to encourage better living conditions. Growth Management enforces Zoning violations."

Providence Issue Area 13: Zoning

The Zoning portion seeks to create a land use plan with the intent of protecting the residential nature of the neighborhood while also encouraging redevelopment of the area; the tasks in this section are all City responsibility. Some of the tasks deal with rezoning the neighborhood to prohibit specific use of property and to designate Stuckey Avenue to allow for new development. Furthermore, design guidelines are to be created to set standards for development on Stuckey Avenue. This includes higher density residential development and no new rental apartment complexes south of Stuckey Avenue.

Table 16: Issue Area 13 Zoning

Strategy	Task	Status	Notes
Strategy 13.A: <i>Develop a land use plan that protects the neighborhood from incompatible land uses.</i>	Task 13.A.1: Maintain the current RP-1 zoning district in the area of the neighborhood south of Levy Avenue, except for the Alpine Apartment tract. Lead: City	Completed	As of November 2021, the City reports that there have not been rezoning to the RP-1 district in this area.
	Task 13.A.2: Prohibit, in the Providence neighborhood, the specific uses (bars, liquor sales, etc.) cited in the zoning subcommittee recommendations. Lead: City	Completed	As of November 2021, the City reports that this is reflected in the Providence Overlay included in the Tallahassee Land Development Code in Sec. 10-168. - Central urban district. These uses are also excluded from Residential Preservation.
	Task 13.A.3: Rezone/or support the issuance of a PELUC for Alpine Apartment tract to address the consistency of the existing development with the current zoning district. Lead: City	Completed	The property is zoned CU-45, which allows multi-family.

Strategy	Task	Status	Notes
Strategy 13.A <i>(Continued...)</i>	<p>Task 13.A.4: Designate the Stuckey Avenue corridor in a manner that will allow new development and redevelopment projects to maximize, to the greatest extent possible, the residential density allowed under the CU zoning district. Densities over what is currently allowed should be awarded based on the degree to which a development incorporates the design features for the corridor.</p> <p>Lead: City</p>	<p>Initiated with Action Needed</p>	<p>CU-45 zoning must meet the required MMTD design standards. Allowing densities that exceed 45 du/ac is only attainable via inclusionary housing or design standards to allow density bonuses as detailed in the MMTD code.</p>
Strategy 13.B: <i>Formulate and adopt design standards to guide the development and redevelopment of the neighborhood.</i>	<p>Task 13.B.1: In coordination with the Planning Department, develop and adopt design guidelines for infill development and redevelopment projects.</p> <p>Lead: City</p>	<p>Completed</p>	<p>Development and redevelopment inside the MMTD would need to meet the design requirements in the code. Additionally, the City adopted a Neighborhood Compatibility Ordinance in June of this year. This ordinance was developed by Growth Management and amends parts of the Land Development Code to promote compatibility through various design standards particularly with infill and redevelopment.</p>
	<p>Task 13.B.2: Include in the design guidelines, standards to ensure that higher density residential developments are guided to and/or allowed only within the Stuckey Avenue corridor.</p> <p>Lead: City</p>	<p>Completed</p>	<p>The highest densities are only allowed along Stuckey Avenue. The Providence Overlay restricts the uses in the CU-18 district to mostly residential and limits max building footprints to 5k square feet. The current land development regulations are restrictive in the types of uses and intensity of buildings. By the nature of the current zoning, this is achieved.</p>
	<p>Task 13.B.3: Include in the design guidelines, standards that will ensure that no new rental apartment complexes are built south of the Stuckey Avenue corridor.</p> <p>Lead: City</p>	<p>Ongoing</p>	<p>The existing Land Development Regulations restrict the construction of large apartment complexes in the CU-18 district via the max building footprint restrictions. Anything beyond this needs to be approached with caution as it could potentially violate both private property rights laws and fair housing act standards.</p>

Providence Issue Area 14: Streetscape

Since the adoption of the 2003 Renaissance Plan, improving streetscapes to create a safe and pedestrian friendly street network has been a Citywide goal as well as an internal goal for Providence Neighborhood Association (PNA). In the past, PNA has successfully lobbied City entities to make improvements along most neighborhood streets as a part of larger City initiatives, such as the closing of ditches and resurfacing of roadways, although there is more that can be done to improve neighborhood streets. More recently, several PNA members have successfully lobbied City entities such as Blueprint to include streetscape improvements to Stuckey Street, Lake Bradford Avenue, and Iamonia Street as a part of the Airport Gateway Project, and they will continue to engage with these projects as they progress. To that end, more work needs to be done to ensure private business owners also work to address issues regarding landscaping, as well as recognize businesses that do address these issues in order to ensure a cohesive streetscape quality throughout the neighborhood.

Table 15: Issue Area 14 Streetscape

Strategy	Task	Status	Notes
Strategy 14.A: <i>Reconstruct and Rebuild Neighborhood Streets.</i>	Task 14.A.1: Identify and prioritize the streets in the neighborhood that are in need of improvement. The following streets are in need of improvements: Stuckey (Rebuilding), McCaskill (Rebuilding), Lake Avenue (Rebuilding), Levy (Sidewalk Repairs), Hutchinson (Sidewalk Repairs), Iamonia (Rebuilding), Highland (Rebuilding), Hillsborough (Sidewalks), Holmes (Rebuilding), Indian River (Sidewalks), Warwick (Sidewalk). Lead: City	Initiated with Action Needed	As of November 2021, the following street improvements have been completed or are ongoing: Stuckey, McCaskill, Lake, Levy, Hutchinson, Iamonia, Highland, Hillsborough, Holes (Levy to Stuckey segment only), and Warwick. The Hutchinson to Levy segment of Holmes is not initiated, and sidewalks on Indian River are not initiated.
	Task 14.A.2: Encourage property owners to donate right-of-way where additional land is needed to complete certain improvements. Lead: City	Ongoing	According to the City, this is completed on an as needed basis.

Strategy	Task	Status	Notes
<p>Strategy 14.A (Continued...)</p>	<p>Task 14.A.3: Continue to lobby the Tallahassee City Commission to fund the Neighborhood Infrastructure Enhancement Capital Improvement Program and to ensure that all Providence neighborhood streets currently listed on the program are funded for construction in the first cycle of the program. Advocate for the highest priority to be given to Providence neighborhood streets when the construction schedule for these projects is being determined. Currently, the following neighborhood streets are listed on the program: Stuckey Avenue, McCaskill Avenue, Lake Avenue, Highland Street, Holmes Street, Indian River Street, Hillsborough Street, Warwick Street.</p> <p>Lead: City & PNA</p>	<p>Initiated with Action Needed</p>	<p>According to the 2018-2022 Capital Improvement Plan Budget, none of the roads within Providence's boundaries are listed in this plan. However, former Providence Neighborhood Association (PNA) President Leslie Harris noted that in the past, the City improved Iamonia Street as a trade off for rehabilitating Indian River Street. As of November 2021, the City of Tallahassee Neighborhood Affairs Division reports, "From 2009-2011, the City of Tallahassee designed and constructed various Neighborhood Enhancement Program Projects. These included Stuckey Avenue, McCaskill Avenue, Lake Avenue, Highland Street, and Holmes Street. Hillsborough and Warwick had sidewalks installed between 2003 and 2007. See above for identified projects not initiated.</p>
<p>Strategy 14.B: <i>Encourage and Promote Attractive Appearances of the Businesses that Border and are at the Entrances of the Neighborhood.</i></p>	<p>Task 14.B.1: Send letters to business owners in the neighborhood regarding the neighborhood's objective to improve the appearance and the aesthetics of the Providence Neighborhood. Invite business owners to attend neighborhood association meetings.</p> <p>Lead: PNA</p>	<p>Initiated with Action Needed</p>	<p>Former PNA President Leslie Harris noted that this has been done in the past, such as when Dr. Will Guzman was the Chairman of the Providence Beautification Committee. Dr. Guzman personally reached out to the tire businesses along Lake Bradford Road to discuss indiscriminate and illegal dumping of waste tires in Providence. David Van Williams, current Vice Chairman of the Providence Beautification Committee, recommended that PNA and the Beautification Committee re-engage local businesses on Lake Bradford Road.</p>
	<p>Task 14.B.2: Organize groups of volunteers to assist business owners with landscaping.</p> <p>Lead: PNA</p>	<p>Not Initiated</p>	<p>David Van Williams, current Vice Chairman of the Providence Beautification Committee, noted these types of actions have not been taken in the last few years that he has resided in the neighborhood. According to current PNA President Walter McDonald III, this has not happened. This could be a crucial component when Blueprint Intergovernmental Agency redoes the roadway along Lake Bradford.</p>

Strategy	Task	Status	Notes
Strategy 14.B <i>(Continued...)</i>	Task 14.B.3: Establish an incentive/ recognition program to recognize businesses which make improvements to their properties that enhance the appearance and aesthetics of the neighborhood. Lead: PNA	Not Initiated	A business recognition program has not been established. Relationships like these with the local businesses and PNA seem to be almost nonexistent. Gwendolyn J. Spencer, a prominent figure, was contacted and she notes that the relationships do not extend beyond the passing out of flyers for neighborhood events.
	Task 14.B.4: Aggressively enforce sign, building, and nuisance abatement codes and make known observed violations. Lead: City	Ongoing	According to the City's Code Enforcement team, "Code Enforcement works hard to enforce our sign code with the limited work force we have. We continue every day education our citizens on the proper location of signs. We continue to work with abandoned properties to get them secured and safe to discourage squatting. Our office continues to look at new ways to strengthen our code on nuisance behavior to make a cleaner community."
Strategy 14.C: <i>Develop and implement a neighborhood-wide tree planting and preservation program.</i>	Task 14.C.1: Plant more trees along Lake Bradford Road in coordination with property/ business owners, City of Tallahassee and the Tallahassee Garden Club. Lead: City	Completed	The City reports, "Tree plantings did occur in targeted areas that FDOT permitted. Lake Bradford is an FDOT road with several billboard views capes protected under State law and cannot be obstructed."
	Task 14.C.2: Coordinate with the City, American Red Cross, and other appropriate entities to assist property owners with the removal of dead trees, and the pruning of trees. Lead: City	Not Initiated	The City reports, "there are no provisions for the City to perform these tasks on private property."
	Task 14.C.3: Develop and implement a neighborhood-wide tree planting program in coordination with the City and other interested groups. Lead: City	Ongoing	The City reports, "We have the annual Adopt A Tree program that has planted several trees over the years along the right of way in the Providence Neighborhood and will continue to do so when requested by property owners."

Strategy	Task	Status	Notes
<p>Strategy 14.D: <i>Coordinate with existing and proposed projects that will affect or include the neighborhoods major roadway corridors.</i></p>	<p>Task 14.D.1: Ensure that the neighborhood is represented on any group organized to provide input or advice on the design the Lake Bradford Road Gateway Project.</p> <p>Lead: PNA</p>	Ongoing	<p>PNA has participated in some of the early meetings on the Capital Cascades Trail project, starting with one of the first public meetings held in 2004. PNA also participated in some FAMU Way and Alternate Airport Gateway meetings with Blueprint Intergovernmental Agency. Former PNA President Leslie Harris stated that, "the general membership of PNA must be included in any discussions of any agreements related to our neighborhood plan, whether they are new or existing ones that need to be renegotiated before the agreements are finalized and executed."</p> <p>More recently, negotiation meetings were held. Signs for neighborhood entrances were agreed upon, as well as a donation of two acres of land from FSU Board of Trustees. Former PNA President Rahni Spencer Wright noted that the partnership needs to be renegotiated because she feels that the housing needs of Providence should be addressed in future meetings with Blueprint Intergovernmental Agency.</p>
	<p>Task 14.D.2: Coordinate with Innovation Park Development Board, Florida State University, and the City of Tallahassee in the rebuilding of Stuckey Avenue as it relates to the use of Stuckey Avenue as the eastern entrance for the future development of the properties west of Iamonia Street.</p> <p>Lead: City</p>	Initiated with Action Needed	
	<p>Task 14.D.3: Coordinate with the City on the development of the Capital Cascade Sector Plan as well with Blueprint 2000 on all proposed projects that will potentially impact Providence neighborhood.</p> <p>Lead: City & PNA</p>	Ongoing	<p>This task is ongoing as new plans and projects come up to benefit or reconstruct the neighborhood. As evidence of Blueprint Intergovernmental Agencies presence at neighborhood events, at the Providence Open House on September 30, 2021. Blueprint Tallahassee operated a tent to inform Providence residents about the Airport Gateway Project.</p>



5 Interpretations & Findings



Interpretations & Findings

Based on formal interviews with community leaders and other Providence stakeholders, it was determined that 24 tasks are Completed, 36 tasks are Ongoing, 54 tasks are Initiated with Action Needed, and 51 tasks are Not Initiated, and 10 tasks are No Longer Relevant. The notes column for each of these tasks provides supporting documentation for the status designation.

Six tasks are "Pending Determination" and will be updated when sufficient information is gathered to determine the tasks' status. The following table provides a summary of the task status designations:

Table 16: Status Count

Task Status	Count	Percent of Total
Completed	24	13.3%
Ongoing	36	19.9%
Initiated with Action Needed	54	29.8%
Not Initiated	50	27.6%
No Longer Relevant	11	6.1%
Pending	6	3.3%
Total	181	100.0%

After subtracting out the tasks that are "No Longer Relevant" or "Pending Determination," the table below was generated to show the completion status of tasks where Providence Neighborhood Association (PNA) was the lead entity versus tasks where the City of Tallahassee was the lead entity. Tasks designated as "Completed" and "Ongoing" in the Matrix have been combined under the "Completed" heading in this table:

Table 17: Status Count by Lead Entity

Lead Entity	Completed	Action Needed	Not Initiated
PNA	19	22	18
City of Tallahassee	41	32	32
Total	60	54	50

(Interpretations & Findings continued on next page)

Providence Interpretations & Findings

Key Takeaways

The primary barriers to implementing the tasks facing Providence Neighborhood Association have been inconsistent funding, limited access to the Delta Kappa Omega (DKO) Providence Community Service Center, and intermittent partnerships.

Inconsistent funding presents as an obstacle particularly in Issue Areas 11 and 12: Housing Rehabilitation. For example, while the Providence Neighborhood Association Redevelopment Corporation (PNARC) non-profit was established to address these Issue Areas and PNARC has applied for and received some grants over the years, they do not have a consistent funding source to hire staff who could manage continual programming, such as creating and updating a database of houses in need of facade improvements; as a result; PNARC has relied on the personal funds and time of its members and ultimately cannot support rehabilitation projects. Therefore, many of the tasks in these Issue Areas have been designated "Initiated with Action Needed" or "Not Initiated."

Limited access to the DKO Providence Community Center is another obstacle facing PNA in implementing tasks from the Renaissance Plan. While the construction of the Community Center is in itself one of the greatest successes of task implementation since 2003, PNA's access to the Community Center has been intermittent. The Community Center is managed and maintained by the Delta Kappa Omega (DKO) Foundation, so executive board members of the DKO Foundation must approve use of the Community Center. The Community Center has a computer lab, children's library, and general meeting space, but it does not hold regular operating hours for public access. This barrier limits PNA's ability to host Neighborhood Association meetings, educational workshops, and other community events, therefore the status of some tasks remains incomplete as tasks rely upon an accessible community center.

Intermittent partnerships also present a barrier to task implementation. Many of the tasks with PNA designated as the lead entity require PNA to build partnerships with local universities, businesses, non-profits, and other community partners in order to move tasks to "Ongoing" or "Completed" status. PNA has maintained partnerships with Tallahassee Police Department, Florida State University Department of Urban & Regional Planning and College of Medicine, and FAMU/FSU College of Engineering. However, some partnerships have been more difficult to maintain, such as the previous partnership with Mothers in Crisis, local businesses along

Lake Bradford Road, and the DKO Foundation. Changes in leadership and decisions to relocate outside of the Providence neighborhood have led to disruptions in these partnerships, causing some tasks to be "Initiated with Action Needed" or "Not Initiated." The Implementation Strategy report will play a key role in identifying new partnership opportunities for Providence Neighborhood Association.

Providence Neighborhood Association's major successes have been its sustained presence in the neighborhood despite the barriers mentioned above. Since 1998, PNA has hosted its annual Fun Day, strengthening the social fabric of the neighborhood and creating a sense of Neighborhood Pride amongst residents. PNA established a Beautification Committee in 2003 to address tasks found in Issue Area 3: Neighborhood Cleanup, and after years of inactivity reinstated this committee in 2015. Most recently, the committee hosted a neighborhood cleanup that drew over 30 volunteers from the neighborhood, FSU, and FAMU. PNA has also made great strides in addressing code enforcement and street maintenance issues, with residents empowered to report code violations and neighborhood infrastructure concerns themselves through the use of the City of Tallahassee's DigiTally app.

Next Steps

Continued monitoring of task completion efforts is suggested; the matrix doubles as a tool to track neighborhood progress and determine the continued relevance of tasks. As action is taken to implement tasks, new partnerships are formed, and additional funding becomes available, the current task status designations should be updated to reflect this progress. The Community Action Team (CAT) should also update the matrix with new tasks as community conversations bring potential projects and action items to light to address the neighborhood's updated priority areas (see Section 2: Completion Matrix Description). Tasks can be designated as "No Longer Relevant" as neighborhood concerns relating to a particular issue area are resolved or priorities shift. The final deliverable for the Providence Neighborhood Plan Refresh project, the Implementation Strategy Report, should be reviewed for specific strategies and resources relating to task completion.



6 Appendix A

Providence Appendix A

Appendix A includes examples of the outreach and event materials used for the Providence community events. Figure A.1 (pages 74 and 75) include copies of the 24" x 36" boards used at the Providence Open House on September 30, 2021. Figure A.2 includes flyers handed out while canvassing. These resources can be used by other communities in the Neighborhood First process to redevelop the methods that Providence used.

Figure A.1: Providence Open House Boards

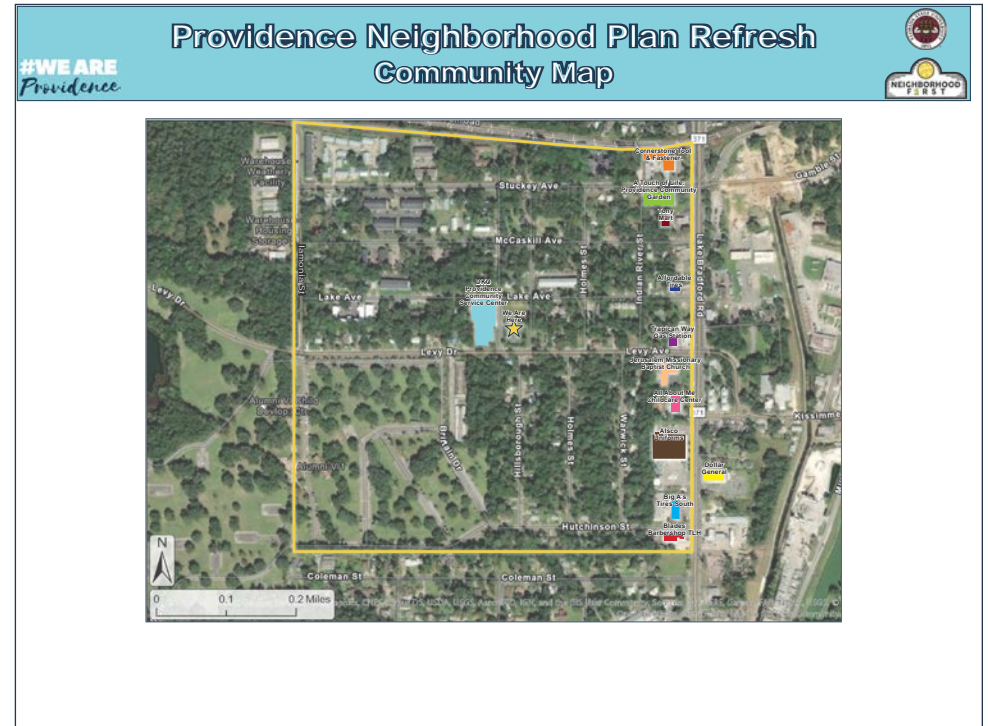
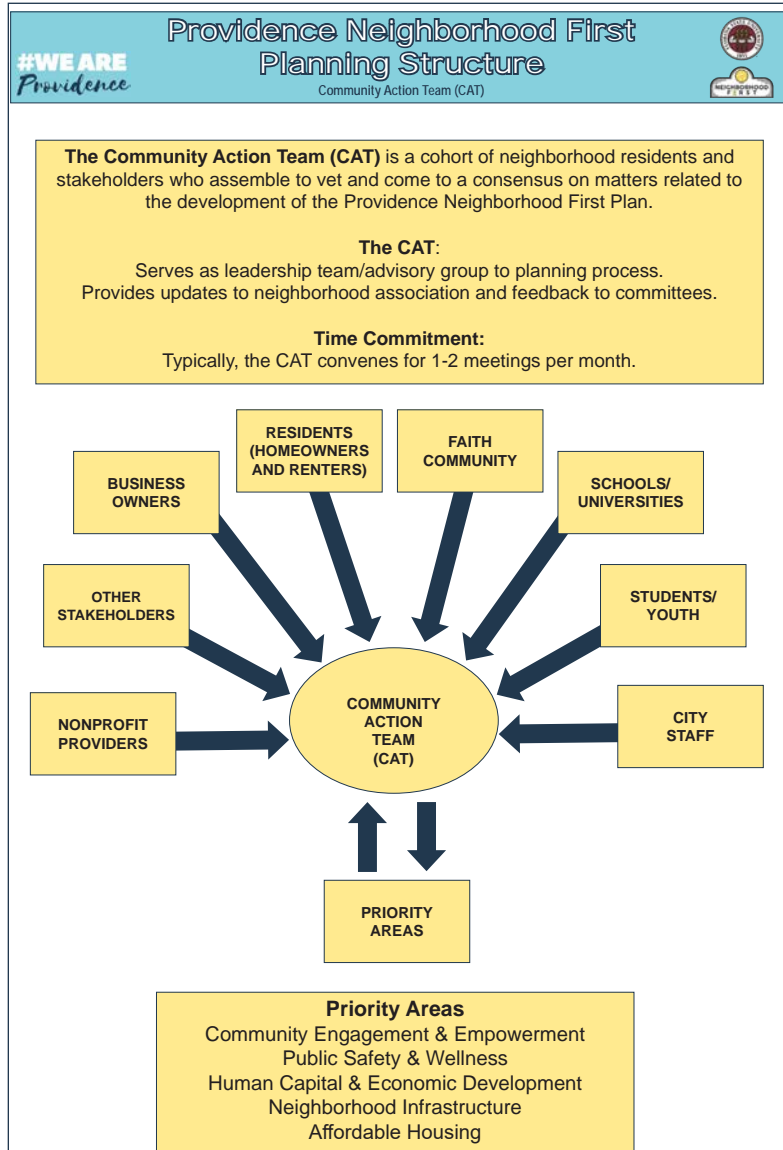
 Tasks That Need Community Input <small>Tasks within the Renaissance Plan that still need to be addressed, but can be completed with the help of community members and stakeholders.</small> 		
Issue Area	Task	Barriers to Implementation
Neighborhood Involvement	Utilize neighborhood focus groups and Neighborhood Association meetings to identify future street/block captains.	It is hard to fill these positions as renter populations are not permanent and constantly changing.
Neighborhood Pride	Provide incentives for neighborhood businesses to improve their facade and grounds.	Efforts have been made in the past to identify businesses in need of facade improvements but it is difficult to find partner agencies.
Neighborhood Cleanup	Establish a group to plan and coordinate neighborhood cleanup projects and to work with the City to launch an Operation Commitment Program.	Although neighborhood cleanups have been implemented, a formal process through the City has not been created.
Crime	Work with apartment owners/landlords to provide incentives in the area of housing for law enforcement officials to live in the neighborhood.	There have been two previous attempts, though they were unsuccessful.
Human Development	Establish, at the proposed neighborhood center and larger apartment complexes, a comprehensive referral service to assist residents in obtaining certain services.	There is a lack of coordination between the neighborhood center and large apartment complexes to provide these services.
Landlord/Tenant Relationships	Twice per year hold workshops or invite speakers to make presentations to the Neighborhood Association on landlord/tenant issues.	Although speakers have made presentations at some PNA meetings in the past, the process has not been formalized.
Homeownership	Conduct credit counseling and family budget development training within the neighborhood.	Homeownership workshops have been held before, however not to the extent identified in the Providence Plan.
Owner-Occupied Housing Rehab	Conduct Do-It-Yourself classes for minor to moderate housing rehabilitation projects in the neighborhood under the sponsorship of the Neighborhood Association.	Community members willing to spearhead this task have not been identified.
Rental Housing Rehab	Coordinate with the City, County, State and other entities to determine the availability of grants and/or loans for rental housing rehabilitation.	There are limited resources throughout the City dedicated to rental rehabilitation. Other organizations need to be identified to make further progress on this task.
Streetscapes	Establish an incentive/recognition program to recognize businesses which make improvements to their properties that enhance neighborhood aesthetics.	Although organizations such as the CRA have created facade improvement programs, they have not yet been extended to Providence.

 Tasks Worth Celebrating <small>Tasks within the Renaissance Plan that have been completed or have made a significant amount of progress by Providence Neighborhood Association (PNA) and community members.</small> 		
Issue Area	Task	Accomplishments
Neighborhood Involvement	Create new incentives to get more residents involved in the Neighborhood Association.	At their meetings, PNA has given out incentives such as food coupons, door prizes, and refreshments.
Neighborhood Pride	Promote Neighborhood Association sponsored events throughout the neighborhood and the Tallahassee-Leon County community.	PNA has conducted several events such as FunDay and Providence Movie Night with promotion on Facebook, Band, and flyers throughout Providence.
Neighborhood Pride	Establish the 1400 and 1500 blocks of Lake Avenue as the focus area of the neighborhood using the Heart-of-the-Hill Conceptual Plan.	The CRA approved \$275,000 in funding for the Providence Heart of the Hill project, a major milestone in implementing tasks from the 2003 plan.
Neighborhood Cleanup	Use the neighborhood crime watch street/block captain network to organize residents on each street to clean and maintain their particular street.	Several streets in Providence have been adopted by agencies and residents, such as David Van Williams, have organized neighborhood cleanup efforts.
Crime	Collaborate with law enforcement and first responders to provide positive social interaction between law enforcement officers and neighborhood residents.	PNA has a crime prevention officer that provides safety tips at monthly PNA meetings and there is law enforcement presence at neighborhood events.
Human Development	Establish a neighborhood food pantry to assist residents with supplemental food supplies.	Neighborhood center sends kids home with food and there are regular food drives at Providence Baptist Church.
Landlord/Tenant Relationships	Encourage landlords and property owners/managers to properly screen all prospective tenants.	In 2004, a Providence Property Owners Association was started by two major property owners and landlords in the neighborhood.
Homeownership	Conduct workshops and/or use the regular neighborhood meetings to notify and inform residents of the availability of funding to assist with homeownership.	Homeownership workshops were held with Providence residents in mind and presentations were given, including the Tallahassee Lenders Consortium.
Owner Occupied Housing Rehab	Partner with volunteer groups from area churches and FAMU to assist residents in making repairs to their homes.	In 2014, the Providence Neighborhood Association Redevelopment Corporation was formed to help implement strategies in this issue area.
Streetscapes	Lobby the City Commission to fund the Neighborhood Infrastructure Enhancement Capital Improvement Program.	Major improvements have been made to the vast majority of streets throughout neighborhood, such as Stuckey Avenue, McCaskill Avenue, and Lake Avenue.

*Cleanup events have been planned by Chairman of the Beautification Committee, Mr. Steven Washington, not David Van Williams.

Providence Appendix A

Figure A.1: Providence Open House Boards



Providence Appendix A

Figure A.2: Community Outreach Flyers

Join us to learn about several projects coming to your neighborhood!

#WE ARE Providence OPEN HOUSE

- ▶ Heart of the Hills Placemaking Project
- ▶ Airport Gateway Update
- ▶ Providence Neighborhood First Plan

Hurricane preparedness info and supply buckets will be distributed

Thursday, September 30
4:30 - 7 PM
Providence Baptist Church
1901 Hillsborough St.
 (Refreshments will be served)

For more information, contact the Neighborhood Affairs Division at neighborhoods@talgov.com or 891-8795.

PROVIDENCE NEIGHBORHOOD PRESENTS: OUTDOOR MOVIE NIGHT

HEY ARNOLD! THE MOVIE
FRIDAY | SEPTEMBER 17 | 7:00PM
1901 Hillsborough Street, Parking Lot

Bring a blanket, chair, and mask and we'll bring the pizza and popcorn!

Providence Neighborhood Association can't wait to see you there!

SCAN ME

P.N.A.

PROVIDENCE NEIGHBORHOOD ASSOCIATION

P.N.A. meets every third Monday of the month.

Follow us on Facebook and download the Band App to receive updates about what's happening in our neighborhood! We can also be reached via email at providenceleadership@gmail.com

SCAN ME

Providence Neighborhood Association
 Providence Neighborhood Association

#WEAREProvidence

Providence Week

PROVIDENCE NEIGHBORHOOD ASSOCIATION 25TH ANNIVERSARY

 Ice Cream & Games SUNDAY, OCTOBER 10TH 12:30-1:30 PM	 Canvassing with your Neighbors and FSU DU RP MONDAY, OCTOBER 11TH 5:30-6:30 PM
 Planning Engagement Day TUESDAY, OCTOBER 12TH 4:30-7:00 PM	 Second Harvest Food Give Away WEDNESDAY, OCTOBER 13TH 9:00-12:00 PM
 Dinner with Salvation Army THURSDAY, OCTOBER 14TH 6:00-7:00 PM	 Movie on the Lawn FRIDAY, OCTOBER 15TH 7:00-9:00 PM
 Fun Day SATURDAY OCTOBER 16TH 11:00-1:00 PM	

COME OUT AND CELEBRATE 25 YEARS OF PNA! FAMILY-FRIENDLY ACTIVITIES HAPPENING ALL WEEK LONG. ALL EVENTS LOCATED AT 1901 HILLSBOROUGH ST PARKING LOT



7 Appendix B

Providence Appendix B

Appendix B outlines the supporting documents that were used to determine task completion status updates in each Issue Area. These documents can be accessed by other parties in the Completion Matrix Update Reference Library on Google Drive:

https://drive.google.com/drive/folders/1_2CujxcsT22FWQFRuKX6Y3kA-Z215xV6?usp=sharing

Supporting Documents:

Blueprint Intergovernmental Agency. (2021). *Airport Gateway*. <https://blueprintia.org/projects/airport-gateway/>

Blueprint Intergovernmental Agency. (2000). *Blueprint 2000 Intergovernmental Agency Program Background*.

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Blueprint Intergovernmental Agency. (2021). *Capital Cascades Trail*. <https://blueprintia.org/projects/capital-cascades-trail/>

Blueprint Intergovernmental Agency & Florida State University. (2018). *Letter of Intent*.

https://drive.google.com/drive/folders/1_2CujxcsT22FWQFRuKX6Y3kA-Z215xV6

Capital Region Transportation Planning Agency. (2019). *Southwest Area Transportation Plan: Public Involvement Summary*.

<http://www.crtpa.org/wp-content/uploads/Sept-3-2019-SWATP-Attachment-4-1.pdf>

City of Tallahassee. (2021). *Providence Heart of the Hills Placemaking*. <https://www.talgov.com/projects/providencesidewalk.aspx>

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Florida State University. (2021). *2021 Providence Neighborhood Survey*. https://fsu.qualtrics.com/jfe/form/SV_ebrSexjOiGa3ZXg

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<https://www.talgov.com/uploads/public/documents/place/npss-providence.pdf>

Tallahassee-Leon County Planning Department. (2003). *Capital Cascade Sector Plan*.

<https://talgov.com/uploads/public/documents/place/npss-capital-cascade.pdf>



Matt

PNA X DUR

Lauren

PNA X DUR



TALLAHASSEE
CITY OF TALLAHASSEE

CITY OF TALLAHASSEE
PREP
Plan for Readiness & Emergency Preparedness
Stay connected at Tall

#WE ARE
Providence