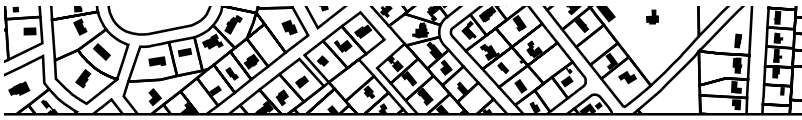


NEIGHBORHOOD PLANNING

...Community Neighborhood Renaissance



PART II

The Neighborhood Planning Process ...Neighborhood Renaissance Process

The neighborhood planning process has four distinct phases (Figure 1). Phase I deals with neighborhood selection and the assessment of the needs and assets of the selected neighborhood. Phase II deals with the development of the neighborhood plan while Phase III addresses plan implementation and monitoring. Phase IV deals with plan evaluation. These phases are further explained below.

A. Phase I - Neighborhood Selection & Assessment

Phase I of the Neighborhood Planning Process includes the following steps:

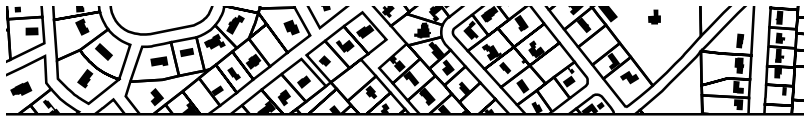
- 1) Neighborhood Selection;
- 2) Defining the Neighborhood Boundaries;
- 3) Building the Neighborhood Planning Team (who will participate); and
- 4) Neighborhood Assessment.

It should be noted that some of these steps could occur concurrently.

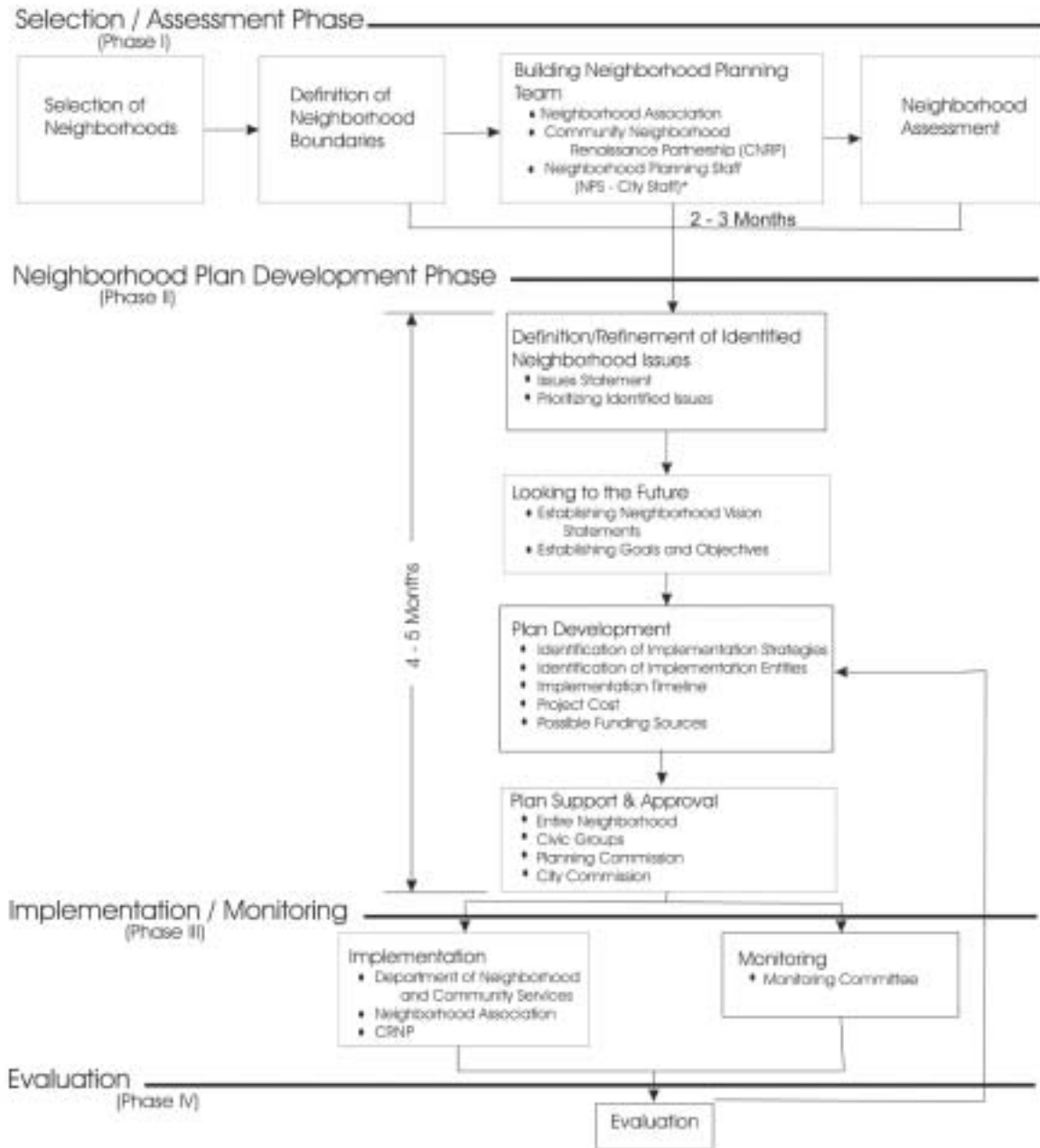
Step 1: Neighborhood Selection

Neighborhoods interested in being designated/selected as the neighborhood to go through the Community Neighborhood Renaissance Program will be selected annually through an open competitive process. A selection committee made up of representatives from the Community Neighborhood Renaissance Partnership and other community stakeholder groups will review and rank the applications received for the designation and forward a recommendation to the Community Neighborhood Renaissance Partnership Board. The Partnership Board will make the final selection and will submit that selection to the Tallahassee City Commission for endorsement.





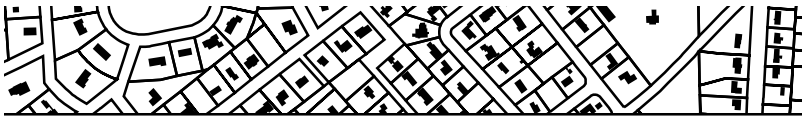
Neighborhood Planning Process



* Staff Representatives for All Appropriate City Departments

Figure 1





The Neighborhood Planning Process ...Neighborhood Renaissance Process

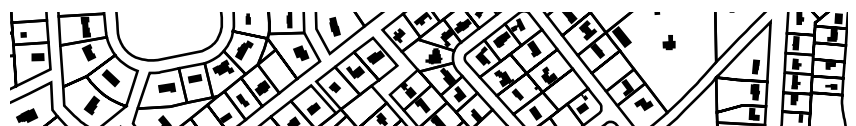
Step 2: Boundaries of Neighborhood Planning Areas

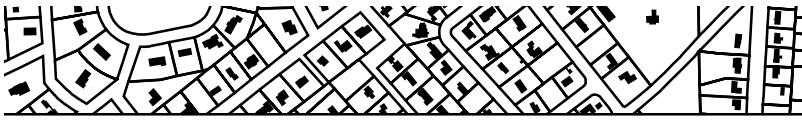
Defining the boundaries of the neighborhood to be studied is the foundation of the neighborhood planning process. The neighborhood planning area must not be limited to areas in the neighborhood that are experiencing problems; it must be inclusive enough to deal with the neighborhood in a holistic manner. The residents, through their neighborhood associations or sponsoring qualified community-based non-profit organization, will play a significant role in defining the boundaries of the neighborhood planning area.

There is no one magic way of defining the boundaries of neighborhoods. Neighborhoods are more than just geographic areas. Neighborhood boundaries will be drawn or identified to reflect common interests, culture, ethnicity, economic factors, time of settlement, geographic features and shared services. The key to an effective size for a neighborhood planning area is that it is large enough to provide new opportunities for addressing a broad range of community needs and functions (shopping, schools, recreation, etc.) while still allowing for the participating groups to work together effectively. Planning areas may be larger than a single neighborhood organization. As mentioned before, neighborhoods located in Central City, the Community Redevelopment Area and Southern Strategy will be given priority.

Step 3: Building the Neighborhood Planning Team/Public Participation

The neighborhood planning process in many jurisdictions has failed because the right participants were not involved or invited to participate in the process. In order for neighborhood planning to be effective and meaningful, neighborhood residents must be the key participants and decision makers in the process. For neighborhoods with established neighborhood associations or qualified sponsoring community-based non-profit organizations, there is already an organized group of residents that can take part and lead the neighborhood planning process. For each designated renaissance neighborhood, the neighborhood association or the sponsoring qualified community-based non-profit organization must select a steering committee of 10 to 15 residents to lead and work with the other partners in the planning process.





The Neighborhood Planning Process

...Neighborhood Renaissance Process

The selection of the neighborhood steering committee members is very important to the legitimacy of the process. It is critical that all attempts be made to attract a broad representation of the neighborhood on this committee. Members of the committee must understand their role in the process and the time commitment they will have to make to see successful completion of the planning process.

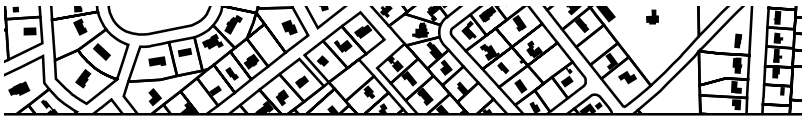
Another critical participant in the planning process is the Community Neighborhood Renaissance Partnership, a not-for-profit corporation of business leaders, institutions, banks, governments and churches within the community. The City recognizes that it does not have all of the resources to address the needs and issues that will be identified by neighborhoods, and that the greater Tallahassee community is interested in the revitalization and stabilization of older developed neighborhoods in the City and will offer its services and resources to assist in this effort. The Community Neighborhood Renaissance Partnership is the vehicle through which the City will call upon the services and resources of the greater Tallahassee community to help in the neighborhood planning process.

Other participants in the process will include City and County Staff, the State of Florida and the Federal Government, as appropriate. The City and County neighborhood planning staff will be made up of staff representatives from all affected departments. Staff from some of the Partnership's institutions will provide support, technical know-how, meeting facilitation and consensus building skills to the Neighborhood Planning Team.

Step 4: Assessment of Neighborhood Assets and Needs

The last step in Phase I of the neighborhood planning process is the assessment of the neighborhood's assets and needs. The sponsoring neighborhood organization and the Community Neighborhood Renaissance Partnership working in collaboration with each other will conduct neighborhood assessments for the selected renaissance neighborhood. The Tallahassee-Leon County Planning Department has access to most, if not all, of the data that will be required in this process; therefore, the neighborhood planning staff will play a lead role in this phase of the neighborhood planning process. Other departments will be called on to provide information and to perform support tasks such as mapping, graphics, data collection, and analysis.

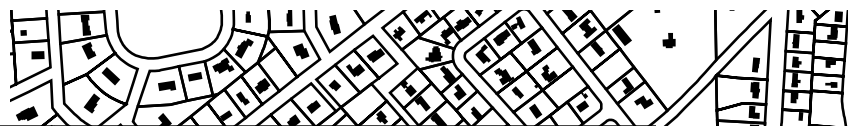


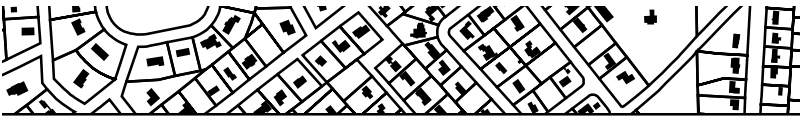


The Neighborhood Planning Process

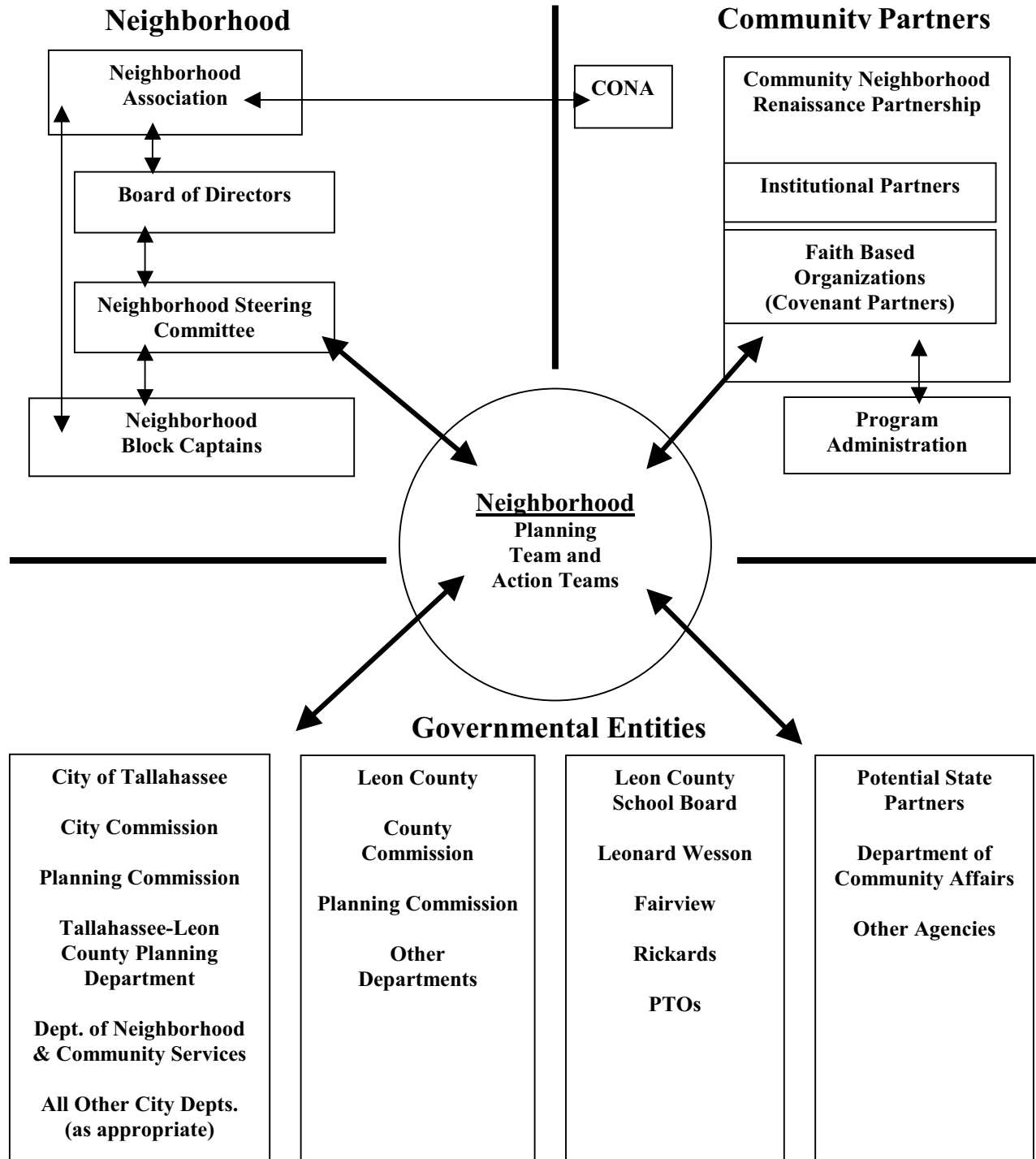
...Neighborhood Renaissance Process

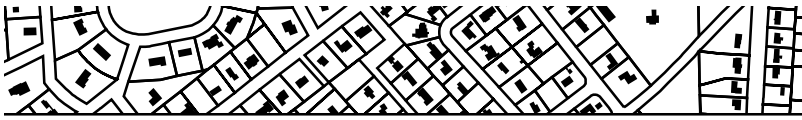
Two types of data should be gathered about the neighborhood: visual information (what the neighborhood looks like), and numerical indicators and other aggregate statistics (e.g. crime rates, traffic counts, etc.). Background information regarding historical development and existing conditions will be gathered through surveys, research and observations. A neighborhood profile will be created based on socio-economic, demographic, employment, cultural, public safety statistics, infrastructure inventory, and housing data. Current land use maps will be developed to illustrate conditions that exist in the neighborhood. The data collected in this phase will be used by the Neighborhood Steering Committee to define neighborhood issues and concerns during the plan development phase. The assessment and data-gathering phase should last no longer than three months.





The Neighborhood Planning Team





The Neighborhood Planning Process ...Neighborhood Renaissance Process

B. Phase II - Plan Development Phase

Phase II of the neighborhood planning process is the plan development phase. This phase will begin as soon as the data-gathering phase is completed or the neighborhood planning team is comfortable that it has a good understanding of the neighborhood's issues and concerns. To sustain continued neighborhood interest and the interest of the broader community in the neighborhood planning process it is advisable that the plan development phase begins no later than three months after the commencement of the Neighborhood Renaissance Program. The end product of this phase is the neighborhood renaissance plan.

The neighborhood planning team will be organized in a manner to effectively and efficiently take the neighborhood through the planning process. Depending on the number of neighborhood priority issues and concerns to be addressed, the neighborhood planning team may form a number of action teams to look at related issues. Care will be given to seek as much participation as possible from the neighborhood in the development of alternatives and implementing strategies. Members of the Community Neighborhood Renaissance Partnership will also be involved in this phase of the process, helping the neighborhood to further define its needs, to brainstorm alternatives, and to identify resources and implementation strategies to address identified needs.

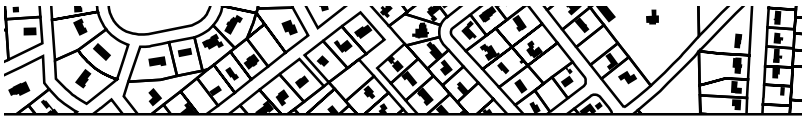
Listed below are the steps in the Plan Development Phase.

Step 1: Definition/Refinement of Identified Needs

This is the first step in the plan development process. The data gathered during the neighborhood assessment will be analyzed in order to give the neighborhood planning team a thorough understanding of the identified neighborhood issues and to make sure the issues and concerns are still valid. Both visual and numerical data will be used to define neighborhood issues.

This step in the process provides a clear understanding of the neighborhood's current position, and the value or importance residents and business interests attach to the issues that impact their neighborhood. Additional information gathered from follow-up





The Neighborhood Planning Process

...Neighborhood Renaissance Process

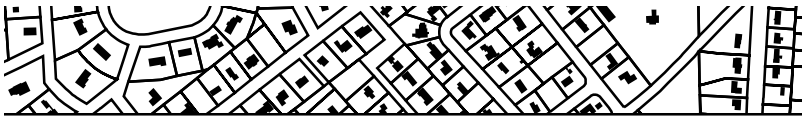
surveys will help to identify the issues that might be addressed in the plan. The neighborhood planning team is responsible for sorting through and making sense of the information collected in the previous phase of the neighborhood planning process and will have to use some judgment in pinpointing what are the main issues on which the plan should focus.

Step 2: Looking to the Future

In this step, the determination will be made as to how the neighborhood wants to look (visual) and where it would like to be with respect to the non-visual problems affecting the neighborhood (e.g., homeownership, crime, etc.) in 3 years and 5 years. This process is often called visioning or goal setting. Using facilitation techniques such as brainstorming, nominal group technique, prioritization exercises, and breakout groups, the Neighborhood Steering Committee will envision a preferred future based on ideas and concerns that were raised by the neighborhood during the issue identification stage. The intent of this step in the planning process is to develop a realistic and commonly accepted vision of the neighborhood and its goals and objectives.

Developing goals derived from the neighborhood's vision serves as the foundation for the neighborhood plan. Goals state what the neighborhood means to do about the issues. Objectives address how the goal will be achieved, and should be measurable. The goals and objectives statements will address the issues previously identified by the neighborhood. It is important that the plan contains both short term and long term goals. Short term goals are those that can be accomplished immediately and in some instances these goals can be accomplished while the neighborhood renaissance plan is being developed. Short term goals will generate quick successes, which is important to keep the enthusiasm for the process going within the neighborhood and the broader community. Long term goals may take 3-5 years to be accomplished, especially when dealing with major capital improvement projects. For example, a short term goal dealing with flooding may be cleaning out drainage canals, swales, culverts, etc.; however, a long term goal may be the construction of a regional stormwater pond.





The Neighborhood Planning Process ...Neighborhood Renaissance Process

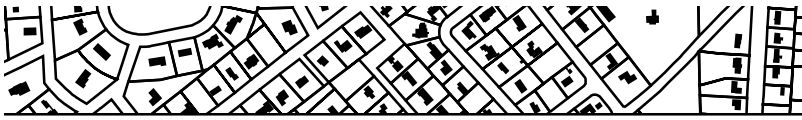
Step 3: Plan Development

The primary focus of this step is the development of recommendations for implementation of the goals set previously in the process. The neighborhood planning team will spend time brainstorming and discussing alternative approaches for each goal. The plan will include written recommendations for actions that should be taken to protect and/or improve the neighborhood and will outline specific implementation strategies and actions with cost projections and the agencies responsible for carrying out each implementation strategy. The plan's recommendations will be based on data systematically collected and analyzed so that there is good support for the positions that the neighborhood may wish to take on specific changes. To the greatest extent possible, the neighborhood plan will identify funding options and resources.

The elements of each neighborhood plan will be different based on the needs and issues identified by the respective neighborhoods. At a minimum, each neighborhood plan shall define the geographic boundaries of the neighborhood; the existing physical and social conditions of the neighborhood; identify and prioritize existing neighborhood needs and concerns; include the neighborhood's vision, goals, and objectives; identify implementation strategies, costs, funding options, and resources; and address consistency with the adopted Tallahassee-Leon County Comprehensive Plan. The plan will become the basis for developing implementing actions, services, ordinances, programs, etc., which may be carried out by the neighborhood association, the City, or other agencies and organizations. Drafting of the document is the responsibility of the neighborhood planner, based on the collaborative direction of the neighborhood planning team.

Once a preliminary neighborhood renaissance plan has been developed, the Neighborhood Steering Committee, with the assistance of the City staff and Community Neighborhood Renaissance Partnership, will hold a series of neighborhood meetings in which residents, business owners and other interested parties can review and provide comments on the plan. These meetings will help the Neighborhood Steering Committee obtain new or additional information from residents in order to finalize the plan. Another related purpose for these meetings will be to build consensus for the recommendations of the plan, since the approved neighborhood





The Neighborhood Planning Process ...Neighborhood Renaissance Process

plan will guide the expenditures of public and grant funding within the neighborhood for the duration of the plan's planning time frame (3-5 years).

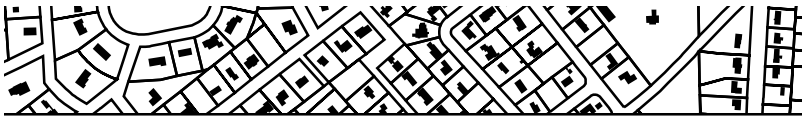
Step 4: Plan Support & Approval

The preliminary neighborhood renaissance plan will be developed and approved by the neighborhood planning team based on consensus. The Neighborhood Steering Committee, as mentioned above, will present the preliminary plan to the neighborhood to gain support and approval before the preliminary plan is submitted to the City, the County, the Community Neighborhood Renaissance Partnership and any other groups as may be necessary for their formal review and comments. Each entity will be asked to review the plan and provide comments on the goals and objectives, implementation strategies, and timelines of the plan with respect to the impact the plan will have on its budget, personnel and any other resources.

The neighborhood planning team will review the comments received from these entities, and the neighborhood steering committee may recommend changes to the preliminary plan, as the neighborhood deems appropriate, based on the comments received. Neighborhoods are encouraged to resolve areas of conflict that may come up during the review of the preliminary plan by the City and County and members of the Partnership. Representatives from all of the above mentioned entities will be involved in the development of the neighborhood renaissance plan; therefore, areas of conflict during the formal review of the plan by these entities should be minimal. In the event that a city or county department and/or a partner cannot support a particular goal or objective of the neighborhood plan and where the neighborhood planning team and that entity are unable to resolve the matter, the neighborhood plan will be sent to the decision-making bodies with the goal and/or objective as presented by the neighborhood with the comments from that particular department.

The final neighborhood renaissance plan shall be presented to neighborhood residents, business owners and other interested parties to solicit their support for the final product. Approval of the plan by the neighborhood shall be by consensus. Any recommendation of the plan, which does not have at least 85% approval by the





The Neighborhood Planning Process ...Neighborhood Renaissance Process

neighborhood, should be revisited or dropped from the plan. Neighborhood approval will be sought through neighborhood association meetings and individual balloting of the neighborhood in which residents and businesses will be asked for their approval of various elements of the plan. The adopted finalized neighborhood renaissance plan will be transmitted to the City, the County, and members of the Community Neighborhood Renaissance Partnership for adoption and/or final endorsement.

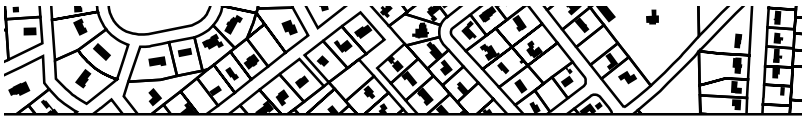
Neighborhood Plans will not be adopted as part of the Tallahassee-Leon County Comprehensive Plan to allow for greater local control and flexibility for making changes to these plans. The implementation of a neighborhood plan, however, may require an amendment to the comprehensive plan. Such amendments will be reviewed through the regular comprehensive plan amendment process established by the Tallahassee-Leon County Comprehensive Plan.

B. Phase III -_Plan Implementation & Monitoring

The involvement of all the participants in the neighborhood planning process in implementing the strategies and recommendations of the neighborhood plan is vital to the success of the plan. Each goal and recommendation will have a time frame for carrying out that specific portion of the plan. The primary parties responsible for implementing the recommendations will be identified. To the greatest extent possible, the costs associated with the action will be projected. There are instances where factors such as market value or redevelopment timing maybe difficult to predict. The plan will include short-term recommendations (to be accomplished within 18 months of adoption of the plan), intermediate recommendations (to be accomplished within 3 years of adoption of the plan), long-term recommendations (to be accomplished within 5 years of adoption of the plan).

Some of the recommendations are likely to require capital improvements, which may influence the budgeting processes of each partner institution and the work plans of various departments. Appropriate departments and their resources will be accessed as needed. Cooperation and collaboration throughout the process are the keys to the successful adoption and implementation of the neighborhood plan.





The Neighborhood Planning Process ...Neighborhood Renaissance Process

To ensure timely implementation of the neighborhood plan, the Neighborhood Steering Committee and the Community Neighborhood Renaissance Partnership will establish a monitoring committee. This committee will meet on a monthly basis for at least one year after the initial adoption of the plan.

C. Phase IV - Evaluation

Neighborhood plans are not static documents. Changing conditions within a neighborhood and the discovery of new opportunities and implementation strategies could impact the premise for the various recommendations in the plan. It is important to revise the plan periodically. Neighborhood plans will be reviewed on a yearly basis to ensure that they are accomplishing what the neighborhoods set out to achieve and are having the desired effects. The neighborhood planner, working in conjunction with the neighborhood association, will be responsible for the review of the plan. If the evaluation reveals the need to change the plan, then a neighborhood planning team will be formed to address the issues which are of concern. Revisions to the adopted neighborhood plan will follow the procedures that were used to adopt the original plan.



