



Meeting Packet
August 1, 2016, 3:30 p.m.



**Metropolitan Transportation Planning Organization
for the Gainesville Urbanized Area -
Plan East Gainesville Subcommittee**



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2009 NW 87th Place, Gainesville, FL 32653 - 1803 • 352.955.2200

AGENDA
METROPOLITAN TRANSPORTATION PLANNING ORGANIZATION
FOR THE GAINESVILLE URBANIZED AREA
PLAN EAST GAINESVILLE SUBCOMMITTEE

Grace Knight Conference Room
Alachua County Administration Building
Gainesville, Florida

Monday, 3:30 p.m.
August 1, 2016

STAFF RECOMMENDATION

Call to Order- Chair Charles Goston

Page #1

- I. Approval of the Meeting Agenda and
April 11, 2016 Meeting Summary**

**APPROVE AGENDA AND
MEETING SUMMARY**

The Subcommittee needs to approve the meeting agenda items and meeting summary.

Page #9

- II. Plan East Gainesville
Implementation Plan Status Report**

RECEIVE STATUS REPORT

Staff has prepared a status report of the Plan East Gainesville Implementation Plan.

Page #17

- III. East Gainesville Economic Development
Plans and Studies Update**

NO ACTION REQUIRED

An update on implementation of activities and recommendations contained in East
Gainesville economic development plans and studies will be provided to the Subcommittee.

IV. Comments

- A. Subcommittee Members
B. Citizen Comments

V. Adjournment

If you have any questions, please contact Scott Koons, AICP, Executive Director, at
352.955.2200.

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MEETING SUMMARY
METROPOLITAN TRANSPORTATION PLANNING ORGANIZATION
FOR THE GAINESVILLE URBANIZED AREA
PLAN EAST GAINESVILLE SUBCOMMITTEE

Roberta Lisle Conference Room
City Hall
Gainesville, Florida

3:00 p.m.
Monday
April 11, 2016

MEMBERS PRESENT

Ed Braddy
Harvey Budd
Mike Byerly
Chuck Chestnut
Ken Cornell
Charles Goston

MEMBERS ABSENT

None

OTHERS PRESENT

See Exhibit A

STAFF PRESENT

Michael Escalante
Scott Koons

CALL TO ORDER

Scott Koons, Executive Director, called the meeting to order at 3:09 p.m.

I. ELECTION OF OFFICERS

Mr. Koons stated that the Subcommittee needed to elect a Chair and Vice-Chair.

Commissioner Cornell nominated Commissioner Goston as Chair and Commissioner Chestnut seconded.

Commissioner Chestnut nominated Commissioner Cornell as Vice-Chair and Commissioner Budd seconded.

MOTION: Commissioner Budd moved to elect Commissioner Goston as the Chair and Commissioner Cornell as the Vice-Chair. Commissioner Chestnut seconded; motion passed unanimously.

II. APPROVAL OF THE MEETING AGENDA

Chair Goston asked for approval of the meeting agenda.

MOTION: Commissioner Byerly moved the Meeting Agenda. Commissioner Cornell seconded; motion passed unanimously.

III. PLAN EAST GAINESVILLE STATUS REPORT

Mr. Koons made a presentation concerning the status of Plan East Gainesville, including its development and implementation and answered questions.

A member noted that the recession impacted the timetable for Eastside plan implementation. He noted his concern for reliance on federal funds for Bus Rapid Transit.

Mr. Koons stated that the Bus Rapid Transit studies resulted in the Bus Rapid Transit project not being feasible.

A member commented on the lack of private investment in East Gainesville.

A member stated that the WalMart was intended to be the catalyst for additional development in East Gainesville.

A member asked about development efforts at the fairgrounds and airport. He also asked why the Gainesville Regional Utilities operation center was not located on Waldo Road and suggested establishment of an industrial development authority and annexation of land into the City of Gainesville in order to expand the existing Community Redevelopment Agency.

Chair Goston noted the need of engagement by elected officials to promote East Gainesville development. He discussed the Look East initiative.

A member asked for a summary of what has been accomplished and what opportunities exist based upon the Eastside planning documents. He suggested a joint County Commission/City Commission/Gainesville Area Chamber of Commerce announcement concerning development opportunities in East Gainesville.

Michael Beard, Gainesville Community Redevelopment Agency, discussed barriers to development in the Look East report. He said he could provide copies of the report to the Subcommittee.

Joanie Ellis discussed urban agriculture efforts, "agrihoods" and small businesses.

Susan Davenport, Gainesville Area Chamber of Commerce President, stated that the Chamber was committed to helping the initiative in East Gainesville. She said that the Chamber would work with the Alachua County Board of County Commissioners, City of Gainesville Commission and regional agencies.

Richard Hamann stated that he supported the proposal to redevelop the Tacachale site on Waldo Road.

Kristen Young, Gainesville Citizens for Active Transportation, supported local business development over national franchise stores. She supported access to capital investment by local entrepreneurs.

Susan Marynowski supported the Tachachale redevelopment proposal.

Meg Niederhofer, Women for Wise Growth, discussed the University of Florida Strategic Plan Initiative efforts and suggested coordination with the University of Florida.

A member asked if the Subcommittee needs to define its mission statement.

Mr. Koons restated the mission of Plan East Gainesville and noted that the focus is on transportation-related topics.

A member suggested including Tachachale and Gainesville Regional Airport staff in future meetings.

Erik Bredfeldt, City of Gainesville Innovation and Economic Development Director, discussed projects in East Gainesville.

MOTION: Commissioner Byerly moved to recommend that the Metropolitan Transportation Planning Organization:

- 1. Have staff work with Alachua County staff and the City of Gainesville staff to identify items that have been completed and items that have not been completed in the East Gainesville plans and studies;**
- 2. Have staff work with private economic entities to look into barriers to private investment in East Gainesville;**
- 3. Recommend that Alachua County, the City of Gainesville and the Gainesville Area Chamber of Commerce hold a joint announcement regarding development effort in East Gainesville as a priority;**
- 4. Authorize the Plan East Gainesville Subcommittee to determine staff work tasks for the subcommittee; and**
- 5. Have staff coordinate with the University of Florida Strategic Plan Initiative process.**

Commissioner Cornell seconded; motion passed unanimously.

A member noted concerns by staff regarding the use of federal transportation planning funds to staff the Subcommittee with a broader economic focus. He suggested identification of opportunities for East Gainesville and establishment of a new committee to address affordable housing, Eastside qualified target industry information, Gainesville Regional Airport marketing plan and Alachua County Fairgrounds relocation.

A member suggested using the Grace Marketplace Committee model to establish a committee to address East Gainesville economic development issues.

IV. EAST GAINESVILLE ECONOMIC DEVELOPMENT PLANS AND STUDIES REVIEW

Mr. Koons discussed economic development effort materials for East Gainesville in the meeting packet and answered questions.

Michael Escalante, Senior Planner, stated that additional affordable housing information could be included in the next meeting packet for the Subcommittee.

A member suggested that qualified target industry information be included in the next meeting packet for the Subcommittee.

A member suggested that the fairgrounds report and Airport Master Plan information be included in the next meeting packet for the Subcommittee.

Chair Goston suggested that transit needs information should be provided in the next meeting packet for the Subcommittee.

Jesus Gomez, Regional Transit System Director, stated that this information could be provided.

VII. COMMENTS

A. SUBCOMMITTEE MEMBERS

A member asked about establishing an Eastside commuter work bus.

Chair Goston announced two Look East events, one on May 4, 2016 and the other on May 24, 2016.

A member asked that information on the two Look East events be emailed to the Alachua County Board of County Commissioners.

B. CITIZENS

Several persons asked about the next meeting date for the Subcommittee.

Mr. Koons stated the he would coordinate with Alachua County staff and City of Gainesville staff to schedule the next meeting.

ADJOURNMENT

The meeting was adjourned at 5:05 p.m.

EXHIBIT A

<u>Interested Citizens</u>	<u>Alachua County</u>	<u>City of Gainesville</u>	<u>Florida Department of Transportation</u>
Susan Davenport	Mike Fay	Michael Beard	None
Bruce Delaney	Jim Harriott	Erik Bredfeldt	
John Ellis	Jeff Hays	Jesus Gomez	
Vicki Gervickas	Robert Hutchinson	Malcolm Kiner	
Richard Hamann	Steve Lachnicht	Debbie Leistner	
Kamal Latham			
Susan Marynowski			
Meg Niederhofer			
Kristen Young			

* By telephone

Spoke and provided written comments

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July 25, 2016

TO: Metropolitan Transportation Planning Organization for the Gainesville Urbanized Area
Plan East Gainesville Subcommittee

FROM: Scott R. Koons, AICP, Executive Director 

SUBJECT: Plan East Gainesville Status Report

STAFF RECOMMENDATION

No Action Required.

BACKGROUND

At the request of Alachua County, the Plan East Gainesville Subcommittee met on April 11, 2016 to discuss the status of Plan East Gainesville and consider amendments to the Plan as necessary. At its May 2, 2016 meeting, the Metropolitan Transportation Planning Organization discussed the status of Plan East Gainesville and the Subcommittee recommendations. During discussion of the status of Plan East Gainesville, the Metropolitan Transportation Planning Organization approved a motion to:

1. *Have staff work with Alachua County and the City of Gainesville staffs to identify action items that have been completed and action items that have not been completed as identified in the East Gainesville Final Report and other plans and studies addressing redevelopment in East Gainesville;*
2. *Have staff, with the assistance of Alachua County and City of Gainesville staffs, and the Gainesville Area Chamber of Commerce identify barriers to private investment in East Gainesville;*
3. *Recommend that Alachua County, the City of Gainesville and the Gainesville Area Chamber of Commerce hold a joint announcement regarding development efforts in East Gainesville;*
4. *Have staff coordinate with the University of Florida Strategic Plan Initiative process; and*
5. *Move the tasks from the Plan East Gainesville Subcommittee to a joint Alachua County/City of Gainesville committee staffed by City and County staffs and sunset the Plan East Gainesville Subcommittee.*

Alachua County, City of Gainesville and Metropolitan Transportation Planning Organization staffs collaborated to develop a status report on the implementation of Plan East Gainesville and other East Gainesville development and redevelopment activities.

Exhibit 1 is a copy of the Plan East Gainesville Implementation Plan and Master Plan map. Exhibit 2 is the Plan East Gainesville Implementation Plan Status Report. Exhibit 3 is the Plan East Gainesville document. Below is a link to the Plan East Gainesville document.

http://ncfrpc.org/mtpo/publications/PEG_final.pdf

Attachments

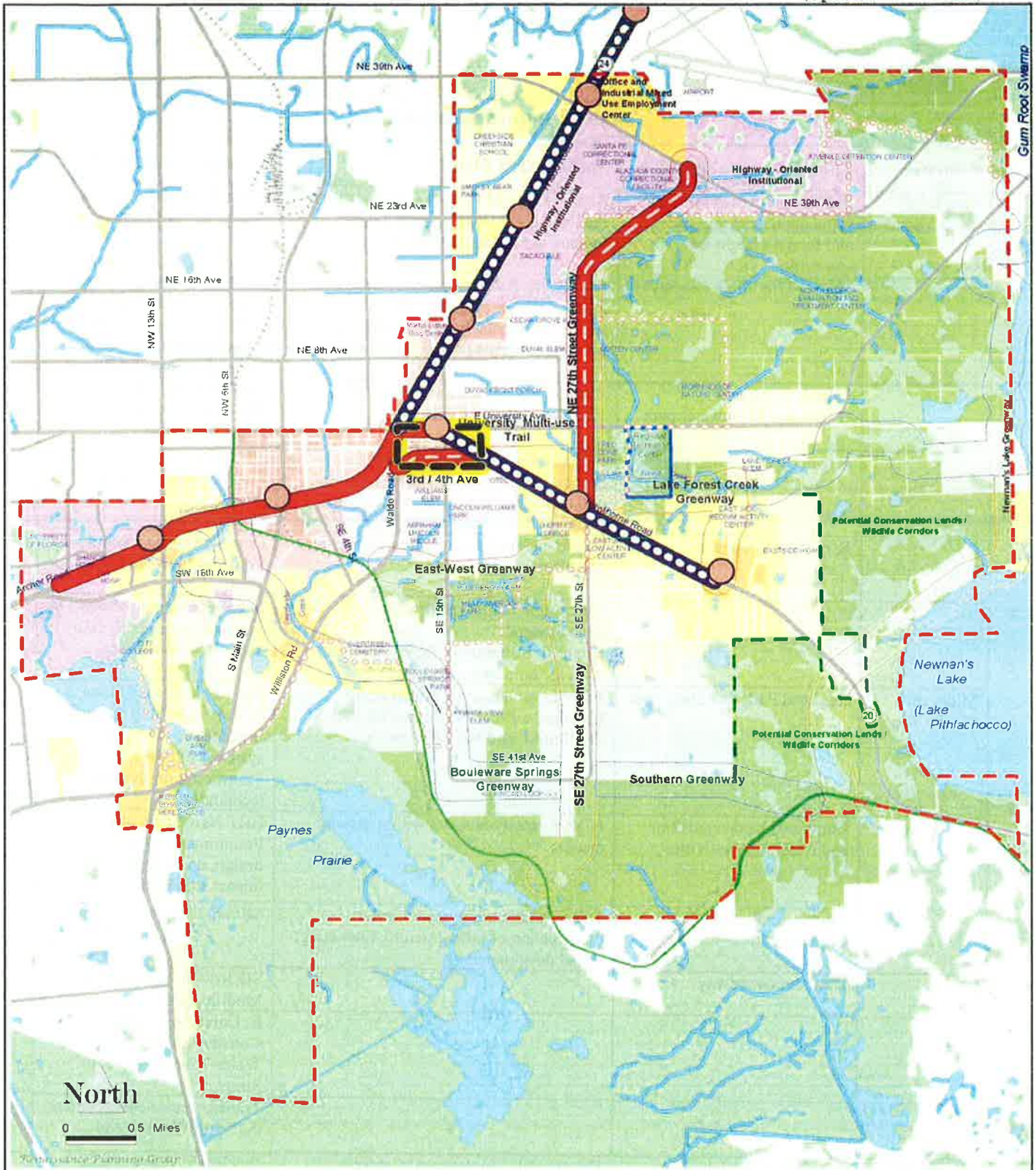
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Table 3: Implementation Plan

Priority	Land Conservation Plan	Special Area Plan	Transportation Plan
Near term (0 - 5 Years)	Identify properties for land acquisition; seeking grants and funding; begin land acquisition	Amend City and County Comprehensive Plan and Land Development Code Prepare marketing plan/toolkit	Amend MTPO Long Range Plan to add BRT system
	NE/SE 27th Street Greenway	Five Points Redevelopment: Prepare detailed master plan; amend CRA Plan; form implementation partnership; identify funding; program public improvements	Bus Rapid Transit Phase 1: Increased service frequency and span of service; traffic signal priority; limited stops; distinctive buses; shelters
	Lake Forest Creek Greenway: stormwater park	Planning for SE 27 th , SE 43 St. and NE 12 th Ave. Activity Centers	BRT new Starts Process: Alternatives Analysis to refine alignment
	Newnan's Lake Greenway	Fairgrounds Employment Center: Planning, form implementing authority; obtain development approvals; secure financing for infrastructure improvements	NE 8th Avenue and SE 15th Street Avenue enhancements
	East-West Greenway	Mixed income housing requirements in place	Downtown East Central Trail and Idylwild Connector Trail
		New single family residential development Establish Community Redevelopment Area for unincorporated area	Intersection enhancements at Waldo Road and NE 16th and NE 8th Avenues
Mid term (5 - 10 Years)	Regional Park Facilities Plan	Activity center development along Hawthorne Rd., Five Points, SE 27th St., SE 43rd St. and NE 12 th Ave.	Bus Rapid Transit Phase 2 - Transit super stop stations, faster fare collections systems, Intelligent Transportation System technology
	Continued land acquisition and restoration activities	Higher density housing within activity centers	BRT New Starts process: Preliminary Engineering, design, and environmental impact statements
	Bouleware Springs Greenway	Fairgrounds Employment Center: construction of infrastructure; marketing; initial development	SE/NE 27th Street Extension
	Southern Greenway		SE 3rd/4th Avenue Roadway Modification
			E. University Avenue Corridor Enhancement - Waldo Road to NE 27th Street
			Transit service enhancement on North Waldo Road
Long term (10+ Years)	Newnan's Lake lakeshore restoration	Fairgrounds Employment Center: Continued development.	Bus Rapid Transit Phase 3 - Exclusive Bus Lanes on Archer Road/Depot Avenue/Waldo Road Trail

PLAN EAST GAINESVILLE

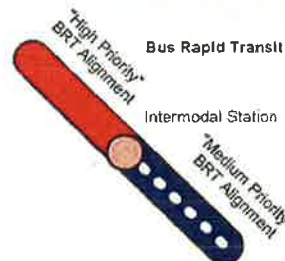
Figure A
Recommended Master Plan (Special Area Plan)



Five Points
Priority Redevelopment
Area



Roadway Modifications
"High Priority"
NE 27th Street
3rd / 4th Avenue



Greenway Corridors

"High Priority"

"Medium Priority"

- Conservation
- Urban Center
- Urban Transition
- Urban
- Suburban Center
- Suburban Transition
- Suburban
- Rural
- District

- City Limits
- Rail Trails
- Wetlands
- Study Area Boundary
- Railroad
- Potential Conservation Lands / Wildlife Corridors Boundary

EXHIBIT 2

Plan East Gainesville Implementation Plan Status Report - Near-Term

Priority	Land Conservation Plan	Special Area Plan	Transportation Plan
Near-Term - 0 - 5 Years	Identify properties for land acquisition; seeking grants and funding; begin land acquisition - No Action.	Amend City and County Comprehensive Plan - Amended City and County Comprehensive Plans Amend Land Development Code - City created a new zoning district to implement the Business Center Concept and the land use and zoning was changed to a Business Industrial zoning to facilitate development in the area. County amended the Comprehensive Plan and Land Development Code to incentivize growth in the Eastside Activity Center. Prepare marketing plan/toolkit - No Action	Amend MTPO Long Range Plan to add Bus Rapid Transit system - Year 2025 Long Range Plan included Bus Rapid Transit Feasibility Study.
	NE/SE 27th Street Greenway - City Land Purchase in 2012 to expand Morningside Nature Center. Florida Forest Service took over Newnan's Lake State Forest property that connects NE 27th Greenway to Newnan's Lake Greenway.	Five Points Redevelopment: Prepare detailed master plan; amend Community Redevelopment Agency Plan; form implementation partnership; identify funding; program public improvements - Gateway feature constructed by the Florida Department of Transportation.	Bus Rapid Transit Phase 1 - Feasibility Study completed. Increased service frequency and span of service; traffic signal priority; limited stops; distinctive buses; and shelters - No Action.
	Lake Forest Creek Greenway: stormwater park - Two conservation easements purchased in this area.	Planning for SE 27th Street, SE 43rd Street and NE 12th Avenue Activity Centers - WalMart Supercenter was approved by the City along Waldo Road.	Bus Rapid Transit new Starts Process: Alternatives Analysis to refine alignment - Alternatives Analysis completed.
	Newnan's Lake Greenway - Florida Forest Service took over Newnan's Lake State Forest property that connects NE 27th Greenway to Newnan's Lake Greenway.	Fairgrounds Employment Center: Planning, form implementing authority; obtain development approvals; secure financing for infrastructure improvements - City and County staff worked together to approve a Master Plan for the Fairgrounds Business Center (NE 39th Avenue). The County did a request for proposal to develop the property. The County purchased property and is pursuing the development of the new fairgrounds to make the existing site available for redevelopment.	NE 8th Avenue and SE 15th Street Avenue enhancements - No Action.
	East-West Greenway - No Action.	Mixed income housing requirements in place - Kennedy Homes site is being redeveloped as the Heartwood Subdivision as a mixed income neighborhood by the Community Redevelopment Agency.	Downtown East Central Trail and Idylwild Connector Trail - No Action
		New single family residential development Establish Community Redevelopment Area for unincorporated area - Finding of Necessity Study completed and Board of County Commissioners voted not to establish Community Redevelopment Area for unincorporated area.	Intersection enhancements at Waldo Road and NE 16th and NE 8th Avenues - Year 2040 Long-Range Plan includes a Waldo Road Pedestrian Safety Modifications project.

Bold blue text indicates the status of Plan East Gainesville Implementation Plan activity stated in the cell.

Plan East Gainesville Implementation Plan Status Report - Mid-Term

Priority	Land Conservation Plan	Special Area Plan	Transportation Plan
Mid-Term - 5 - 10 Years	Regional Park Facilities Plan - No Action.	Activity center development along Hawthorne Road, Five Points, SE 27th Street, SE 43rd Street and NE 12th Avenue. - Community Redevelopment Agency and City approved a Master Plan for the Gainesville Technology Enterprise Center and surrounding properties on Hawthorne Road. It is anticipated that the first development in the Center will occur in the next few months. County approved Comprehensive Plan and Land Development Code amendments for the Eastside Activity Center. County is resurfacing and adding turn lanes and bike lanes to SE 43rd Street this year. There are plans to add bus turn outs and complete the pedestrian network.	Bus Rapid Transit Phase 2 - Transit super stop stations, faster fare collections systems - No Action Intelligent Transportation System technology - Countywide Intelligent Transportation System completed.
	Continued land acquisition and restoration activities - No Action.	Higher density housing within activity centers - County amended its Comprehensive Plan to allow higher densities and mix of uses by right in many future land use and zoning designations in the form of Traditional Neighborhood and Transit Oriented Development Standards.	Bus Rapid Transit New Starts process: Preliminary Engineering, design, and environmental impact statements - No Action.
	Boulevard Springs Greenway - No Action.	Fairgrounds Employment Center: construction of infrastructure; marketing; initial development - No Action.	SE/NE 27th Street Extension - No Action.
	Southern Greenway - No Action.		SE 3rd/4th Avenue Roadway Modification - No Action.
			E. University Avenue Corridor Enhancement - Waldo Road to NE 27th Street - No Action. Transit service enhancement on North Waldo Road - No Action.

Bold blue text indicates the status of Plan East Gainesville Implementation Plan activity stated in the cell.

Plan East Gainesville Implementation Plan Status Report - Long-Term

Priority	Land Conservation Plan	Special Area Plan	Transportation Plan
Long-Term - 10+ Years	Newnan's Lake lakeshore restoration - No Action.	Fairgrounds Employment Center: Continued development - No Action.	Bus Rapid Transit Phase 3 - Exclusive Bus Lanes on Archer Road/Depot Avenue/Waldo Road Trail - No Action.

Bold blue text indicates the status of Plan East Gainesville Implementation Plan activity stated in the cell.

Plan East Gainesville Implementation Plan Status Report Other Development and Redevelopment Activity

Priority	Land Conservation Plan-Related	Special Area Plan-Related	Transportation Plan-Related
None	Gainesville Public Works Department stormwater facility modifications.	City changed the zoning on the Florida Department of Transportation property on Waldo Road near NE 23rd Avenue and some surrounding properties (old mobile home park) on Waldo Road to assist the University of Florida with redevelopment of those properties for University of Florida Eastside Campus.	City, County and University of Florida allocated a combined \$95,000 for additional study of Waldo Road Corridor (Community Design Center).
		University of Florida Eastside Campus redevelopment.	Year 2025 Long-Range Transportation Plan new Gainesville Regional Airport entrance road off of Waldo Road funded with federal earmark funds is completed.
		City changed the zoning of several properties along the northside of NE 23rd Avenue and Waldo Road Corridor to Business Industrial to allow more flexibility for redevelopment of those areas, adding the possibility for more commercial uses in the area.	
		Gardenia Apartments was approved by the City for the redevelopment and improvement of that property.	
		City approved land use and zoning changes for the Hatchett Creek property adjacent to the Ironwood Golf Course.	
		Major developments or additions to existing Airport Industrial Park developments inclusive of Florida Food Service, Performance Food Group, SiVance (a few properties had their land use/zoning entitlement updated to reflect the newly created Business Industrial category as well).	
		City staff has worked with Gainesville Regional Airport staff over the past dozen years to secure millions of dollars in Federal Aviation Administration grant funds for a host of Airport and Airport property improvements ranging from terminal upgrades to general grounds improvements to a new entrance road off of Waldo Road.	
		Armory Building on NE 8th Avenue is scheduled to be occupied by a local company that will be relocating from the Airport property and creating a number of net new jobs over time.	
		Smaller scale improvements in the NE Industrial Park lying to the west of Waldo Road that serves as a vibrant jobs center for the Eastside area.	

Bold blue text indicates the status of Plan East Gainesville Implementation Plan-related activity stated in the cell.



July 25, 2016

TO: Metropolitan Transportation Planning Organization for the Gainesville Urbanized Area
Plan East Gainesville Subcommittee

FROM: Scott R. Koons, AICP, Executive Director 

SUBJECT: East Gainesville Economic Development Plans and Studies Update

STAFF RECOMMENDATION

No Action Required.

BACKGROUND

At the request of Alachua County, the Plan East Gainesville Subcommittee met on April 11, 2016 to discuss the status of Plan East Gainesville and consider amendments to the Plan as necessary. At its May 2, 2016 meeting, the Metropolitan Transportation Planning Organization discussed the status of Plan East Gainesville and the Subcommittee recommendations. During discussion of the status of Plan East Gainesville, the Metropolitan Transportation Planning Organization approved a motion to:

1. *Have staff work with Alachua County and the City of Gainesville staffs to identify action items that have been completed and action items that have not been completed as identified in the East Gainesville Final Report and other plans and studies addressing redevelopment in East Gainesville;*
2. *Have staff, with the assistance of Alachua County and City of Gainesville staffs, and the Gainesville Area Chamber of Commerce identify barriers to private investment in East Gainesville;*
3. *Recommend that Alachua County, the City of Gainesville and the Gainesville Area Chamber of Commerce hold a joint announcement regarding development efforts in East Gainesville;*
4. *Have staff coordinate with the University of Florida Strategic Plan Initiative process; and*
5. *Move the tasks from the Plan East Gainesville Subcommittee to a joint Alachua County/City of Gainesville committee staffed by City and County staffs and sunset the Plan East Gainesville Subcommittee.*

Alachua County, City of Gainesville and Metropolitan Transportation Planning Organization staffs collaborated to develop a status report on East Gainesville development and redevelopment activities.

Exhibit 1 is a copy of the Gainesville Regional Airport Master Plan 20-Year Capital Improvement Program. Exhibit 2 is the Regional Transit System East Gainesville Transit Needs Report. Exhibit 3 is the 2015 Alachua County Qualified Target Industry document. Exhibit 4 is the Alachua County 2015 Business Resources Guide. Exhibit 5 is the Alachua County/Gainesville Area Chamber of Commerce 2015 Business and Economic Growth Action Plan. Exhibit 6 is an Alachua County/Gainesville Area Chamber of Commerce Economic Development Action Plan status report. Exhibit 7 includes the City of Gainesville Business Incentives webpage information. Exhibit 8 includes Gainesville Council for Economic Outreach Five-Year Initiative webpage information. Exhibit 9 is the Gainesville Community Redevelopment Agency Communication Strategy document. Exhibit 10 includes Santa Fe College Center for Innovation & Economic Development webpage information.

Attachments

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The first part of the report discusses the general situation of the country and the progress of the work. It then goes on to discuss the specific work done in the various departments. The second part of the report discusses the results of the work and the progress made. It then goes on to discuss the future work and the progress to be made. The third part of the report discusses the financial situation and the progress made. It then goes on to discuss the future financial work and the progress to be made. The fourth part of the report discusses the personnel situation and the progress made. It then goes on to discuss the future personnel work and the progress to be made. The fifth part of the report discusses the general conclusion and the progress made. It then goes on to discuss the future general work and the progress to be made.

The first part of the report discusses the general situation of the country and the progress of the work. It then goes on to discuss the specific work done in the various departments. The second part of the report discusses the results of the work and the progress made. It then goes on to discuss the future work and the progress to be made. The third part of the report discusses the financial situation and the progress made. It then goes on to discuss the future financial work and the progress to be made. The fourth part of the report discusses the personnel situation and the progress made. It then goes on to discuss the future personnel work and the progress to be made. The fifth part of the report discusses the general conclusion and the progress made. It then goes on to discuss the future general work and the progress to be made.

EXHIBIT 1

AVCON, INC.	20-YEAR CAPITAL IMPROVEMENT PROGRAM (2004-2023)	AVCON PROJECT:	2002.026.01
Estimator: VCL,TST	GAINESVILLE REGIONAL AIRPORT - MASTER PLAN	DATE:	13-Apr-05

**** DRAFT ****

	TOTAL COST
PHASE 1	\$ 90,758,000.00
PHASE 2	\$ 40,179,000.00
PHASE 3	\$ 56,533,000.00
20-YEAR CAPITAL IMPROVEMENT PROGRAM --- TOTAL	\$ 187,469,000.00

PHASE 1		\$ 90,758,000.00
RS&H #	PROJECT #	DESCRIPTION
		RUNWAY 6/24 IMPROVEMENTS
1A		Construct 4,150 l.f. Runway Extension
1B		Construct 4,150 l.f. Parallel Taxiway "A"
1C		Installation of a Non-Precision Instrument Approach
1D		Relocation of Existing Airport Landside Perimeter Road
		RUNWAY 10/28
2A		ILS Approach for Runway 10
2B		Replace PAPI with a VASI on Runway 10
2C		Runway 10/28 Crack Sealing
2D		Runway 10/28 Marking
2E		Runway 10/28 Safety Area Improvements
		TAXIWAY "A"
3A		Taxiway "A" Improvements (Intersection from Taxiway "B" to Intersection of "C")
3B		Taxiway "A" Improvements (Intersection from Taxiway "C" to Threshold of Runway 6)
3C		Taxiway Hold Aprons
		TAXIWAY "B"
4A		Taxiway "B" Improvements
		TAXIWAY "C"
5A		Taxiway "C" Improvements
		TAXIWAY "E"
6A		Taxiway "E" Improvements
		GENERAL AVIATION
7A		Renovate Existing Automated Flight Service Station Building
7B		Seal Coat GA Apron & T-Hangar Apron Pavements
7C		Rehabilitate Taxiway & Apron Pavements for T-Hangars "I" & "J"
7D		Eclipse Aircraft Hangar and Site Improvements
7E		Corporate Hangar - Site Prep and Apron
7F		Construct (3) 80x80 Corporate Hangars
7G		Construct (3) 10 Unit T-Hangars
7H		New Access Rd. Across Little Hatchet Creek
7I		Aircraft Wash Rack
		COMMERCIAL SERVICE
8A		Terminal Renovations
8B		Construct New Airport Access Rd. to Waldo Rd.
8C		Consolidated Rental Car Facility
8D		Rental Car Ready Return Lot Expansion
8E		Auto Parking Lot Expansion for Terminal
8F		Auto Parking Lot Rehabilitation
8G		Covered Parking
8H		Employee Parking Relocation
8I		Taxiway Ready Lot
8J		Air Traffic Control Tower Relocation
8K		Install New Airport Landside Signage
8L		Phase 2 Air Cargo/Rental Car Quick Turn Around Facility
8M		Airport Signage Rehabilitation
		AIR CARGO
9A		Air Cargo Facility

MISCELLANEOUS			
10A	Upgrade Airport Security Fencing	\$	1,845,000.00
10B	Remote Airport Security Cameras and Surveillance	\$	1,240,000.00
10C	Upgrade Airport Fiber Optics	\$	1,163,000.00
10D	Stormwater Master Plan	\$	250,000.00
10E	Phase 1- Airport Drainage Improvements	\$	1,000,000.00
10F	Construct Airport Maintenance Building	\$	1,411,000.00
10G	Airport Maintenance Equipment	\$	1,302,000.00
10H	ARFF Vehicle	\$	775,000.00
10I	Construct Airport Perimeter Road Around SE side of Airport	\$	1,609,000.00
10J	Obstruction Removal	\$	500,000.00
10K	Fuel Truck Access Rd. Segment	\$	240,000.00
10L	FAR Part 150 Study	\$	300,000.00
10M	Wildlife Management Plan	\$	150,000.00
10N	Second Electrical Vault Installation	\$	1,085,000.00
10O	Fuel Farm Expansion	\$	512,000.00
10P	Relocate Cul-de-Sac on West End of the Airport Landside Road	\$	200,000.00
10Q	Airport Rezoning Assistance	\$	50,000.00
10R	Airport Comprehensive Plans Amendment	\$	200,000.00
10S	Relocate a Portion of the Airside Access Road	\$	364,000.00
LAND ACQUISITION			
11A	Land Acquisition for Runway 6/24 Extension	\$	716,000.00
11B	Land Acquisition for Air Cargo Access Road	\$	205,000.00
11C	Land Acquisition for Airport Loop Road	\$	341,000.00
11D	Land Acquisition for Runway 6 RPZ		N/A
PHASE II			\$ 40,179,000.00
LINE #	PROJECT #	DESCRIPTION	
RUNWAY 6/24 AND 10/28			
12A		Crack Sealing for Runway 10/28	\$ 403,000.00
12B		Crack Sealing for Runway 6/24	\$ 248,000.00
12C		Runway 6/24 Re-Marking	\$ 140,000.00
12D		Runway 10/28 Re-Marking	\$ 209,000.00
TAXIWAY			
13A		Construct Connector to Taxiway "C"	\$ 1,039,000.00
13B		Rehabilitate Taxiway "E"	\$ 581,000.00
13C		Rehabilitate Taxiway "C"	\$ 2,255,000.00
GENERAL AVIATION			
14A		Crack Seal and Seal Coat Exist. GA Aprons, Hangar Taxiways and T-Hangar Aprons	\$ 1,062,000.00
14B		Rehabilitate All GA Side Apron (flood) Lighting	\$ 500,000.00
14C		Rehabilitation of All Existing T-Hangars	\$ 2,000,000.00
14D		Rehabilitate Sunshades	\$ 300,000.00
14E		Rehabilitate Joint Aviation Unit Hangar	\$ 264,000.00
14F		Rehabilitate East GA Apron	\$ 2,612,000.00
14G		T-Hangar Taxiway to Serve Northeast "T" Hangar Area	\$ 207,000.00
14H		Construct 3 (10) Unit T-Hangars	\$ 2,560,000.00
14I		Construct of Midfield FBO facility	\$ 6,991,000.00
14J		Construct (3) 80x80 Corporate Hangars	\$ 2,786,000.00
14K		Construct New FBO Hangar and Terminal Space	\$ 2,181,000.00
14L		Construct New Auto Parking	\$ 376,000.00
14M		Remove/Relocate T Hangar Building "F"	\$ 50,000.00
14N		Rehabilitate/Construct Aircraft Apron	\$ 2,581,000.00
14O		Renovate Former Gulf Atlantic Hangar	\$ 250,000.00
COMMERCIAL SERVICE			
15A		Terminal Area Study	\$ 150,000.00
15B		Auto Parking Lot Expansion	\$ 1,616,000.00
15C		Construct Cell Phone Lot	\$ 304,000.00
15D		Construct Two-Lane Outbound Roadway	\$ 687,000.00

MISCELLANEOUS			
16A	Renovate and Rehabilitate ARFF Building	\$	500,000.00
16B	Obstruction Removal	\$	500,000.00
16C	Install Differential GPS System	\$	1,000,000.00
16D	Non-Aviation Land Use Study	\$	100,000.00
16E	Rehabilitate/Install Security Fencing	\$	620,000.00
16F	Stormwater Management	\$	1,000,000.00
16G	Security Road	\$	569,000.00
16H	Phase 2 Airport Drainage Improvements	\$	1,000,000.00
16I	Airport Master Plan Update	\$	500,000.00
16J	Construction Dump Testing and Closing	\$	500,000.00
16K	Land Acquisition for Stormwater Pond	\$	1,540,000.00
PHASE III		\$	56,533,000.00
LINE #	PROJECT #	DESCRIPTION	
RUNWAY 6/24 AND 10/28			
17A	Crack Sealing for Runway 6/24	\$	248,000.00
17B	Runway 6/24 Re-Marking	\$	140,000.00
17C	Rehabilitate 10/28	\$	4,100,000.00
17D	Install Runway 10-28 Centerline Lights	\$	1,395,000.00
TAXIWAY "A,B,C,E"			
18A	Install Taxiway "E" Guard Lights and Stop Bars	\$	442,000.00
GENERAL AVIATION			
19A	Crack Seal and Seal Coat Existing Paved GA Apron, Hangar Taxiways and T-hangar Aprons	\$	1,279,000.00
19B	Rehabilitate Existing GA Access Roads	\$	3,294,000.00
19C	Rehabilitate Existing FAA Facilities Sector Office Building	\$	250,000.00
19D	Rehabilitate WWII hangar	\$	300,000.00
19E	Rehabilitate University Air Center Auto Parking Lots	\$	349,000.00
19F	Rehabilitate West GA Apron	\$	481,000.00
19G	Construct (3) 10 Unit T-Hangars	\$	2,560,000.00
19H	Construct (3) 80x80 Corporate Hangars	\$	2,647,000.00
19I	Convert Existing Taxiway "A" into Airside Access Road	\$	93,000.00
19J	Construct Paved Auto Parking for Aeroflite Hangar	\$	191,000.00
COMMERCIAL SERVICE			
20A	Terminal Building Expansion	\$	24,723,000.00
20B	Rental Car Ready Return Lot Expansion	\$	711,000.00
20C	Auto Parking Expansion	\$	1,616,000.00
20D	Auto Parking Lot Rehabilitation	\$	2,573,000.00
20E	Consolidated Rental Car QTA Expansion	\$	1,597,000.00
AIR CARGO			
21A	Air Cargo Facility Expansion	\$	4,427,000.00
MISCELLANEOUS			
22A	Master Plan Update	\$	500,000.00
22B	Upgrade Fencing Access Gates and Access Control Systems	\$	620,000.00
22C	Stormwater Management	\$	1,000,000.00
22D	Phase 3 Airport Drainage Improvements	\$	1,000,000.00
20-YEAR CAPITAL IMPROVEMENT PROGRAM --- TOTAL		\$	187,469,000.00

EXHIBIT 2

Operating Enhancements - Eastside

Route	DOW	Hours	Operating Cost	Capitol Cost	Total Cost	TDP Priority	Description
2/24	Weekday	8	\$ 125,880	\$ -	\$ 125,880	-	Continue 30-minute frequencies on 2/3 and 24/26.
Holiday Service	Holidays	104	\$ 116,008	\$ -	\$ 116,008	-	Continue holiday service.
15	Weekday	8.5	\$ 138,973	\$ 434,500	\$ 573,473	1	Operate at 20-minute frequencies during peak time
6	Saturday	5.5	\$ 18,556	\$ -	\$ 18,556	4	Operate at 60-minute frequency rather than 120 minute frequency
15	Weekday	5.6	\$ 92,213	\$ -	\$ 92,213	5	Operate 30 minute frequencies during entire span
11	Weekday	2	\$ 32,700	\$ -	\$ 32,700	6	Operate 2 additional evening hours of service
15	Weekday	2	\$ 32,700	\$ -	\$ 32,700	6	Extend service span by 2 hours
2	Sunday	8.5	\$ 28,677	\$ -	\$ 28,677	8	Add Sunday service on the route
11	Sunday	8.5	\$ 28,677	\$ -	\$ 28,677	9	Operate Sunday service at 30-minute frequencies
15	Sunday	8.5	\$ 28,677	\$ -	\$ 28,677	9	Operate Sunday service at 30-minute frequencies
15	Sunday	3	\$ 10,121	\$ -	\$ 10,121	13	Extend service span by 3 hours
11	Saturday	10.5	\$ 35,424	\$ -	\$ 35,424	31	Operate at 30-minute frequencies
15	Saturday	10.5	\$ 35,424	\$ -	\$ 35,424	31	Operate at 30-minute frequencies
15	Saturday	2	\$ 6,748	\$ -	\$ 6,748	31	Extend service span by 2 hours
27	Weekday	3	\$ 49,049	\$ -	\$ 49,049	32	Extend service span by 3 hours
6	Sunday	8.5	\$ 28,677	\$ -	\$ 28,677	37	Add Sunday service on the route
24	Weekday	1	\$ 16,350	\$ -	\$ 16,350	45	Extend service span by 1 hour
6	Weekday	2	\$ 32,700	\$ -	\$ 32,700	43	Extend service span by 2 hours
2	Saturday	2	\$ 6,748	\$ -	\$ 6,748	47	Extend service span by 2 hours
2	Weekday	3	\$ 49,049	\$ -	\$ 49,049	49	Extend service span by 3 hours
6	Saturday	4	\$ 13,495	\$ -	\$ 13,495	55	Extend service span by 4 hours
6	Weekday	10.5	\$ 171,672	\$ 434,500	\$ 606,172	56	Operate 30-minute frequencies
Total			\$ 1,098,517	\$ 869,000	\$ 1,967,517		

Hourly Rate	\$ 64.88
Holiday Hourly Rate	\$ 128.00
Saturday	52
Sunday	52
Weekday	252
Holidays	8
Bus	\$ 434,500



Alachua County Qualified Target Industry

Program Summary— as of March 2015

Program at a Glance

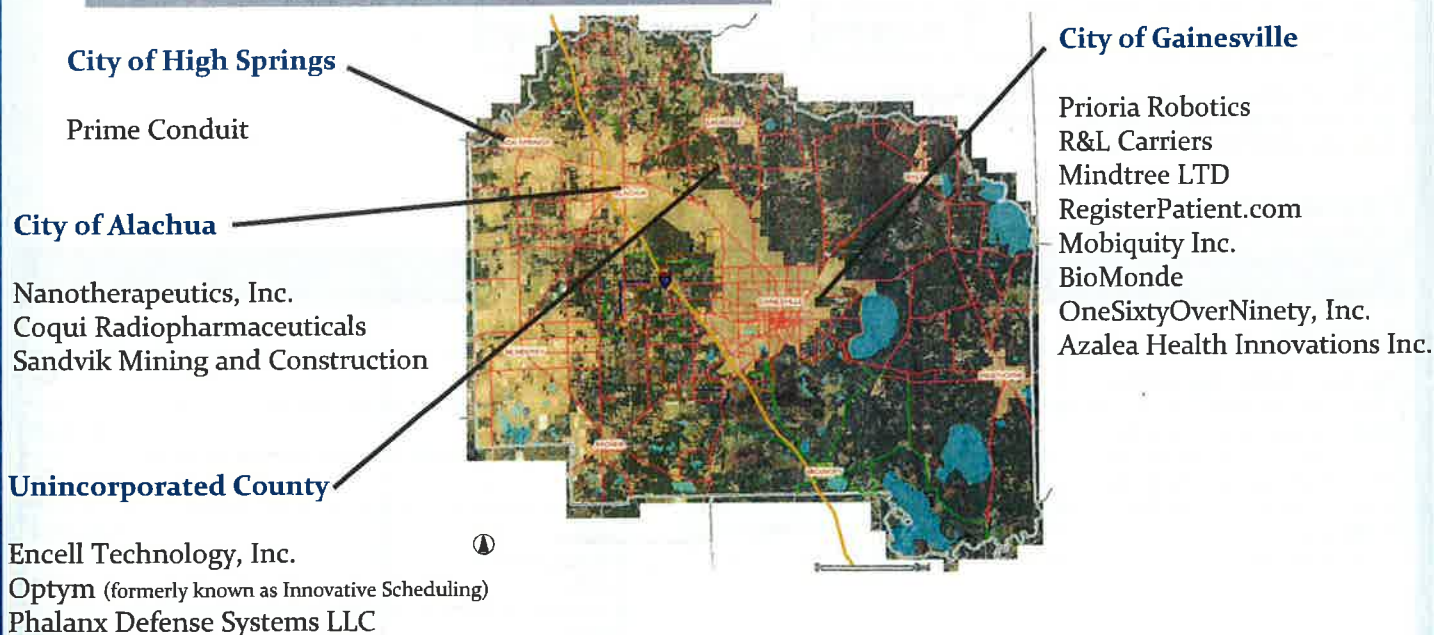
The Qualified Target Industry (QTI) Tax Refund is a tool available to Florida communities to encourage quality job growth in targeted high value-added businesses. The state of Florida pays 80 percent of the refund, while the local jurisdictions share the remaining 20 percent.

Approved applicants who create jobs in Florida receive tax refunds of \$3,000 per net new full-time equivalent Florida job created; \$6,000 in an Enterprise Zone or Rural County. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of the average annual salary, add \$2,000 per job. To get more information about the program, visit Enterprise Florida's website at enterpriseflorida.com.

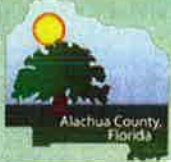
Numbers at a Glance

Approved Companies since 2007	22 companies
Active Projects	15 companies
Active Projects Proposed Net Jobs	1,709 jobs
Active Projects Proposed Capital Investment	\$448,556,538
Future Payment Commitments (FY 2015 to FY 2019)	\$1,023,885
Total Payments to Date (FY 2008 to FY 2014)	\$77,722

Active Projects by Jurisdiction



This is a report prepared by the Alachua County Manager's Office. This report provides a snapshot of the Qualified Target Industry (QTI) program in Alachua County. For question about the program, please contact Edgar Campa-Palafox, Economic Development Coordinator at epalafox@alachuacounty.us or 352-374-5204. Information contained within this report was accurate at the time of publication – Last modified March 2, 2015.



Future Budget Commitments

Total Budget and Leveraged Commitments by Active Project (FY 2015-2019)

Company	County Match	Municipality Match	State Match (1)
Prime Conduit	\$4,500	\$4,500	\$36,000
Prioria Robotics	\$28,000	\$28,000	\$224,000
Mindtree LTD	\$90,000	\$90,000	\$720,000
R&L Carriers	\$94,500	\$94,500	\$756,000
Nanotherapeutics, Inc	\$78,750	\$78,750	\$630,000
RegisterPatient.com	\$19,200	\$19,200	\$153,600
Mobiquity Inc	\$156,000	\$156,000	\$1,248,000
BioMonde	\$16,200	\$16,200	\$129,600
Encell Technology Inc (2)	\$194,835	0	\$779,340
OneSixtyOverNinety Inc	\$28,000	\$28,000	\$224,000
Azalea Health Innovations Inc	\$9,000	\$9,000	\$72,000
Optym (2)	\$140,000	0	560,000
Coqui Radiopharmaceuticals	\$114,800	\$114,800	\$918,000
Sandvik Mining and Construction	\$29,700	\$29,700	\$237,600
Phalanx Defense System LLC	\$20,400	\$20,400	\$163,200
TOTAL	\$1,023,885	\$689,050	\$6,851,340

Note:

(1) State Match amounts do not include Closing Fund and Innovation Fund figures.

(2) County pledges 20% of the total incentive package since company is proposing operations within unincorporated Alachua County.

Budget by Fiscal Year

Fiscal Year	County Match
2015	\$244,250
2016	\$299,217
2017	\$285,217
2018	\$128,234
2019	\$66,967
TOTAL	\$1,023,885

Payments

Payments by Company (since FY 2008 to date)

Company	County Payment
Ignition Entertainment	\$24,794
Enterprise Rent-A-Car	\$45,917
Bren-Tronics Energy Sys	\$7,011
TOTAL	\$77,722

Payments by Fiscal Year

Fiscal Year	County Payment
2008	\$0
2009	\$10,000
2010	\$20,461
2011	\$43,000
2012	\$83
2013	\$4,125
2014	\$53
TOTAL	\$77,722



Approved Companies

Approved Companies since FY 2007						
Company	FY	Status	Jurisdiction	Jobs	Avg. Annual Wage	Projected CAPX
Arnold-Hanafin Corp (1)	2007	Didn't locate in County	Unincorporated	--	--	--
Calvert Industries (1)	2007	Didn't locate in County	Alachua	--	--	--
Ignition Entertainment (1)(2)	2007	Terminated	Gainesville	70	\$45,006	\$690,000
Adv Nutrition Foods (1)	2009	Didn't locate in County	Newberry	--	--	--
Planar Nrg Devices Inc. (1)	2009	Didn't locate in County	Unincorporated	--	--	--
Enterprise Rent-A-Car (2)	2009	Terminated	Gainesville	175	\$35,951	\$4,362,000
Bren-Tronics Energy Syst (2)	2010	Terminated	Unincorporated	15	\$40,000	\$11,000,000
Prime Conduit (3)	2010	Active	High Springs	20	\$37,719	\$4,300,000
Prioria Robotics	2011	Active	Gainesville	40	\$67,588	\$2,034,000
Mindtree LTD	2012	Active	Gainesville	400	\$80,000	\$2,925,000
R&L Carriers	2012	Active	Gainesville	180	\$56,400	\$20,000,000
Nanotherapeutics, Inc.	2012	Active	Alachua	150	\$90,000	\$150,000,000
RegisterPatient.com	2013	Active	Gainesville	32	\$45,000	\$513,000
Mobiquity Inc.	2013	Active	Gainesville	260	\$49,000	\$820,000
BioMonde (4)	2013	Active, Pending announcement	Gainesville	18	\$52,500	\$824,538
Encell Technology Inc. (4)	2013	Active, Pending announcement	Unincorporated	167	\$69,836	\$26,150,000
OneSixtyOverNinety Inc.	2013	Active	Gainesville	35	\$90,000	\$500,000
Azalea Health Innovations Inc.	2013	Active	Gainesville	10	\$60,000	\$30,000
Optym	2014	Active	Unincorporated	100	\$80,000	\$4,800,000
Coqui Radiopharmaceuticals Corp	2014	Active	Alachua	164	\$75,500	\$227,680,000
Sandvik Mining and Construction (4)	2016	Active, Pending announcement	Alachua	99	\$42,397	\$6,750,000
Phalanx Defense Systems LLC (4)	2016	Active, Pending announcement	Unincorporated	34	\$41,476	\$1,230,000

Notes:

- (1) Companies that did not locate in Alachua County or no longer have operations in Alachua County.
- (2) QTI project agreements have been terminated due to a failure to meet eligibility requirements.
- (3) Due to negative economic conditions, Prime Conduit received an Economic Recovery Extension Approval on July 2, 2012. The job creation schedule was shifted to start from FY 2012 to FY 2014.
- (4) Final announcement about the relocation/expansion investment decision is pending.



Alachua County Business Resources Guide



2015

Alachua County

12 SE 1st Street

Gainesville, FL 32601

352-372-5204



Business Resources Guide



Dear Citizens,

Alachua County is committed to creating a business-friendly, diverse and innovative environment where entrepreneurs thrive. Retaining businesses is a key commitment to community prosperity.

This guide is designed to meet your need for information, assistance and support in one of the most dynamic innovation environments in the state of Florida. It is designed as a directory; connecting entrepreneurs and business owners with service providers, support organizations and programs.

Explore this guide to find out more about local, state and national programs, service providers and organizations that can help grow your business. Accessing these resources to make connections, develop and finance your business. It can also inform you of incentives and permits processing.

Whether taking the first step to start a business, expanding to the next level, or considering relocating to our community, this guide is a great start to connect you with the resources of our community.

The County values your decision to become part of our business community. If you have questions or comments, please contact the Alachua County Economic Development Coordinator Edgar Campa-Palafox at 352-374-5204 or epalafox@alachuacounty.us.

Sincerely

A handwritten signature in blue ink, reading "Lee A. Niblock".

Dr. Lee A. Niblock
County Manager

The Alachua County Business Resources Guide is a publication of the Alachua County Manager's Office. This publication is not an endorsement of the views, opinions, products or services of the participants appearing herein. Further, Alachua County does not have any control over and does not assume any responsibility for third party websites or their content.

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Information contained within this guide was accurate at the time of publication – Last modified March 2015. If you wish to be considered to be included in the Alachua County Business Resource Guide, please send an email to acondev@alachuacounty.us.

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Business Development

Counseling



Council for Economic Outreach (CEO)

- Alachua County's designated economic development entity for all of the County.
- CEO's charge is to assist new and expanding businesses and industries through business expansions, growing new businesses, and attracting businesses to our area.

300 E University Ave Suite 100
Gainesville, FL

gceo.com

352-378-7300



Gainesville Area Chamber of Commerce

- The Consultation Program
 - ◇ Created to help Chamber member businesses receive assistance in critical areas of business. Consultations are offered to small business members in the areas of insurance, banking, marketing, accounting, computer, financial planning, engineering and public relations.
- Mentoring Program
 - ◇ Allows newly established businesses, entrepreneurs seeking rapid growth or businesses facing challenging times, to learn from the experiences and techniques established by successful, existing business owners.
 - ◇ Provides one-on-one mentoring sessions from qualified business owners and senior executives who have owned or managed a business for a minimum of five years, to small businesses that may lack sufficient expertise and resources.

300 E University Ave Suite 100
Gainesville, FL

gainesvillechamber.com

352-334-7100



Gainesville SCORE

- Resource partner with the U.S. Small Business Administration, provides **free**, confidential and valuable advice for all business needs throughout the life of your business.
- Experienced mentors work with clients face-to-face, by phone and/or e-mail. Provide guidance about business planning, business operations, marketing, etc. Business related workshops offered at a small fee.

101 SE 2nd Pl,
Sun Center Suite 104
Gainesville, FL

northcentralflorida.score.org

352-375-8278



SF Center for Innovation and Economic Development (CIED)

- Located very close to downtown Gainesville, the center is host of an entrepreneur incubator program, offering services to assist in the growth and development of startup and fledgling companies.
- Entrepreneurs are supported through access to business development resources, shared office space, and administrative and technical support.

530 W University Ave,
Gainesville, FL

sfcollege.edu/cied

352-395-5053

University of North Florida's Small Business Development Center (SBDC)



- Offers high impact consulting and business plan development assistance to entrepreneurs.
- Offers business education services for entrepreneurs via one-on-one counseling and regularly scheduled training seminars.

2153 SE Hawthorne Rd,
Gainesville, FL
sbdc.unf.edu
866-998-8332

Information/Data

Alachua County Library System



- Alachua County Library District is a centralized system consisting of a Headquarters library, 10 branch libraries in convenient locations, and outreach services such as bookmobiles.
- Provides online business information from subscriptions databases such as Demographics Now, Morningstar, ReferenceUSA, Safari Books Online, Murphree Law Library.

aclib.us
352-334-3900

Alachua County's Map Genius



- Mapping product designed to give the ability to easily and quickly find information regarding your property in Alachua County from any web browser, smart phone or tablet.

mapgenius.alachuacounty.us
352-374-5249

Business Resources at UF's Sid Martin Biotechnology Incubator Program



- Online access to UF libraries, such as the Florida BioDatabase Science and other business journals.

sidmartinbio.org
386-462-0880

Florida Economic Gardening Institute



- Economic Gardening embraces strategies to grow existing second-stage businesses, offering strategic research, CEO

growfl.com
407-823-6384

Gainesville Connect



- The site is organized into broad categories that people consider when looking at a community to move to and includes links to organizations for more information about jobs, real estate, sports, nonprofits, churches, the arts, outdoor recreation, attractions, events calendars and business organizations.

gainesvilleconnect.com

Visit Gainesville



- Official tourism marketing organization for Gainesville and Alachua County, providing tourist and travel information about Gainesville and Alachua County.

30 East University Blvd,
Gainesville, FL
visitgainesville.com
352-374-5260

Procurement

Local



Alachua County

- The requests generated by County departments, the Library District and other user agencies results in a continual need for a wide variety of goods and services.
- This program ensures local small businesses have opportunities to participate in the competitive process for County contracts.

alachuacounty.us/DEPTS/ADMINSVCS/PURCHASING
352-374-5202

City of Gainesville Small Business Procurement Program



- Program provides significant opportunities for qualified local small businesses to participate on a nondiscriminatory basis in all aspects of the City's contracting and procurement programs as well as other business services.

gainesvilleequalopportunity.org
352-334-5051



SF Purchasing Department

- The department function is to facilitate college procurement and acts as a liaison between the College and vendors.

sfcollege.edu/finance/?section=purchasing
352-395-5237

UF Purchasing



- Supports the purpose and goals of the University of Florida — its educational, research, patient care, and public service missions — by purchasing and providing quality goods and services at competitive prices and providing responsive and responsible service to all University departments.

purchasing.ufl.edu

UF Small Business & Vendor Diversity Relations



- Seek out, identify and utilize small and diverse businesses to provide services and products purchased by the university, essential in the support of its mission for education, research and public service.
- Provide technical assistance and training to small and diverse businesses to help ensure a competent pool of vendors exist to meet the procurement needs of the university.

sbvdr.admin.ufl.edu

State

Procurement Technical Assistance Center Program (PTAC)



- Helps Florida businesses interested in obtaining contracts with the Department of Defense, other federal agencies, and the state/local government agencies and participating prime contractors.
- Specialized program under the Florida Small Business Development Center Network, helping businesses to obtain 8 (a), SDVOB, WOSB, MBE, Hub Zone, and LMI certifications.

fptac.org

Federal



FederalBizOpp

- FedBizOpps is a federally-mandated online portal that provides information to the public regarding certain federal contracting actions.

fedbizopps.gov



Supplier Connection

- Free web-based portal that allows small businesses to more easily apply to become suppliers to large companies.

supplier-connection.net



Onvia DemandStar

- Connects businesses with nearly 400 government agencies that input bids and quotes directly into the DemandStar system, many of which are unavailable elsewhere.

demandstar.com

Export Assistance



Export-Import Bank of the United States

- Official export credit agency of the United States. Our mission is to ensure that U.S. companies — large and small — have access to the financing they need to turn export opportunities into sales.

exim.gov



FSBDC Export Marketing Plan Services

- Assists qualified manufacturing small businesses in Florida who are "new-to-export" to identify growth strategies through the development of customized Export Marketing Plans.

fsbdc.net/STEP/STEPApp.php
866-737-7232



Southeastern Trade Adjustment Assistance Center

- SETAAC helps manufacturers develop and implement turn-around strategies to compete better with imports. They serve eight-state region of Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina and Tennessee plus Puerto Rico.
- The program to pay for half of your cost of business and engineering consulting services (up to \$75,000 to you for \$150,000 of total consulting costs). If your sales and employment are down as a result of imports, you probably qualify for the program.

setaac.org
770-531-4550

U.S. Export Assistance Center / Florida



- The global network of trade professionals connects U.S. companies with international buyers, providing them with market intelligence, trade counseling, business matchmaking, and advocacy/commercial diplomacy support.
- This organization helps companies looking to make export sale or expand to additional markets, or an international company looking to purchase products/services from the U.S. or find additional U.S. suppliers, offering the expertise to connect with lucrative opportunities.

export.gov

Office Hours: Every 1st Tuesday from 9:30am – 4pm at Gainesville Area Chamber of Commerce Building. To arrange an appointment please contact 352-334-7105 ext. 323 or staci@gainesvillechamber.com



U.S. Small Business Administration (SBA)

- SBA provides counseling, training and financing to support small business export opportunities.

sba.gov/category/navigation-structure/starting-managing-business/managing-business/exporting-importing

Networking

Chambers



Alachua Chamber of Commerce

alachua.com

Archer Florida Chamber of Commerce

archerchamber.com



Gainesville Area Chamber of Commerce

gainesvillechamber.com



Hawthorne Chamber of Commerce

hawthorneflorida.org



High Springs Chamber of Commerce

highsprings.com



Micanopy Area Chamber of Commerce

micanopychamber.com



Newberry Jonesville Chamber of Commerce

newberryjonesvillechamber.com

Organizations



Gainesville Area Innovation Network (GAIN)

- GAIN's Mission is to INSPIRE, CONNECT & EDUCATE entrepreneurs who want to change the world.
- GAIN offers a variety of programs and events, including open events and stakeholder-only events.

gainnet.org

Gainesville Area Women's Network

- Promote cooperation and support among women and those who support or target women in business, providing a strong network of business contacts and enhance members' professional and personal advancement.

gawn.org



Buy Local Organizations

Buy Local North Central Florida



- This program is designed to promote our local economy and support local and independent businesses. Dollars spent at local and independently-owned businesses create a "multiplier effect" in the local economy, meaning that they re-circulate within our community to support small-scale livelihoods and what is unique about North Central Florida.

buylocalncf.org



Our Town

- The Mission of Our Town is to be an advocate for local business owners, to create awareness within our community about the value of supporting the local economy, to advance a level playing field for all businesses, and to promote the unique character of Our Town!

ourtowngainesville.com

Events

Annual Celebration of Biotechnology



- This event is the BioFlorida's Northwest Chapter's Annual Celebration.
- Includes networking event and vendor show with more than 70 vendors and more than 400 people participating.

sidmartinbio.org/events



Annual Women in Entrepreneurship Summit

- Women entrepreneurs discuss challenges and rewards of building businesses

By invitation only

Cade Museum for Creativity and Invention Prize



- An annual competition to encourage Florida's early inventors and entrepreneurs.
- Each year, this award is funded by the Community Foundation of North Central Florida and given to a Florida individual or company that is taking an original idea or product to market

904 S Main St,
Gainesville, FL
cademuseum.org
(352) 371-8001

Celebration of Innovation Startup Showcase



- Opportunity to see startup companies in the areas of life sciences, medical devices, and information technology that are commercializing the latest in technologies generated as a result of more than \$644 million in research conducted at UF.

research.ufl.edu/otl/showcase.html



Gainesville Area Chamber of Commerce

The Gainesville Area Chamber of Commerce offers a multitude of networking events for local business owners that promote economic development, education, celebration, recognition of achievement, and a collective goal to better the City of Gainesville through innovation, commerce and entrepreneurship..

gainesvillechamber.com/events-news/events/events-overview/

These events include:

- **Annual Toast to Business Dinner**
- **Annual Business Showcase**
- **Business of the Year Awards**
- **Chamber After Hours**
- **Chamber 101**
- **Connect Me**
- **Ribbon Cuttings**
- **Ground Breaking Ceremonies**



Gainesville Area Innovation Network (GAIN)

GAIN offers a variety of programs and events to Inspire, Connect and Educate entrepreneurs who want to change the world. gainnet.org/events

Annual ShootOut Investor Presentation Contest and Event

- Allows emerging start-ups a chance to present to investors and others while competing for cash and prizes.

Fast Pitch

- Selected start-ups compete in an annual event where the entrepreneurs ('Pitchers') pitch their business idea to specially recruited investors, mentors or service providers (the 'Catchers').

GAIN Unplugged

- Smaller events that are closed to the public, are either free or minimal cost, and provide small group access to entrepreneurs, area experts well-known innovators visiting town, and others.

Monthly Luncheon Speaker Series

- Every last Wednesday of the month, GAIN hosts a local business and entrepreneur speaker series.



TEDxUF

- Annual Program of local, self-organized events that bring people together to share a TED-like experience.
- Features TEDTalks video and live speakers will combine to spark deep discussion and connection in a small group.

tedxuf.com



Entrepreneurship Case Lecture Series

- Brings entrepreneurial individuals to campus to discuss a range of "emotional" management situations that present themselves throughout the entirety of the entrepreneurial lifecycle.
- The series seeks to enhance understanding of topics relevant to entrepreneurship and innovation, provide the background for those interested in entrepreneurial careers, and introduce participants to resources in the entrepreneurial arena while providing a forum for networking and career development.

(352) 273-0330

CEI@warrington.ufl.edu

Lectures are free and open to the public.



Green Caffeine

- Network, discuss sustainability and make connections, taking place every first and third Wednesday of the month from 8am - 9am at Volta Coffee, Tea and Chocolate in Downtown.

usgbcheartfl.org

Green Drinks Gainesville

- Local chapter of Green Drinks Intl, providing a monthly networking opportunity for anyone interested in sustainability issues. Held the first Wednesday of each month at varying locations.

gogreennation.org/category/green-drinks



Startup Hour

- Monthly networking event giving the opportunity to network with other young, like-minded entrepreneurs and get plugged into the local entrepreneurial ecosystem.

facebook.com/StartupHour



What's Your Big Idea? Gator Business Plan Competition

- Annual business plan competition held in the spring semester. Each team must have at least one UF student in order to qualify, however teams may include non-UF students as well.
- The accompanying Business Plan Lab is open to all participants, regardless of student status, and semi-finals and final presentations will be open to the public.

Contact CEI@warrington.ufl.edu to get involved.

Event Calendars



Business Magazine in the heart of Florida

- Distributed on a monthly basis, this publication offers relevant and valuable business information.

businessmagazinegainesville.com/events/

Business Report Calendar of Upcoming Events

- Weekly description of entrepreneur-focused events in the city plus a short list of upcoming events in the next month.

[gainesvillebizreport.com/
calendar](http://gainesvillebizreport.com/calendar)

Startup Digest

StartupDigest

- Weekly description of entrepreneur-focused events in the city plus a short list of upcoming events in the next month.

startupdigest.com/gainesville

Green Resources

GreenBiz Group



- Provides clear, concise, accurate, and balanced information, resources, and learning opportunities to help companies of all sizes and sectors integrate environmental responsibility into their operations in a manner that supports profitable business practices.

greenbizgroup.com

U.S. Small Business Administration (SBA)



- Green Business Guide: Today there is a new focus on environmental responsibility. A "green" business can not only help protect our ecosystem, but business sales could benefit among consumers who value your environmental efforts.
- Energy Efficiency: Businesses typically need lighting, heating, air conditioning, power for office equipment, and other services to function. This guide will help businesses become more energy efficient.
- Starting a Green Business: The explosion of organic and eco-friendly products on retail store shelves is more than just a passing fad. It's big business. This reality presents opportunities for environmentally minded entrepreneurs ready to start their own small business.

sba.gov/green-business-guide

sba.gov/energy-efficiency

sba.gov/starting-green-business



Water Conservation

- Visit the Alachua County Environmental Protection Department site to learn more about irrigation restrictions, water conservation tips, reports and maps, and water wise landscaping.

[alachuacounty.us/Depts/EPD/
WaterResources/
WaterConservation/Pages/
default.aspx](http://alachuacounty.us/Depts/EPD/WaterResources/WaterConservation/Pages/default.aspx)

Product Development

A² Fab Lab

- Digital fabrication lab with the tools to help you mediate between digital and physical design and creation processes.
- The technologies housed here include two laser cutters, three 3D printers, a 3D scanner and one 3-axis CNC router.

Architecture Bldg. Room 307
University of Florida
331 Inner Rd
Gainesville, FL
arts.ufl.edu/aafablab/



Florida's Tech Toybox, Inc.

- Not-for-profit that provides facilities and expertise to move ideas to a working prototype.
- Services include prototyping, research, and development using nearly all types of materials and systems.

2153 SE Hawthorne Rd, Suite 101
Gainesville, FL
fitechtoybox.org

IPPD

Integrated Product & Process Design, UF College of Engineering

Integrated Product & Process Design, UF College of Engineering

- Completion of project for your company by a multi-disciplinary faculty-coached student design team at very competitive costs.
- Provides your company valuable interaction with faculty who have interest and expertise in technical areas of your business, and visibility with UF students.

ippd.ufl.edu

Finance

Capital / Equity

Angels Investors

Local Angel Investors

Emergent Growth Fund



- Member-managed angel funds that share the same focus on early stage companies.
- The current funds concentrate their activities on companies that are developing unique, leading-edge products, or proprietary technologies that possess the potential for rapid growth in significant markets.

emergentgrowth.com

Synogen



- Private equity venture fund that partners in the creation of medical technology companies.
- Assists its portfolio companies by providing key elements that are critical to their success, from strategic planning, market research and branding to product development, patent and regulatory expertise.

synogen.com



Regional Angel Investors

Florida Angel Nexus (FAN)

- FAN powers angel investments groups state-wide striving to reduce the barriers Florida entrepreneurs face moving from the idea stage to growth & sustainability.

floridaangelnexus.org

- Go Beyond Network (Naples, FL)

go-beyond-network.com

- MBF Healthcare Partners

mbfhp.com

- New World Angels (Boca Raton, FL) newworldangels.com
- Springboard Capital (Jacksonville, FL) 904-861-2400
- Tamiami Angel Fund (Naples, FL) tamiamiangels.com

Venture Capital

Venture Capital with local offices

Harbert Venture Partners



- Provides growth capital to early-stage information technology and healthcare companies primarily across the Southeastern U.S.
- Seeks to capitalize on what it believes are compelling regional dynamics, such as a strong and fast-growing economy, significant research and development activities .

harbert.net

Inflexion Partners, "Florida's Venture Fund"



- Seed and early-stage venture capital fund organized with an emphasis on company building and harnessing regional, national, and international resources of the fund's managers and strategic partners.

inflexionvc.com

MPM Capital



- Life science-dedicated venture investors. with committed capital under management in excess of \$2 billion.

mpmcapital.com

Regional Venture Capital

- Accuitive Medical Ventures (Duluth, GA) amvpartners.com
- Antares Capital (Melbourne, FL) antarescapital.com
- Arsenal Venture Partners (Winter Park, FL) arsenalvp.com
- Ballast Point Venture Partners (Saint Petersburg, FL) ballastpointventures.com
- Buckhead Investment Partners LLC (Atlanta, GA) buckheadinvestments.com
- C&B Capital (Atlanta, GA) croft-bender.com
- Florida Growth Fund (Ft. Lauderdale, FL) floridagrowthfund.com
- Florida Opportunity Fund floridaopportunityfund.com
- Fulcrum Ventures (Atlanta, GA) fulcrumvp.com
- Hatteras Venture Partners (Durham, NC) hatterasvp.com
- H.I.G. Capital (Miami, FL) higcapital.com
- Noro-Moseley Partners (Atlanta, GA) noro-moseley.com
- Seraph Group (Atlanta, GA) seraphgroup.net
- TechOperators LLC (Atlanta, GA) techoperators.com
- TTV Capital (Atlanta, GA) ttvatlanta.com
- Tullis Health Investors (North Palm Beach, FL) tullisfunds.com
- UPS Strategic Enterprise Fund (Atlanta, GA) ups.com/sef

Debt



Accion Florida

- Specializing in working with small business owners who cannot borrow from the bank due to business type, a short length of time in business, or an insufficient credit history. accionusa.org
305-548-3360
- Types of loans: Established Business Loan, Transition Loan, Start-up Business Loan, Brewing the American Dream Loan, and Green Loan.



Community Bank & Trust of Florida's Rebuilding Economic Vitality (REV) Business Loan

- REV helps both new and existing local businesses pursue well planned start-up or expansion activities, by providing flexible financing not typically available for start-up companies and assistance with other banking services critical to the venture's success. cbtfl.com
352-331-1063



Florida First Capital Finance Corporation's Florida Recycling Loan Program (FRLP)

- Access to capital for the purchase of equipment and machinery to expand industrial recycling activities. fffc.com
888-320-5504

Small Business Administration (SBA) Participating Lenders in Alachua County

- Alarion Bank (SBAX, PTX, EX) 352-224-1931
- First Community Bank SW Florida 866-418-0118
- Florida Citizens Bank 352-332-4727
- Florida Credit Union 352-377-4141
- Merchants & Southern Bank (SBAX, PTX) 352-264-7266
- Sunstate Federal Credit Union 352-240-1420
- VantageSouth Bank PLP, SBAX, EX 607-437-7172



University of North Florida's Small Business Development Center (SBDC)

7(a) Small Business Association (SBA) Loan Program

- Provides financing to business for working capital, debt refinance and consolidation, and startup financing.
- Max loan amount of \$5million with 7, 10, or 25 year term depending on use of funds.

sbdc.unf.edu

7(m) Microloan Program

- Provides small loans ranging from under \$500 to \$35,000.

Microloan Program

- Proceeds can be used for typical business purposes such as working capital, machinery and equipment, inventory and leasehold improvement.

504 SBA Loan Program

- Provides long-term, fixed-rate financing to business for the purchase of land, building, machinery and equipment.
- Max loan amount is \$5 million.

Florida's Small Business Emergency Bridge Loan Program

- Short-term, interest-free working capital loans are intended to "bridge the gap" between the time a major catastrophe hits and when a business has secured longer term recovery resources, such as sufficient profits from a revived business, receipt of payments on insurance claims or federal disaster assistance.

floridadisasterloan.org

Incentives

Local



Alachua County Industrial Revenue Bonds

- Bond financing to encourage industry and businesses locate in Alachua County.
- Projects to be considered for financing in addition to machinery, fixtures, equipment and any rehabilitation or addition to any building or structure, are set forth on the Florida Industrial Development Financing Act.

Alachua County Manager's Office
352-374-5204

econdev@alachuacounty.us

Community Redevelopment Agencies (CRAs)

Accomplish community reinvestment projects in partnership with existing and new developments in the CRA districts.



City of Alachua CRA

cityofalachua.com



Gainesville CRA

Operates in four community redevelopment areas: Eastside, Fifth Avenue/Pleasant Street, Downtown and College Park/University Heights. The following programs are available to businesses currently located in (or relocating into) one of the CRA districts:

802 NW 5th Ave, Suite 200
Gainesville, FL
gainesvillecra.com
352-393-8200

- [High-Wage Job Incentive Program](#)
- [Company Relocation Incentive Program](#)
- [Grow Gainesville Fund](#)
- Capital Access Program (CAP)
- Façade Improvement Incentive Program
- Redevelopment Incentive Program
- Transformational Projects Incentive Program
- Business Development Assistance



City of Hawthorne CRA

cityofhawthorne.net



City of High Springs CRA

highsprings.us

Enterprise Zone Tax Savings

- Area in the City of Gainesville that has been targeted for economic revitalization by the State of Florida, offering financial incentives to businesses and property owners to encourage private investment and increase employment opportunities.
- Companies can receive credits on their state sales tax, corporate income tax and property tax. In addition, local incentives include a 50% discount on building permits, development fees and occupational licenses.

cityofgainesville.org/Portals/0/plan/docs/GIS_Enterprise_Zone.pdf

State

Enterprise Zone Program

- Building Materials Used to Rehabilitate Real Property
- Business Property Used
- Community Contribution Tax Credit or Refund
- Electrical Energy Used
- Enterprise Zone Jobs Credit Against Sales Tax
- Enterprise Zone Jobs Credit
- Enterprise Zone Property Tax Credit

Sales Tax Incentives

dor.myflorida.com/dor/taxes/sales_tax_incent.html

Corporate Income Tax Incentives

dor.myflorida.com/dor/taxes/corp_tax_incent.html

Targeted Industries

- Qualified Target Industry (QTI)
- Qualified Defense and Space Contractor Tax Refund (QDSC)
- Capital Investment Tax Credit (CITC)
- High Impact Performance Incentive Grant (HIPI)

enterpriseflorida.com/why-florida/business-climate/incentives



Workforce Training Incentives

- Quick Response Training Program (QRT)
- Incumbent Worker Training Program (IWT)

workforceflorida.com



Infrastructure Incentive

- Economic Development Transportation Fund (EDTF)
- Rural Incentive
- Urban Incentive

enterpriseflorida.com/why-florida/business-climate/incentives

Special Opportunity Incentives

- Brownfield Incentives
- Local Government Distressed Area Matching Grant Program (LDMG)

enterpriseflorida.com/why-florida/business-climate/incentives

Federal

Historically Underutilized Business Zones (HUBZone) Certification Program

- Program that helps small businesses in urban and rural communities gain preferential access to federal procurement opportunities.
- These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone.
- The company must also maintain a "principal office" in one of these specially designated areas.

sba.gov/hubzone



Small Business Innovation Research, Technology Transfer (SBIR/STTR)

- Over \$2 billion available in risk capital to fund the development of new technologies.

sbir.gov



Business Infrastructure

Parks & Facilities



Enterprise Florida Sites and Buildings Database

enterpriseflorida.com/find-properties

Industrial Parks

- Airport Industrial Park
- Alachua Industrial Park
- Florida Crossroads Industrial Zone floridacrossroadsindustrialzone.com
- Gainesville Business Park
- Gainesville Regional Airport flygainesville.com
- New Aviation & Manufacturing Center
- Phoenix Commercial Park phoenixcommercialpark.com
- Progress Corporate Park progressparkfl.com
- Power District


Innovation Square at the University of Florida

- 40-acre urban master plan for a modern live/work/play research and innovation community. The development will build out over five million square feet of hi-tech offices, research space, urban residences, community retail, boutique hotels and open space that connects the University of Florida with downtown Gainesville. innovationsquare.ufl.edu
- With 48,000 square feet of incubator space encompassing laboratories, collaboration rooms and other support areas, this multi-use complex is certain to serve as a breeding ground for breakthrough ideas and products for tech-based companies.



Research Facilities

Florida Biologix

-  Florida Biologix • FDA-compliant facility, provides cGMP manufacturing and testing services to companies and research institutions at competitive pricing.

floridabiologix.ufl.com



Innovation Square at the University of Florida

- See description above.

innovationsquare.ufl.edu

The University of Florida (UF)

- UF is one of the nation's largest and most comprehensive institutions of higher learning. It is also a powerful research engine with 50,000 students, and 70 doctoral programs. with research expenditures in excess of \$702 million.

ufl.edu



Incubators

Blue Oven Kitchens Inc.



- Non-for-profit kitchen incubator serving North Central Florida, providing space business start-up and expansion support for low-income and disadvantaged food entrepreneurs.
- Blue Oven also hosts a variety of cooking classes and provides pro bono consulting to community members seeking to find out more about starting a food business, being a cooking class instructor, or eating more locally.

1323 S Main St,
Gainesville, FL
blueovenkitchens.org

Founders Pad



- Tech incubator located in downtown Gainesville, for small teams involved in mobile and web development, or similar areas.
- Incubated companies taken under the wing of GroovesHark's staff, and receive In-depth CTO-level services for startups looking for help building a development team and launching apps/products.

201 SE 2nd Ave, Suite 209
Gainesville, FL
josh@groovesHark.com

Gainesville Hackerspace



- Provides a physical space where hackers, engineers, scientists, artists, and other creative types can gather to share ideas, equipment, opinions, and even food.
- Members are likely to show up to work on personal projects, consult with other members, and learn new things. More than just a project workspace, the Hackerspace aims to share all types of knowledge in a friendly and collaborative environment.

101 SE 2nd Pl, Suite 100,
Gainesville, FL
skillhouse.org/space

HiveSpace



- UF Hillel, Starter Space, and the Social Entrepreneurship & Sustainability Initiative at UF's Center for Entrepreneurship & Innovation created HiveSpace.
- It is a synergistic business venture focused on creating positive social, environmental, and economic impacts.

hivespace.org



Gainesville Technology Entrepreneurship Center (GTEC)

- A 30,000 sq. ft. incubator located in southeast Gainesville that provides tools, training and infrastructure to help early stage technology and light manufacturing companies launch and grow into financially viable enterprises.

2153 SE Hawthorne Rd, Suite 101,
Gainesville, FL
gtecflorida.com
352-393-6000

GatorLab



- Business incubator at Starter Space in Downtown Gainesville, connecting students with the entrepreneurial industry. The lab recruits students to work on startup projects that could eventually turn into businesses.

308 W University Ave,
Gainesville, FL
gatorlab.com



Florida Innovation Hub at UF

- A 48,000 sq. ft. facility, all-inclusive business incubator in close proximity to UF and plenty of free parking.
- Modern laboratories with access to biological safety cabinets, fume hoods, DI waters, vacuum, gas autoclave and other essential equipment.

747 SW 2nd Ave,
Gainesville, FL
floridainnovationhub.ufl.edu
352-392-8929



Newberry Main Street Incubator

- Collaborates and partners with the City of Newberry and other private entities, to help reach Economic Development and revitalization goals of the City.

25435 W Newberry Rd,
Newberry, FL
newberrymainstreet.com
352-472-2112



Santa Fe Center for Innovation and Economic Development (CIED)

- Located very close to downtown Gainesville, the center is host of an entrepreneur incubator program, offering services to assist in the growth and development of startup and fledgling companies.
- Entrepreneurs are supported through access to business development resources, shared office space, client meeting space and administrative and technical support.

530 W University Ave,
Gainesville, FL
sfcollege.edu/cied
cied@sfcollege.edu
352-395-5053



Sid Martin Biotechnology Incubator

- Located 25 miles northwest of UF in Progress Corporate Park in the City of Alachua, FL.
- The facility features 40,000 sq. ft. of customized biotech incubator space, outfitted with 22 wet labs, pilot scale fermentation facilities, climate controlled greenhouses and extensive array of scientific equipment.

12085 Research Dr,
Alachua, FL
sidmartinbio.org
386-462-0880



Skyward Capital Incubator

- Located in the Seagle Building, provides office space, resources and guidance on running a startup venture

408 W University Ave,
Gainesville, FL
skyward.cc
352-800-6000
contact@skyward.cc



SYNOGEN Downtown Technology Center (DTC)

- Business incubator located in the Sun Center in downtown Gainesville.
- Entrepreneurs and start-up companies rent private offices with shared reception area, conference room and office equipment.

101 SE 2nd Pl, Suite 201-B,
Gainesville, FL
synogen.com/consulting/DTC.asp
352-371-2075

Co-Work Space

Nimbus Cowork



- Coworking facility where home businesses and other individuals can rent space for meetings and other business matters at various levels and rates for flexible time spans.
- Will be located in the UF Innovation Square, five blocks from campus and downtown.

nimbuscowork.com
COMING SOON



Starter Space

- Starter Space, a shared coworking space for entrepreneurs by entrepreneurs in Downtown Gainesville.
- Starter Space has launched several programs to enhance and support entrepreneurial initiatives in Gainesville including GatorLab, which tasks students to create a business within three months; Business Hatchery, a program designed for non-tech and social entrepreneurs; and Hobnob, a joint venture with the Gainesville Chamber of Commerce where Starter Space hosts a career fair.

308 W University Ave,
Gainesville, FL

starterspace.com/events.html

Tech Licensing

flcsoutheast.org



Federal Laboratory Consortium: Southeast Region

- The Southeast Region encompasses the technology transfer offices of more than 40 federal laboratories in nine states.
- One-stop shop for access to the technology resources available in these facilities.



Florida Institute for the Commercialization of Public Research

- Florida's One-Stop-Shop for investors and entrepreneurs who seek to identify new opportunities based on technologies developed through publicly-funded research.
- The Institute facilitates new venture creation through commercially-viable technologies in major industries that are driving the global economy, including clean energy, life science, information technology, aviation and aerospace, homeland security/defense, and other emerging sectors.

747 SW 2nd Ave, Suite 329
Gainesville, FL

florida-institute.com
352-294-2728



Florida Small Business Development Center: Business Technology Commercialization

- The Business Technology Commercialization Program provides support for the rapid commercialization of innovative products and processes, systems integration, productivity and quality improvements by small and medium-sized enterprises (SMEs) engaged in R&D or manufacturing in Florida.
- The BTC also assists in locating sources of venture capital, angel investors and other alternative financing.

floridasbdc.org/SpecialPrograms/BTC/



UF Office of Technology Licensing (OTL)

- Assists UF faculty in matters related to intellectual property development, including interactions with commercial partners, IP management, bringing the inventions and discoveries developed within the University to market for the public good.

747 SW 2nd Ave,
Gainesville, FL

research.ufl.edu/otl
352-392-8929

Education

Workshops & Programs



CareerSource North Central Florida

- Regional workforce board for Alachua and Bradford Counties, offers a vast array of resources for Employers, Job-Seekers, Career Advising, Training Programs, Start-us and Entrepreneurs. 4800 SW 13th St., Gainesville, FL 32608 careersourcencfl.com 352-955-2245
- **Startup Quest** Entrepreneurship training program for out of work, degree holding, professionals.
- **The Healthcare Biomanufacturing Occupational & Technology Training (HBOTT) program** is a grant-funded program designed to allow employers to hire, train, and retain qualified program eligible employees in full and part time permanent positions.
- **Empowering Women in Technology Startups (eWITS).** ewits.org



Grooveshark University

- Free, semester-long lecture series offered to intermediate programmers at the college level and beyond. grooveshark.com/about/university
- Provides entrepreneurs the knowledge, training, support and network needed to start a business venture, linking entrepreneurs to investors able to invest the seed capital entrepreneurs need to build, launch and market proof of concept prototypes.



Hacker House

- 3 month program taking place in a 110 year old Victorian Mansion located in the Duckpond Historic neighborhood. hackerhouse.info
- The program creates an environment where engineering entrepreneurs can develop viable prototypes ready for investors under the guidance of 8 experienced mentors.



The Hatchery at the Florida Innovation Hub

- A 3 month goal-oriented program offering a workspace and mentor to entrepreneurs developing pilot projects and early-stage business plans. floridainnovationhub.ufl.edu 352-273-4819
- Entrepreneurs have access to all of the educational and networking tools offered through the Innovation Hub for a small fee.



Startup Weekend

- Anyone is welcome to pitch their startup idea and receive feedback from their peers. Teams organically form around the top ideas (as determined by popular vote) and then it's a 54-hour frenzy of business model creation, coding, designing, and market validation.
- The weekends culminate with presentations in front of local and global entrepreneurial leaders with another opportunity for critical feedback.

gainesville.startupweekend.org



3 Day Start-up Gainesville

- An entrepreneurship education program similar to Startup Weekend, but designed for university students with an emphasis on learning by doing.

gainesville.3daystartup.org

University of Florida

Center for Entrepreneurship & Innovation (CEI)

warrington.ufl.edu/centers/cei

352-273-0330



- CEI was created to teach, coach and inspire students to be entrepreneurial, providing students the tools and experiences necessary to creatively pursue new opportunities and innovations in the start-up, social, and corporate venture arenas.
- Through courses, degree programs and complementary activities such as speakers and workshops, CEI currently serves more than 2,000 students per year. CEI delivers introductory and specialized courses at both the graduate and undergraduate level, provides experiential learning opportunities, and connects student entrepreneurs with the resources needed to launch a successful startup.
- CEI offers the nation's most comprehensive specialized degree program focused on entrepreneurship, the Thomas S. Johnson Entrepreneurship Master's Program.

Center for Media Innovation and Research

cmir.iou.ufl.edu



- Research and develop new ways of disseminating strategic communication, providing an outlet for students and faculty, serving as a nucleus for innovation and collaboration.

Engineering Innovation Institute

eng.ufl.edu/innovation



- Fosters a culture of innovation among faculty, students and staff, serving as a nexus of engineering innovation education and experiential programs extending across a wide spectrum.



The Entrepreneurship Club (The eClub)

- Serves all students interested in entrepreneurship at UF by providing a prominent and diverse speaker series that is open to the community and a strong network of like-minded individuals to encourage the entrepreneurial spirit.

facebook.com/eClubUF



Entrepreneurship Minors and Certificates

- The entrepreneurship minor provides all UF undergraduates with the opportunity to learn the basic principles of business operations and new venture development.
- CEI's Certificate in New Venture Creation are designed to provide graduate students the opportunity to pursue careers in the new entrepreneurial economy or to pursue their own venture either upon graduation or at some point later in their careers. The Certificate is open to graduate students enrolled at the Hough Graduate School of Business at the University of Florida. A Graduate Minor in Entrepreneurship is an alternative to the certificate open to graduate students at UF who are not enrolled in the business school.

warrington.ufl.edu/centers/cei/minors.asp

Gator Innovators



- A new agency in the University of Florida's Student Government, has as goal of to "save students money, foster innovation for UF students and promote and assist existing innovation".

facebook.com/SGgatorinnovators

GatorNest



- A hands-on, real world, consulting experience intended to teach entrepreneurship and innovation by working through the real problems of real companies. The course also teaches skills such as goal setting, team management, and handling various team dynamics in an unscripted environment. If your company is interested in becoming a client.

Apply online at:
gatornest.net

Integrated Technology Venture Program (ITV)



- Provides engineering, business, and law students with an intense, immersive entrepreneurial experience.
- The students learn the entrepreneurial process as members of a virtual company led by a CEO experienced in technology-based startups.

itv.ufl.edu
program@ippd.ufl.edu
352-846-1975

JumpstART - Workshops in Creative Entrepreneurship



- Empowers students in fine arts and entrepreneurship through collaborative exploration, discovery, divergent thinking and professional mentorship
- Supported by the College of Fine Arts, School of Art + Art History, the UF Center for Entrepreneurship and Innovation and the UF Engineering Innovation Institute. Special support was received this year from Duane Bray and IDEO.

warrington.ufl.edu/centers/cei/jumpstart.asp

Masters of Science in Entrepreneurship

- The Thomas S. Johnson Master of Science in Entrepreneurship Program (MSE) is where the principle and practice of entrepreneurship seamlessly intersect.
- Through a stimulating curriculum and transformational experiential learning opportunities, this one-year, intensive program equips promising entrepreneurs with the skills and savvy to plan, launch and sustain innovative ventures on their terms. Three-piece suits and old-school methods are not the norm here. Big ideas and a bold confidence are prerequisites.

warrington.ufl.edu/centers/cei
352-273-0330



UF Innovation Academy (IA)

- IA students will take UF courses on campus during the spring and summer terms instead of the traditional fall and spring terms, leaving each fall free for online courses, study abroad, internships, research, community service and employment.
- Additionally, students will be able to participate in fall semester activities available to all UF students.

innovationacademy.ua.ufl.edu



Veterans Entrepreneurship Program (VEP)

- Free rigorous entrepreneurial learning and development opportunity for service disabled veterans and those who have uniquely distinguished themselves in the military.
- VEP is designed for veterans interested in starting a new venture as a means to financial independence and for veterans who have an existing business for which they would like to increase profits.

warrington.ufl.edu/centers/cei/vep/
352-273-0330
michael.morris@warrington.ufl.edu
VEP@warrington.ufl.edu

Santa Fe College



Corporate Training

- Customizable training curriculum to meet needs of students looking to advance their education for personal enrichment, career change/advancement, continuing education or starting a business.

sfcollege.edu/cied/index.php?section=corporate_training



Entrepreneurship Academy

- Program designed for SF students interested to promote entrepreneurial activity among Alachua & Bradford country college students.
- Alliance between Emergent Ventures and Santa Fe College's Student Life and the Center for Innovation and Economic Development (CIED) provides seed capital, business training and mentoring in order to energize entrepreneurial endeavors among college students.
- Entrepreneurship Academy participants receive business training at eight workshops held during spring semester.

sfcollege.edu/cied/index.php?section=entrepreneurship_academy2

Permitting

Municipalities

Alachua County includes 9 incorporated municipalities. If you are starting a business, you must contact the municipality in which your business resides or will reside to obtain the necessary licenses and permits to operate within that jurisdiction.

To locate the municipality where a specific parcel is located, visit mapgenius.alachuacounty.us. Map Genius is a mapping product designed to give the ability to easily and quickly find information regarding property from any web browser, smart phone or tablet.



City of Alachua

cityofalachua.com



City of Archer

cityofarcher.com



City of Gainesville

cityofgainesville.org



City of Hawthorne

hawthorneflorida.org



City of High Springs

highsprings.us

Town of La Crosse

townoflacrosse.net



Town of Micanopy

micanopytown.com



City of Newberry

ci.newberry.fl.us



City of Waldo

waldo-fl.com

County



Alachua County Map Genius

- Mapping product designed to give the ability to easily and quickly find information regarding your property from any web browser, smart phone or tablet.

mapgenius.alachuacounty.us
352-374-5249

Alachua County Tax Collector



- A local business tax receipt is required by Alachua County for the privilege of engaging in a business, profession or occupation. Anyone providing merchandise or services to the public, even though a one-person company or home based occupation must pay a local business tax to operate.
- In Alachua County, any business located within a city limit must pay a local business tax to that city. All businesses located outside city limits must pay a county business tax.

actcfl.org

Start and Locate a Business in Alachua County



- Develops, updates and amends the Comprehensive Plan, as well as implements Land Development Regulations and Capital Improvement Programs in response to changing community and fiscal needs.
- Administers Zoning and other regulations in order to promote appropriate land use, as well as review applications for Zoning changes and Development Plans for residential, commercial, industrial, office and institutional areas.

alachuacounty.us/Businesses/Pages/Businesses.aspx

growth-management.alachuacounty.us/information-center/innovation-partners

State



Division of Corporations

sunbiz.org

Florida Department of Revenue

myflorida.com/dor

State of Florida Licensing

myfloridalicense.com/dbpr

Federal



Internal Revenue Service (IRS)

irs.gov

U.S. Small Business Administration (SBA)

business.usa.gov

Workforce

Employees & Training



CareerSource North Central Florida

- Regional workforce board for Alachua and Bradford Counties, offers a vast array of resources for Employers, Job-Seekers, Career Advising, Training Programs, Start-us and Entrepreneurs.
- If you are a local employer searching for qualified talent, CareerSource can help you fill your position by utilizing various customizable, prescreening options that best fulfill your company's needs.

4800 SW 13th St,
Gainesville, FL
careersourcencfl.com
352-955-2245



City College

- Not for profit private college currently operating five campuses in Florida: Fort Lauderdale, Gainesville, Miami, Hollywood and Altamonte.

7001 NW 4th Blvd,
Gainesville, FL
citycollege.edu
352-335-4000



Employ Florida Banner Center for Construction (BCC)

- BBC is a consortium of industry, workforce, and educational partners providing training and career advancement solutions for Florida's construction workforce.
- BCC is a key component of increasing workers career opportunities and reducing employer training and recruitment expenses.

sfcollege.edu/cied/index.php?sec=tion=banner_center_for_construction
352-381-7084



Institute for Workforce Innovation (IWI)

- Nonprofit organization located in north central Florida for over 25 years
- IWI's mission is to improve our communities' quality of life through education, employment and advocacy , by building affordable housing, providing hunger relief, developing a career ladder, or through grassroots advocacy.

408 W University Ave, Suite 111,
Gainesville, FL
iwionline.org
352 -225-3307



Santa Fe College

- Supports the industry and workforce training needs in Alachua and Bradford Counties by offering a wide array of more than 80 academic degrees, programs, certificates, apprenticeships and Continuing Education/Corporate Training courses.
- Curriculum is developed in close association with industry partners across the spectrum of business and industry sectors.

sfcollege.edu



Santa Fe College Career Resource Center

- Open to community members as well as Santa Fe students, faculty and staff, providing services to current students, prospective students, graduates, Santa Fe Instructors, and community organizations.

Building R, Room 217 (Santa Fe NW Campus)
Gainesville, FL
sfcollege.edu/student/crc
352-395-4121



Saint Leo University

- Saint Leo's Gainesville Education Center offers traditional on-ground courses and distance learning options.

3000 NW 83 St,
Gainesville, FL
saintleo.edu
352-336-3600



UF Career Resource Center (CRC)

- Located on the first floor of the Reitz Union, CRC is a centralized career center which provides a broad-range of career services for UF students and alumni.
- Works with employers to fulfill recruiting and partnership needs, and offers job and internship posting opportunities in [Gator CareerLink](http://GatorCareerLink).
- Ways that employers to get engaged through the CRC: Job postings, Gator CareerLink Account, Career Fairs, Information Sessions, Employer2Student Educational Programs, and Employer University.

First Floor J. Wayne Reitz Union
PO Box 118507,
Gainesville, FL
crc.ufl.edu
352-392-1601



UF Graduate Business Career Services (GBCS)

- GBCS is committed to working with companies in an effort to meet talent acquisition objectives.
- GBCS works in partnership with corporate recruiters and graduate business students in order to provide both groups with the most comprehensive and productive selection of career services and talent acquisition opportunities available.
- GBCS provides services to graduate business students encompass the following Master Programs: MBA, Finance, Real State, International Business, Management, Information Systems and Operations Management, and Entrepreneurship.

University of Florida, 350 HGS
PO Box 117152
Gainesville, FL
warrington.ufl.edu/graduate/gbcs
352-273-4950

Tools & Resources

Certifications

Local

- Alachua County Small Business Enterprise Assistance Program.

alachuacounty.us/DEPTS/ADMINSVCS/EO/SMALLBUSINESS/Pages/SmallBusinessProgram.aspx

State

- Florida Certified Business Enterprise.
- Florida Disadvantage Business Enterprise (DBE) Program.

dot.state.fl.us/equalopportunityoffice/

Federal

- 8(a) Business Development Program.
- ENERGY STAR for Buildings & Manufacturing Plants.
- Green Certification and Ecolabeling.
- Historically Underutilized Business Zones (HUBZone)

sba.gov/content/8a-business-development-1

energystar.gov

sba.gov/content/green-certification-and-ecolabeling

sba.gov/hubzone

Disaster Planning

- Florida Business Disaster Planning
- Florida Business Disaster Survival Kit
- Ready (FEMA)
- RestoreYourEconomy.org

floridadisaster.org/business

tbrpc.org/flbusinesskit/index.shtml

ready.gov/business

restoreyoureconomy.org

Legal Assistance

Business Incorporation

Florida Division of Corporations (Sunbiz)

- Search and access filed information for corporations, limited liability companies, limited partnerships, general partnerships, trademarks, fictitious name registrations and liens.
- Electronic filing and certification can be processed through Sunbiz and Help information is accessible for all filing types. Phone numbers for direct Division contacts are listed and there is an e-mail link to make it convenient for you to contact us with questions or comments.

sunbiz.org



Intellectual Property

The Florida Bar



- The Find A Lawyer directory provides limited basic information about attorneys licensed to practice in Florida and is provided as a public service by The Florida Bar. floridabar.org/names.nsf/MESearchDK?openform
- Online public information from this database includes an attorney's name, address, area of practice, certifications, etc.
- For more search options, including the ability to search for certified specialists, try expanded search.



U.S. Copyright Office

- Site to find copyright laws, how to register for a copyright and download forms to register. copyright.gov



U.S. Patent and Trademark Office (USPTO)

- Information on rules, regulations, fees for registering a patent or trademark. uspto.gov

Useful Links

- Enterprise Florida eflorida.com
- Learn About New Health Care Changes Wizard business.usa.gov/healthcare
- Florida Department of Economic Opportunity (DEO) floridajobs.org
- Florida Venture Forum flventure.org
- Florida Virtual Entrepreneur Center flvec.com
- SCORE Business Templates score.org/resources/tab-a
- Small Business Administration (SBA) sba.gov
- Small Business Hazardous Waste Disposal alachuacounty.us/Depts/EPD/hwc/Pages/SmallBusinessWaste.aspx
- Society of Manufacturing Engineers (SME) Toolkit us.smetoolkit.org/us/en/index
- Start My Gainesville Business startmygainesvillebusiness.com
- Trade Finance Guide export.gov/tradefinanceguide

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Alachua County
12 SE 1st Street
Gainesville, FL 32601
352-372-5204



Business and Economic Growth Action Plan

2015

Alachua County
12 SE 1st Street
Gainesville, FL 32601
352-374-5204



Board of County Commissioners



County Commissioners from left to right:

Robert "Hutch" Hutchinson
Vice Chair

Lee Pinkoson
Commissioner

Ken Cornell
Commissioner

Mike Byerly
Commissioner

Charles "Chuck" Chestnut, IV
Chair

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Last revision: May 4, 2015

Mission Vision and Values

Mission

It is the mission of Alachua County government to provide responsive, quality service to our citizens and to assure the sustainability of our County and its communities by balancing the concerns for economy, environment and social well being within all of our programs.

Vision

Alachua County government is a value-driven organization dedicated to responsive, respectful and courteous customer service. Alachua County is viewed as an innovative and progressive leader in the provision of effective and efficient County services, recognizing the needs of its diverse community.

The County provides an environment that encourages mutual respect, open communication and sharing of ideas in the decision making process. This process includes partnerships with public and private organizations, neighborhoods and employees of Alachua County.

Alachua County government works with the community to effectively plan for growth, with the goal being to balance environmental, social and community development needs.

Values

Integrity

We adhere to standards of ethical conduct.

Honesty

We are truthful, fair and open with our fellow employees and the people we serve.

Respect

We are responsive, compassionate and courteous in all our interactions.

Diversity

We embrace the value and power of diversity in our community.

Innovation

We are committed to the consideration and implementation of new ideas.

Accountability

We are accountable for our behavior and the quality of work performed individually and in teams.

Communication

We encourage open communication and the sharing of ideas to enhance the decision-making process.

Acknowledgments

The preparation of the Business and Economic Growth Action Plan is the culmination of a year of collaborative effort involving the Alachua County Economic Development Advisory Committee (EDAC), the Gainesville Area Chamber of Commerce, Alachua County staff and citizens. We are particularly grateful to all the citizens who generously gave their time and input. Their knowledge and expertise contributed greatly to our understanding of Alachua County business and economic conditions.



Special thanks is given to the following:

EDAC Members:

Erik Bredfeldt
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David Ferro
Marty Goodkind
Dr. Jonathan H. Hamilton
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Dug Jones
Dr. Gunnar Paulson
Tim Treweek
Parker Van Hart
Dudley Wade
Matthew Webster
Janie Williams

Special Recognition:

Former Commissioner Susan Baird

Board of County Commissioners:

Charles "Chuck" Chestnut, IV, Chair
Robert "Hutch" Hutchinson, Vice Chair
Mike Byerly
Ken Cornell
Lee Pinkoson

Gainesville Area Chamber of Commerce:

Tim Giuliani, President & CEO
Kamal I. Latham, VP of Public Policy
Susan Davenport, VP of Economic Development

Alachua County Staff:

Edgar Campa-Palafox, Economic Development Coordinator
Leslie McLendon, Development Services Planner
Steve Lachnicht, Director, Growth Management



Introduction

Today, economic development is not only about promoting and creating opportunities that provide people with a greater access to wealth; it is also about enhancing quality of life, increasing per capita wages, workforce training, and enhancing infrastructure that will assist in protecting and enhancing an area's natural assets. This can be achieved by encouraging a strong diversified economy built on industries that provide well-paid jobs accessible to all.

The Alachua County Economic Development Advisory Committee (EDAC) was created in 1999-2003. It is tasked with providing policy recommendations to the Alachua County Board of County Commissioners (BoCC) related to the promotion of sustainable economic development activity. In 2012, the advisory board developed a Strategic Plan for Economic Development, which outlined general strategies for Alachua County to pursue.

In August 2013, the BoCC directed the County Manager to approach the Gainesville Area Chamber of Commerce to perform an analysis of the County's development review process and requested that EDAC work with the Chamber and return to the Board with recommendations to enhance economic development.

Alachua County and the Chamber then held a



Diverse stakeholder representation was instrumental in understanding of Alachua County business and economic conditions.



"The workshop was an excellent opportunity to have our business community come together with our County government to collaboratively sit down, evaluate the direction we are headed, the policies that are in place, and the things that are working and things that are not working".

Still frame taken from Alachua County "Take 5 Economic Development Workshop" video.

Business and Economic Growth Workshop on April 16, 2014 at the Alachua County Senior Center. The intent of the public workshop was to obtain feedback on business and economic development conditions of unincorporated Alachua County and make recommendations on how to improve them by answering questions such as:

- What can the County and the Chamber of Commerce do to facilitate economic development and help foster talent, opportunity and innovation?
- What can the County do to be more business friendly?

The workshop was well attended by the citizens and building affiliates; a total of approximately 60 individuals. Copies of the EDAC Strategic Plan were provided to each participant. Two general topics were discussed:

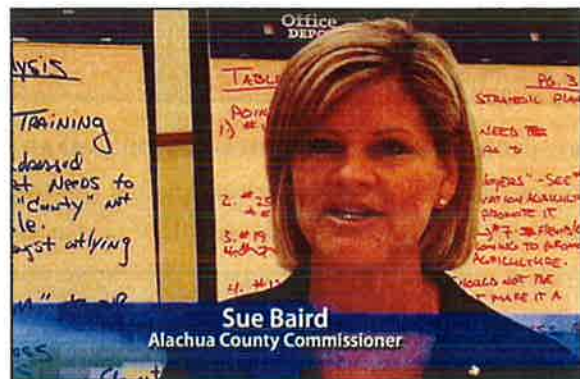
Topic 1: Perceptions of Economic Development in Alachua County

Topic 2: Strategic Plan: What should stay, What should go, What needs to be added?

Several areas of recommendations for economic development emerged from the workshop. EDAC, the Gainesville Area Chamber of Commerce, and county staff then used the workshop recommendations in conjunction with the Strategic Plan to produce this report. **Collaboration with stakeholders was an essential element of producing this report.**

Building on the April 2014 workshop, the intent of this report is to provide specific, actionable items that the County can do to facilitate economic development and improve the climate for starting and growing a business in Alachua County. It is meant to complement other economic development efforts currently taking place within the County. This report is divided into the following six sections:

- I. Introduction
- II. Economic Picture – Overview of Existing Economic & Demographic Information
- III. Background— Existing Plans and Initiatives
- IV. Focus Areas – Overview of Each of the Focus Areas Identified by EDAC
- V. Recommendations and Implementation– Specific Action Items for Each of the Five Focus Areas
- VI. Appendices



“We did have a great cross-section. I was delighted to see the number of different industries that were here together and that everybody gave really good ideas”.

Still frames taken from Alachua County “Take 5 Economic Development Workshop” video.



“The next steps...will be to take this information and organize it and then working in concert with the Chamber and the County, identify those things that can be acted upon quickly. Then to go through them one at a time, the action steps that are identified, and implement them to improve the economic climate and desirability of doing business here in the County”.

Still frames taken from Alachua County “Take 5 Economic Development Workshop” video.

Economic Picture

This section provides an overview of Alachua County's relative economic position as of 2014. It does this by compiling demographic and economic indicators for Alachua County compared to the state of Florida and the nation. The indicators are organized within five categories: Location, Demographics, Employment, Income, and Economy.

According to the University of Central Florida (UCF) *Florida & Metro Forecast 2014-2044 report*, the Gainesville Metropolitan Statistical Area (MSA) is expected to show varying strengths and weakness in the economic indicators. Personal income growth will see an average of 4.8% growth. Real per capita income level is expected to average \$35,200. Average annual wage growth is expected to be 3.5%, while average annual wage level will be at \$46,300. Population growth will average 0.4% annually. Gainesville MSA will see an average employment growth of 1.2% annually, and maintain a low average employment rate at 4.6%.

Location

Alachua County is located in the North Central part of Florida, approximately 85 miles from the Georgia state line, 50 miles from the Gulf of Mexico, and 67 miles from the Atlantic Ocean.



Alachua County is centrally located between major cities including Jacksonville, Orlando and Tampa, and is bordered by eight Florida counties, including Bradford, Clay, Union, Putnam, Marion, Levy, Gilchrist, and Columbia. Alachua County's location within North Central Florida draws from a population base of more than 1 million people, and a labor force of more of more than 469,000 people.

The Gainesville MSA is comprised by Alachua County and Gilchrist County. MSAs are county-based definitions developed by the White House Office of Management and Budget (OMB) for federal statistical purposes. The general concept of a metropolitan area is that of a geographic

area consisting of a large population nucleus together with adjacent communities having a high degree of economic and social integration with the nucleus.

In 2013, the U.S. Census Bureau estimated the Gilchrist County population to be 16,931. Alachua County is surrounded by primarily rural area. Six of the eight contiguous counties surrounding Alachua County are defined as rural, as designated by the state of Florida Rural Economic Development Initiative (REDI).

Distances from Alachua County	
Jacksonville, FL	60 miles
Orlando, FL	102 miles
Tampa, FL	119 miles
Tallahassee, FL	130 miles
Savannah, GA	202 miles
Miami, FL	300 miles
Atlanta, GA	310 miles
Dallas, TX	882 miles

Source: Enterprise Florida, miles are calculated from county seat

North Central Florida Counties Key Indicators

County	Population	Labor Force	Unemployment	Per Capita Personal Income	Poverty Rate *
Alachua	248,002	130,304	4.6%	\$38,393	26.6%
Bradford	27,217	10,551	5.1%	\$31,426	23.1%
Clay	192,843	96,720	5.1%	\$35,706	10.9%
Columbia	67,489	28,502	5.6%	\$29,966	23.4%
Gilchrist	16,880	6,724	5.5%	\$32,846	22.0%
Levy	40,304	16,047	6.1%	\$28,825	22.7%
Marion	335,008	130,806	6.6%	\$35,570	18.6%
Putnam	72,605	27,630	8.0%	\$28,556	25.7%
Union	15,483	4,429	5.4%	\$20,480	26.2%

Sources: Population: Office of Economic and Demographic Research, Florida Population Estimates for Counties and Municipalities, April 1, 2013. Workforce and Unemployment: Florida Department of Economic Opportunity, Local Area Unemployment Statistics by County, Not Seasonally Adjusted, March 2015. Office of Economic and Demographic Research, Per Capita Personal Income: Office of Economic and Demographic Research, Per Capita Personal Income, 2012. . Office of Economic and Demographic Research, Percent in Poverty, 2012. *

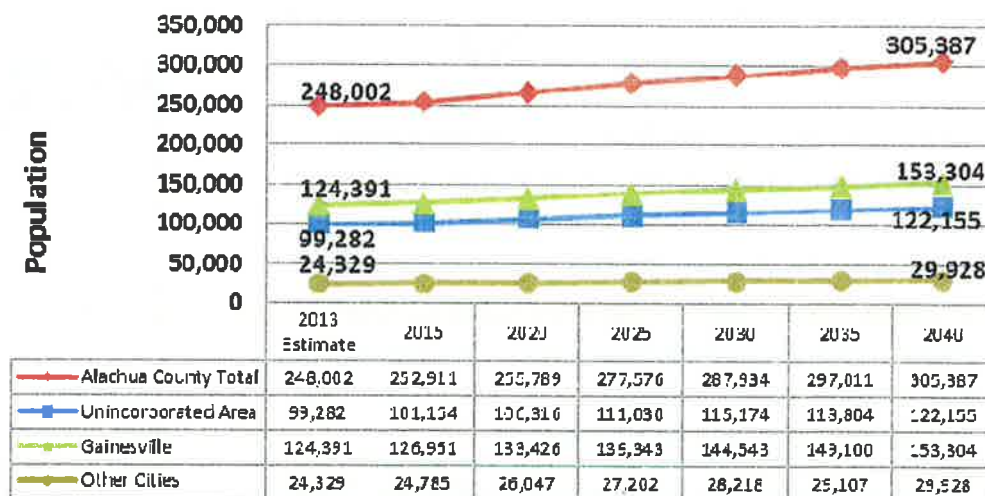
Note: Poverty rates for the counties include college students living off-campus. Alachua County effective poverty rate without college students living off-campus is estimated to be 16.1% according to US Census "Examining the effect of Off-Campus College Students on Poverty Rates".

Demographics

According to statistics from the State of Florida Office of Economic and Demographic Research, in 2013, Alachua County's population was 248,002, and it is projected to grow by about 57,000 (growing from 248,002 to 305,387 by 2040). The annual growth rate through 2020 is projected to be about 2,500 people per year, and then decline to about 1,700 per year toward the latter part of this period. This compares to a growth rate of about 3,000 people per year in previous decades.

Annual growth rate in the region will be lower than in previous decades

Alachua County Population Projections, 2015-2040

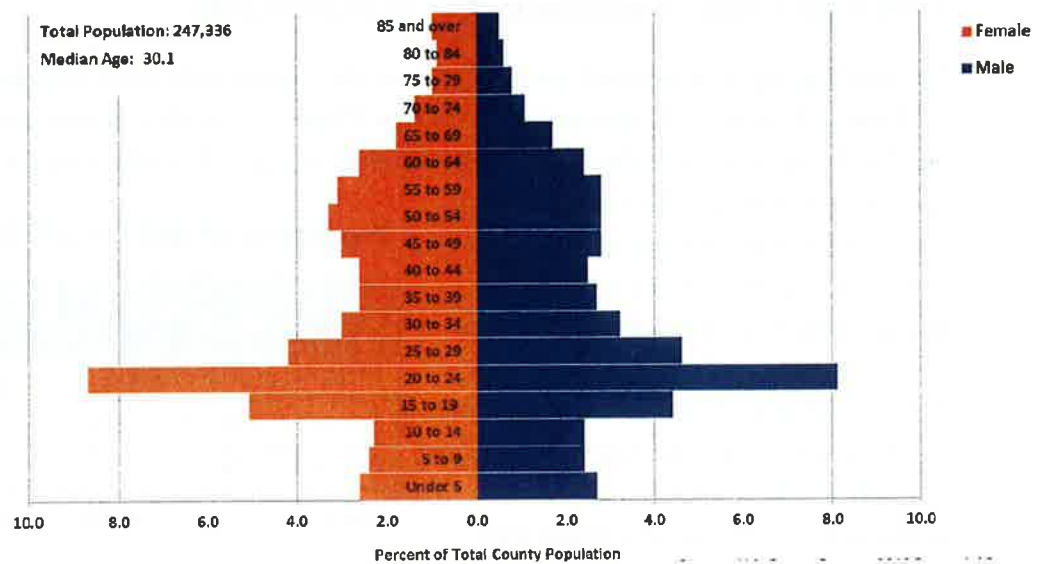


Source: State of Florida Office of Economic and Demographic Research, Medium Projections 2015-2040. City and Unincorporated by Based on Constant Share of Through 2040.

Alachua County's population is relatively young. The County is home to a younger population than the region, state, and nation. Specifically, the college age population comprises more than 20% of the County's population, and children under 17 make up about 18% of the population. The population in these age groups is expected to grow modestly through 2040.

Growth through year 2040 in the younger age ranges, including college students and younger is projected to be moderate (about 8,000 or 14% of the overall growth), as population age 17 and younger grows a little less than 20%, and the college age population (18-24) remains about the same. The growth in population age 25-64 is projected to be about 30% (or about 17,000), and the population age 65 and older is projected to almost double from what it was according to the U.S. Census Bureau 2010 Decennial Census, an increase of about 32,000 people in this age category.

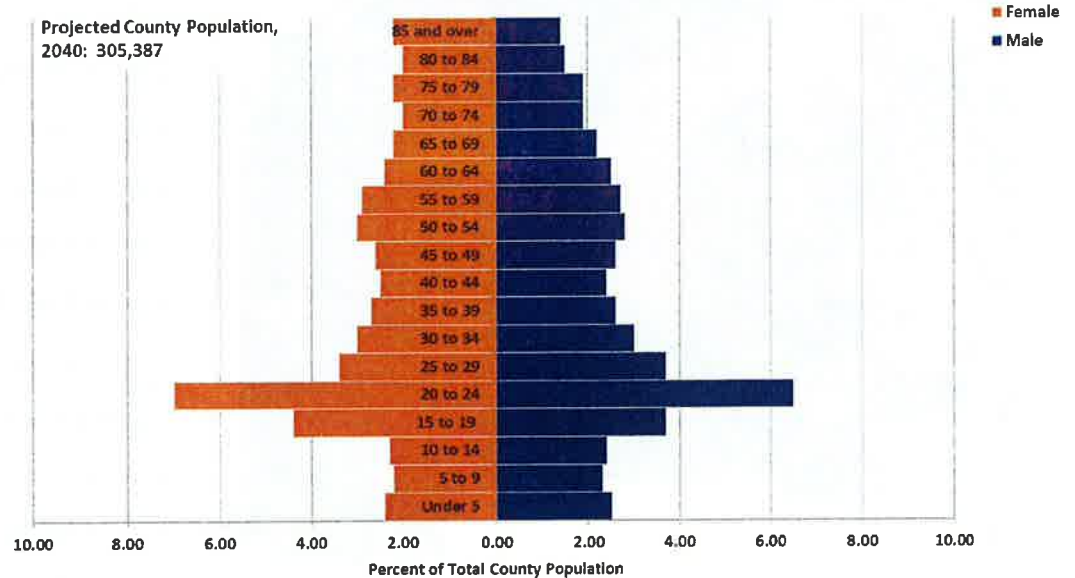
Alachua County Population by Age Range - 2010



Source: U.S. Census Bureau 2010 Decennial Census.

County population is relatively young but is projected to get older in the next decades

Alachua County Population by Age Range - 2040 Projections



Source: University of Florida Bureau of Economic and Business Research.

As a result, over the next 25 years, the County's population, like the U.S. population, is projected to get older, with the share of the County's population in older categories, age 65 or older, almost doubling from 10.8% of the County's population in 2010, to 19.4% in 2040.

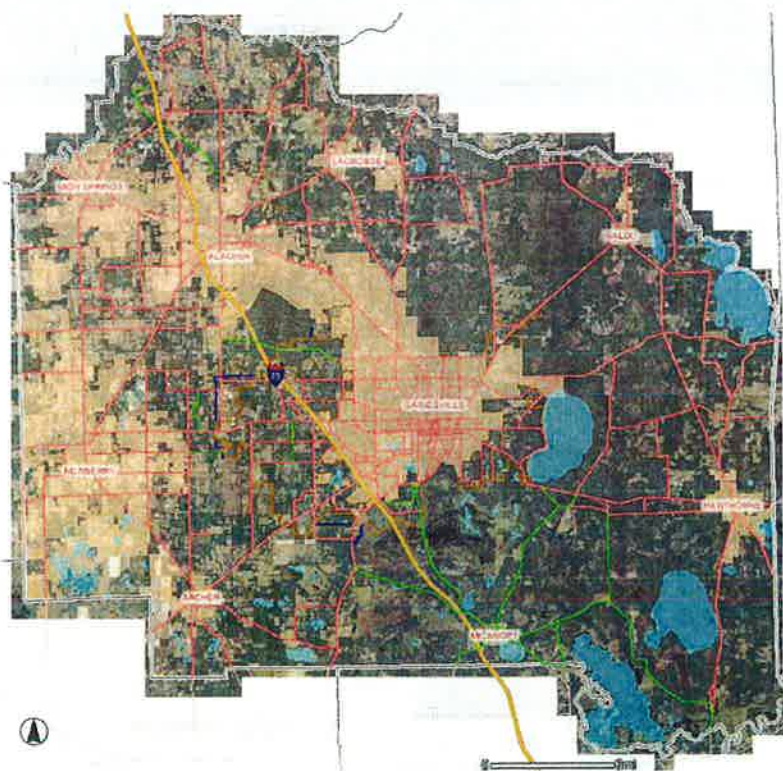
A region's prosperity depends in large part on the productivity of its educated citizens and skilled workforce. Educational attainment in Alachua County exceeds statewide and national level patterns. Alachua County has a higher percentage of residents age 25 or older with a high school diploma than the state and the nation. The County is also ahead of the state and the nation in its share of residents holding a bachelor's degree or higher. According to the U.S. Census American Community Survey 2013, more than 39.6% of the population in Alachua County has a bachelor's degree or higher, compared to 27.2% of the population in the state of Florida and 29.6% in the U.S.

Population 25 and Over Who Have Completed:

Degree	Alachua County	Florida	U.S.
High school or higher	92.4%	86.8%	86.6%
Bachelor's degree or higher	39.6%	27.2%	29.6%
Advanced degree	18.6%	9.7%	11.2%

Source: U.S. Census Bureau. American Community Survey 2013

Municipalities



Alachua County encompasses 969 square miles. The City of Gainesville is both the county seat, and the largest city in Alachua County, which includes the following nine municipalities:

- City of Alachua,
- City of Archer
- City of Gainesville
- City of Hawthorne
- City of High Springs
- Town of LaCrosse
- Town of Micanopy
- City of Newberry
- City of Waldo.

Economic development opportunities exist in each of the nine municipalities as well as the unincorporated County. Businesses must contact the municipality in which they plan to reside to obtain the necessary licenses and permits to operate within that jurisdiction. An overall snapshot view of each municipality and unincorporated area, including maps of development and undeveloped acreage for both Commercial and Industrial Future Land Use follows.

The city of Alachua is a vibrant small-town community located in northwest Alachua County, located right off I-75 with US-441 running right through it.

Alachua is a rural community with strong agrarian roots and a diverse economic structure. The City was incorporated in 1905, and now encompasses 36 square miles. Alachua has a population of nearly 10,000, and a median household income of \$54,263 (Source: 2009-2013 American Community Survey 5-Year Estimates) and is home to international corporations and Fortune 500 companies.

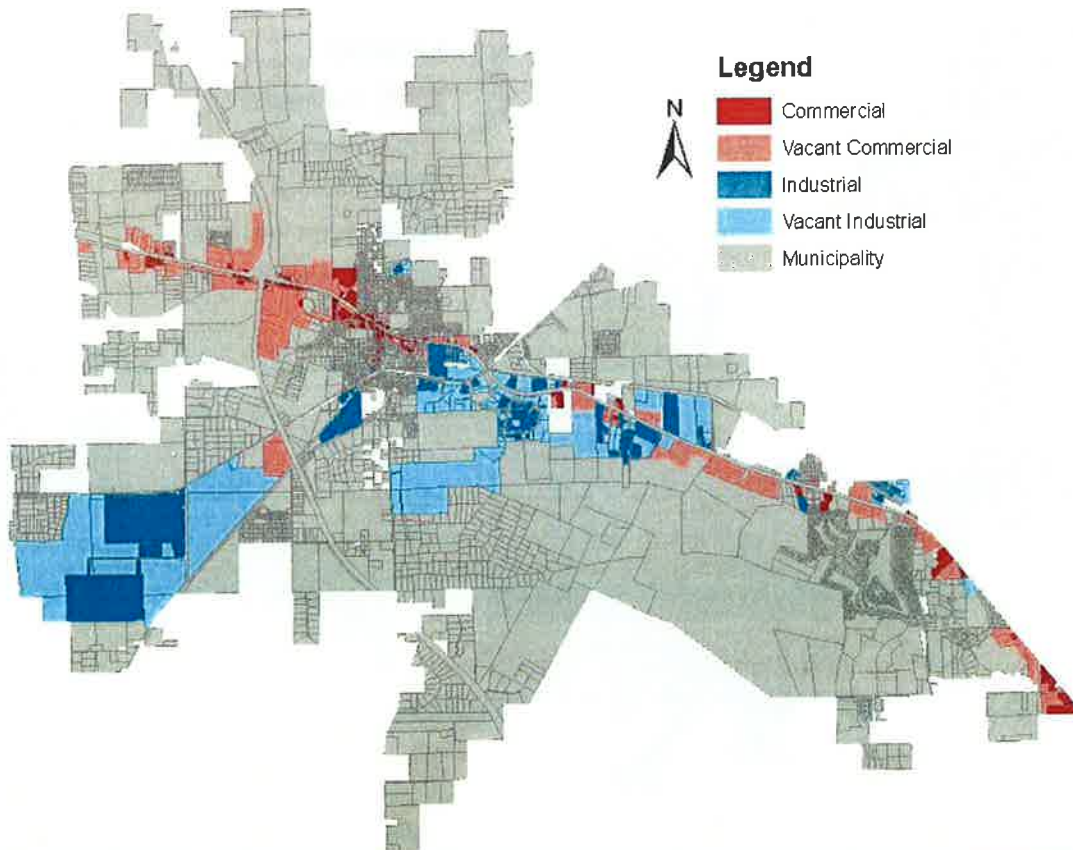
The city is home to San Felasco Hammock Preserve State Park, a 7,350-acre park designed for hiking among mature Florida hammock woodland. The Alachua County Library District operates a branch library in the city that serves the community. Santa Fe College operates the Perry Center for Emerging Technologies that provides residents of northern Alachua County an opportunity for a college education close to home.

Land Use Information

Alachua	Developed Acres	Vacant Acres
Commercial	243.84	908.76
Industrial	948.14	1826.34

Source: Municipal Future Land Use data and Property Appraiser parcel data.

The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zL.MXFa>





City of Archer

cityofarcher.com

The city of Archer is a community located in the southwest corner of Alachua County. Archer started in the 1840's as a frontier village named Deer Hammock or Darden's Hammock. By 1858, the Florida Railroad reached the village. The site of the town was shifted eastward, and christened Archer, after James T. Archer, Florida's first Secretary of State (1845-49)

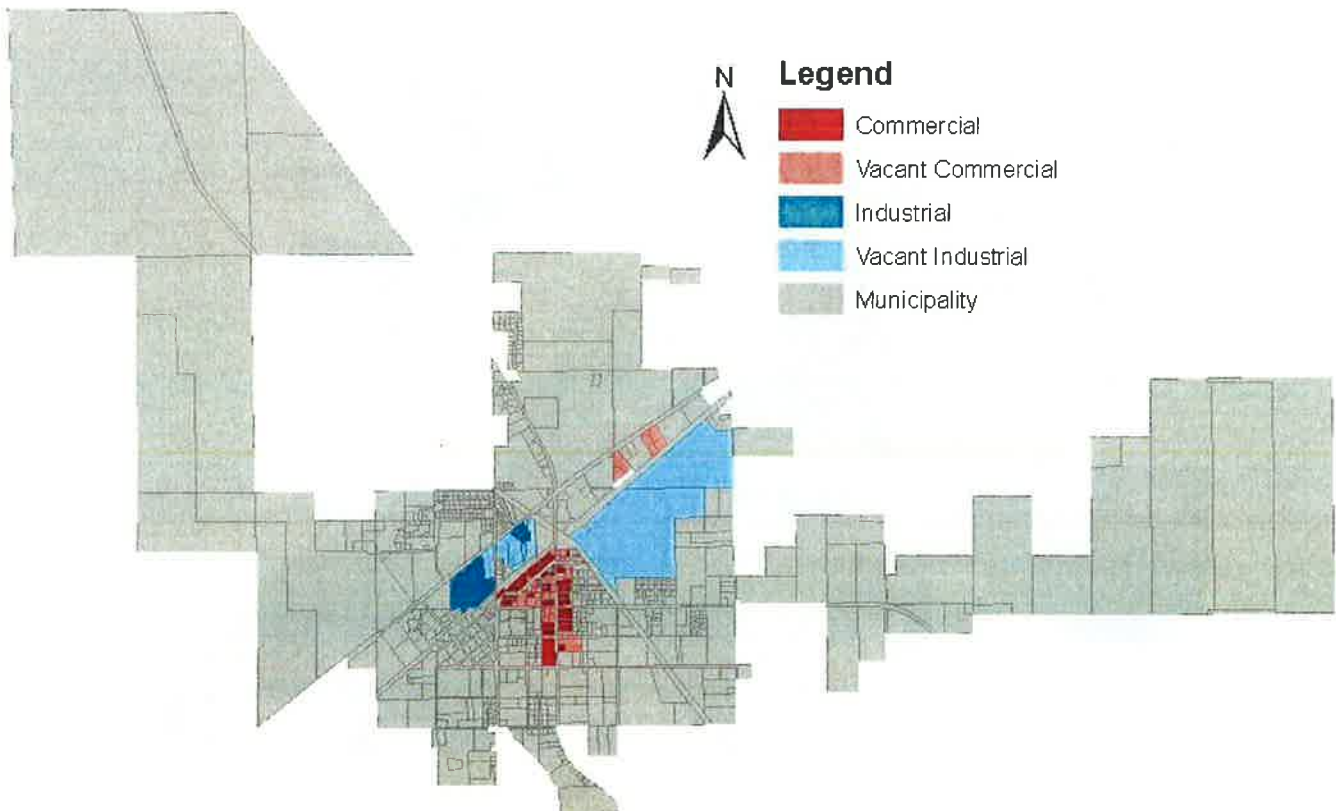
The Alachua County Library District operates a branch library in the city that serves the community. Sante Fe College operates a campus extension in the city as well. Attractions include the Archer History Museum and Laurel Hill Cemetery. Archer has a population of 1,060 and a Median Household Income \$32,209 (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

Archer	Developed Acres	Vacant Acres
Commercial	26.90	24.04
Industrial	21.27	158.24

Source: Municipal Future Land Use data and Property Appraiser parcel data.

The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>





City of Gainesville

cityofgainesville.org

The city of Gainesville is the county seat and largest city in Alachua County, Florida. The city serves as the cultural, educational, and commercial center for the north central Florida region.

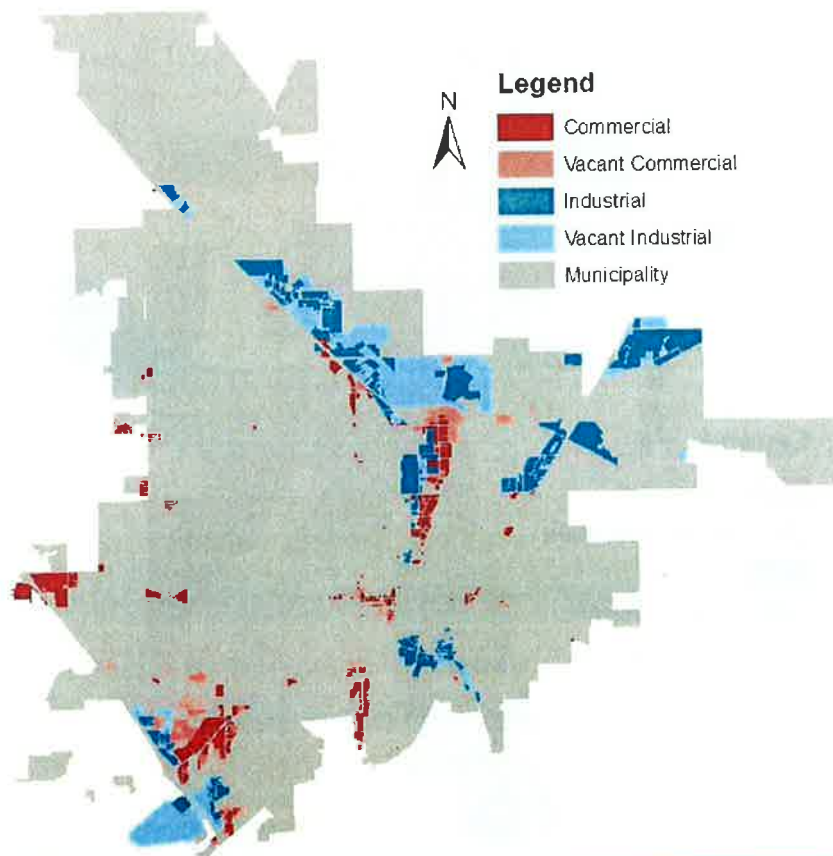
Gainesville is home to Florida's largest and oldest university, and is one of the state's centers of education, medicine, cultural events and athletics. The University of Florida and Shands Hospital at UF are the leading employers in Gainesville and provide jobs for many residents of surrounding counties. Known for its preservation of historic buildings and the beauty of its natural surroundings, Gainesville's numerous parks, museums and lakes provide entertainment to thousands of visitors.

Gainesville has a population of 125,845 and a median household income of \$32,492. (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

Gainesville	Developed Acres	Vacant Acres
Commercial	1546.75	531.54
Industrial	1721.04	1555.33

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>





City of Hawthorne

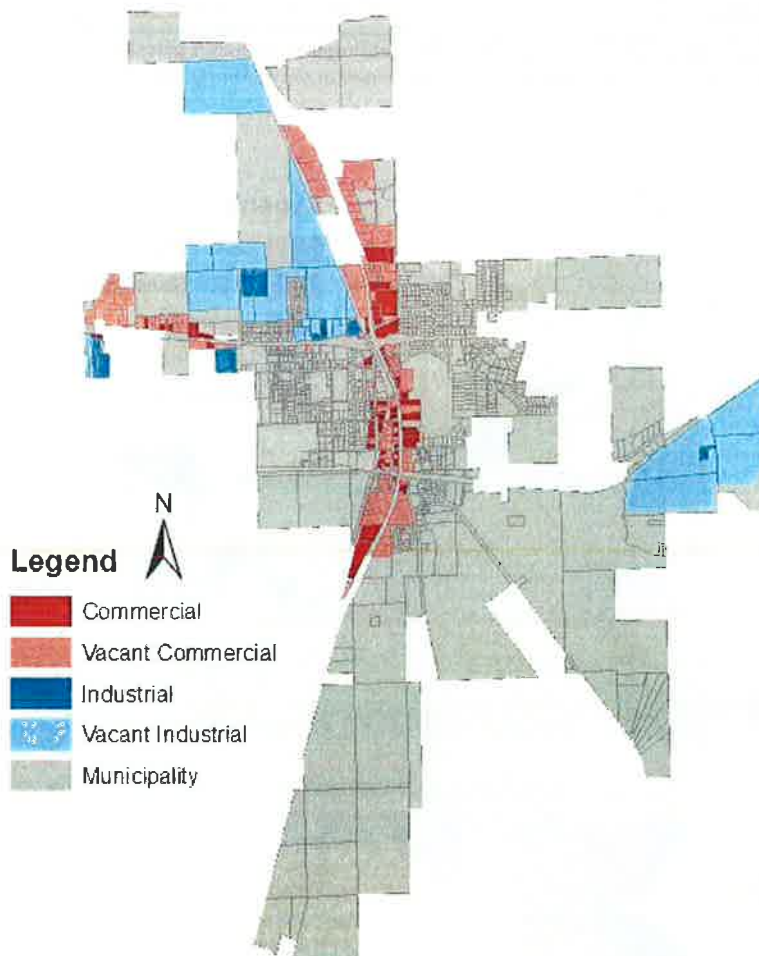
cityofhawthorne.net

The city of Hawthorne is located in eastern Alachua County. Hawthorne is a hub of natural recreation, with 400 lakes in the area and multiple opportunities for hunting, fishing, and biking. The city was incorporated 1881. The Alachua County Library District operates a branch library in the city. Other attractions include the Little Orange Creek Nature Preserve and Nature Park as well as the Gainesville-Hawthorne Trail State Park. Hawthorne has a population of 1,545 and a Median Household Income \$37,240 (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

Hawthorne	Developed Acres	Vacant Acres
Commercial	65.87	162.98
Industrial	35.61	389.01

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcgis/1zLMXF6>





City of High Springs

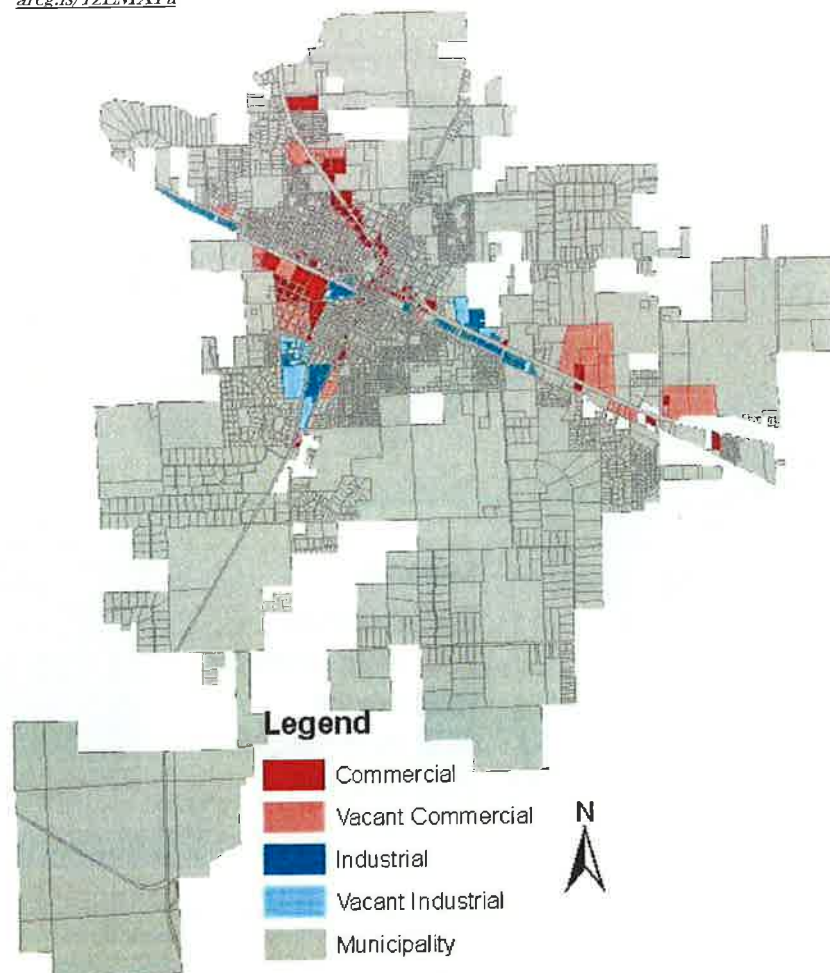
highsprings.us

The city of High Springs is located in the northwest Alachua County. This community is home to the area's largest spring, and it is gateway to the crystal-clear springs that draw visitors for swimming, snorkeling, scuba diving, canoeing and exploring. The Alachua County Library District operates a branch library in the city of High Springs that serves the community. Other attractions include the Old Train Depot, O'Leno State Park, and a variety of restaurants and shops. High Springs has a population of 5,442 and a Median Household Income \$53,295 (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

High Springs	Developed Acreage	Vacant Acreage
Commercial	186.72	296.06
Industrial	112.53	89.77

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>



Town of LaCrosse

townoflacrosse.net

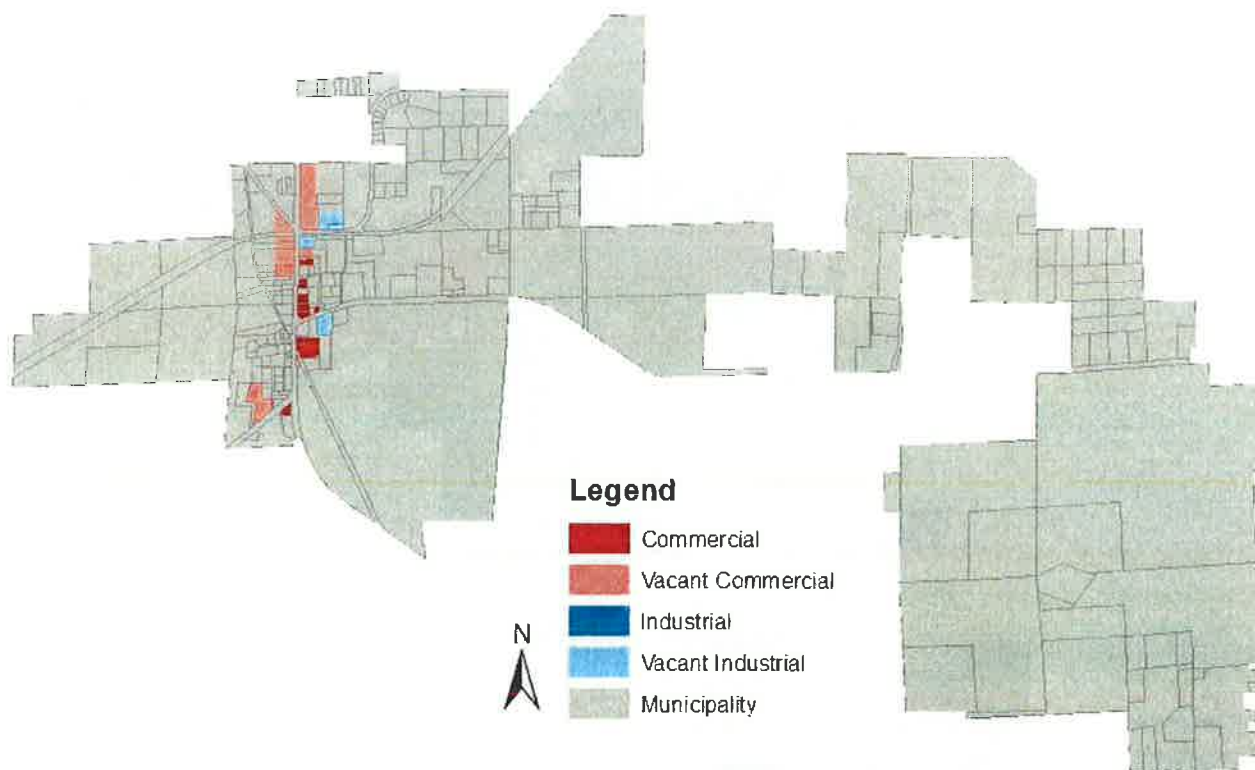
The town of LaCrosse is small rural community situated in the northwest portion of Alachua County, 15 miles north of Gainesville, and within a few miles of both the Union County and Bradford County lines.

LaCrosse provides easy access to the many recreational activities offered in North Florida. The town was incorporated in 1957, and as of the 2010 Census, has a population of 360 citizens. The Alachua County Library District Bookmobile makes a stop in LaCrosse several times a month.

Land Use Information

LaCrosse	Developed Acres	Vacant Acres
Commercial	8.79	24.77
Industrial	0.0	7.70

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>





Town of Micanopy

micanopytown.com

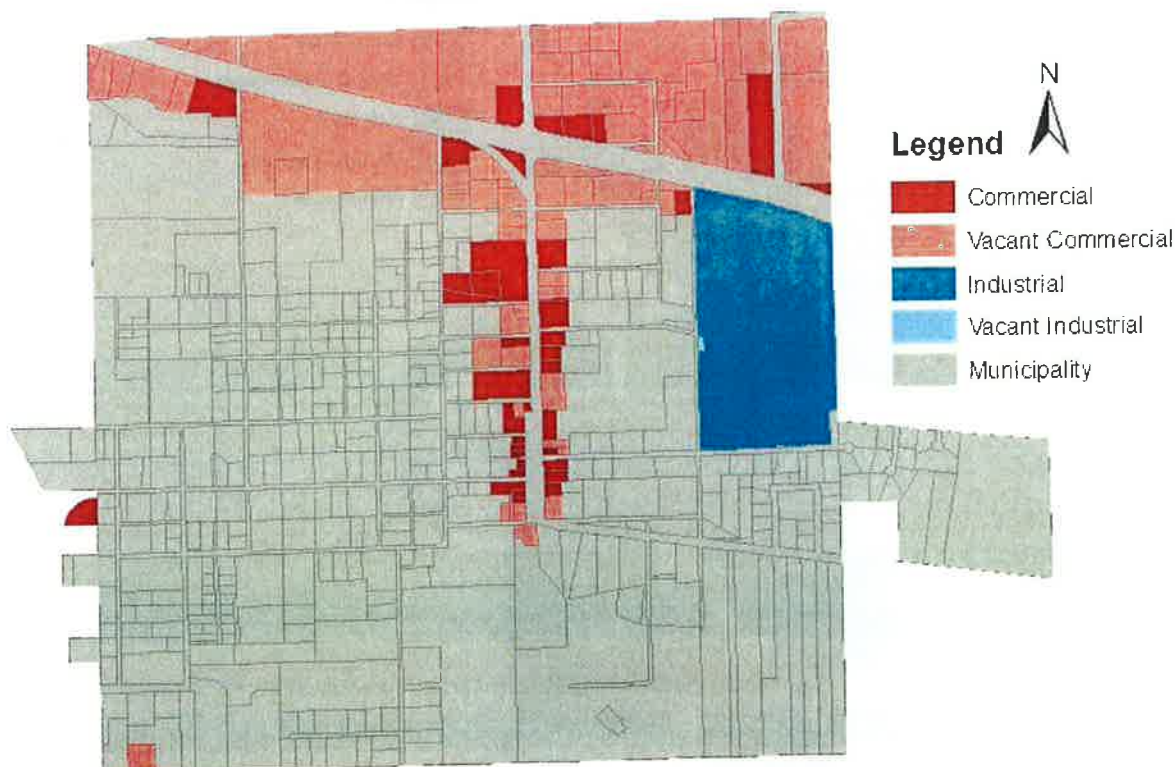
The Town of Micanopy is a small rural community located in the southern portion of Alachua County near the Marion County line. The town of Micanopy was incorporated in 1889. The town center is listed on the National Register of Historic Places and encompasses 38 buildings. Micanopy's Historic District contains a number of antique stores, as well as a large used book store and several restaurants. The historic home of author Marjorie Kinman Rawlings is in nearby Cross Creek.

The Alachua County Library District operates a branch library in the city that serves the community of Micanopy. Micanopy has a population of 675 and a Median Household Income \$43,750 (Source: 2009-2013 American Community Survey 5-Year Estimates)

Land Use Information

Micanopy	Developed Acres	Vacant Acres
Commercial	25.19	107.04
Industrial	40.13	0.11

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFz>





City of Newberry

discovernewberry.com

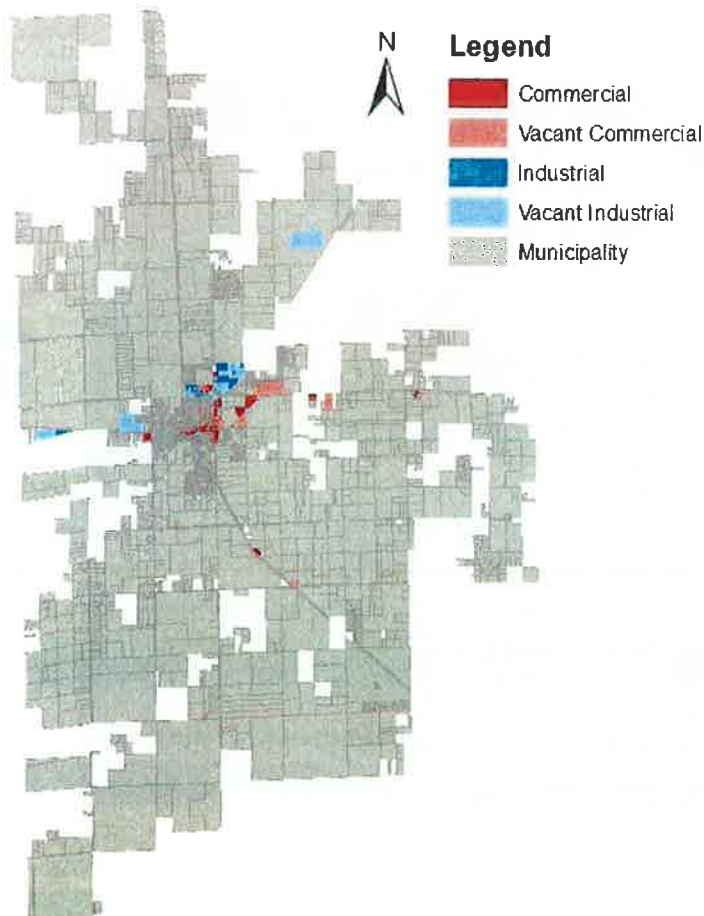
The city of Newberry is located on the southwest side of Alachua County. Much of the city borders the neighboring Gilchrist County to the west. The city is an important hub of agriculture in Alachua County.

The city was officially incorporated in 1895. The Newberry Historic District is listed on the National Register of Historic Places. The Alachua County Library District operates a branch library in the city. Other attractions include the Easton-Newberry Sports Complex and the Canterbury Equestrian Showplace. Newberry has a population of 5,083 and a Median Household Income \$51,486 (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

Newberry	Developed Acres	Vacant Acres
Commercial	86.60	118.70
Industrial	71.90	123.10

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>



City of Waldo



Established 1859

City of Waldo

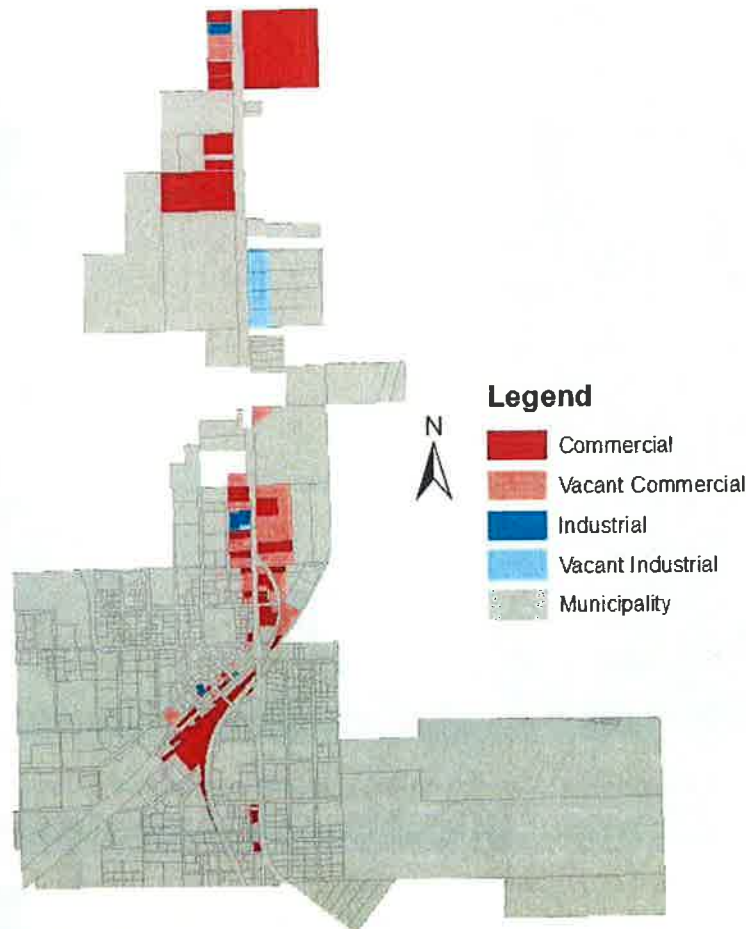
waldo-fl.com

The city of Waldo is a small rural community located in northwest Alachua County. Waldo is one of Alachua County's oldest towns founded in 1820. The Alachua County Library District operates a branch library in the city of Waldo that serves the community. Area attractions include the Waldo Farmer's & Flea Market. Waldo has a population of 1,198 and a Median Household Income \$ 27,837 (Source: 2009-2013 American Community Survey 5-Year Estimates).

Land Use Information

Waldo	Developed Acres	Vacant Acres
Commercial	101.97	30.91
Industrial	5.13	10.54

Source: Municipal Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFz>





Unincorporated Alachua County

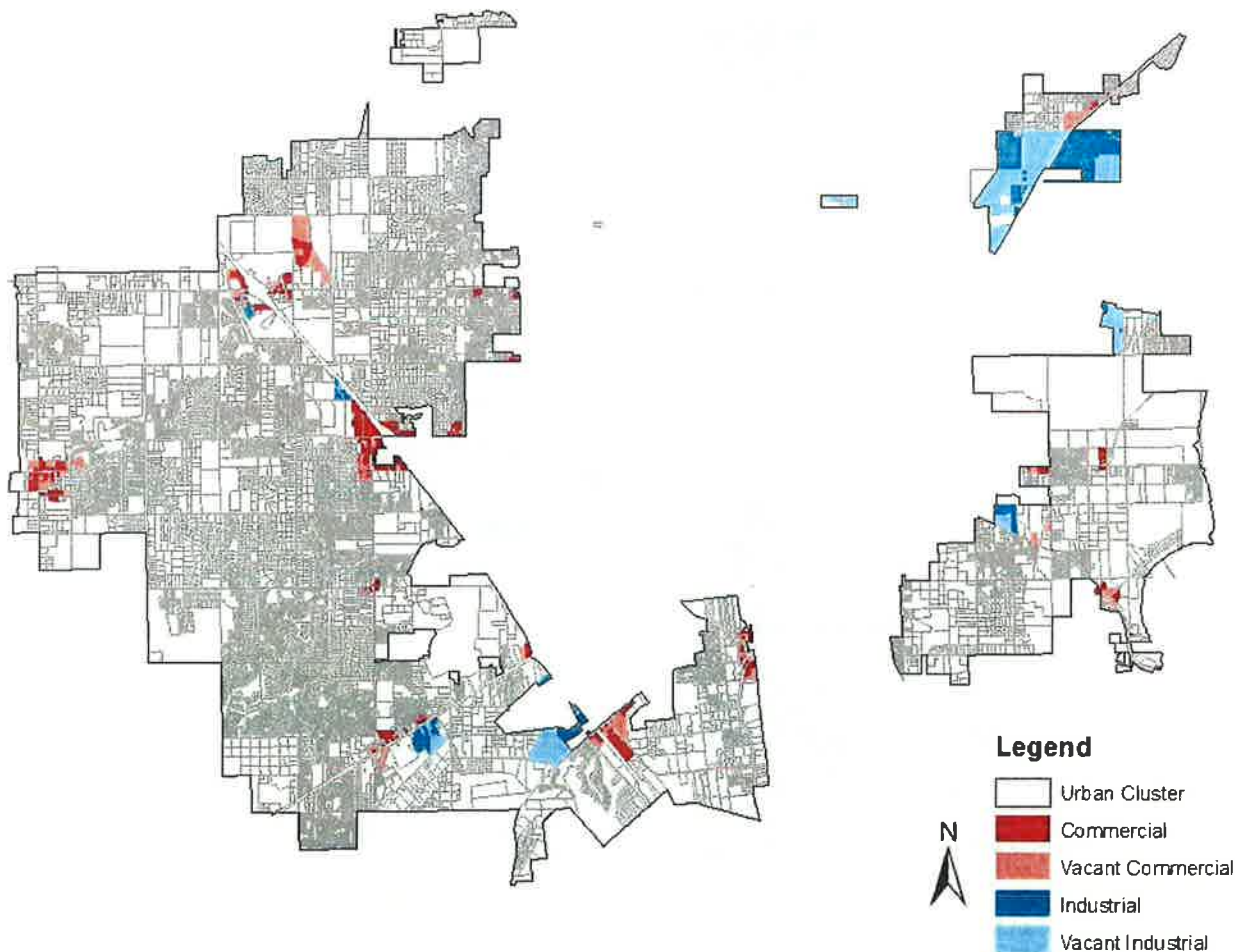
alachuacounty.us

The Urban Cluster portion of unincorporated Alachua County is the area generally surrounding and adjacent to the City of Gainesville. The intent of the Urban Cluster is to direct future urban development to locate within this area in order to maximize efficient use of land, and to protect agricultural areas and natural resources. It is the area where public services and infrastructure are most readily available. The Urban Cluster is shown below with land that is designated as either Commercial or Industrial on the Alachua County Future Land Use Map.

Land Use Information

Unincorporated Area	Developed Acres	Vacant Acres
Commercial	1007.86	984.56
Industrial	744.52	841.98

Source: County Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFz>

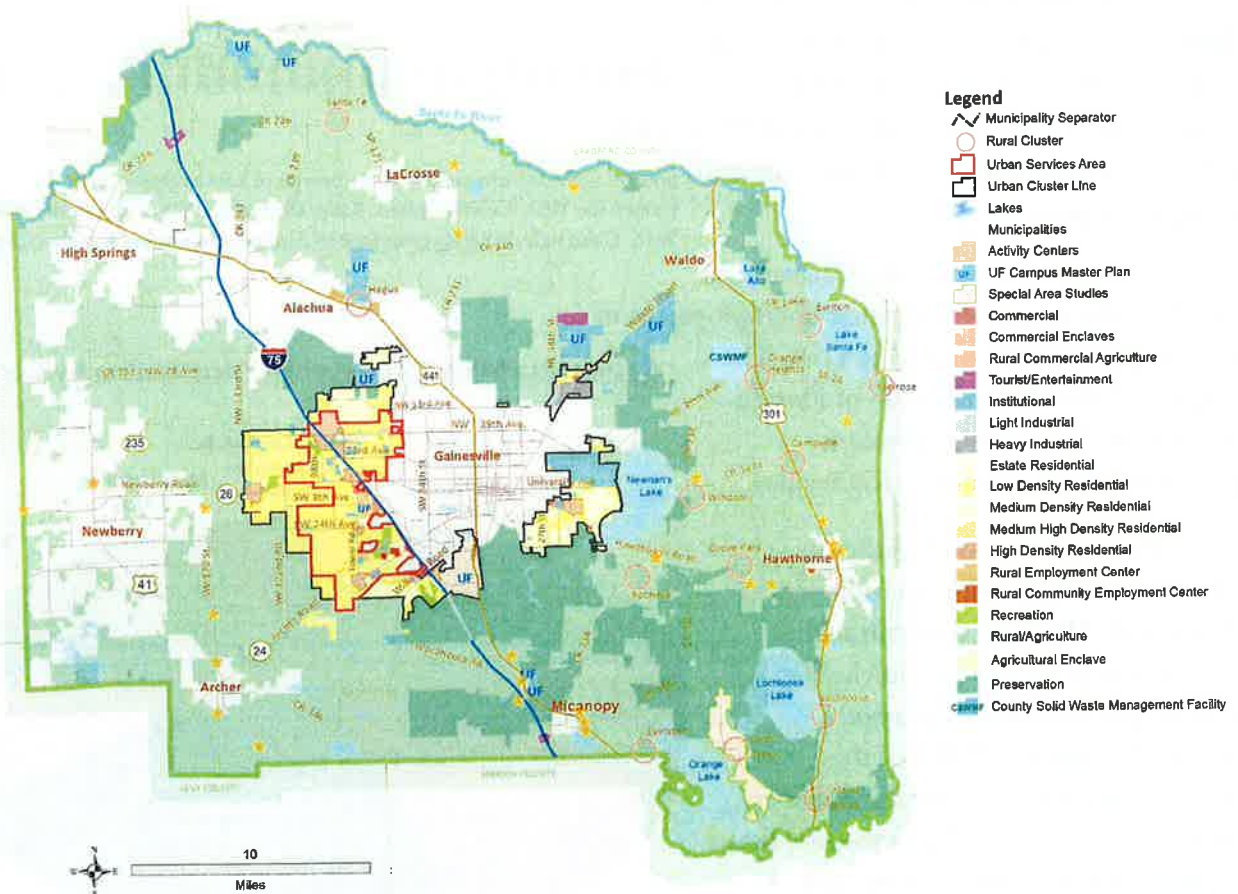


Countywide Totals

Land Use Information

Countywide Area	Developed Acres	Vacant Acres
Commercial	3,300.49	3,189.36
Industrial	3,700.27	5,002.12

Source: County Future Land Use data and Property Appraiser parcel data.
The full map for all municipalities can be viewed in the following link: <http://arcg.is/1zLMXFa>



Notes: UF Campus Master Plan properties referenced from Figure 14-2 of the UF Campus Master Plan 2005-2015, adopted March 31, 2006.

Employment

The Gainesville MSA has a predominant institutional economic base with supporting services based industries. The University of Florida and the cluster of medical centers are major economic anchors for the region, and the region benefits from their stable presence.

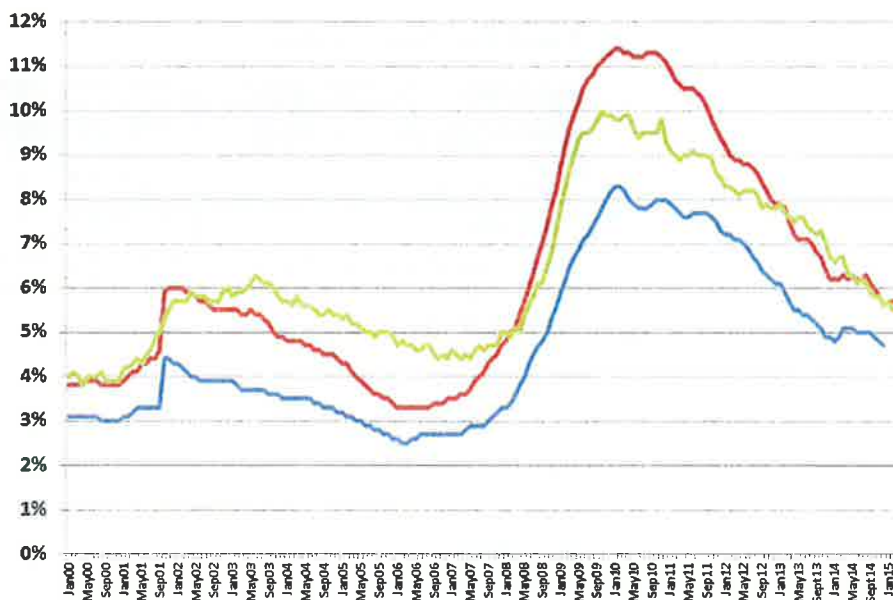
The unemployment rate in Florida continues to fall and has substantially declined from its peak, after spending several years above the national rate. During the Great Recession in the past few years, unemployment in the Gainesville MSA remained low compared to state and national levels, because of the predominant institutional economic base of the local economy. Gainesville MSA's unemployment stabilized in December 2009, and job

growth over the past three years has resulted in declining unemployment rates.

According to the Bureau of Labor Statistics, in March 2015, the seasonally adjusted unemployment in Gainesville MSA was estimated at 4.6%. The County fares better than the state of Florida (5.7%) and the U.S. (5.5%), a pattern consistent with long-term historical results.

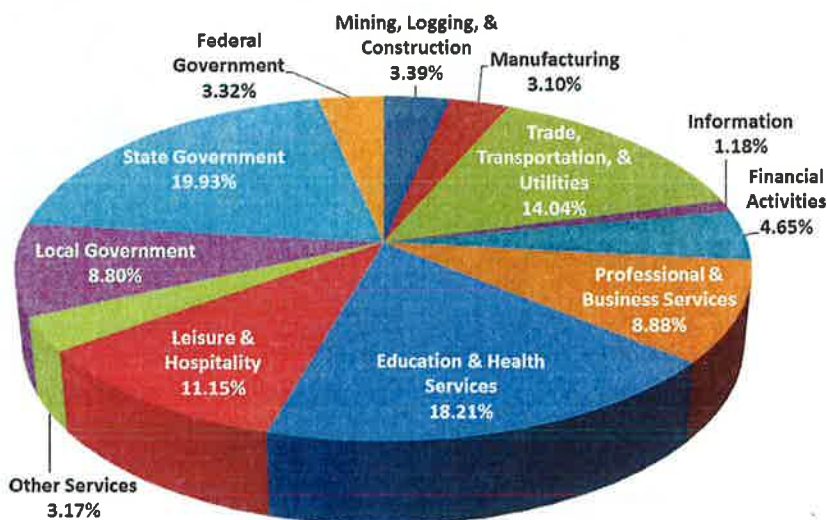
The U.S. Bureau of Labor Statistics in March 2015 shows the largest employers in the Gainesville MSA are concentrated in Government related activities (including local, state and federal government), accounting for almost 32.04% of the workforce; Education and Health Services accounts for 18.22%; Trade, Transportation and Utilities accounts for 14.33%; and Leisure and Hospitality account for 10.51%.

Historically, unemployment rates in the Gainesville MSA have been lower than state and national rates



Source: U.S. Department of Labor, Bureau of Labor Statistic. U.S., Florida and Gainesville MSA Unemployment Rates, (Seasonally Adjusted) January 2000- March 2015. Gainesville MSA is comprised by Alachua County and Gilchrist County.

Gainesville MSA Employment Distribution by Industry



Source: United States Department of Labor, Bureau of Labor Statistic. Gainesville MSA preliminary figures as of March 2015. Gainesville MSA is comprised by Alachua County and Gilchrist County.

Gainesville MSA employment is concentrated in relatively few industries, with half of the workforce concentrated in the Government and Education & Health Services sectors.

According to the UCF's Florida's *Institute for Economic Competitiveness Forecast 2014-2044*, the fastest growing sector in the Gainesville MSA is estimated to be the Construction and Mining sector, with an

average growth rate of 7.0% annually. This is followed by the Professional and Business Services sector with an average annual growth rate of 3.4%. The Other Services and Federal Government sectors will experience a decline, with average annual growth rates of -0.1% and -1.7%, respectively.

Of note is the small number of jobs that the high-value manufacturing industry employs relative to the total workforce in the Gainesville MSA. According to the U.S. Bureau of Labor Statistics, as of March 2015, the Gainesville MSA manufacturing jobs accounted for 3.1% of total employment compared to 4.1% in the state of Florida, and 8.7% in the U.S.

Though not as visible as it was a generation ago, manufacturing is still a central component of the U.S. economy ("American Manufacturing Is Alive and Well", Wall Street Journal, 2014).

Manufacturing output and exports have surpassed their pre-recession peaks, and employment has begun to grow again for the first time since 1998. Oxford Economics forecasts project that over the next 10 years, manufacturing output is expected to increase by 3.4% annually, as compared to 2.7% for the U.S. economy as a whole. That means that manufacturing is expected to make an increasingly large contribution toward positive U.S. economic growth. By the measure of output, manufacturing is expected to be an engine of the U.S. economic growth over the next 10 years.

Manufacturing employees earn a higher average salary and receive greater benefits than workers in other industries. The Manufacturing sector typically pays higher wages than other industries and the economy as a whole and provides job opportunities across the skill set spectrum. According to the Brookings Institution's *Why Does Manufacturing Matter?* report, workers at all wage levels (men and women, and those in all racial/ethnic, educational attainment, and occupational groups) earn more in manufacturing, enjoying a compensation premium compared to individuals employed in other sectors of the economy.

The U.S. average annual wage for all jobs was \$47,290 in 2010, while the average annual wage for manufacturing jobs was \$58,485. Similar results are consistent in the state and local level. For the Gainesville MSA, the average wage for all jobs was \$40,218 in 2010, while the average wage for manufacturing jobs was \$48,627. (Brookings Institution's *Locating American Manufacturing*). Therefore, promoting jobs in the manufacturing sector could help raise average earnings in the region. The Council of Economic Outreach has prioritized the growth of advanced manufacturing jobs as one of the most effective strategic opportunities.

The Manufacturing sector multiplier effect is stronger than other sectors of the economy, increasing the demand for raw materials, energy, construction and services from a broad array of supplying industries.

Manufacturing is also an important sector because it is a major source of commercial innovations, investing a far greater percentage of revenue in research and development than other industries. Manufacturing firms are more likely than non-manufacturing firms to introduce new products and new production or business processes.

Manufacturing makes up about 11% of U.S. Gross Domestic Product (GDP), but accounts for 68% of U.S. domestic company Research & Development spending, which is a key input to innovation, according to the report cited above.

According to Making Innovation (MIT Technology Review), “the hubs of advanced manufacturing will be the economic drivers of the future because innovation increasingly depends on production expertise.” Advanced industries – those that are heavily involved in research and development and STEM fields – have the greatest economic potential for the U.S. economy and its workers, according to the Brookings Institution.

Manufacturing is also vital to promote international trade and to attract foreign investment. According to the National Association of Manufacturers, U.S. Manufacturing companies are responsible for nearly half of all U.S. exports and foreign-headquartered companies now invest nearly 750 billion in U.S. manufacturing and employ more than 1.6 million people.

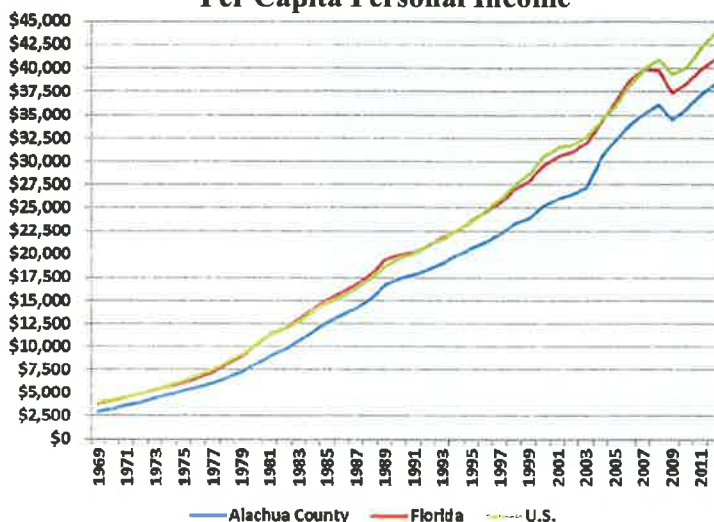
Metropolitan manufacturing plants in the US are relatively small, but vary widely in size. According to the National Association of Manufacturers, companies with fewer than 100 employees make up more than 94% of all U.S. manufacturers. In 2009, the average manufacturing plant size in the Gainesville MSA encompassed 30.5 jobs, while the average plant in the U.S. encompassed 39.9 jobs (Brookings Institution).

Income

Income levels are an important measure of a County’s economic base, since they relate to housing values, poverty, expenditures, and ultimately government revenues used to support government services and facilities.

According to statistics from the Bureau of Economic Analysis, Alachua County per capita personal income was \$38,393 in 2012. Income levels in Alachua County are below average compared to state (\$41,012) and national averages (\$43,735). Alachua County’s per capita money income approximates 90% of the state and U.S. averages, partly reflecting the lower earning levels of the large student population.

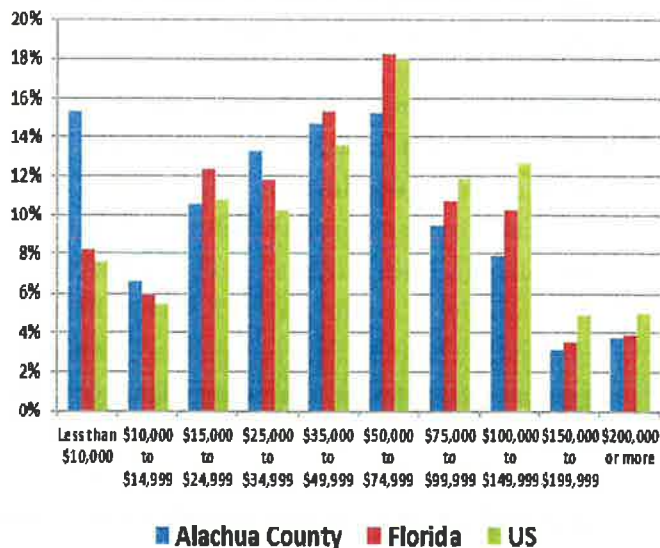
Per Capita Personal Income



Source: U.S. Department of Commerce, Bureau of Economic Analysis. U.S., Florida and Gainesville MSA PCPI 1969-2013.

According to the U.S. Census Bureau, American Community Survey 2013, median household income in the Alachua County was \$38,454 compared to \$46,036 in Florida and \$52,250 nationwide. As shown in the graph, more than one-third of the Alachua County population earns less than \$24,999 per year. It is also relevant to point out that 15.3% of all households are in the lowest income bracket, less than \$10,000, compared to 8.2% in Florida, and 7.6% nationwide. The spike in this lower income bracket is consistent with the effect of off-campus students on other indicators such poverty rate, and per capita income.

Distribution of Household Income



Source: U.S. Census, 2013 American Community Survey 1-Year Estimates, U.S., Florida and Alachua County Household Income and Benefits, in 2013 Inflation-Adjusted Dollars.

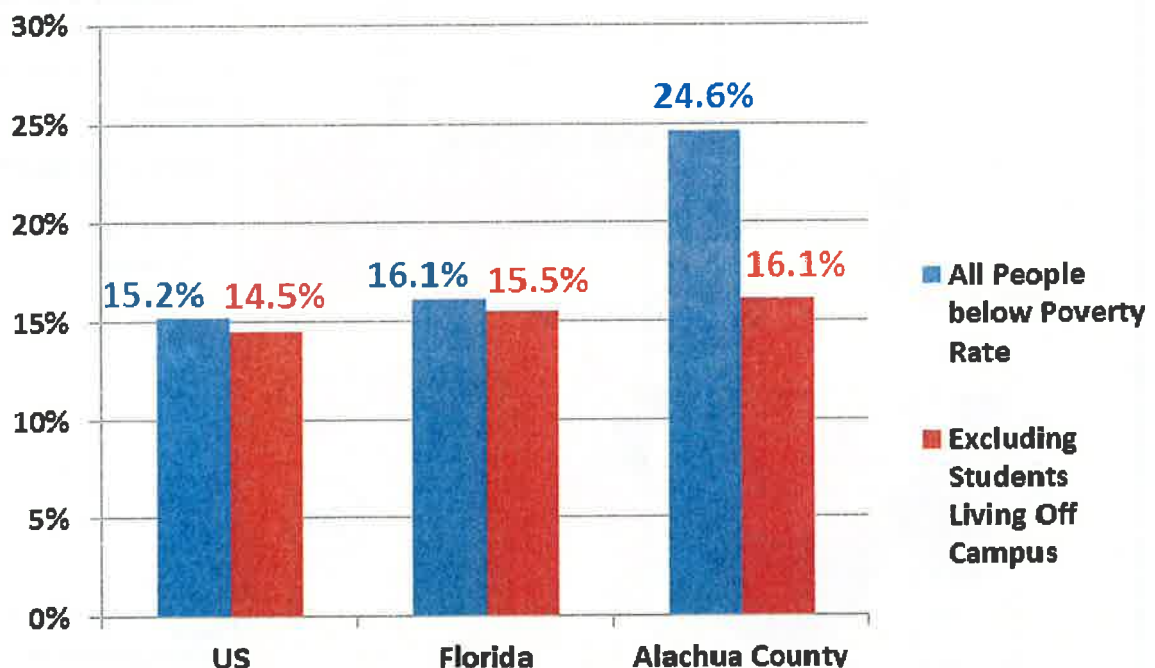
Effect of Off-Campus College Students on Poverty Rate

Off-Campus College students enrolled in undergraduate or graduate programs may noticeably shape the demographic and socio-economic characteristics of local communities. The impact of these students on communities where these colleges and universities are located varies by the size and location of the higher education schools. In smaller communities, where the students comprise a considerable portion of the population, the socio-economic characteristics of the communities are more affected by students.

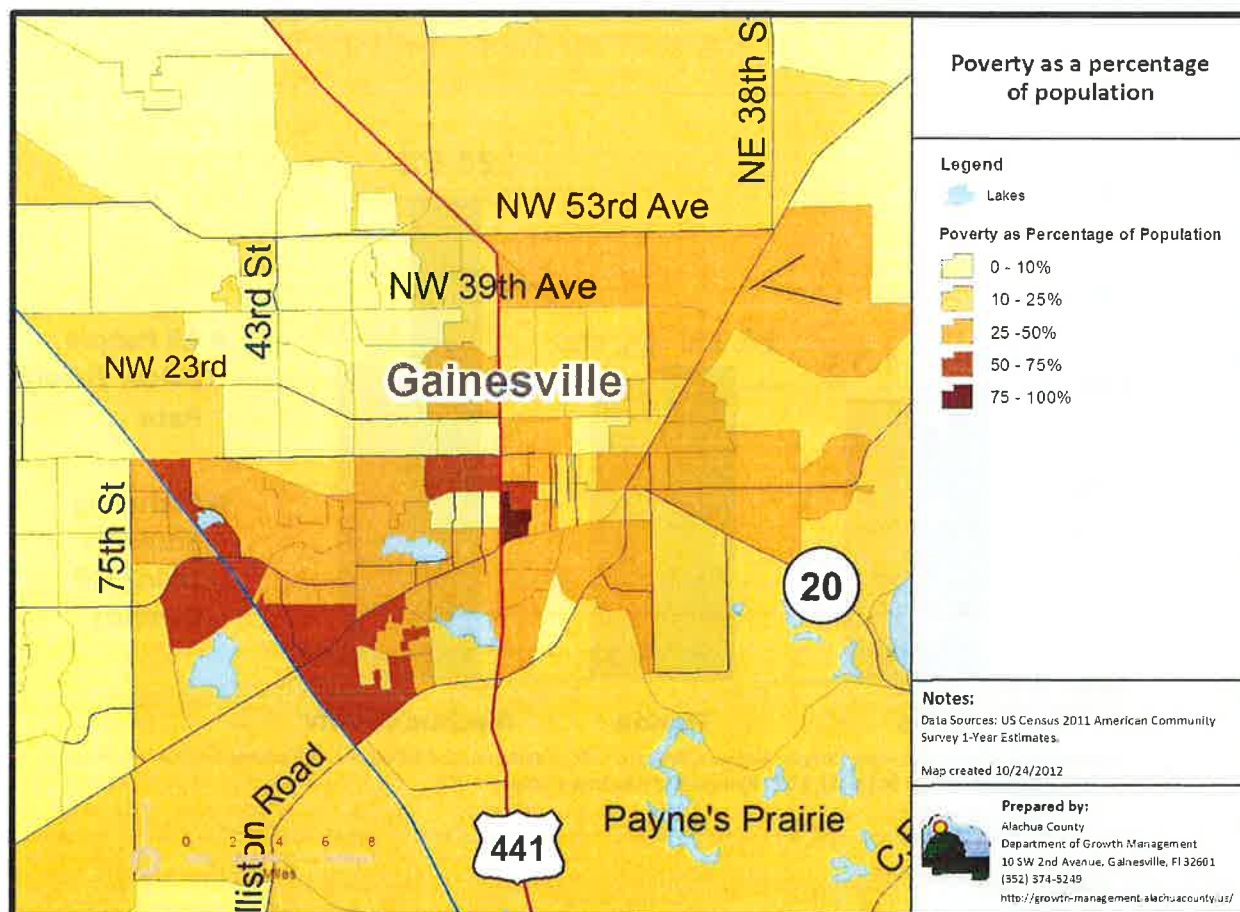
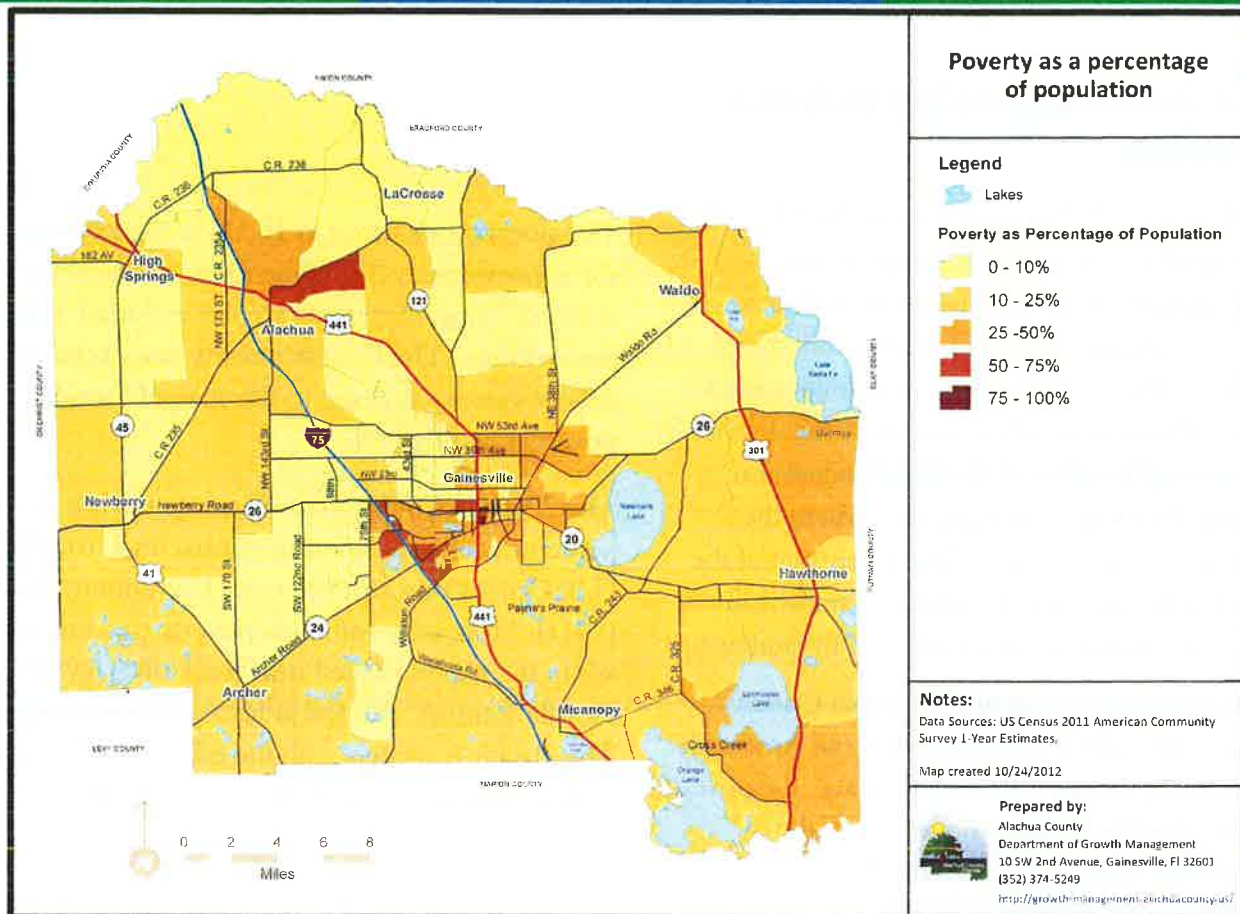
Such impacts are evident in Alachua County. According to the U.S. Census Bureau American Community Survey (2009-2011) data, the poverty rate in Alachua County was 24.6% of the population (about 57,000 people).

The poverty rate drops to 16.1% of the population (or approximately 37,000 people), when college students living off-campus are not included in the poverty rate. The County poverty rate excluding college campus is closer to the state of Florida poverty rate of 15.5%.

The Alachua County maps illustrate poverty as percentage of population by census tract from the U.S. Census Bureau, American Community Survey (2011). Most areas with high poverty concentrations are in the region located near the University of Florida campus, with few areas away from campus. This data is consistent with the effect of off-campus college students on the County poverty rate.



Source: U.S. Census Bureau, Poverty Statistics Branch, U.S., Examining the Effect of Off-Campus College Students on Poverty Rates (SEHSD 2013-17), U.S., Florida and Alachua County.



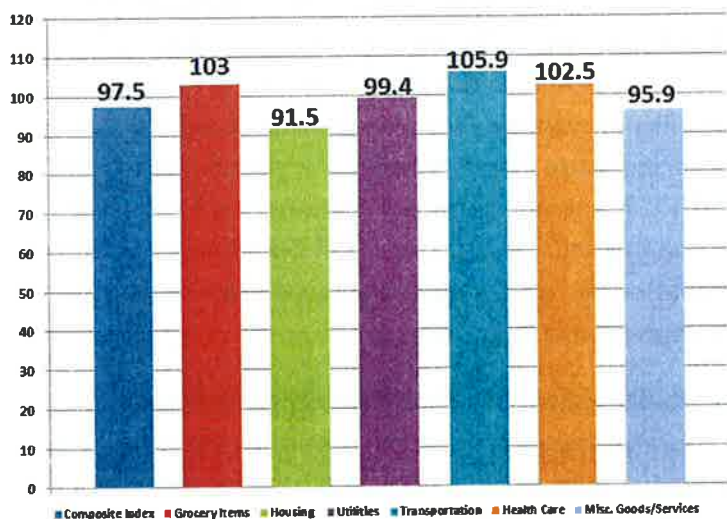
Cost of Living

The ACCRA Cost of Living Index is a measure of living cost differences among urban areas across the country compiled by the Council for Community and Economic Research (C2ER). The index is widely used by economists, researchers and corporations to measure the relative cost of living, and compares the price of goods and services among areas that participate in the surveys.

The composite index is based on six components: grocery items, housing, utilities, transportation, health care, and miscellaneous goods and services. The average for all participating places, both metropolitan and nonmetropolitan, equals 100, and each participant's index is read as a percentage of the average for all places.

According to C2ER, in the 2014 annual average, the Cost of Living Index for the Gainesville MSA (including Alachua County and Gilchrist County) was 97.5. This is 3.5% lower than the national average. The six components cost of living measurements for the Gainesville MSA for the third quarter of 2014 were: grocery items 103; housing 91.5; utilities 99.4; transportation 105.9; health care 102.5; and miscellaneous goods and services 95.9.

Gainesville MSA Cost of Living by Category



Source: C2ER, ACCRA Cost of Living Index, 2014 Annual Average.

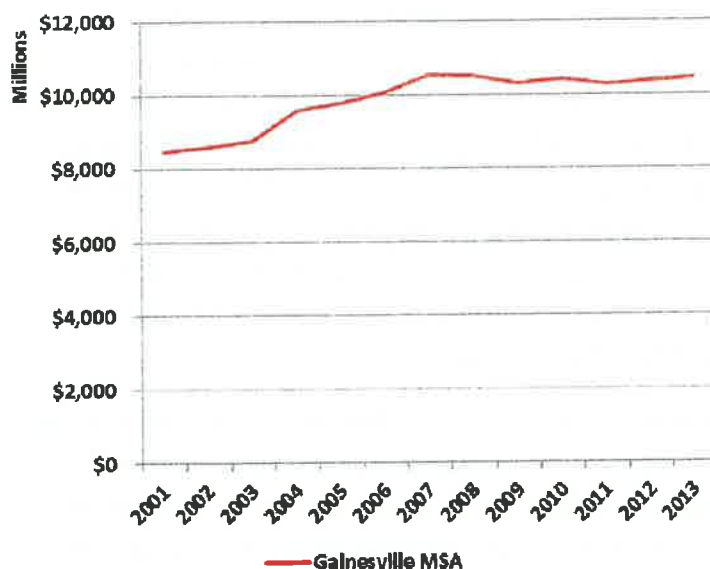
Economy

After enduring a recession both longer and deeper than that of the national economy, the state of Florida has surpassed the U.S. in both the pace of job creation and in the pace of overall economic growth. According to the University of Central Florida's Institute for Economic Competitiveness, the Real Gross State Product growth in Florida is expected to accelerate over the next four years (2014-2017).

The Gross Domestic Product (GDP) is a macroeconomic measure of the value of goods and services output adjusted for inflation in a given period of time. Real GDP increased in 292 of the nation's 381 metropolitan areas in 2013, led by widespread growth in finance, insurance, real estate, rental, and leasing, nondurable-goods manufacturing, and professional and business services, according to statistics released by the U.S. Bureau of Economic Analysis in September 2014. Collectively, real GDP for U.S. metropolitan areas increased 1.7% in 2013 after increasing 2.6% in 2012.

According to the U.S. Department of Commerce Bureau of Economic Analysis, in 2013 the real Gross Domestic Product (GDP) in 2009 dollars was \$10.43 billion dollars for the Gainesville MSA.

Gainesville MSA Real Gross Domestic Product (GDP)



Source: U.S. Department of Commerce, Bureau of Economic Analysis, Real Gross Domestic Product (GDP). 2001-2013 millions of chained 2009 dollars. Gainesville MSA is comprised by Alachua County and Gilchrist County.

According to the UCF's *Institute for Economic Competitiveness Florida Forecast 2014-2044*, the forecasted Real Gross Metro Product (GDP) average level is expected to be at \$16.3 billion dollars in 2044.

Historically, the region has benefitted from the stable presence of the University of Florida, and the sizeable health care related sectors. Cities and regions with the presences of a university have a certain financial, social, and cultural impact on the area. It shapes not only students acquiring a degree, but the surrounding area as well, ranging from companies, faculty, residents and quality of life. These assets provide economic stability but do not guarantee the region's continued growth and prosperity in the face of intense competition for new investment and jobs nationwide.

The challenging state of the national economy in the last five years has forced economic development stakeholders and local governments across the country to reevaluate traditional tools and programs, and to operate creatively in the new economic reality. Due to this new reality, innovation and entrepreneurship are becoming key drivers of Alachua County's economic development activities and contributors to the growth of the local economy.

In recent years, the region has been experiencing a high level of economic collaboration. As a key example, the strategic initiative, Innovation Gainesville (iG) was launched in 2009 by the Gainesville Area Chamber of Commerce to promote better working relationships between local government, the Chamber, UF, Santa Fe College, and community leaders in the private and non for profit sectors. These groups are working to develop an innovation ecosystem that promotes the growth of existing businesses, fosters the creation of startup companies, and attracts companies to expand in the region.

These efforts are helping Alachua County become one of the most dynamic environments in the state of Florida, helping in the process to diversify the local economy to a more innovation-based economy. The result of this is making the region take a leap from just fostering entrepreneurship to also become a viable

relocation option for companies in the science and technology area.

Some of the industries that have been experiencing regional growth due to the development of new high-tech startup activities are medicine, biotechnology, engineering, health, and information systems among other fields. Since 2010, 15 companies have been approved under the Qualified Target Industry (QTI) Tax Refund Program, incentivizing 1,690 innovation jobs with a proposed capital investment of \$458,326,538.

An abundant number of business incubators established in the region is part of the success equation to promote entrepreneurship, technology development and business attraction. Business incubators like the University of Florida Sid Martin Biotech Incubator, Santa Fe's Gainesville Technology Entrepreneurship Center (GTEC), Santa Fe College's Center for Innovation and Economic Development, the University of Florida Innovation Hub, Blue Oven Kitchen Incubators, Starter Space, among others, are major contributors to the area's success as an emerging startup hotspot.

For example, the UF Sid Martin Biotech companies and graduates have attracted more than \$1.2 billion in funding activity, and incubator companies have created more than 2,000 high-wage jobs and have had an economic impact of well over \$100 million per year in Alachua County. The Florida Innovation Hub at UF contributed to the creation of 250 jobs in the first 20 months of existence and the affiliated companies have attracted more than \$10 million in private investment. GTEC has made an impact of more than \$12 million in direct impact and more than \$24.5 million in indirect impact to the area, supporting innovative companies such as Sinmat and Optym.

With the region and Florida finally gaining some economic momentum in the economy, the region has a unique opportunity to position itself for private investment by embracing a renewed commitment for business and economic development growth policies.

Background

Several plans and policies have been in place in Alachua County prior to the development of this Report. They include Plan East Gainesville, plans for the Alachua County Fairgrounds and Resource Recovery Park, as well as Comprehensive Plan policies pertaining to economic development. Additionally, the Gainesville Area Chamber of Commerce has several initiatives with the goal of affecting economic development, public policy, workforce development, as well as programs to facilitate business growth and community progress.

A summary of these various plans and policies are provided below to highlight some of the background that has led to the current Business and Economic Growth Action Plan. Recommendations are also included in the Recommendation section to further implement some the existing plans and initiatives.

Plan East Gainesville

In 2002, the City of Gainesville and the Metropolitan Transportation Planning Organization commenced a joint planning effort to address the East Gainesville area, which had suffered from gradual economic decline and lack of private investment, to create a framework to balance desires for expanded economic growth with the preservation of natural amenities.

Plan East Gainesville was adopted in 2003 after substantial citizen input and was subsequently incorporated into the respective Comprehensive Plans for the City and the County. This marked the culmination of an extensive community planning effort among Alachua County, the City of Gainesville, the Metropolitan Transportation Planning

Organization, Gainesville Regional Utilities, and the Florida Department of Transportation. The following vision statement, formed at the April 2002 charrette, served as a guide for the effort:

East Gainesville will preserve and showcase the natural environment through open space conservation and the creation of thriving community centers that support strong neighborhoods, promote sustainable economic opportunity and a well-connected community, and embrace the history, culture and diversity of the area.



Supporting goals were to:

- Reflect the strength, quality and diversity of the people and neighborhoods by investing in the infrastructure and human potential;
- Celebrate and preserve natural resources as a unique, integral feature of the community through compact development, enhanced access and increased awareness of the area's natural amenities;
- Realize the potential for compatible economic opportunity and social interaction through connectivity of neighborhoods with mixed-use centers that bring higher paying jobs and provide services; and
- Enhance the multi-modal connectivity within the East Gainesville community and to regional employment and commercial centers.

The overall plan for community revitalization was developed around the central themes of land use, land conservation, transportation, and infrastructure.

Priority objectives for the Plan included:

- Expand the range of housing choices to attract and retain residents with a variety of income levels;
- Target specific areas for mixed-use development centers that can support and sustain higher levels of employment, commercial and social activities;
- Protect vital natural resources, such as the watersheds, creeks, tree canopy, and scenic vistas that make East Gainesville unique;
- Create opportunities for increased walking, bicycling and transit use through compact development patterns, urban design and development of new facilities and services, and
- Improve the inter-connectivity of the transportation system to minimize impacts to the state highway system and ensure improved accessibility between East Gainesville and other parts of the Gainesville urbanized area.

Progress to Date

The County's comprehensive plan was amended in 2006 to integrate the goals and objectives of Plan East Gainesville and to identify key elements of the County's implementation strategy. Future Land Use Objective 8.5 established the Plan East Gainesville Special Area Plan. "This plan was established in collaboration with the city of Gainesville and other stakeholders and requires collaboration with the City of Gainesville for part of its implementation. Alachua County is committed to implementing the general vision of the plan – both long term and short term, consistent with the implementation strategies outlined in the plan..."

Several of the Plan East Gainesville Comprehensive Plan policies as well as other improvements have been accomplished by both the City of Gainesville and Alachua County, including:

- The existing Alachua County Fairgrounds has been rezoned as a mixed-use employment center.
- Fred Cone Park and Eastside Recreation Center as well as Butler/Chestnut Preserve have been constructed by the City of Gainesville and the Alachua County Library District has constructed a library branch.
- Rosa Parks RTS Transfer Station
- Five Points gateway feature/brownfield remediation
- Rail-Trail connections and enhancements
- Gainesville Airport entryway relocation
- Neighborhood Stabilization Program (NSP) purchase and renovation of abandoned homes for affordable housing rental and sale
- Landscaped medians on Hawthorne Road
- GTEC Incubator
- Cotton Club restoration
- Affordable Housing assisted by SHIP funding

Additionally, after the Plan East Gainesville report, the Eastside Activity Center Master Plan was developed and adopted in 2009 to replace interim guidelines originally established in 1994. The Activity Center Master Plan includes a detailed policy framework including a mix of residential, office, retail, commercial, and institutional uses, as well as transportation, resource protection and urban design (FLU Policy 2.2.10). Following the update of the Eastside Activity Center Master Plan in 2009, the County's Unified Land Development Code was amended to implement the comprehensive plan's activity center policies.

In order to achieve additional goals, Alachua County can research and propose capital improvements in East Gainesville that would improve infrastructure and streetscapes.

Alachua County Fairgrounds and Business Commerce Park

The existing Fairgrounds is located on approximately 102 acres in the northeast quadrant of Waldo Road and NE 39th Avenue adjacent to the Gainesville Alachua County Regional Airport.

In 2000, the Board of County Commissioners recognized that the facilities at the Fairgrounds were outdated and lacked amenities, and initiated a broad-based community effort to develop a plan to redevelop and modernize the Fairgrounds. Initial efforts focused on the existing site, including new fairgrounds facilities and additional venues for expanded economic opportunities. In order to achieve this goal, the county has sought input and direction from the county's residents, agricultural interests, various governmental agencies, and other stakeholder groups.

Per the recommendations of The Plan East Gainesville Study, the Alachua County Fairgrounds Analysis (Phase 2), and the Alachua County Business and Commerce Park Site Location Analysis (Phase 2), the County has proposed a plan to redevelop the site

as a business and commerce park.

The plan proposes the creation of an office and industrial mixed-use center on the current fairgrounds site. The development potential is linked to accessibility to Waldo Road and the site's proximity to the airport. This site represents an ideal location for the attraction of higher wage industrial or technology-sector jobs because of the site's size, location and proximity to the airport and related distribution facilities. Uses could include light manufacturing, service, and office uses, with supporting retail and restaurant uses, and possibly a business hotel.

In order to move forward with a Business and Commerce Park, the Alachua County Fairgrounds itself will need to be relocated. The County has purchased a tract of land known as the "Weisman Tract" north of the Leveda Brown Transfer Station off of Waldo Road as a new location for the Fairgrounds.

Resource Recovery Park

A Resource Recovery Park (RRP) is an industrial park, where operations specializing in reuse, recycling, compost processing, manufacturing, and retail businesses are co-located. Alachua County is in the process to develop a Resource Recovery Park next to the existing Leveda Brown Environmental Park located off NE Waldo Road in East Gainesville.

A RRP acts as a way for a community to utilize their waste stream to generate other usable materials. Waste is diverted from landfills and is either recycled or reused, based on the activities taking place at the park. Therefore, waste from one material becomes a major component in the production of a different material.

The RRP will be designed to promote and attract a unique set of private sector manufacturing jobs. The park is planned to host a collection of complementary industries and entrepreneurial companies processing or manufacturing products from recyclable and recovered materials in the regional waste stream. The Park will offer shared infrastructure and services, a convenient location minimizing transportation and fuel costs, and a supportive and innovative network for businesses to thrive.

Alachua County Comprehensive Plan – Economic Element

The goal of the Economic Element of the Comprehensive Plan is to enhance the economic prosperity of all citizens of Alachua County and expand and diversify the county's tax base. The Economic Element contains several policies pertaining to the objectives of economic diversity and sustainability, economic development strategy, environmental quality and resource conservation, education and employment, expand economic opportunities and reduce poverty.

Policies include the promotion of tourism, including eco-tourism and agritourism, building partnerships with workforce development and entrepreneurial organizations, promotion of a Resource Recovery industrial park, and pursuing funding opportunities for the extension of essential infrastructure to encourage development or redevelopment in economically distressed areas.

Recommendations to implement some of these policies are provided for in some of the initiatives discussed in this report or in the Recommendation section of this Report.

Gainesville Area Chamber of Commerce

About

Since 1924, the Gainesville Area Chamber of Commerce has been a catalyst for change for Greater Gainesville's business community and community at-large. Today, they are a 5-star Accredited Chamber of Commerce that works to advance Greater Gainesville as a place of opportunity for more than 1,300 members and, by



extension, many businesses, families and individuals in the region.

Via leadership and collaborative efforts, the Chamber works strategically through economic development, public policy, regional initiatives, workforce development, and membership programs and events, to facilitate economic prosperity, business growth and community progress.

Forging Partnerships, Leveraging Assets, Creating Opportunity

Since 2012, the Chamber has announced more than 1,400 jobs and more than \$396 million in capital investment in its region. But they are just getting started. Their vision is for Greater Gainesville to be the global hub of talent, innovation and opportunity. That vision, by 2020, would add 3,500 new primary jobs, \$218 in new primary salaries, \$250 million in capital investment and \$1 billion in regional investment.

The Chamber's plan of action includes marketing its region's business, education and other assets and opportunities to industries throughout Florida, the country and the globe, and enhancing its traditional business-recruitment, retention, expansion, and entrepreneurship efforts. It also includes continuing to build and leverage its organizational and public-sector collaborations—through public policy advocacy, workforce development and regional initiatives—to develop and maintain a strong, regional workforce, create a business-friendly and affordable ecosystem and work regionally on all levels.

There's no doubt that as a region with around 8,900 businesses, a world-class university with preeminent scholars, the state's most educated population and a nationally ranked healthcare system—among other assets—Greater Gainesville is in the best kind of uncharted territory. But no single one of us can draw the map.

Together, as business, education and community leaders, the Chamber is charting its course to a transformed Greater Gainesville. The Chamber is helping to lead the charge by promoting game-changing economic development, business-friendly public policies, consensus-driven regional collaboration, cradle-to-career talent strategies and unparalleled member value.

Economic Development

Council for Economic Outreach: Transforming Greater Gainesville

The Council for Economic Outreach (CEO) is the Gainesville region's economic development entity, charged with assisting existing businesses through expansion, helping new companies in our community grow and attracting new companies to the region.

In 2014, CEO successfully raised \$6 million in commitments from regional businesses to support the "Transforming Greater Gainesville" plan for economic development. It also announced 292 jobs, nearly \$256 million in capital investment, and nearly doubled its project portfolio from 36 to 70. In 2015, CEO embarked on a project to market Greater Gainesville's business, education and other assets on state, national and global scenes. It also has launched industry councils for the advanced manufacturing and technology sectors, and plans to create a new council for the agricultural sciences industry.

Key Industries

Greater Gainesville has the state's oldest and most comprehensive university, its most educated workforce, and a world-class healthcare system, a trifecta for innovation in the Life Sciences, Information Technology, Healthcare and Agricultural Sciences industries. These attributes, in addition to its central location, make it a highly competitive site location for Advanced Manufacturing and Logistics.

Public Policy

Promoting Business Climate Improvements

The Gainesville Area Chamber of Commerce is the voice of business and creates programs and partnerships to promote business-climate improvements. In support of its mission to facilitate economic prosperity, business growth and community progress, the Chamber will often establish positions on issues, and advocate these positions before elected officials and staff at various levels of government.

Key Areas of Focus

The Chamber's policy-related efforts in recent years have centered on energy, transportation, innovation and small business growth. These areas—all vital to business growth and the advancement ability of families and the economy at-large—continue to garner the focus of the Chamber as well as stakeholders across the community.

Regional Initiatives

Regional Initiatives: Educating and Empowering the Community

The Gainesville Area Chamber of Commerce creates public-private alliances and partnerships to address regional needs, including infrastructure, talent, education and more. Innovation Gainesville, and the first-ever convening of regional infrastructure decision-makers in 2014 exemplified the Chamber's ultimate aim for this division—creating and leveraging regional assets by coordinating existing public and private resources. The Chamber is launching a Dual Career Partner Network to address the employment needs of partners and spouses as talent-recruitment around the region grows.

Innovation Gainesville

Innovation Gainesville is a community-wide initiative designed to harness the culture of innovation that has developed across hundreds of Gainesville-area citizens and organizations and direct it toward meeting regional needs. Innovation Gainesville has been an impetus for creating partnerships addressing talent attraction, regional infrastructure and more.

Key Areas of Focus

Because of the nature of the area, the Chamber's focal points relating to regional initiatives are as broad as the area itself. Talent, infrastructure and economic development will continue to be common denominators of work in this area.

Workforce

Workforce: Aligning the Region's Talent Strategy from Cradle to Career

The Gainesville Area Chamber of Commerce is working alongside partners in business, education and the community to align today's talent to meet the needs of key regional industries, while preparing tomorrow's workforce to seize opportunity and prosper. In 2014, the Chamber supported efforts that helped to shape the Alachua County Education Compact.

Gainesville Chamber Education Foundation

The Chamber is working to support the Alachua County Education Compact by growing its Education Foundation and rallying support among education and business leaders across the region. The ultimate aim of the foundation is to support the needs of Chamber members and regional businesses in regional education initiatives in 2015 and beyond.

Key Areas of Focus

An ongoing focus for the Chamber's workforce division is supporting the talent needs of key regional industries and collaborating with education and business partners to streamline and align regional

talent development and outcomes. Workforce efforts will continue to be informed by ongoing business community feedback, efforts to transform Alachua County's K-12 education system and other factors.

Business Development

Business Development: Connecting Members to Engagement and Growth Opportunities

The Gainesville Area Chamber provides its 1,300+ members with connection and growth opportunities through innovative, high-value events, benefits and programs that advance the Chamber's mission and impact. Through its Circle of Champions, Media Partners, Leadership Gainesville as well as events including Business After Hours, Business Before Hours and other events, the Chamber provides members countless opportunities for business exposure and growth as well as professional and entrepreneurial development.

A Leading Chamber

Awarded with 5-Star Accreditation by the U.S. Chamber of Commerce, the Gainesville Area Chamber is recognized as being one of the top 1% of Chambers nationwide. The Chamber also is certified by the Florida Association of Chamber Professionals.

Focus Areas

There are several policies and documents that helped to inform the Focus Areas, including the BoCC Strategic Plan and Guiding Vision, the Comprehensive Plan, as well as the EDAC Strategic Plan.

The BoCC adopted a Strategic Plan and Guiding Vision in 2014. It included an Economic Development section that provided desired outcomes including expansion of the economic base, creation of diverse job opportunities, expansion of public infrastructure, and reduction of poverty. It also included the following Visioning Statements related to economic development:

- The County will encourage sustainable economic development through a written economic development plan focusing on strengthening existing small businesses, growing diversified industries locally, introducing economic empowerment strategies, improving public infrastructure as our principle economic incentive and assuring the attraction of new industries and businesses, thereby creating increased job opportunities.
- The County will evaluate these economic development strategies utilizing a comprehensive matrix detailing how each contributes to our quality of life.
- The County recognizes that viable educational and entrepreneurial programs designed to assist in non-college bound youths are needed to break the cycle of poverty.
- The County promotes strong cities that serve as cultural centers which provide seamless service delivery systems.
- The County should work with environmental stewards on policies that promote economic development in East Gainesville while balancing existing environmental concerns and will provide flexibility to the extent possible.

- The County will develop strategy to continue development and redevelopment of the fairgrounds and industrial park.

The Economic Element of Alachua County Comprehensive Plan was updated in 2011. Its main goal is to *enhance the economic prosperity of all citizens of Alachua County and expand and diversify the County's tax base*. The Economic Element has objectives pertaining to the following:

- Economic Diversity and Sustainability
- Economic Development Strategy
- Environmental Quality and Resource Conservation
- Education and Employment
- Expand Economic Opportunities and Reduce Poverty
- Livable Communities

Additionally, EDAC developed a Strategic Plan for Economic Development in 2012. Participants in the April workshop reviewed the Strategic Plan and provided additional information regarding their priorities for economic development. The policies were aspirational and there was a need for more specific implementation steps. It is the intent of this report to expand on previous reports and bring together various goals and strategies of all of these documents into one report.

Based on all of the above, as well as feedback from workshop participants, EDAC and the Chamber of Commerce developed five focus areas from which to establish recommendations for economic development :

1. Development Approval Process Improvement
2. Communication
3. Economic Growth and Diversification
4. Quality of Life
5. Infrastructure

These five focus areas address some important short-term and long-term economic development needs of Alachua County. The following section will provide an overview of each of the focus areas and then the next section will provide specific recommendations to implement improvements in each category. **The intent is to provide recommendations on what Alachua County government can specifically do in each of the areas to further the County's goals for economic development.** This report is meant to serve as a complement to other economic development activities from organizations such as the Gainesville Area Chamber of Commerce and the Council for Economic Outreach.

1. Development Approval Process Improvement

The category of Development Approval Process Improvement refers to the process of starting a business or constructing a development from inception to occupancy. The development review process can be an economic development tool if done well, according to Michael Blue in an article entitled *Development Review as Economic Development* (APA Zoning Practice 2.14). An unpredictable development review process can discourage development and lead to difficulty in implementing plans. According to Blue:

- The process must be **predictable** to the applicant, elected officials, other departments, and the public.
- Each step must **add value** to the process, the development and the community.
- The process must ensure open and continuous **communication** to all involved.

In order to promote business and economic growth, it is important to understand the impact that local government regulations and policies have on businesses, as well as the type of technical assistance that can be provided. Local governments can work with the private sector to identify factors that impact entrepreneurs, business expansion and new investment in the area and work to streamline the processes and make them easier to follow. Workshop participants made general comments about the desire to have an expedited and simplified

process for building permitting as well as development review. Comments related to regulations were that they can be difficult to understand and are often one size fits all without much flexibility. Workshop participants also cited the desire to have more predictable outcomes and to have a better understanding of the timeframe for development approval. Additionally, allowing some projects to be "fast tracked" through the development review process was suggested.

The intent of Development Review is to examine a project's impact on its immediate neighborhood and on the County as a whole, and to determine consistency with the Comprehensive Plan and Unified Land Development Code. Depending upon the project's size, location, and use, the review may address the impacts on traffic and parking, environmental protection, stormwater, the design character of the area, and infrastructure systems (water, sewer, etc.). Plan review is generally divided into Preliminary and Final levels. Preliminary Development Plans provide a general layout of the proposed project at a lower level of detail than required for Final plans and address open space, tree canopy retention, and general location of buildings and utilities. This stage provides the applicant with an approved plan to follow prior to investing in engineering services and provides time to engineer the final plan set. Final Development Plans provide the detailed engineering or construction drawings.

The types of applications that typically require Development Plan Review are residential subdivisions, commercial or office buildings, and mixed-use developments. Applicants can meet with development review staff free of charge for a pre-application conference to gain an understanding of any requirements specific to their property before a project is submitted. Pre-application meetings have been very popular with applicants and due to the demand there have sometimes been long lead times to schedule these meetings.

Once a development review application is submitted, projects typically take 1-2 months for Preliminary Plan approval and 1-4 months for a Final plan approval. The time for approval depends upon the complexity of the project and the availability of the applicant's engineers to address staff comments. Coordination between several review departments is critical. The timeframe for each round of review is three weeks, which is a very predictable timeline. Whether or not an application could be delayed due to the need for multiple submittals for an applicant to address code requirements is currently not predictable.

In Alachua County, residential building permits are typically issued within one week. Building permits for commercial/business uses are typically issued within two weeks. Many minor repair work permits are issued over-the-counter or within two to three days.

Recent Process Improvements:

- Administratively approving more types of minor plan applications— rather than requiring a public hearing for approving recent code changes, allow more types of applications to be approved by staff rather than requiring a public hearing. These include changing the use of an existing site, small building additions, waivers to section-line setbacks, as well as applications for rural home based businesses. These take approximately two weeks for staff review and approval. Previously it was a minimum of 4 weeks and a Development Review Committee public hearing was required.
- Process improvements such as changes to the Comprehensive Plan and land development regulations to allow for easier approvals for mixed-use developments. Properties eligible for Traditional Neighborhood Developments (TNDs) and Transit Oriented Developments (TODs) can proceed directly to development plan review, rather than going through a comprehensive plan amendment or zoning change. Also, subdivision standards were modified to allow the developer more flexibility. These included eliminating the requirement for minimum lot sizes and a reduction in the required road width. In the past, this additional flexibility required a separate step for Board approval through a zoning change to a Planned Development (PD).

Current Focus Areas to Consider

Electronic vs. Paper Review

Paper copies of building permits and development plans are currently reviewed by staff. This involves the applicant coming in person to the County Growth Management Department with sometimes numerous sets of plans. Electronic review for certain types of projects could help save both time and money and provide greater efficiency. Other communities are beginning to utilize more electronic processes. Alachua County has begun developing an online process. Records retention requirements will need to be reviewed and assurances provided that electronic plans retention meet any State requirement.

An International Economic Development Council (IEDC) article cited that only 21% of city planning departments in the United States offer online permitting applications, according to a survey by Planetizen. Other findings show that 83% provide their zoning codes online and only 10% have a social media presence.

Redevelopment

Redevelopment as well as infill development is an efficient use of land, infrastructure, energy resources, and public services. The Comprehensive Plan and land development regulations were written primarily for undeveloped/vacant sites, which are often called "greenfields". The County is beginning to have more requests for the redevelopment of previously developed sites, and the current code does not always easily address these redevelopment sites. For example, the areas within the Oaks Mall Activity Center that are outside of the City of Gainesville's City Limits as well as various non-residential properties along the Archer Road corridor are beginning to redevelop.

They were originally constructed with more suburban regulations and now the more urban standards of the Land Development Regulations are being applied. Many franchises have better designed and more efficient store models and are redeveloping existing sites to meet current trends such as Taco Bell on Newberry Road. Other recent examples of redeveloped sites include the CVS on the corner of NW 16th Blvd. and NW 43rd Street as well as the Towne Place Suites Hotel and Applebee's on the corner of Newberry and Tower Road.

There are several advantages to redeveloping outdated sites – sites are visibly improved, traffic flow can be improved and existing infrastructure can be used or updated rather than expanding into undeveloped areas. Further, the more that existing properties are redeveloped, then the less impact there is to undisturbed sites and the more natural areas can remain.

The Comprehensive Plan Economic Element Policy 1.1.10 states *recognizing constraints such as location, site access, existing utility infrastructure, or other conditions that may constrain redevelopment in compliance with generally applicable standards, the County shall establish criteria for sites where it would be appropriate to facilitate redevelopment of existing properties based on alternative standards.* A review of the land development code and potential code changes would be helpful to ensure that redevelopment regulations are easily understood and encouraged. Redeveloping sites can be more difficult than developing undeveloped land due to existing development patterns and outdated infrastructure. Incentives may be reviewed in order to encourage redevelopment. Alternative standards may be appropriate.

Utility Coordination

Currently, development plans are often approved by the County prior to receiving approval from Gainesville Regional Utilities (GRU). Sometimes GRU requires changes that affect the County's approval. Staff is exploring the possibility for better alignment of both processes with GRU representatives.

Process

Many development review applicants want certainty and flexibility in the process. However, it can be difficult to bridge the gap between providing flexibility as well as certainty. Having a consistent process may help.

Attention should not only be towards streamlining for the sake of expediency, but rather efficiency. Most applicants seem more concerned that the overall timeline is more predictable.

Ways in which the County can improve the development approval process include providing more opportunities for submitting electronically, coordinating the process with utility providers, reviewing redevelopment regulations, ensuring predictable development review process, and developing an expedited plan review.

2. Communication

Clear communication with both internal and external customers is vital to the organization and the public. The County currently communicates via website, press releases, County Update Newsletter, Channel 12, social media sites (Facebook, Twitter, YouTube), printed material, and through employees. In general, the following are types of communication that affect the County's perception and can have an effect on economic development.

Communication with new applicants

New applicants and developers wanting to locate in the County need to be able to access detailed information on the requirements and process efficiently as well as know where to go for questions. Communication with prospective land purchasers in the due diligence period needs to include information about any encumbrances or constraints on the property. More information can be added to the County's website in order to assist new applicants and developers with understanding the requirements and process to develop property.

Communication with established applicants.

This can be very detailed level of communication with those already familiar with the development approval process. Efficiency and completeness of communication is essential to avoid repeated turn-around of project reviews.

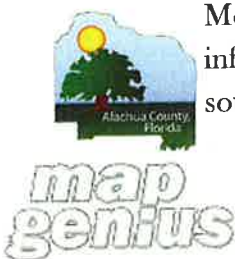
Communication with the general public about pending applications and general questions.

Staff has to try to ensure that information is provided in an easy to understand manner for those not familiar with the process or regulations and who typically want to know what is upcoming in the community and how to participate in the process.

Telling Our Story

Communication and perception were widely discussed at the workshop. Participants said there could be ways to widen opportunities to promote access to information on how to do business in the County (“chat” support, media, workshops, presentations, web clips). They also mentioned that the County could do a better job in telling “our story”. Conveying that the County is “open for business” was cited by several people. However, some workshop participants also said that it is actually easy to do business and gain approvals in the County and that this aspect should be communicated more in order to overcome negative perceptions. Customer service comments related to wanting a greater amount of helpfulness and support from staff towards helping customers obtain their goal, which is essentially to be more solution oriented.

Internet Tools



More people increasingly try to access information via the internet as a primary source before calling a company or government department in person. A website should effectively serve its customers and try to ensure that answers to a customer’s questions can be easily obtained. The recent development of the MapGenius mapping system by County staff effectively combined several sources of information into one site

and it has been very successful. Providing a similar service for more aspects of information could benefit both the public and staff.

Customer Service

Regarding customer service, any organization can typically make improvements. According to the International City/County Management Association (ICMA), excellence in local government customer service translates into:

- Greater public confidence and trust
- Support for budgets and other local government initiatives
- Positive image for community

Ways in which the County can improve communication include:

- Providing more information online and in print in an easy to understand format to assist established and new customers with navigating the development review and building permitting process.
- Ensuring that the necessary steps in the process are “linked” in one place. For example, development review and building permitting information is provided on the growth management website, but there is currently no reference to construction permit information.
- Training employees to have a “solution oriented” mindset.
- Enhance and improve internet-based resources and find new ways to disseminate information.

3. Economic Growth and Diversification

Ways in which Alachua County can influence economic diversification include leveraging economic development initiatives in place, expanding collaboration and cooperation with stakeholders, exploring the possibility of providing more flexibility within zoning categories, enacting new business incentive policies, and promoting the local agricultural economy.

Economic development is a means of contributing to the economic vitality of the community to enhance and diversify the local tax base, to increase the number of jobs available to residents of the community, and to improve the local quality of life. **Economic opportunity can be expanded through business creation, retention, and expansion, by keeping existing businesses from moving out of the area, helping existing businesses grow, and nurturing small businesses and entrepreneurs.**

A diverse economic framework can generate strength in the community because no single economic sector is relied upon too heavily. The Economic Element of the Alachua County Comprehensive Plan has the goal of enhancing the economic prosperity of all citizens of Alachua County and expanding and diversifying the County's tax base. The Comprehensive Plan implements the community's vision through those policies that achieve and maintain the quality of life desired by residents and business owners in Alachua County. Achieving economic diversity assists in minimizing the vulnerability of the local economy and provides economic opportunity for all segments of the population.

A diverse economic framework can also help to attract and retain high-quality employers and employees within the workforce. The addition of new jobs means increased employment opportunities for local residents or the growth of the community by providing employment opportunities for new residents of the community. New and expanding businesses in a community also fill vacant, possibly blighted property, potentially transforming underutilize property. Improving underperforming property means an increase in property value and rents.

For communities to maintain and boost their economic vitality, they must persuade business or investors to locate, expand or remain in the area rather than in another location. In terms of increasing the tax base, when a new business is established, the

tax burden is eased in the residential community. The expansion, relocation or creating of businesses means more entities can contribute to the tax coffers to support the services cost of local governments.

Alachua County Assessment

In the last few years, Alachua County, municipalities and regional economic development partners have been taking a more proactive role in helping existing businesses to expand, pursuing tax base diversification, higher paying jobs, and business vitality.

The Gainesville Council for Economic Outreach is the designated economic development entity for all of Alachua County. Their goal is to assist existing businesses through expansion, to help grow new companies in our community and to attract new opportunities to Alachua County. Achieving economic diversification is part of their mission, and they are in the process of launching a five-year plan that targets growth in specific industries including: logistics, advanced materials, agricultural life sciences, human life sciences, software and information technology, and advanced manufacturing.

The region finds itself in a highly competitive market within the state and nation for new investment opportunities and jobs. Participants attending the Business and Economic Growth Workshop cited the need to diversify the economy, specifically promoting the growth of the manufacturing industry and more low to medium skilled employment opportunities, since jobs in manufacturing typically pay higher wages than in the economy as a whole.

Incentives

Incentives can be an important tool in economic development. Many communities across the country compete to attract new businesses by utilizing various types of business incentives, but incentives are also an important tool in business retention and expansion. Participants attending the workshop cited the need to be competitive with business incentives inducing investment in our community.

In order to be more competitive for new investment, Alachua County could explore the adoption of policies outlining additional incentives and tools to stimulate business investment. Currently, the main business incentive utilized by Alachua County is the state Qualified Target Industry (QTI) tax refund. There are a myriad of ways that a community can adopt new incentives to attract and retain jobs. However, new incentives should be crafted in a way that works in the local, regional and state environment. It is a best practice to tie incentives (tax-related or not) to performance criteria, such as number of jobs created, quality of jobs, and minimum investment requirements, among other performance measures. It should be also noted that there are limited financial resources and there is considerable debate on government providing incentives to private businesses.

Flexibility

Participants attending the workshop also cited the need to have more flexibility in zoning districts, and to ensure that the land use plan and land development regulations address emerging trends and changes in industry demands while also protecting natural resources and quality of life in the County. Adjustments in regulations could set the stage for further economic diversification in unincorporated Alachua County. This can include amendments to zoning categories, as well as providing more flexibility within zoning categories.

Local Food Economy

Workshop participants identified the need to grow and promote the local agricultural and local food economy. A suggestion mentioned was to assist local food stakeholders to create a regional food hub.

According to the National Food Hub Collaboration, a regional food hub is “a business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand.

Regional food hubs increase market access for local and regional producers, complimenting and adding value to the current food distribution system. They are also key mechanisms for creating large, consistent, reliable supplies of mostly locally or regionally produced foods.

Alachua County and the state of Florida are well-known as a major agricultural producer with nearly year-round production due to its mild winters and hot summers. Historically, agriculture and food production has been an Alachua County economic pillar. In Alachua County, Agriculture, Natural Resources, and related industries are ranked as the 3rd largest in employment, 4th in total value added of all industries, 5th among all industry groups in output, and 3rd in exports according to the *Economic Impacts of Agriculture in Alachua County* report from the University of Florida/ Institute of Food and Agricultural Sciences (UF/IFAS) Extension Alachua County.

According to the UF/IFAS “Cornerstone of Alachua County's Economy and Land Base: The Economic Impact of Agriculture and Natural”, the agriculture and natural resource based industry group is a large and diverse component of the Alachua County economy.

The total output impacts for agriculture and natural resource industries in Alachua County were estimated at \$592 million.

The forestry and related wood and paper products industry was the largest sector, contributing more than \$132 million in total output impacts, and accounts for more than 22 percent of total output impact in the county from agriculture and natural resource industries.



The food product manufacturing industry with \$116 million in output impacts registered as the second highest agriculture and natural resource industry in the county. The environmental horticulture industry (nursery and greenhouse, and landscape services), with over \$86 million in output impacts and the fruit and vegetable farming and processing industry with \$80 million output impacts, was another key contributor to the agriculture and natural resource sector. The livestock, dairy farming, and animal products industry registered a total of \$54 million in output impacts in 2006.

According to UF/IFAS Extension Alachua County, 54% of land in the County is used for Agriculture, and 98% of farms in Alachua County are small farms, and 88% are individually or family owned. According to the Florida Organic Growers' *Community Vision for Food System Development in Gainesville-Alachua County* report, in 2010 there were an estimated 1,532 farms in Alachua County, and 38% of this farmland is used for crop production.

A wide variety of edible crops are produced in the region including dry beans and peas, vegetables, melons, potatoes, fruits, tree nuts and berries.

Local food production and consumption has increased over the recent years in response to concerns about food safety and quality, local economic development, and environmental benefits. According to the University of Florida study conducted by Dr. Alan Hodges, *Local Food Systems in Florida: Consumer Characteristics and Economic*

Impacts, sales of food grown locally or regionally in the state of Florida accounted for \$8.3 billion in annual economic activity for 2011-12, researchers have concluded after analyzing a statewide consumer survey. Almost three-fourths of the total estimated revenue (\$6.1 billion) was spent on local food at retail grocery stores, according to this University of Florida study. Consumers also spent \$1.8 billion at farmers' markets, roadside stands and U-pick businesses. Restaurants and other food-service establishments accounted for \$320 million, and prearranged farm-to-consumer sales, including Community Supported Agriculture, totaled \$103 million. According to this study, the total spent on local food averaged \$1,114 per household in the state of Florida, and this number was somewhat higher in central and north-central Florida than in South Florida or the Panhandle.

4. Quality of Life

Quality of life" is a term used to describe various, sometimes intangible factors that make a community attractive to live, work, and play. Communities across the country are recognizing the importance of recreation and preserved natural resources in their ability to make themselves more attractive to talented workforce and new businesses.

New businesses are attracted to communities with the most appropriate quality of life factors, and existing businesses will expand for the same reason (American Planning Association).



MindTree officials considered its site location in other southeastern US cities...but ultimately selected Gainesville due to the area's high caliber of innovative workforce talent, community spirit and unparalleled quality of life.

Source: Mindtree.com

Factors include not only wealth and employment, but also the built environment, physical and mental health, education, arts, recreation and leisure time, social belonging, and natural resource preservation. Quality of Life plays a role in economic development because businesses often cite quality of life as a reason for locating a business.

Workshop participants cited Quality of Life factors as economic development drivers. Schools are an important factor for families. Choices in recreation and cultural amenities are business attractors. One participant said “leaders and employees need to *want* to live here.”

Livable Communities

According to the *Investing in Place* research study, there is potential for a new economics of place and place making. **Successful economic development policies will likely need to focus strongly on the qualities that make a community or region attractive.** “When asked what would strengthen their local economy, two-thirds [of respondents] believe that investing in schools, transportation choice, walkability, and key community features is the best way...For both Millennials and Active Boomers, including those living in today’s suburbs, walkability is in high demand.” Additionally, a key finding of the report is that quality neighborhoods that blend access, amenities and affordability need to drive local development actions. There is potential for shifting market and consumer demand that may have a significant impact on the shape of communities and industries such as housing, health, and transportation. The ability to “age in place” is also becoming an important issue. (<https://www.planning.org/policy/polls/investing/pdf/pollinvestingreport.pdf>)

The Alachua County Comprehensive Plan addresses many of the trends towards citizens’ wanting more transportation options, greater walkability, the option to age in place, as well as the preservation, protection, and promotion of natural resources.

Creating livable communities that are attractive to diverse populations and new economic development

opportunities is an objective of the Comprehensive Plan’s Economic Element. Other Comprehensive Plan policies include encouraging expanded and new businesses to locate in well-designed, compact mixed-use communities, promoting reduced commuting distances through encouragement of mixed-use development, preserving natural resources, and including standards in the Land Development Regulations help ensure that new and expanded businesses provide for the health of the community by providing access to public transportation, bicycle and pedestrian facilities, as well as roadways.

The main goal of the Community Health Element of the Comprehensive Plan is to “preserve the health of Alachua County residents by facilitating health care delivery, improving the livability of the community, and providing all Alachua County residents opportunities for active living.” One of the objectives is to “develop and maintain ongoing County programs and infrastructure designed to support sustainable community health.” A connected system of walkways and bikeways has community health benefits and affects quality of life.

Additionally, allowing a mix of housing types and housing units that facilitate aging in place can promote a healthy community. With the predicted increase in the over age 65 population, aging in place housing units will likely have increased demand in Alachua County.

According to the recent article *A Healthy Community – A Strong Local Economy*, in the ICMA Public Management P.M. Magazine, “healthy communities and economically vibrant communities are often one and the same.” There are multiple overlapping factors that affect the health of an individual including family and social networks, institutions/schools, community factors, and public policy. “The ability of an individual to make choices depends in part on the individual’s environment, which includes public policy decisions.” (*Public Management*, October 2014).

Current County policies also allow mixed-use development. Several large projects are at different stages of development including three Transit Oriented Developments (Celebration Pointe, Springhills, and Santa Fe Village) which are designed to accommodate transit. The Celebration Pointe TOD has announced plans for a Bass Pro Shop to be located within the development, which is a regional draw. Additionally, policies support multi-use paths and bike lanes within developments to allow for different modes of transportation.

These TOD projects are consistent with the comprehensive plan policies and represent the most active projects currently under development review and construction in unincorporated Alachua County. Mixed-use developments can provide for the more efficient delivery of services, as well as provide a greater value as well as revenue per acre.

Green Infrastructure

The term 'quality of life' has been used to embrace many facets of life, but when it is operationally defined it almost always incorporates green/natural infrastructure such as recreation, parks, open space opportunities, and natural areas.

Green/Natural infrastructure is an essential part of Alachua County's unique natural heritage and economy. It can be defined in many ways, and in its broadest application, natural infrastructure encompasses a strategically planned and managed "interconnected network of natural areas and other open spaces that conserves natural ecosystem values and functions, sustains clean air and water, and provides a wide array of benefits to people and wildlife", according to the Environmental Protection Agency. (http://www.epa.gov/greenkit/natural_infrastructure.htm). Green infrastructure also refers to a stormwater management technique that preserves, restores, enhances or mimics natural hydrology (APA Zoning Practice 9.10)

Green/Natural infrastructure such as recreational opportunities, open space, and natural areas are a very important part of the quality of life that firms and employees seek in a community. Places with such

amenities and recreational opportunities attract taxpaying business in search of a high-quality environment for their employees. This kind of infrastructure also contributes to the economic health of communities by helping to create stable, attractive neighborhoods where people want to live and play. Plazas, parks, and open spaces also contribute to place making and community character.

Green/Natural infrastructure in Alachua County contributes to the economy in jobs, taxes, tourism, and other revenues. Preserving parks, open space and working lands creates recreational opportunities for residents and visitors generating revenue and jobs in the local economy. All these amenities make a community special and generate tourist dollars for local governments.

Alachua County's climate provides year round opportunities for hiking, biking, fishing, birding and kayaking. The natural preserves,



parks, trails, springs and lakes provide immeasurable natural, recreational and economic values for residents and visitors. It also allows preservation of rare, threatened, and endangered species that are dependent on spring systems for habitat.

Alachua County's Comprehensive Plan Conservation and Open Space Element emphasizes the preservation of natural areas and resources with the goal of *conserving, managing and restoring or enhancing the natural and human-related resources of Alachua County to ensure long-term environmental quality for the future.*

The county government has developed a combination of regulatory and non-regulatory approaches that have led to the protection of over 23,000 acres of green space in Alachua County. The County's Comprehensive Plan and Land Development Regulations are designed to protect critical and sensitive natural areas through the development review process and strong protection standards.

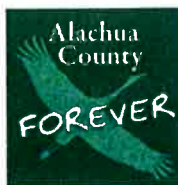
Regulatory tools include mapped strategic ecosystems, upland habitat protection standards, strong wetland avoidance and buffer standards, and incentive opportunities for developers protecting resources. Regulatory tools include both strong resource protection standards in combination with incentive-based land protection options available to land owners and developers.

Some of the incentive based tools include clustering and density bonuses for increased habitat protection, and increased design flexibility (i.e. Low Impact Development design options for storm water management and open space). Strong resource protection standards included up to 150 ft. average buffers for Outstanding Florida Waters and 100 ft. average buffers for wetlands with listed species, upland habitat standards that protection up to 25% of the property and up to 50% of the upland areas within designated strategic ecosystems and required clustering policies for large developments in agricultural areas.

Voter Approved Initiatives

There is strong voter support for the protection and preservation of land for conservation and recreational use. In November 2000, voters approved a ¼ mil property tax to fund up to \$29 million to create a land acquisition program called the Alachua County Forever Program. The mission of the program was to acquire, manage, and improve environmentally significant lands to protect water resources, wildlife habitat, and to provide natural areas suitable for resource-based recreation. Additionally, voters passed the Wild Spaces Public Places half-cent sales surtax in 2008 in order for the County and its municipalities to acquire and improve conservation lands as well as create and improve parks and recreational facilities

Alachua County Forever



The mission of the program was to acquire, manage, and improve environmentally significant lands to protect water resources, wildlife habitat, and to provide natural areas suitable for

resource-based recreation.

So far, Alachua County Forever and its partners have been able to protect over 23,000 acres through a combination of land purchases, conservation easements and land donations.

Two-thirds of the \$105 million cost was leveraged from our private and governmental partners.

The portfolio of preserves is managed to enhance and maintain its ecological function. We provide compatible outdoor recreation for a wider variety of users. Almost eight dollars for each local dollar invested has been leveraged and half of the acreage the County purchased is managed by a partner.

Alachua County Forever has achieved all three referendum goals:



- Protection of water quality
- Wildlife habitats
- Providing natural areas for resource-based recreation

The success of this program has led to the approval in 2008 of the Wild Spaces & Public Places referendum authorizing an additional \$15 million in conservation funds.

Wild Spaces Public Spaces

The passage of Wild Spaces & Public Places (WSPP) Local Government Surtax spurred much activity in Alachua County. The County and all nine municipalities received a share of the surtax according to an Intergovernmental Agreement approved in 2008.

The County's land conservation program was able to continue land acquisitions uninterrupted primarily because of its established list and processes.

ACF Dashboard

Acquisition List protected:	23,944
With Direct ACF funding:	19,285
Remaining on List:	27,246
Under contract:	-
Value of land protected:	\$ 105,610,976
County share:	\$ 37,661,732
Partner share:	\$ 67,949,245
Managed by County:	10,662
Managed by Partners:	8,624
Acreage open now:	11,908
To be opened in next 5 years*:	5,602
*Guided group tours can be arranged	
As of	2/5/2015

Alachua County's share was split between the Senior Recreation Center (\$1.5 million) and Alachua County Forever (\$12.7 million) to continue the environmentally significant land purchases, as well as the Public Works Division for improvements to Kanapaha Park and the Archer Braid Recreational Trail (together \$1.1 million).

Tourism



Alachua County's unique blend of nature, arts and culture, technology and heritage attracts those visitors seeking that special experience that recharges the

spirit.

A key product for the County is the abundance of nature based sites. The activity ranges from off-road bicycling trails to swimming in cold water springs to just enjoying Florida at its natural best. This blend of attractions adds to the residents' quality of life and makes the area enticing to the business sector. In 2014, the County generated \$3.8M in Tourist Development Tax and \$4.6M in sales tax based on \$76.6M in actual hotel room sales. (Visit Gainesville, 2015)

The Tourist Development Department (or Visit Gainesville Office) is creating a Strategic Plan for Tourism that will guide the marketing efforts for the next 2-3



years. The promotion of natural attractions to visitors, who may not be aware that this area is so rich in product, will continue to be one of the major initiatives of Tourist Development.

Arts & Culture

The Creative Industries are composed of arts businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and design companies. Besides cultural

contributions, the creative industries and arts provide an economic stimulus to the community. Arts businesses and the creative people they employ stimulate innovation, strengthening Alachua County's competitiveness, and play an important role in building and sustaining economic vibrancy.



A study profiled in The Atlantic CityLab analyzed art clusters across U.S. metros and concluded that art clusters occur in "urbanized, relatively diverse regions" and are associated with strong economies. The study also delivers good news for smaller cities and towns, noting that "the arts are linked to broad measures of innovation and development...suggesting the arts can play a larger role in

economic development irrespective of metro size or geographic boundaries of city and neighborhood."

The Creative Industries Represent 3.7% of All Businesses and 1.9% of All Employees in Alachua County, FL

It is important to understand the scope and economic importance of the arts in the Alachua County area. According to "American for the Arts" Creative Industries report, Alachua County is home to 560 arts-related businesses that employ 2,879 people. The "American for the Arts" Creative Industries report also mentions that the creative industries account for 3.7% of the total number of businesses located in Alachua County, FL and 1.9% of the people they employ.

The University of Florida is a major arts player in the Alachua County area, with UF College of Fine Arts staging many recitals, performances, art shows and concerts each year. UF campus is home to the Samuel P. Harn Museum of Art and the Florida Museum of Natural History.

The region is also home to a professional theater company, the Hippodrome Theatre. The theater company, also known as the Hipp, presents musicals, comedies, dramas, and holiday productions. It has been Gainesville's most celebrated performing arts institution, celebrating 40 years of artistic excellence. In the not-for-profit side, there are multiple ensembles such as the Dance National Ballet, Gainesville Chamber Orchestra, Gainesville Community Playhouse and the Artisans Guild Gallery.

Ways in which the County can influence quality of life include continuing to provide for mixed-use developments, continuing to improve policies that implement Transit Oriented Developments (TODs)/ Traditional Neighborhood Development (TNDs), continuing to preserve and promote the County's natural resources, as well as foster tourism.

5. Infrastructure

An area's infrastructure system can be a key component to promote and facilitate economic development. Infrastructure available in a community such as water supply, utilities (including internet), sewers, roads, sidewalks, parks, public transit, and airports can be critical components of an area's development capacity and long-term competitiveness. According to the American Planning Association, communities with business friendly environments and adequate infrastructure are more competitive than those without these assets.

Many workshop participants said that the general infrastructure needs are crucial for continued economic development. Comments included helping smaller municipalities provide adequate centralized water/sewer, countywide transit, shipping and logistics, desire for spec buildings, or "shovel-ready sites."

Ways in which the County can influence infrastructure include researching or approving funding sources, continuing to pursue multimodal transportation options, and promoting and providing information on existing "shovel ready" sites.

A community's infrastructure is also linked to the community's health and quality of life. The County and municipal governments are responsible for transportation systems and their funding, in addition to state and federal agencies. To achieve effective and consistent leadership for planning, infrastructure investment and the delivery of other public services to support economic development, cooperation among regional stakeholders will be required.

Assets available to businesses in our region include a interstate and regional highway systems, a regional airport, and rail service.

Challenges

In the 1980's, the State of Florida turned over 200 miles of state roads to the County and provided a one cent gas tax to cover future maintenance. The backlog of repair and resurfacing projects has been a growing issue ever since. Currently, approximately 85% of the road network is in need of at least some repair work.

One of the fundamental land use strategies of the Alachua County Comprehensive Plan is to direct future urban development to locate within an urban growth area known as the Urban Cluster to maximize efficient use of land, separate urban and rural areas, and protect agricultural areas and natural resources. Defining a growth boundary is a central principle in land use planning in general. The Urban Cluster is designated on the Future Land use Map and includes about 40,000 acres of unincorporated area generally surrounding and adjacent to the City of Gainesville. The Urban Cluster essentially defines the growth boundary of the unincorporated County and the intent is to direct future urban development to this area. The Alachua County Comprehensive Plan promotes the continued concentration of growth in the Urban Cluster by providing incentives for new development located within the urban residential land use to be designed as Traditional Neighborhood (TND) or Transit Oriented Development (TOD) with higher transit supportive densities and mixed uses.

By focusing development within a certain boundary, there is less infrastructure to build and maintain. Additionally, more efficient delivery of public services creates a fiscally sound pattern of development.

Additionally, the Comprehensive Plan promotes more mobility options and responds to changing demographics and emerging markets by linking long-range multimodal transportation plans with standards and incentives for higher density, mixed-use development. This approach provides for non-residential employment based land uses closer to residential areas, reduces trip lengths, and can also reduce the transportation component of housing costs.

Broadband

Broadband refers to a method of transmitting information using many different frequencies, or bandwidths, allowing a network to carry more data. “For most Americans, however, the term broadband simply refers to a fast Internet connection – whether fixed or wireless,” according to a report issued by the Executive Office of the President entitled *Community-based Broadband Solutions: The benefits of competition and choice for community development and high-speed internet access (January 2015 - http://www.whitehouse.gov/sites/default/files/docs/community-based_broadband_report_by_executive_office_of_the_president.pdf)*

The report states that “affordable, reliable access to high speed broadband is critical to U.S. economic growth and competitiveness.” A key finding of the report is that competitive markets have helped drive expansion in telecommunications services as strong infrastructure investments and falling prices have opened up a wide range of new communications products and services. Where there is strong competition in broadband markets today, it drives similar improvements. But competition does not extend into every market and its benefits are not evenly distributed. While the U.S. has an extensive network of middle-mile connections with the capacity to offer high-speed Internet to a large majority of Americans, many consumers lack access to the critical “last-mile.”

Gainesville ranks in the bottom 20 percent of mid-sized cities for average broadband speed, ranking 401st out of 500, according to a November 2014 Gainesville Sun Article citing a *BroadbandNow* report. The data used for the report covers all of Alachua County, showing an average speed of 20.8 megabits per second from 12 Internet providers. This is 23 percent slower than the Florida average. However, the report does not distinguish any difference in speed or coverage between the urban core and rural areas.

Wired broadband covers approximately 82.9 percent of the county, according to the *BroadbandNow* report. However, an estimated 57,917 people are considered under-served, with access to one or no providers.

In an article issued by *Broadband Communities Magazine*, “Good broadband is even more closely related to economic opportunity than has been realized.” The analysis of census data and National Broadband Map data found that counties in the bottom half of their state rankings for access to 25 Mbps download speeds had a population growth of only 0.27 percent from 2010 through the end of 2013. The top half had a population growth of 2.79 percent, which is more than 10 times greater. “Counties that lag other counties in their states in access to good broadband are actually losing population; counties with the best broadband in their states are growing quickly.” (http://www.bbcmag.com/2014mags/Nov_Dec/BBC_Nov14_BadBroadband.pdf)

Local governments can play a role in broadband infrastructure, according to the White House report cited above. Some communities have developed a variety of strategies for building locally-owned broadband networks and promoting higher-speed Internet access. “Over the past few years, these municipal networks have emerged as a critical tool for increasing access, encouraging competition, fostering consumer choice, and driving local and regional economic development. Local investments have also spurred the private sector to compete for customers, improving services, increasing broadband adoption, and providing more choice for consumers.”

Recommendations & Implementation

Recommendations for improvements in each of the five focus areas were developed based on EDAC and community input, as well as research into each focus area. An Implementation Plan was then created that assigns each recommendation to a specific County staff member or department and provides a timeline for completion.

EDAC ranked each of the focus areas in the order that the committee would like to see accomplished first. However, items in other focus areas may begin sooner and several will be done simultaneously. Many recommendations are straightforward to address. Others will require additional research, stakeholder input, and reports back to the Board of County Commissioners.

EDAC will be the designated task force to ensure completion of the recommendations. The committee will schedule regular reviews with assigned staff/responsible entities to review the progress of recommendations per the Implementation Plan. A progress report will be presented biannually to the Board of County Commissioners.

Alachua County's Business and Economic Growth Implementation Plan - Last Revision: 3/23/2015

	Recommendations	Status of Recommendation		
		Assigned To:	Expected Completion	Status
	Economic Diversification			
1	Resource Recovery Park - Develop the Alachua County Resource Recovery Park to attract light and advanced manufacturing businesses into the region: a) Initiate a business recruiting effort in partnership with the Council for Economic Outreach (CEO) to attract light and advanced manufacturing companies to the Resource Recovery Park. b) Develop a communication plan to disseminate information to corporate real estate officials, site selection firms, and companies in the recycling industries.	Public Works (PW); Econ Dev. Coord.	Sept 2015- March 2016	
2	Organize and facilitate initial meeting with municipalities and regional partners to refine and strengthen the Council for Economic Outreach (CEO) Business Retention and Expansion program to initiate a coordinated region-wide outreach and assistance program.	Econ. Dev. Coord.; Chamber	Sept 2015- March 2016	
3	Research options subject to Florida Statutes for agricultural classification tax policy to promote the growing of organic and sustainable growing methods in Alachua County and present findings to EDAC.	Econ. Dev. Coord.; Growth Management	Sept 2015- March 2016	
4	Create an electronic pamphlet targeted to local and aspiring farmers with information describing regulations regarding agricultural land use, zoning and tax structure.	Growth Management; Prop. Appraiser	Sept 2015- March 2016	
5	Regional Food Hub: Organize and facilitate initial meeting with local food stakeholders to discuss their plans for developing a regional food hub that would aggregate, process, and distribute regionally grown food from producers to wholesalers and new markets.	Econ. Dev. Coord.; Sustainability Coord.	Sept 2015- March 2016	
6	Provide technical assistance to local food stakeholders to inventory and map local agriculture/local food systems assets.	Econ. Dev. Coord.; Extension Service	Sept 2015- March 2016	
7	Work with local food stakeholders to help identify federal, state and private grants to fund the initial development of a regional food hub.	Econ. Dev. Coord.; Sustainability Coord.	Sept 2015- March 2016	

8	Evaluate the adoption of a common Customer Relationship Management (CRM) program by the County, City of Gainesville, Council for Economic Outreach (CEO), and municipal economic development stakeholders, allowing for the development of a comprehensive existing database based upon targeted industry sectors and geographic target areas. Each economic development stakeholder will be able to independently contribute to and update the database, allowing stakeholders to provide more outreach to existing businesses to offer assistance regarding general information and incentives opportunities.	Economic Development Coordinator	Sept 2015-March 2016	
9	Present recommendations to modify County internal policy to encourage the purchasing of local food for County events.	Econ. Dev. Coord	Sept 2015-March 2016	
10	Include the following in the Alachua County Legislative Agenda 2016: 1) Encourage the state legislature to revise Qualified Targeted Industry (QTI) program requirements so that it can be used for promoting the expansion of local businesses. 2) Encourage the state legislature to expand the Enterprise Zone program in the Alachua County region. 3) Work with Alachua County municipalities interest in obtaining Rural Economic Development Initiative (REDI)	Econ. Dev. Coord; Legislative Affairs	November 2015 - February 2016	
	Incentives:			
11	Research and present recommendations to EDAC about the adoption of new local business incentives and inducements such as Foreign Trade Zone, local purchase preference, and local job creation incentives.	Econ. Dev. Coord.; Chamber	Sept 2015-March 2016	
12	Research other Florida jurisdiction's incentives targeted toward entrepreneurs and start-ups in order to support new business development and growth in Alachua County and present recommendations to EDAC.	Econ. Dev. Coord.; Chamber	Sept 2015-March 2016	
13	Provide technical assistance to municipalities interested in creating new business incentives.	Econ. Dev. Coord.	Sept 2015-March 2016	
14	Create a comprehensive summary of available incentives on County's website.	Econ. Dev. Coord.; Communications	Sept 2015-March 2016	
	Development Approval Process Improvement			
-1-7-15	Maintain efficient and predictable timelines for development review. Review opportunities to streamline approval processes for development review and land/use and zoning.	Growth Management	Jan. 2016 - July 2016	
-1-7-16	Include project status information for development plan review, zoning and land use applications on County website.	Growth Management	Jan. 2016 - July 2016	

-118- 17	Provide shorter lead times in the scheduling of pre-application conferences for proposed new development review projects.	Growth Management	Jan. 2016 - July 2016	
18	Develop system using in-house resources to apply online/electronically for: pre-application screening, building permits, development plan review.	Growth Management	Jan. 2016 - July 2016	
20	Utility Plan Review Process - Coordinate initial meeting with GRU and other utility providers to improve coordination of plan review and approval. Determine if changes can be made to lessen conflicts with landscaping.	Growth Management; private engineers	Jan. 2016 - July 2016	
21	In order to encourage redevelopment of previously developed sites, review redevelopment standards/regulations and adopt code revisions as needed in order to streamline redevelopment process.	Growth Management	Jan. 2016 - July 2016	
22	Implement a fast track development review process with specific review times for targeted projects such as redevelopment in the Urban Cluster and development in East Gainesville.	Growth Management	Jan. 2016 - July 2016	
	Infrastructure			
23	Continue to seek opportunities for state and federal funding for County transportation projects.	Public Works/Transp. Planning	On-going	
24	Promote the development of the Alachua County Resource Recovery Park by applying for shovel ready site certification to attract light and advanced manufacturing in the recycling industry into the region.	Public Works/Econ Dev Coordinator	On-going	
25	Promote the development of the Alachua County Fairgrounds into a mixed-use business center.	Public Works; Facilities	Ongoing	
26	Identify and add available land, buildings and site ready locations for expansion in the region to Enterprise Florida sites building database.	Econ Dev. Coord.; Chamber, Regional Partners, EDAC	On-going	
27	Work with local governments, educational institutions, and private providers of internet services to improve the speed and reliability of broadband internet, and to expand its availability to the entire community in recognition that an innovation economy and government programs require this basic infrastructure. Research approaches to expand broadband internet service and provide recommendations to the BoCC.	Departments and private providers as needed; Policy	July 2016	
28	Identify and fund capital investment projects that support economic development in the Plan East Gainesville planning area including infrastructure and streetscape improvements.	GM and PW; Policy and budget discussion.	July 2016	
	Communication			

29	Train County staff to maintain a “solution oriented” mindset and ensure County customer service standards are upheld. Engage Office of Training and Development to organize customer service trainings. Results will be monitored via online surveys/public feedback.	All departments; Office of Training and Development	July 2016- December 2016	
30	Work in conjunction with the Gainesville Area of Chamber of Commerce to organize an annual business forum that provides opportunities for local businesses to meet regularly with County, Chamber, and economic development stakeholders, to keep an open line of communication between businesses and public officials.	Economic Development Coordinator	Annually	
32	Update the Alachua County Business Resource Resources Guide and publish a 2015 edition.	Economic Development Coordinator	July 2016- December 2016	
33	Create summary of the Qualified Target Industry (QTI) Program recipients along with the estimated jobs, capital investment and wages for each project.	Economic Development Coordinator	July 2016- December 2016	
34	Participate in the Council for Economic Outreach (CEO) efforts to publish regional marketing material opportunities.	Economic Development Coordinator, VCB	July 2016- December 2016	
	Website Improvements			
35	Add State Enterprise Zone, municipalities’ CRA districts, and Federal HUB zone overlays to County mapping tool “Map Genius”.	Econ. Dev. Coord.; Growth Management	July 2016- December 2016	
36	Establish an online customer feedback form where citizens can provide feedback on County programs and services.	Econ Dev Coord.; Growth Management; ITS	July 2016- December 2016	
37	Find new ways to disseminate information to citizens, entrepreneurs, and businesses besides communication channels currently in use.	Econ Dev Coord.; ITS; Communications	July 2016- December 2016	
38	Create a Frequently Asked Questions section on the County's website.	Econ Dev Coord.; Growth Management; ITS; Communications	July 2016- December 2016	
39	Create a section with Economic and Demographic Quick Facts about Alachua County on County's website.	Econ. Dev. Coord.; ITS	July 2016- December 2016	
39	Link municipalities and other economic development stakeholders' websites on County's website to expand connectivity by back linking.	Econ. Dev. Coord.	July 2016- December 2016	

-120-	40	Develop a user friendly, comprehensive site that provides an overview of process for development review, construction permits, and building permitting.	GM and PW Staff; GM GIS	July 2016- December 2016	
	41	Create a County website section with business resource links to connect small businesses with service providers, support organizations, and programs.	Econ. Dev. Coord.; ITS	July 2016- December 2016	
	42	Create an "About Alachua County" webpage section with a brief community overview and directing businesses to key economic development organizations in the community.	Econ Dev Coord.; ITS; Communications	July 2016- December 2016	
	43	Link Enterprise Florida sites building database on County's Website.	Econ Dev. Coord.; ITS	July 2016- December 2016	
	44	Create a data section on the County's website where economic data and economic reports about the region are available for businesses, citizens and economic stakeholders, and non-for-profits.	Econ Dev. Coord.; ITS	July 2016- December 2016	
		Quality of Life			
	45	Continue to support policies and regulations that promote Transit Oriented and Traditional Neighborhood Developments in order to create communities that are in alignment with future trends as well as being fiscally sound. Recommend code revisions to the BoCC as needed.	Growth Management	On-going	
	46	Promote healthy communities that promote physical activity with complete streets that include bicycle/pedestrian connectivity by ensuring that standards of street network standards and connectivity are met for new development and redevelopment.	Growth Management	On-going	
	47	Implement Tourist Development Strategic Plan to promote the use of area parks and preserves, and eco-tourism destinations located in the region	Visitors and Convention Bureau (VCB)	See VCB timeline	
	48	Continue to promote image of Alachua County as a "green" community in order to attract innovating businesses that value quality of life for their employees.	VCB	On-going	

Recommendations & Implementation

Recommendations for improvements in each of the five focus areas were developed based on EDAC and community input, as well as research into each focus area. An Implementation Plan was then created that assigns each recommendation to a specific County staff member or department and provides a timeline for completion.

EDAC ranked each of the focus areas in the order that the committee would like to see accomplished first. However, items in other focus areas may begin sooner and several will be done simultaneously. Many recommendations are straightforward to address. Others will require additional research, stakeholder input, and reports back to the Board of County Commissioners.

EDAC will be the designated task force to ensure completion of the recommendations. The committee will schedule regular reviews with assigned staff/responsible entities to review the progress of recommendations per the Implementation Plan. A progress report will be presented biannually to the Board of County Commissioners.

Appendix A

Chambers of Commerce Contact List



Alachua Chamber of Commerce

alachua.com

Archer Florida Chamber of Commerce

archerchamber.com



Gainesville Area Chamber of Commerce

gainesvillechamber.com



Hawthorne Chamber of Commerce

hawthorneflorida.org



High Springs Chamber of Commerce

highsprings.com



Micanopy Area Chamber of Commerce

micanopychamber.com



Newberry Jonesville Chamber of Commerce

newberryjonesvillechamber.com

Appendix B

EDAC Strategic Plan

Alachua County's Strategic Plan for Economic Development (January 9, 2014)

Economic development is about promoting and creating opportunities that will provide people with a greater access to wealth. This is achieved by encouraging a more diversified and stronger economy that is built on industries that provide well-paid jobs that are accessible to all residents.

Alachua County's Economic Development Advisory Committee (EDAC) developed a Strategic Plan to encourage economic development by identifying keys steps that the Board of County Commissioners can do to transform this vision into reality.

The plan details action-oriented strategies to capitalize on the best economic development opportunities for Alachua County. Fostering coordination with partners, leveraging and strengthening assets, ensuring availability of information, and fostering efficiency in the development process will all assist with creating a diversified and innovative local economy.

INFORMATION

1. Create a combined Alachua County economic development website.
 - Collaborate with other economic development entities to provide a centralized source of economic development information - a "network of networks."
2. Establish a quick response team (mix of private and government employees) to provide information to local businesses seeking to expand or to establish themselves in the community.
3. Lobby the state legislature to revise Qualified Targeted Industry (QTI) requirements to allow for the retention of existing businesses.
4. Participate in review of available grants. Create a clearinghouse with public/private partners to evaluate and facilitate grant applications. Initiate and support efforts of other agencies to obtain grant funding and other funds designed to assist local economic development projects.
5. Research issues with Impact Fees – determine how they are used and what effect they have on development.

DEVELOPMENT READINESS

6. Establish a quick response team for development review. Applicants assigned a liaison (done with current county staff and/or trained private volunteers) who helps provide consistent information and who helps navigate the process with different entities. The liaison and a team of designated County staff can provide opportunity for partnership with applicants to guide them through the development review process.
7. Provide more flexibility in permitted uses within zoning districts in order to allow a broader range of compatible businesses in areas without having to go through the rezoning process.
8. Streamline the development review process so that an applicant can go through the process in 3-6 months.
9. Review redevelopment standards.
 - Infill of existing sites should be encouraged and redevelopment standards should be as straightforward as possible.

COORDINATION

10. Coordinate with partners, including the regional workforce board, to improve workforce training and assist in establishing new workforce training programs that meet the needs of employers. Disseminate information about workforce training programs.

11. Encourage businesses to employ emergent technology graduates.
12. Create a business revolving loan fund to assist with the commercialization of local businesses.
13. Partner with incubators and training providers to help encourage entrepreneurship and community participation.
14. Establish the steps and partners that are needed to create a countywide broadband infrastructure that meets the needs of businesses and citizens.
15. Explore funding opportunities and/or the redeployment of resources and/or redeploy resources for the extension of essential infrastructure to encourage development and redevelopment of strategic areas.
16. Meet with Alachua County Public Works staff and Gainesville Area Chamber of Commerce in order to discuss funding for roadways and any plans for future surtax initiatives.
17. Support regional workforce board and education training entities in training and retraining to prepare individuals for skilled employment. Support innovative programs such as Startup Quest and eWITS.
18. Reach out to co-working space entrepreneurs to help economic gardening.
19. Open dialogue with the Chamber of Commerce/GACAR to collectively work on projects/ideas.
20. Continue to participate in Plum Creek's Envision Alachua process.

DIVERSIFIED/INNOVATIVE ECONOMY

21. Promote job skills and training programs that are needed to correlate with employer demand.
22. Encourage and promote incubator growth and success.
23. Create and establish local investment market for trading local start-up companies.
24. Give high priority to local companies in bid process for local government - contract with local companies for goods and services.
25. Promote the local agricultural economy.
26. Encourage the creation of more manufacturing based jobs.
27. Encourage the location and development of businesses that focus on energy conservation, alternative energy, waste-based industry and sustainable food production.
28. Explore the creation of CRA(s) in Alachua County.
29. Expand marketing efforts to promote the local area and workforce capabilities in order to attract external investment capital.
30. Capitalize on state marketing efforts to develop export base.
31. Evaluate the use of county wide incentives for job creation, including property tax breaks for businesses that add jobs.
32. Research using the public libraries as an incubator/economic development gardening tool.
33. Support the creation of Enterprise Zones and Foreign Trade Zones in Alachua County.
34. Provide recommendations to BoCC regarding economic development activities and projects at Alachua County Fairgrounds and Resource Recovery Park.
 - a. Review and provide input on existing fairgrounds and airport property joint master plan.
 - b. Provide recommendations on how to market and generate industry leads for the Resource Recovery Park.

Appendix C

Economic and Business Growth Workshop Summary

The Business and Economic Growth Workshop was held April 16, 2014 at the Alachua County Senior Center. The Alachua County Economic Development Advisory Committee partnered with the Gainesville Area Chamber of Commerce for the event.

The intent of this public workshop was to obtain feedback on business and economic development conditions of unincorporated Alachua County and make recommendations on how to improve them by answering questions such as:

- What can the County and the Chamber of Commerce do to facilitate economic development and help foster Talent, Opportunity and Innovation?
- What can the County do to be more business friendly?

Approximately 70 people between citizens and business people attended the event. Attendees were directed to 8 tables and each table had a facilitator and scribe. Copies of the EDAC Strategic Plan were provided to each participant. There was a general introduction with several speakers discussing the background and benefit of the Economic Development Strategic Plan. The tables then had time to discuss two general topics were discussed with specific questions as follows:

Topic 1: Perceptions of Economic Development in Alachua County

Topic 2: Strategic Plan: What should stay, What should go, What needs to be added?

At the conclusion of the table top discussions, each table provided a summary presentation.

Summary of Group Discussions

The discussions at the workshop tables covered a wide variety of topics. However, there were a few topics that were mentioned at several of the tables: Process, Communication, Diversification, Quality of Life, and Infrastructure among others.

Comments were provided regarding the County's **permitting, inspection, and development review process**. Some of the comments were about the timeframes for these processes, and some were about general customer service expectations. There were general comments about the desire to have a faster process for permitting (building) and development review and also to have simplified approval process. **Customer service** comments related to the need for a greater amount of helpfulness and support in customers obtaining their goal – being more solution oriented.

However, there were also some comments that the County has a good “big city permitting process” and that the perception of a long process and that Alachua County is not “business friendly” is not always accurate.

Comments related to regulations were that they can be difficult to understand and are often one size fits all without much **flexibility**.

Communication and perception was another topic widely discussed. Workshop participants thought there could be ways to widen opportunities to access information (“chat” support, media, workshops, presentations, web clips). The County could do a better job in telling “our story”.

Several groups mentioned the **revolving loan program**. Conversations were both for and against the idea of a creating a business revolving loan fund to assist with the commercialization of local businesses. Some liked the idea and thought the County could manage a program, but not use government funds. Others did not think the government should be involved at all.

Other topics included the need to **diversify the economy** (manufacturing, availability of low skilled job opportunities); general **infrastructure** comments including water/sewer in municipalities, countywide transit, shipping and logistics, desire for spec buildings and shovel ready sites; **quality of life** factors as economic development drivers (arts/culture, recreation); **Schools/vocational programs** (good schools attract families, vocational programs to help train workforce).

There was also interest in the **Qualified Target Industry Program** in lobbying the state legislature to revise requirements so that it is competitive with other incentives (such as Foreign Trade Zone, local purchase preference, fast tracking, reducing fees, operation, job creation).

Statement about what other groups are already doing from Strategic Plan...

There were also comments about the need for a vision statement/purpose and also to have more action items and measureable goals.

Draft Outline of Action Plan

I. Introduction - history of project, general information on process to write Action Plan

II. Economic Picture

- a. Industries
- b. Workforce
- c. Income/Poverty
- d. Metrics (process, dashboard)

III. Action Plan

IV. Appendices: Strategic Plan, Workshop Summary

Appendix D

Economic and Business Growth Workshop Table Top Notes Transcription

Below is a transcription of notes taken from tables during the April 16 Economic and Business Growth Workshop. Notes in *italics* provides the specific Strategic Plan policy referenced.

TABLE 1

Topic 1: Perceptions

No problems relating
Permitting Issues
We have a big city permitting process (good)
The end process drags on
3 weeks for building permit
Scheduling inspectors difficult
Enough staff? Flexibility, common sense solutions.
Better community communication (we are doing better than the perception!)
Improving perception
Is Alachua County not Business friendly? I hear that but...

Topic 2: Strategic Plan

Better job in telling positive (stories coming out of Alachua County)
Spec buildings
Tie incubators in with open real estate
List of "shovel ready buildings"
How do we deal with uncooperative building owners

Strategic Plan Feedback

#8 Very important- possible bad perception (*Streamline the development review process so that an applicant can go through the process in 3-6 months*).

#3 Lobby QTI for existing businesses (yes!) (*Lobby the state legislature to revise Qualified Targeted Industry (QTI) requirements to allow for the retention of existing businesses.*

#2 and #6 relate (*Quick response team*)

#s 2, 13, 14, 17 26, 27, 29, 30, 31, 32, 33, 34 are being worked on by Career Source NCF

Flexibility in site code

#23 is happening (some county input) (*establish local investment market for trading local start-up companies*)

#24 Go Local (*priority to local companies in bid process*)

#12 Micro loan – not necessary, tax payer money

#25 Readdress position on restrictions, look at ACFB position (*promote ag economy*)

Easy for farmer to do their job

#27 Future growth areas (*energy conservation, alternative energy, sustainable food industries*)

#28 Targeted CRA, not just beatification , think outside the box, regional target- combine with other areas –
see #34 (Resource Recovery Park)

TABLE 2

Development readiness

Streamline process – easy up front

Staff needs culture shift – helpful

Time to permit?

Who is doing it right?

Employees –

Workforce training?

No employment for trades once trained

Topic 2: Strategic Plan

Cultivate opportunity

Support the risk takers!

Impact fees – None!

Revolving loan fund?

Infrastructure improvements

Shovel ready

What is the county mission for Economic Development?

Marketing – message should be we support business growth

Expand Foreign Trade Zone to include all of Alachua County

TABLE 3

Topic 1: Perceptions

Better Communication Public-Gov

Simplify approval process

Lower cost/speed up process

Define Timelines

Topic 2: Strategic Plan

- Need to understand what community needs
- Government not force ideas in business needs
- Expand transit options County wide
- Effective traffic flow
- Government Officials not overreaching
- Lower cost to develop – top high \$
- Slow to get things done
- Perceptions will change when actual policies changes
- Difficult to get things done

Strategic Plan

- Development readiness
- Pre-approved areas (similar to innovation square)
- Eliminate impact fees (example of Gainesville)
- Reduce complexity and time requirement for site plan approval
- Eliminate #20 – Plum Creek Process
- Eliminate #11 (emergent technologies graduates)
- Eliminate #12 (revolving loan fund)
- Eliminate #18 (economic gardening)
- Identify specific needs of employers in terms of educational/vocational skills needed

TABLE 4

Topic 1: Perceptions

- Growth seems greater than it truly is – lots of movement. Growth rate more modest
- Uneven distribution of growth throughout the County. EG. City of Alachua vs. High Springs. Growth vs. not growing
 - Hawthorne inviting growth but little response.
 - Lack of economic drivers in Hawthorne, Archer, but Alachua has promoted growth long term
- Difficult to change perception that growth is desired. Growth comes from within community. Involve younger people with interest.
- UF perceived as primary economic engine
- Economic base needs to be diversified
- To encourage growth – need to engage greater amount of public
- Hi-tech economy sector should be encouraged
 - Need to offer cultural amenities
 - Quality of life important factor
 - Community needs to provide amenities
- Need to be careful about being too selective

Recreational/cultural amenities can promote economic development
Schools important factor in drawing families - leverage economic development
Partnerships between municipalities (Alachua and High Springs)
Infrastructure - water and sewer. Eg. Archer - no sewer; High Springs - more capacity needed
Boundary Adjustment Act -
 Strong negative
 More hoops to navigate
 Only County where required
How can County address perceptions: Actions-
Distinguish Myth vs. Reality
Overcoming inaccurate perceptions of obstructions to growth
 Communication to dispel perceptions
Choices - as business attractors
 Business centers
 Employment
 Recreation
 Concentrations
Communication and customer service to turn perceived obstructions into path that achieves goal

Topic 2: Strategic Plan

Quality of Life factors are economic growth attractors
 Add to strategic plan- or recognize value to community
 Leaders/employees need to *want* to live here
Need simple vision statement for economic development strategic plan so employers can state what vision is for Alachua County
More diversified economic base recognizing value of cultural and recreational resources
Widen the opportunities for access to information - active and passive modes. Eg. Media, TV, workshops, presentations, web clips
Clearly identify in simple format
 Vision
 Goals
 Strategies
Public entity investment in local business/opportunity
Localize bond issues
 Local purchase - incentivize
 1st priority
 Premium
Promote local insurance pools as alternative to using companies not locally based

TABLE 5

Topic 1: Perceptions

Tough to be in business
 Regulation
 Government delays, impediments, barriers
High property taxes
High Utility rates
Company town – UF. Must be connected to UF
Economy not diversified
Codes enforcement – increased cost (time, money)
 Doubling of late fees
 Inspections and reinspections
There isn't much poverty = false perception
Job growth opportunities are available to all = false perception relative to lower skilled workers
County doesn't want or welcome business, especially manufacturing
Regulations hard to understand
Expensive
County Commission to staff says what can't be done rather than what can be done and facilitating process =
 negativism
Obstructionist
Solutions:
Highlight diversity
Need light manufacturing

Topic 2: Strategic Plan

Points to Discuss:

- #17: Regional workforce – need more training for start-ups to entrepreneurs
 Add “as directed by employers” see #21
- #25 & 27 – Agriculture = add Innovation Agriculture. take advantage of that and promote it.
- #7 – Flexible zoning to promote agriculture (*more flexibility in zoning districts*)
- #19 – Add builders association (*dialogue with Chamber and GACAR*)
- #12 – (micro-loan) remove it. County should not be making loans, or at least make it a public/private partnership.
 Educate people how to access \$ in private sector
- #10 – Establish mentorship program for entrepreneurs (*coordinate to improve workforce training*)
 Educate people financially
- #16 – Add chamber, realtors, public works, African-American community, builders, developers, PTA groups and schools, technical advisory committee,. (*discuss funding for roadways and future surtax initiatives*)
 Dispel myth of highest property taxes, worst roads, highest utility rates

TABLE 6

Topic 1: Perceptions

Provide opportunities (jobs)
Improve quality of life
 Family, safety education, sustaining
Welcome new business, support existing business
 Remove barriers (intentional and unintentional), example County regulations that exceed
 state and federal
Analysis paralysis
Support, mentorship, seamless support regardless of boundary
Contact person should have an authority to act – empowered ambassador
County level fiscal agent example Santa Fe
Customer service – courtesy – Interns from UF?
Implementation of technology, example map genius (thanks Jimmy!)
“Chat” support , FAQ’s
Better accessibility, centralization, 1 stop shop
Access to authority
Collaboration – Private/Public
Adequate public infrastructure

Topic 2: Strategic Plan

Start with yes
Consolidation of governance of urban vs rural
 Joint planning effort
Common sense of flexibility in regulation
Competitive with Incentives
Site plan approval extensions
Shorter site plan approval periods
Incentives
 Fast Tracking
 Reducing Fees
 Reducing impact fees
Strategic Plan
#15 biggest bang for the buck (*explore funding for extension of infrastructure*)
 Target state, federal funds/grants

#6 Quick Response

#8 and #7 (or 2?) Less or a recipe and more of a form, make it linear vs. looped/interactive (*more flexibility in zoning, streamline development review*)

Get a pool of funds that people can submit

#12 RFPs for economic development (*business revolving loan program*)

We want action items and measurable goals

Softball words: Promote, encourage, meet, continue, explore, open dialogue, reach out

Revolving loan fund for startups ad entrepreneurs, angel funds

Categorize the items for example: training/funding

TABLE 7

Topic 1: Perceptions

Trained educated workforce

After hour logistics – deliveries

Customer service mindset – feel welcome

Expedited permitting - Dade County credit system, interagency (DBPR, Stormwater)

Public Investor incubators

Operation and job creation incentives

Grow local companies from the university

Countywide adopted mindset “How can we help you succeed?”

Solutions – interdisciplinary team

Regulatory consistency

Easily environment Overlay

Example of the ground based solar array and tree issue

Seed funding – marketing, packaging, training, leveraging

Topic 2: Strategic Plan

#12 County managed seed funding (*business revolving loan fund*)

#20 **approach plum creek as a partner (*Continue to participate in Plum Creek’s Envision Alachua process*).

#24 (*Priority to local companies for bidding*)

#25 (*Promote the local agricultural economy*)

10 (*coordinate with partners to improve workforce training*)

17 (*Support regional workforce board and education training entities in training and retraining to prepare individuals for skilled employment. Support innovative programs such as Startup Quest and eWITS*).

County mindset of helping businesses, solution oriented, cross trained, top to bottom

22 ***add “fund” (*Encourage and promote incubator growth and success*)

15 *** (*Explore funding opportunities and/or the redeployment of resources and/or redeploy resources for the extension of essential infrastructure to encourage development and redevelopment of strategic areas*)

3 *** (*Lobby the state legislature to revise Qualified Targeted Industry (QTI) requirements to allow for the retention of existing businesses*)

26 add “teach” (*Encourage the creation of more manufacturing based jobs*)

Investing in the infrastructure for start ups22 and 15

Funding

Shipping

Logistics

TABLE 8

Topic 1: Perceptions

Create a great business environment for our current business – this environment will make outside business want to be part of it

Reduce need to incentivize companies to move here

County needs to have a better marketing

Program – better tell the story of our entire County – not just a “visit Gainesville” approach-

Regional approach

Arts and Culture can be economic drivers to our regional economy – needs some focus, needs to be part of the total branding and master growth plan

Topic 2: Strategic Plan

County too complex

Emphasize local small business – grow jobs

Help in Business in County to grow

Emphasis needs to be on company expansion

Need to a “welcoming” approach to business and willingness to work with companies, compromise or be willing to re-visit current ordinances – be open to change

Learn to “mine” UF

Diversify our economy – Expand private corporations

Alachua too dependent on federal funding

Diversify types of job growth – don’t just focus on small niches

Get involved in education system earlier – expand emphasis on “trade skill” growth opportunities.

Vocational schools

Alachua County environmental guidelines to stringent for business growth

Get more in line with state guidelines

Need balance between growth and environment

Make it work for the lower middle class

Look outside Alachua County - around the country for successful areas we can benchmark from

Make Alachua County a great place for our current businesses - this will attract outside business

Strategic Plan

High School & Vocation Training not addressed

The arts and culture not addressed

Marketing -Branding efforts needs to be better addressed as a "County " not just the City of Gainesville

Better tell "our story"

Develop an "Economic Arm" to our tourist campaign

What's here for businesses

What's here for families

Add to #6 hard and fast response element (*quick response team*)

Add readiness-timelines

#9 Add incentives to infill (*review redevelopment standards*)

#12 Concern of risk and loss (whose \$ is at risk) (*business revolving loan*)

Rate subsidies

County should not be in the loan or real estate business

Eliminate CRA's in "unincorporated areas" in the County- most is not "redevelopment" anyway.



Alachua County

12 SE 1st Street

Gainesville, FL 32601

352-372-5204

EXHIBIT 6

From: [Chris Dawson](#)
To: [Mike Escalante](#)
Cc: [Jeffrey L. Hays](#)
Subject: Bullets on Economic Development Action Plan
Date: Wednesday, July 20, 2016 3:13:08 PM

- Business and Economic Development Action Plan with 47 recommendations to improve business climate in Alachua County (approved March 2015).
- EDAC uses monthly meeting to monitor progress
- BoCC established Task Force to oversee implementation
- To date- 3 items with no action taken, 15 items in progress, 29 implemented or completed
- Some accomplishments include – Alachua County Resource and Recovery Park (development plan in progress; waste-related company received a QTI incentive package to potentially become first tenant), development review project website launched, Wi-Fi in eastside facilities, Hawthorne's Rural Economic Development Initiative Designation (REDI), technical assistance to municipalities, e-permitting

Chris Dawson, AICP
Senior Transportation Planner
Alachua County Growth Management Department
(352) 374-5249
10 Southwest 2nd Avenue
Gainesville, FL 32601
<http://growth-management.alachuacounty.us/>

Please Note: Under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.



Business Incentives

Tax exemptions, state funding, and employee screening services for qualified businesses help to defray costs and maximize business growth. Gainesville provides the perfect pro-business climate for new and relocating businesses.

GRU's Economic Development Rate

GRU's [Economic Development Rate](#) is an incentive for larger business customers that want to establish or expand their presence in Gainesville. The program is open to new and existing general service, demand and large power service customers that meet certain criteria.

Enterprise Zone Tax Savings

Local incentives are focused on a 50 percent discount on various development fees located on properties within the [Enterprise Zone](#).

Qualified Targeted Industry Tax Refund Program

This program provides a tax refund of up to \$5,000 per new job created in Florida through the location of a new business or expansion of an existing business. To qualify, a company must create 100 new jobs (10 percent increase for expanding companies), pay an average of at least 115 percent of area wages, have significant impact on the community, show its necessity and have local support.

Industrial Revenue Bonds

Provides bond issues for manufacturers (up to \$10,000,000) for property acquisition, construction, machinery and equipment costs, and certain soft costs.

Gainesville Community Redevelopment Agency

The [Gainesville CRA](#) operates in four community redevelopment areas: Eastside, Fifth Avenue/Pleasant Street, Downtown and College Park/University Heights. Redevelopment in a CRA area is an investment in a vibrant future for Gainesville's urban core.

Need More Information?

In order to qualify for some of these benefits, companies must apply prior to relocating or expanding their facilities. Therefore, if you are interested in any of these programs, contact any of the following organizations for more details as early as possible in your development plans:

Economic Development & Innovation

City of Gainesville
200 E. Univ. Ave., St. 7
Gainesville, FL 32601
Ph: 352-334-5010
Email: bredfeldea@cityofgainesville.org

Council for Economic Outreach

300 East University Ave, Suite 100
Gainesville, Florida 32601
Ph: 352-378-7300
Fax: 352-378-7703

Gainesville Area Chamber of Commerce

P. O. Box 1187
Gainesville, FL 32602
Ph: 352-334-7100
Fax: 352-334-7141

EXHIBIT 8



5-Year Initiative

Transforming Greater Gainesville (2015-2019)

'A Game-Changing Plan'

Transforming Greater Gainesville is the current economic and community development campaign of the Council for Economic Outreach.

Building off Momentum 2015 and its predecessor, Opportunity 2010, Transforming Greater Gainesville is an ambitious, aggressive 5-year economic and community development campaign that launched in 2015.

The campaign is designed to accelerate our region's economy and capitalize on the Gainesville region's economic growth potential. It is a true community plan; its genesis is from over 150 stakeholder meetings in the past few years garnered through the Innovation Gainesville initiative. The intent is to elevate our region's economy to a higher level through expanded economic development goals, strategies and tactics.

Overall, the plan is predicated on the following principles:

- Realizing our economic potential requires a **comprehensive regional approach** and a CEO that is **competitively-resourced** with increased funding and staffing
- Taking a **highly strategic and targeted approach to job creation and retention** by focusing on the following industry clusters: Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences, and Software/IT
- Launching a **compelling and effective internal and external marketing effort** to increase awareness of the Gainesville region's world-class assets and offerings
- **Talent development** and alignment with the entire education and workforce systems from birth to the grave to reduce the sizeable export of talent from our region each year
- **Leveraging and enhancing already robust Chamber initiatives** including public policy, small business initiative, international export assistance, and Innovation Gainesville
- **Active Stakeholder involvement**

COMMUNICATION STRATEGY

A discovery for the GCRA

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OVERVIEW

Who we interviewed

Our team interviewed a total number of 25 individuals in 16 interviews. The following is a summary of the types of people we interviewed:

- East Gainesville residents
- Community leaders
- Developers
- Eastside business owners
- Teachers
- Administrators
- West Gainesville residents
- Incubating companies
- Students
- Realtors

Themes

Some of the themes that emerged throughout our interviews centered around the following topics.

CONTRADICTIONS

We constantly received contradicting statements about:

- Quality of schools
- What the challenges are for the East side of Gainesville
- Geography - What is considered the East side of Gainesville

RELOCATING

Everyone we asked who did not live on the Eastside said they would be open to moving to that side of town if the opportunity came about.

SAFETY

The one thing that 100% of people brought up was the feeling of safety and an aggravation towards the misconception of crime.

NATURE

The natural environment and access to nature were echoed on every interview 100% of the time.

LOYALTY

Every one of the people interviewed who already live on the Eastside said that they would never want to live anywhere else.

OVERVIEW *Continued*



Immersion

We immersed our team in the Eastside community through the following experiences:

- Toured the Eastside with Malcolm and Sarit of the GCRA
- Walked through of the old Cotton Club, and shotgun houses
- Toured the former Kennedy Homes lot and GTEC
- Ate lunch at Southern Charm
- Ordered to-go from Chunky's - stone crab, hush-puppies, catfish & okra
- Enjoyed a pulled pork sandwich and coleslaw at the to-go picnic area at the original Sonny's
- Ate shrimp bowl from P&G Crab Lover's food truck
- Ordered side platter from Hook Fish and Chicken
- Drove to find roadside fish sandwiches, but no luck
- Shopped from three convenient style stores and Walmart
- Drove through neighborhoods
- Visited Boulware Springs Pump House
- Ate lunch and walked at Morningside Nature Preserve
- Visited Cone Park and Cone Park Library
- Biked the Hawthorne Trail
- Drove to Newnans Lake
- Kayaked down the Prairie Creek
- Attended a party at the A Space
- Toured the Boys and Girls Club
- Visited Sharing and Caring Learning Center and Metcalf Elementary
- Toured the Matheson Museum, garden, home and tool shed
- Ate lunch at Satchel's and shopping at Repurpose project
- Visited Earl P. Powers Park
- Drove North to Waldo Flea Market
- Drove West to the town of Rochelle and visited the trailhead at intersection of CR 234 and CR 2082 and the Grocery

RESEARCH

Our research brought us to other comparable areas of redevelopment that shared similar challenges and/or attitudes. We poured over articles about East Palo Alto, stories about Wynwood Art District in Miami, reflections of experiences in Brooklyn and even a deep look into the planned community of Serenbe, GA.

We also poured through older Gainesville-specific plans including Plan East Gainesville, Envision Alachua, East Gainesville Action Plan, and the SEGRI plan.

The facts are there. The plans are solid, exciting really, but the issue lies in timing. Plans take time and the community is tired of being told to wait. For this reason, we recommend using communication methods as opportunities for action.

We've provided some ideas that take low overhead and minimal time, and they capitalize on a highly involved community actively seeking ways to help.

CHALLENGES, STRENGTHS & MISCONCEPTIONS

Challenges

The challenges East Gainesville faces are well understood and articulated both by those who live within the community and those that do not. Below are a list of identified challenges facing redevelopment and development efforts uncovered through in-person interviews.

INFRASTRUCTURE

- Schools with low to failing grades
- Public transportation
- Prevalent septic systems
- Under-served Public Works
- Lack of exposure

GEOGRAPHIC CONSTRAINT & ZONING CHALLENGES

- Conserved or preserved land
- Industrial zones
- Tacachale

LACK OF AMENITIES

- Market rate housing
- Grocery stores
- Technology-based companies (as defined by City Innovation Zone)
- Medical facilities
- Entertainment (excluding bars/nightclubs)
- Retail office
- Hotels/conference facilities
- Places to meet and gather

Strengths

The Eastside of Gainesville has a wealth of strengths ready to support a campaign motivated through action. Below is a list of consolidated strong points as discovered through our interviews.

- Access to nature
- Proximity to downtown
- Strong historical ties
- Quiet, peaceful, and nostalgic communities
- Less traffic
- More urban mentality (in contrast to a suburban one)
- Culturally rich climate
- A resounding tone of potential

Misconceptions

The Eastside of Gainesville is steeped in three deeply rooted misconceptions:

- The Eastside of Gainesville is more unsafe than the west side of Gainesville
- The Eastside of Gainesville can not offer suitable schools for my student's education
- Bad for business... people in the Eastside are all poor

SUPPLEMENTAL DATA

Bordered by

- Newnans Lake Conservation Area (7,577.67 acres)
- Gum Root Park (372 acres)
- Gladstone/Everett Conservation Easement (38 acres)
- Sweetwater Preserve (113.56 acres)
- Prairie Creek Preserve (owned by Alachua County Land Trust; 446 acres)
- Paynes Prairie Preserve State Park (21,653.51 acres)
- Palm Point (6.40 acres)
- Kincaide and Tabone Conservation Easement (113.20 acres)
- Smith Conservation Easement (28.9 acres)
- Boulware Springs Park (103 acres)
- Earl P. Powers Park (12.47 acres)
- Prairie Creek Preserve (446 acres)
- Lake Forest Creek Pithochocco Canoe Tract (25 acres)
- Flatwoods Conservation Area (75.96 acres)
- Boulware Springs Park (103 acres)
- Colclough Pond Sanctuary (36.56 acres)
- Colclough Pond Nature Park (5 acres)
- Bivens Arm Nature Park (81 acres)
- Longleaf Flatwoods Reserve (2,815.77 acres)
- Phifer Flatwoods (969.76 acres)
- Georgia Pacific-Lochloosa Conservation Easement (16,650.58 acres)

Parks

- Morningside Nature Center (278 acres)
- Smokey Bear Park (5.2 acres)
- Lincoln Park (35 acres)
- Duval Park (26.31 acres)
- Eastside Community Center
- Fred Cone Park (96 acres)
- TB McPherson Recreation Complex (15 acres)
- Martin Luther King Jr. Multipurpose Center

Preserved Land

- Morningside Nature Center (278 acres)

BUSINESS IN EAST GAINESVILLE

Migrating Opportunities

- AxoGen
- Firebird Biomolecular Sciences LLC
- Shadow Health
- Sinmat
- R+L Carriers
- IA Tech
- Tutor Matching Service (TMS)
- WiPower (acquired by Qualcomm)
- FAME

Existing Sample

- Fast Eddies
- Southern Charm
- Chunky's
- Eastend Eatery
- UF East Campus
- Satchel's Pizza
- Bluefield Estates Winery
- Walmart
- Jones Edmunds

CRIME REPORT EAST VS. WEST

According to the UF Bureau of Economic and Business Research, the estimates for the 2014 City of Gainesville Population is approximately 124,354. According to the Plan East Gainesville Final Report produced by the Gainesville Metropolitan Transportation Planning Organization, approximately "20% of the City of Gainesville's population lives in East Gainesville" within the city limits."

We applied this to the Crime Data collected by the Alachua County Sheriff's Office over the past 6 months (mid September 2014 through mid February 2015) to compare the frequency of type of crime by population of the Eastside and the west side.

Our results show us that while the Eastside is found to have a higher percentage of crime on 12 out of the 15 crime classifications provided by Alachua County Sheriff's Office, 9 of those classifications were less than .1% higher on the Eastside than the Westside.

Two of the classifications were found to be between 1% to .3% higher on the Eastside than the Westside, and Assault with a Deadly Weapon was found to be the same (see table below).

Continued on next page

CRIME REPORT EAST VS. WEST *Continued*

WESTSIDE RANKED HIGHER

Breaking and entering	.346%	(Eastside frequency is .257%)
Weapons offense	.005%	(Eastside frequency is .004%)

EASTSIDE RANKED HIGHER

(frequency of crime/population lies between .1% - .3%)

Assault	.366%	(Westside frequency is .185%)
Traffic	.107%	(Westside frequency is .082%)
Other	.696%	(Westside frequency is .392%)

*East Gainesville is being defined by East of Main Street

EASTSIDE & WESTSIDE RANKED NEARLY IDENTICAL

(frequency of crime/population is less than 0.1%)

	Eastside	Westside
Assault with deadly weapon	.004%	.004%
Community Policing	.020%	.016%
Homicide	.004%	.002%
Missing Person	.064%	.047%
Pedestrian Stop	.068%	.042%
Property Crime	.241%	.177%
Robbery	.016%	.013%
Theft	.374%	.328%
Auto Theft	.044%	.025%
Vehicle Stop	.016%	.004%

TRAFFIC

Congestion For West Gainesville

According to The Gainesville Sun*, the Metropolitan Transportation Planning Organization is able to project that by the year 2040, the West side of Gainesville will experience severe congestion leading to heavy changes for that area's infrastructure and potentially leading to causes in development elsewhere in the city and county.

Conversely, the congestion estimated for the East side of Gainesville is projected to be much less and could even see new incentives for people riding buses.

* Written by Mickie Anderson, and published on Monday, February 2, 2015 (<http://www.gainesville.com/article/20150202/ART1-CLES/150209946?p=1&tc=pg>)

SCHOOL PERFORMANCE

School Performance in East Gainesville

It is important to note that school grades do not accurately reflect the quality of a school's education. It may accurately describe the quality of standardized test takers at that school, but cannot accurately measure the effectiveness of teaching at that school. Below is a list of school grades for the schools located in the Eastside of Gainesville.

ELEMENTARY

Rawlings	F
Metcalf	C
Duval	A
Williams	C
Foster	A
Finley	A

MIDDLE

Bishop	C
Lincoln	A
Westwood	B

HIGHSCHOOL

Eastside	A
Gainesville	A
Hawthorne	F

STAKEHOLDER PROFILES

East Gainesville Resident

Eastside is simply home for many residents. Unlike other parts of town that churn with strangers each new college semester, the Eastside has deep roots. Several residents have chosen to return to live in the same zip code that their parent's parents lived in. These 'boomerang' residents cite the area's rich, multi-generational legacy, natural beauty and tight-knit community as key motivators to settle down in the Eastside.

Multiple generations of family gathered in one neighborhood provides a strong role model network for youth. Residents describe the community as an inviting place where they can trust their kids to walk to school safely. Everyone seems to know their next door neighbor here.

Most voiced a sense of frustration with the lack of amenities offered east of Main Street relative to West Gainesville. Residents said that they want more conveniences closer to home: more coffee shops, grocery stores, office spaces, more regular public transit, etc. and indicated that they would regularly support any new Eastside businesses.

However, it was clear that 'better access to amenities' didn't reflect a desire to mirror West Gainesville's intense shopping corridors or the development and congestion that often accompanies it. Many of those interviewed enjoyed the area's quiet and peaceful quality of life. Striking a balance between economic development and environmental conservation is an important consideration for future development efforts.

Strong community pride was apparent--many residents were able to recount tales of locals who had gone on to accomplish impressive feats in the justice, education, sports, science and medicinal fields. Future communication efforts should leverage these inspirational stories.

STAKEHOLDER PROFILES

Continued

Community Leader

We interviewed local thought leaders and political figures to better understand what East Gainesville residents strove for. Eastside leaders unanimously articulated a sense of inequity relative to West Gainesville. They pointed to lower income levels, less frequent public transportation, gaps in centrally-planned infrastructure, underserved schools and fewer job opportunities as critical setbacks that needed to be addressed.

They also said that they felt that the Eastside has an unfair reputation of being prone to crime—even though statistics from the Gainesville Police Department show an average of less than one percent in crime

incidence between East and West Gainesville. These negative perceptions need to be countered.

Eastside leaders were blunt in their convictions about past wrongs—they spoke of a history of racial segregation and socioeconomic inequalities—but are resolute in their vision for a brighter future. Eastside leaders see the area's potential for greatness: its close proximity to Downtown, its access to airports and highways, its lush environmental assets and its citizens' raw ability. They channel a powerful sense of hope and determination.

Expanding Business

Expanding incubator⁸ companies say that they are intrigued by the prospect of a more developed GTEC campus. The site's easy proximity to the University of Florida is an important selling point because nearly all of these businesses are dependent on the university's research pipeline and workforce pipeline for growth. Living and working close to the city's Downtown core is also appealing.

Incubating GTEC tenants are concerned about the low variety of options for food, coffee and other commercial services in the Eastside. Finding a way to incorporate some of these amenities into the GTEC master plan, or in the surrounding area,

would increase tenant interest in the site. Currently, the GTEC incubator itself does a poor job at creating a community feel where important interactions and transactions can happen. If the area around GTEC supported more of this sense of place, tenants would see this as a very positive benefit that added to their overall perception of the area.

Expanding businesses also indicated an interest in owning their future building over the period of investment rather than simply rent it indefinitely. Helping businesses secure adequate financing options for future building ownership could also contribute to site success.

STAKEHOLDER PROFILES

Continued

Developer

Development in East Gainesville has not bounced back from the recession the way it has in other parts of the city. Developers say that they perceive an 'artificial barrier' when crossing into the Eastside. They don't see any active land development or commercial growth--and this stagnancy feeds the notion of developer risk. This lack of momentum builds on itself and stalls private investment efforts. When a particular area lays dormant for so long, developers and local government leaders tend to turn their attention and their investment where energy and momentum is obvious.

In regards to the GTEC project, developers are awaiting the green light. The GCRA has established a reputation in the region, and developers are excited to work with it. There is a lack of energy surrounding GTEC at the moment reflecting East Gainesville's own lack of development. Developers are awaiting a tipping-point for this project, and believe that it will occur as soon as some of the current incubating tenants approach the end of their term. Developers believe that some of these tenants have become too comfortable where they are.

Coordinating Eastside development efforts with shared buy-in from civil and community partnerships is integral to successful action plans. The GTEC project seems to live at the intersection of these factors. As the GCRA horizontally develops the land around GTEC and Santa Fe College strategically prepares to launch some larger incubating tenants, the right developers can capitalize on the collision of these two movements.

STAKEHOLDER PROFILES

Continued

Realtors

Realtors are important gatekeepers for home buying and selling—as they represent a ‘front-line’ for many people relocating to the area. The realtor perspective is important when discussing the vibrancy of the East Gainesville communities and when considering the success of a housing development located in its heart. People new to the Gainesville area will often poll their new coworkers, surf social media outlets and research online, before beginning the house buying process.

Realtors say that they oftentimes only interact with people moving

to Gainesville after the person or family has formed some notion of where they want to live.

Realtors are fond of saying that they don't sell lots—they sell lifestyles. They often tour a community before showing houses to clients, in order to help their clients preview the lifestyle they could have. Helping realtors better understand and communicate East Gainesville community strengths is critical to successful future residential and commercial growth.

The realtors code of conduct forbids that they mention criteria like crime rates, demographics or family status when educating their client (anything or anyone that can be deemed protected classes). Realtors can, however, point them towards the resources to answer those questions on their own.

On the subject of ‘realtor empowerment,’ some important opportunities emerged in our interviews. These tactics are explored by the following:

EVOKE PERSONALITY

Character is what sells the Duckpond area. People move to Micanopy and even out east past the Sheriff's Department and into Hawthorne because of the neighborhood's perceived personality. Creating a unique and special housing development will often times play a more important role than marketing based on statistical data on crime and convenience. Real estate in the Duckpond is a premium commodity, although it may have more crime than other regions of town. Emotional attachment, sense of place and other intangibles are an important part of the home buying process.

Continued on next page

STAKEHOLDER PROFILES

Continued

BROADEN BASIC AMENITIES

Finding a way to incorporate small business offerings like drug stores, convenience stores and other commercial offerings could increase the GTEC campus and former Kennedy Homes site's desirability. Basic amenities are highly attractive to both residential and commercial prospects.

CAPITALIZE ON ACTIVE SENIORS

Gainesville currently lacks a universal plan on how to provide for the area's growing aging population. Options are lacking for people 55 and over who may be hoping to stay in Gainesville while downsizing from the houses they raised a family in. Where can active retiree settle down? There is strong potential in this sector because Gainesville actually responds to many important things for a growing senior citizen population. It has an affordable economy, great medical and VA locations, lots of outdoor recreation, and proximity to two coasts.

WORK WITH REALTOR-FRIENDLY DEVELOPERS

It will be important for a project like the former Kennedy Homes site to have a developer who has strong relationships with realtors knowledgeable about the area. 100% financing is a feature that helps to move home inventory in Gainesville and is an example of a feature that supports the role of the realtor.

PROVIDE CLEAR VALUE

Many home buyers in today's market search for a good value. They want to be able to afford the right amount of space while at the same time, balancing out the lifestyle they hope to live. Realtors are seeing a shift in the way people buy homes. Whether it be willing to move further away from an area or choosing a different type of residential accommodation, buyers are looking for a good value that balances the idea of a sound investment with a sustainable lifestyle.

STAKEHOLDER PROFILES

Continued

Education Professional

The Eastside's education system plays a foundational role in the community's future. Educators say that schools will often expand their missions beyond their original charter in order to attend to the 'whole student,' rather than just a student's education. In order to achieve optimal results, students need to be prepared to learn with full stomachs, in a safe environment, and with adequate support systems in place. Evidence supports that student performance suffers as a whole in schools that show higher percentages of single-parent households and free and reduced lunch participants.

Eastside schools play incredibly important roles in helping to

strengthen and connect with the citizens living in the East side.

When prompted, our interviewees describe the positive impacts they see in schools where meaningful relationships between students and teachers exist. Metrics exist to prove that building up the 'whole-student' leads to more holistic success.

Good schools are also an important factor for many home buyers. Improving the reputation and quality of Eastside schools is essential. Several Eastside programs have seen impressive successes in areas of culinary arts, sports and science... telling these stories should be factored into future communications efforts.

Business Owners

Business owners know the neighborhoods they serve and understand the double-edged sword that exists from a lack of competition. Fewer food, retail and service options means that customers have less choices and businesses have less competition. However, less competition doesn't always lead to higher revenues for existing Eastside businesses--as many businesses benefit from being located near other services (e.g. the grocery store or mall traffic effect).

East Gainesville business owners say that they are grateful for the support that they receive from their existing customer base--they talk of a strong sense of East Gainesville loyalty.

However, many business owners say that they are frustrated with the lack of development in the Eastside. Abandoned buildings, poor parking conditions, city regulations and tricky zoning has made it hard for developers and business owners to realize the potential that exists there. Business owners say that they want to see a more holistic and collaborative approach to helping the area grow its commerce.

DESCRIBING EAST GAINESVILLE

During our discovery we gathered a wide net of public perspectives surrounding Gainesville's Eastside community. These perspectives are communicated through keywords and direct quotes. We have chosen to organize the results by area: Eastside of Gainesville as a whole, the former Kennedy Homes Site and GTEC

East Gainesville

It is important to communicate East Gainesville in familiar terms that feel like home. When executing copy or messaging for East Gainesville initiatives it is critical that it feels authentic, humble and filled with potential.

KEYWORDS

Destination	Virgin
Self-Concept	Frontier
Humble	Home to me
Roots	Tapestry
Soul	(Could be considered) A little edgy
Story	

DIRECT QUOTES

"Historic building owners are like owners of pets or parents of children... you can't do anything you want to to that dog or that child.. you're their keeper of this historic building... to protect it, preserve it."

"Is it jobs, is it education... what is it.... I'm still searching."

"I've been trying to build people, not buildings."

"Eastside is oppressed and depressed because they have been treated as less than."

"Education was the essence of who we were."

"There is still a persisting community because of the care they receive... but that isn't life... people should be able to take care of themselves."

"The good old days made us who we are."

"I came back because my heart 'longed' for MY community... that community is gone."

DESCRIBING EAST GAINESVILLE

Continued

Former Kennedy Homes

Naming the FKH site should feel nostalgic and natural while yet informed by the larger vision of the area and community.

KEYWORDS

Friendly
Trees/Wooded/Natural
Walkable
Diverse
Natural Living

DIRECT QUOTES

"It may be the oldest section of town, but it's really very virgin in many ways."

"Education is essential, and we need places where people can go to get help (speech, math, science) and feel comfortable"

"When I came to Gainesville, all of the realtors pushed me away from the Eastside... bad schools, high crime, etc."

"There seems to be a difference in the Westside vs. the Eastside... 'suburban mentality' vs. 'urban mentality'... I want to stay in my car and get to where I'm going, vs. I want a place that is walkable and accessible."

"The Eastside feels more wooded... but it's more of a feeling than a truth."

"A community is nothing if not loyal to where they are planted."

DESCRIBING EAST GAINESVILLE

Continued

GTEC

Naming should be motivated by finding convergence between community and progress in a way that fits within a natural environment. Proposed name of 'The Nest' may not on its own communicate 'access' or be 'authentic' to the area.

KEYWORDS

Potential	Enabled
Self-concept	Enriched
Community	Emboldened
Design	Village
Anticipation	Restore
Promise	Fabric
Opportunity	

DIRECT QUOTES

"Vision...having vision... lives in the belly of an individual..."

"The people in this community patronize the local businesses... I'm very proud about that."

"With the right concept you can do well here because there is little competition."

"There isn't enough wholesome ways to spend money... there are too many ways to blow it. Look around at all the liquor stores, the lottery machines..."

"If there was a partnership between the city, business owners and banks in order to help buy up some of the older sites as investments to open up new businesses..."

"Being heard was revolutionary to the black community... they felt validated."

COMMUNICATION OBJECTIVES

Any communication in the Eastside of Gainesville, regardless of the medium, needs to adhere to the three following objectives:

SERVE. PRESERVE. EMPOWER

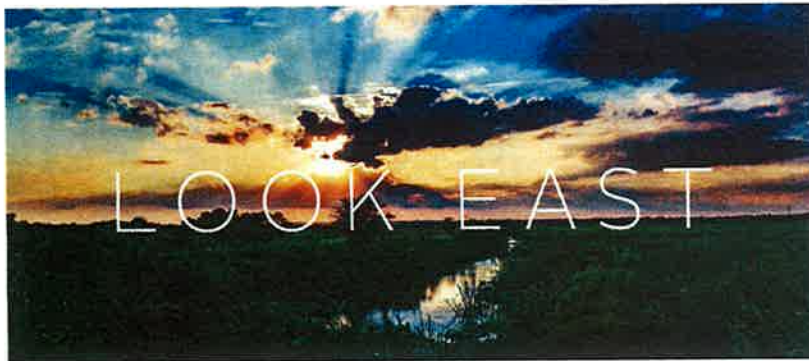
These three words are inward facing benchmarks set for community action. Events, campaigns, collateral and film need to fulfill these important tasks:

How do our tactics preserve the landscape, the stories and the figures which paint our local history, while paving the way for greater shared opportunities and growth?

How are we serving the Eastside community, and how do these tactics serve the greater Gainesville community?

How do these tactics empower a community to share, enliven and embolden their culture and their future?

THE CAMPAIGN



Our campaign is built around the phrase 'Look East.' This statement is loaded with emotion, story and expression—a theme similarly shared by the Eastside. The challenges faced in East Gainesville are deeply rooted for some, and completely passed over by others.

When communicating with, to and about this area, it is important to use a tone of voice that is authentic, commanding, imperative and inspiring. Our goal is to both inspire curiosity, ownership and action. It is simply not enough to present the benefits provided in the Eastside of Gainesville. Rather, we have to purposefully and meaningfully assert that being patient, and waiting for things to change is not enough anymore. It is not about buildings. It is not about missed opportunities. It is about people and potential.

OUR CAMPAIGN MUST BE:

Filled with hope, but tempered with the possible.

Assertive yet welcoming.

Bold, warm and authentic.

Nostalgic, with an eye towards the future.

Embraced by the community and a manifesto for the courageous.

THE STORY

Who is your neighbor?

Can you tell me her story?

When her children fall, do they not bruise as yours do?

*Past the invisible divide of your yards, and after an occasional nod
hello, how deep do your roots really run?*

Can you paint me her portrait? Tell me, who is your neighbor?

There was a time when these answers came so easy to so many.

*It was a time thought to have come and thought to have gone - a time
when the roots you wound with those whom you shared a street
reached deeper than the rivers that grew the city itself.*

*There are places where this time has yet to be forgotten - where
dinners are caught proudly with a hook and shared with a smile.*

*There are places where the moss still hangs low in the streets and the
stars still shine through - where values have no choice but to be stuck
to.*

*There are places that babies leave young from the bathtubs they were
born in. They set out to see the world only to return home with it in the
palm of their hands.*

*There are places that have been stuck waiting at a broken light while
the rest of the world blurs by. Places divided by the invisible and
forgotten by the blind.*

*There are places - hopeful and willing - tired after decades of climbing
out of a grave that was not theirs to dig.*

These are the places that are hardest to see.

*Places defined not by their present, but by their potential, overlooked
yet rich with all things that matter.*

THE STORY

Continued

Places defined not by their present, but by their potential, overlooked yet rich with all things that matter.

What happens when a city is split in two and one half sits tarnished in misconception?

Do you turn your head, or do you open your eyes?

In a tale of two cities, will there always be one left behind?

Or will hope pull it out. Will it be loud, or will it sit so cool and rooted in its ways that it can no longer be ignored.

Where there is the audacity to hope there is undeniable beauty. Just open your eyes.

A city is built not by its buildings, but by its people.

It takes recognizing a soul and investing into its pride before a place will ever see its full potential.

It is not enough to watch the sun as it rises and dismiss where it came from.

It is time to look east.

To the lakes and the prairies and the stars.

To neighborhoods where children still play through the night, and an extra hand comes as easy as a knock on the door.

To the schools who've risen from the bottom and reside at the top.

To streets peppered with character instead of cookie cutouts.

To the birthplace of a city.

To precedent.

To pride.

To the buildings that defied barriers and danced through the night with James Brown and B.B. King.

To history made both then and now.

Open your eyes.

Look east.

ROLL-OUT & GOALS

Some standard branding methods will help ensure the campaign's success. A simple and flexible logomark, a consistent voice and tone and strong visual indicators (consistent and powerful photography and video) will solidify the public perception of this campaign.

The campaign goal is that it will facilitate inclusivity. Instead of yet another branded group or organization out to solve the city's

problems, we aim to shape the identity through the context of a movement (adaptable, believable, human)... something that gains value and traction by the human energy invested in it.

A convergence of social media tactics, environmental and interactive experiences and some focused video narratives will engage a wide range of our local and non-local population in ways standard marketing tactics cannot.

ACTION

Pop-ups



A pop up movement responds directly to the resounding feedback we received about the lack of business and infrastructure on the Eastside—opportunities that would provide food and grocery options, event and gathering space and places to engage and educate the community.

Using the GTEC Campus as an anchor in the Eastside of Gainesville and in partnership with Santa Fe College, the 'Look East' campaign will launch a series of pop-up events. These pop-ups should be inspired by the community they live in—places like Higgin's Market, Perryman's, Tacklebox, or street-side crab boils. Something historic, authentic and unique to the greater Gainesville area.

ACTION *Continued*



Video

There are a number of ways to ‘Look East’ through the medium of video. Whether we are talking about history, unique perspectives, opportunities for outreach or the environment that magnetizes people eastward, videos are an incredible way of documenting and portraying powerful insight.

For an idea of the art direction, refer to this URL:

<https://vimeo.com/102128538>



Artists

Opportunities for art abound in the Eastside and beyond. Environmental art is a great way to expose important topics and begin much needed conversations. It is also a great way to evoke a community's spirit and provide access for understanding and self-expression.

Art is shareable. It builds connections and fosters understanding. It is inclusive to anyone who bears audience, and exclusive to the community in which it lives. Art can be both a destination and a journey... explorative and validating.

ACTION *Continued*

Collateral

The Gainesville area is filled with realtors, banks and developers. Sometimes all that is needed is to connect with the right ones, and we can do this through networking and outreach. Compelling and focused collateral that communicates the strengths, assets and potential of the Eastside area will be both visual and fact/data driven.

These collateral pieces will be focused around the communication needed for each stakeholder group. Tailored communication ensures that the messages we send are custom made for their audience and become useful tools that will lend support for the GCRA's efforts. Important to note in these communications is the point about

the opportunity to reflect on mistakes made by development in West Gainesville and move forward with innovative and imaginative efforts in the Eastside.

For instance, realtors are not just selling homes, they are selling lifestyles. What does the area offer to a lifestyle? How does the area support that lifestyle? Because realtors are not allowed

to discuss things like crime, racial makeup, types of families in the area, etc., materials that focus on value, savings and the uniqueness of the area and of the community (in this case, the Former Kennedy Homes site) would be more ideal. Hosting focus groups for realtors can help uncover the most appropriate tools for these collateral pieces.

To those who build only what others can imagine... Look East.

ACTION *Continued*

Other outlets

There are infinite ways to interact with communities and inspire knowledge and understanding. However, it is important to have an overarching theme to coalesce these efforts. If all of our actionable efforts are moons, then “Look East” is the planet they all revolve around.

- Soul food tours and competitions
- Pop-up yoga at the former Kennedy Homes site
- Historical bike tours
- Environmental installations
- Micro-Events with local organizations to help bring together targeted cross-sections of people who represent historical, environmental, art/design, educational and development interests. Events would be beautifully created and curated experiences in Eastside locations with the intention of sparking ideas and conversations (e.g. Boulware Springs Pump House).
- Audit of all existing programs and initiatives that help provide access to education and careers. Once audited, we can re-calibrate these efforts with a holistic approach to curate messages that make it simple to understand the multiple avenues to a career.
- Large wi-fi zones (e.g. Boys & Girls Club and Lincoln Estates) to establish a Digital Village
- East Gainesville website - an incredibly well designed forum, gallery, news platform with a well planned online strategy designed to communicate the potential to both internal and external business investments. It could also include a map experience that illustrates the layers that exist in the Eastside: nature, history, potential, geography, landmarks etc.



CIED Partners

Alachua County Manager's Office

<http://www.alachuacounty.us/Depts/Manager/Pages/Manager.aspx>

The County provides an environment that encourages mutual respect, open communication and sharing of ideas in the decision-making process. This process includes partnerships with public and private organizations, neighborhoods and employees of Alachua County. Alachua County Government works with the community to effectively plan for growth, with the goal to balance environmental, social and community development needs.

Alachua County Department of Growth Management

<http://growth-management.alachua.fl.us/>

The Department of Growth Management is responsible for Planning and Development Services within the unincorporated area of the county. They prepare, update, and implement the county's Comprehensive Plan, Housing Programs, and Economic Development, while ensuring adherence to Building Codes and to Land Development regulations.

CADE Museum Foundation

<http://www.cademuseum.org>

The CADE Museum will be an important provider of resources to elementary and secondary grade levels locally and beyond to help today's students become accomplished multi-taskers at an early age through a free-choice learning environment that will keep students motivated and engaged.

City of Gainesville - Economic Development Division

<http://www.cityofgainesville.org/GOVERNMENT>

The Economic Development Division works to nurture and grow local enterprises, expand and diversify the existing economic base, and attract new business entities to the community.

Energent Ventures

<http://www.energentventures.com>

Energent Ventures, LLC invests in promising companies that positively impact people, society, and the environment in a significant, sustainable manner by providing proof of concept capital and business advisory support.

FloridaWorks

<http://floridaworksonline.com/>

FloridaWorks is a community partnership in Alachua & Bradford Counties that is part of the Employ Florida network. Employ Florida is the statewide web site where employers can post their job openings and job seekers can find employment opportunities.

Gainesville Area Chamber of Commerce

<http://www.gainesvillechamber.com>

Whether you are looking for business information relevant to our community, economic development, technology industry or workforce, you can easily find it through the cooperative efforts of the Chamber.

Gainesville Area Innovation Network (GAIN)

<http://www.gain-net.org>

GAIN's mission is to encourage technology enterprises to start up and develop in the Gainesville area by providing them with support through networking and educational opportunities.

Gainesville Council for Economic Outreach

<http://www.gceo.com/Economic-Development>

GCEO is the designated economic development entity for all of Alachua County. Their goal is to assist existing businesses through expansion, to help grow new companies in our community and to attract new opportunities to Alachua County.

Gainesville HackerHouse

<http://hackerhouse.info/>

HackerHouse is more than just an idea. Each year is an opportunity to get in on the ground floor of over 32 viable startups. Successful early stage investing requires spreading capital over several companies and the HackerHouse is the entity that can get you access to a large number of viable startups.

Gainesville Hackerspace

<http://skillhouse.org/>

Come work on your projects at Gainesville Hackerspace! If you have a project you'd like to work on in the company of others, bring it on down. We have tools, know-how, and lots of people who would love to participate. If you're wondering how to start a project that you've had in mind for a while, come discuss it with us! Tuesday nights are open to all. Doors open at 7 pm.

Gainesville Technology Enterprise Center (GTEC)

<http://www.gtecflorida.com>

GTEC is a community program providing early stage technology startup companies with tools, training, and infrastructure to help them grow and develop into financially viable technology enterprises.

Innovation Gainesville

<http://www.innovationgainesville.com>

Created by the Gainesville Area Chamber of Commerce, Innovation Gainesville (iG) is a community-wide initiative designed to harness innovation that has transformed into a cultural mindset with hundreds of individuals and organizations working to grow an environment that fosters innovation and success.

Service Corps of Retired Executives (SCORE)

<http://www.scoregainesville.org>

SCORE is considered the "Counselors to America's Small Business". They are America's premier source of free and confidential small business advice for entrepreneurs and provide a public service to America by offering free small business training.

Sid Martin Biotechnology Incubator

<http://www.biotech.ufl.org/>

Sid Martin Biotechnology Incubator is the most experienced, customized, and fully resourced bioscience incubation program in the U.S. They offer a uniquely efficient model for saving time and cost in commercializing innovation.

Small Business Development Center (SBDC)

<http://www.sbdc.unf.edu>

Small Business Development Centers assist thousands of potential and existing business owners by providing management advice, training and information to help business owners make sound decisions and to assist potential owners in getting started on the right foot.

University of Florida - Center for Entrepreneurship and Innovation

<http://warrington.ufl.edu/fire/entrepreneurship>

The CEI provides students the tools and experiences necessary to creatively pursue new opportunities and innovations in the start-up, social, and corporate venture arenas through courses, degree programs, and complementary activities such as speakers and workshops.

University of Florida - Office for Technology Licensing

<http://www.research.ufl.edu/otl/>

The OTL at the University of Florida works with inventors to facilitate the transfer of technologies created at UF to the commercial sector for public benefit. They assist employees who feel they have something new and useful, that is potentially patentable or copyrightable.

SCHEDULED 2016 MTPO AND COMMITTEE MEETING DATES AND TIMES

PLEASE NOTE: All of the dates and times shown in this table are subject to being changed during the year.

MTPO MEETING MONTH	TAC [At 2:00 p.m.] CAC [At 7:00 p.m.]	B/PAB [At 7:00 p.m.]	MTPO MEETING
FEBRUARY	<i>CANCELLED</i>	February 11	<i>CANCELLED</i>
APRIL	April 20 <i>TAC@NCFRPC</i>	April 21	May 2 at 3:00 p.m.
JUNE	June 15 <i>TAC@NCFRPC</i>	June 16	June 27 at 5:00 p.m.
AUGUST	<i>CANCELLED</i>	July 21	August 1 at 3:00 p.m.
OCTOBER	September 21 <i>TAC@NCFRPC</i>	September 22	October 3 at 3:00 p.m.
DECEMBER	November 16 <i>TAC@NCFRPC</i>	November 17	December 5 at 5:00 p.m.

Note, unless otherwise scheduled:

1. Shaded boxes indicate the months that we may be able to cancel MTPO meetings if agenda items do not require a meeting and corresponding Advisory Committee meeting may also be cancelled;
2. TAC meetings are conducted at the Gainesville Regional Utilities (GRU) Administration general purpose meeting room;
3. CAC meetings are conducted in the Grace Knight conference room of the County Administration Building; and
4. MTPO meetings are conducted at the Jack Durrance Auditorium of the County Administration Building unless noted.



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Metropolitan Transportation Planning Organization for the Gainesville Urbanized Area

2009 NW 67th Place, Gainesville, FL 32653

www.ncfrpc.org/mtpo