



# STRATEGIC PLAN

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FISCAL YEARS 2011 & 2012  
BINENNIAL UPDATE

*January 2011*

**Gainesville City Hall**  
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City of Gainesville  
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**ELECTED OFFICIALS AND CHARTER OFFICERS**

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**Mayor & City Commission**

Craig Lowe, Mayor (At-large)  
Thomas Hawkins, Commissioner (At-large)  
Jeanna Mastrodicasa, Commissioner (At-large)  
Scherwin Henry, Commissioner (District I)  
Lauren Poe, Commissioner (District II)  
Warren Nielson, Commissioner (District III)  
Randy Wells, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Brent Godshalk, City Auditor  
Robert Hunzinger, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
Marion Radson, City Attorney  
Cecil Howard, Equal Opportunity

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## EXECUTIVE SUMMARY

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Gainesville is the largest city in north central Florida with a population of 130,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high quality municipal services.

At annual Strategic Planning Retreats, the Gainesville City Commission identifies goals and initiatives that reflect the needs of the community. Although less severe than in other cities and counties, Gainesville is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Florida. The current scenario of declining tax revenues, decreasing state-shared funding, increasing fuel costs, and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the City to continue to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Commission. In order to successfully implement the strategic priorities outlined by the City Commission, the City has drafted this document that guides the implementation of a systematic strategy to accomplish the City Commission goals through the most cost-efficient allocation of resources.

The City Commission has identified a number of strategic goals that encompass a variety of City services, including public safety, economic development and redevelopment, human capital, governance, infrastructure and transportation, neighborhoods, and the environment and energy. Each stated goal is supported by a series of initiatives as described in this strategic plan.

This is a living document which features a framework that can be adjusted based on the current needs of the community. On an annual basis, City government refines its strategic goals and initiatives to ensure that they align with the needs of our residents. Our strategic planning and budgeting processes are linked to assure that the City's budget reflects the City's strategic priorities. Our residents tell us that Gainesville is a great place to live, work, learn and play, and we want to continue to improve Gainesville's livability in these areas.

Through sharing this document with our community, the City of Gainesville wants our citizens to know that city government is responsive to its citizens and their needs, and that our highest priority is to provide them with appropriate service levels through the implementation of this strategic plan.

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## INTRODUCTION

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### WHY HAVE A STRATEGIC PLAN?

Knowing the “destination” or vision for a community is merely one required element for a city’s success; another is having a “roadmap” or a strategic plan that helps us get there. This plan helps translate the community’s vision and City Commission’s goals to the organization – enabling the organization to better serve the community.

This plan strives to provide concentration and clarity by outlining the goals and initiatives the organization will focus on over the next two years. With limited staffing and financial resources, it is even more important to focus on achievable goals. Trying to do everything is simply unrealistic.



Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that it be considered as a beginning, rather than an end, to managing the organization and serving the Gainesville community. This simple plan is prioritized around key initiatives that the Mayor and City Commission has outlined for the community and is intended to be a living document, which will be evaluated and updated regularly.

### SCOPE OF THE PLAN

The Strategic Plan outlines the organizational vision, mission and values while summarizing the community profile and strategic planning process. To ensure each factor is achieved, a set of goals, initiatives and high-level performance measures were identified. Finally, the plan discusses the commitment to managing for results and describes the various strategies which will be used to collect, analyze and use data for improved decision-making and planning.

### LEGEND

The following symbols have been used in the Strategic Plan to describe a status change for a Strategic Initiative for the upcoming fiscal year:

SYMBOL	DESCRIPTION
	All initiatives that have a “New” symbol were proposed by the City Commission for inclusion in the Strategic Plan.
	All initiatives that have a “Partnership” symbol require a collaborative relationship with Alachua County in order to be accomplished.

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## COMMUNITY AND ORGANIZATIONAL PROFILE

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### COMMUNITY PROFILE

The City of Gainesville, Florida is the county seat and largest City in Alachua County. The City was founded in 1854 and incorporated in 1869. There are approximately 60 square miles of land inside the corporate boundaries of the City. As of April 1, 2008, the City's population was estimated at 124,491 by the Bureau of Economic and Business Research at the University of Florida. Gainesville is home to the University of Florida, the state's leading research institution, and Santa Fe College, a provider of excellent professional and vocational education. Gainesville has one of the largest medical communities in the Southeastern United States, and is a center for commerce, art and culture in North Central Florida.

### ORGANIZATIONAL PROFILE

The City of Gainesville provides its residents with a wide variety of municipal services including police and fire protection, comprehensive land use planning and zoning services, code enforcement and neighborhood improvements. Construction and maintenance of the City's infrastructure are significant, ongoing services, as well as the planning and operation of the traffic engineering systems. Cultural opportunities, nature trails and parks and recreation improvements (including a championship golf course) help make Gainesville one of the most livable cities in the nation. Gainesville provides refuse removal and recycling services. Gainesville also owns and operates a regional transit system that serves the community, the University of Florida and a portion of unincorporated Alachua County. The City provides administrative services to support these activities. These services are accomplished through various City departments under the direct supervision and leadership of the City Manager.

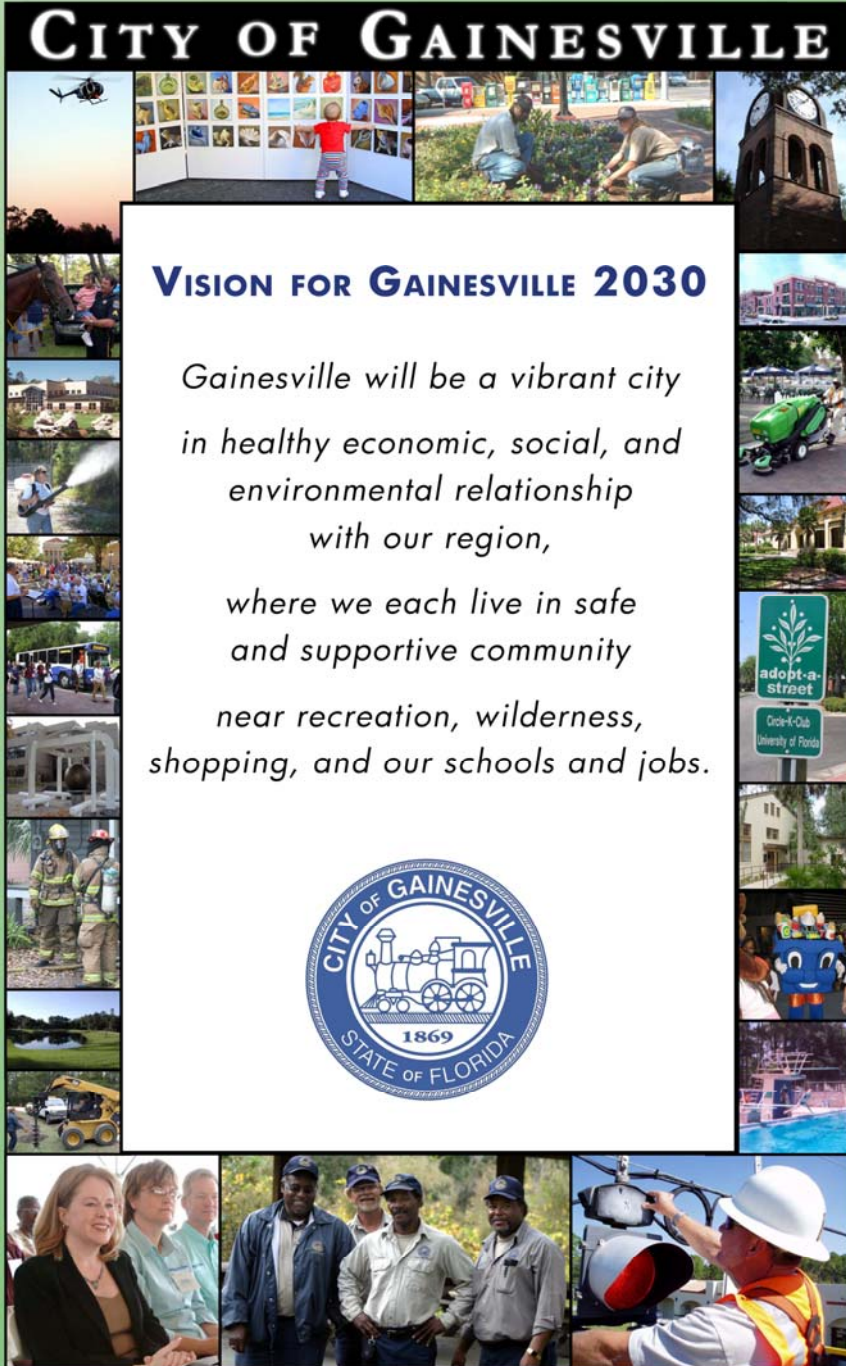
### LOCATION

The City of Gainesville is located on the I-75 corridor, halfway between Atlanta and Miami.




Strategic Plan FY 2011/2012  
City of Gainesville, Florida

# CITY OF GAINESVILLE

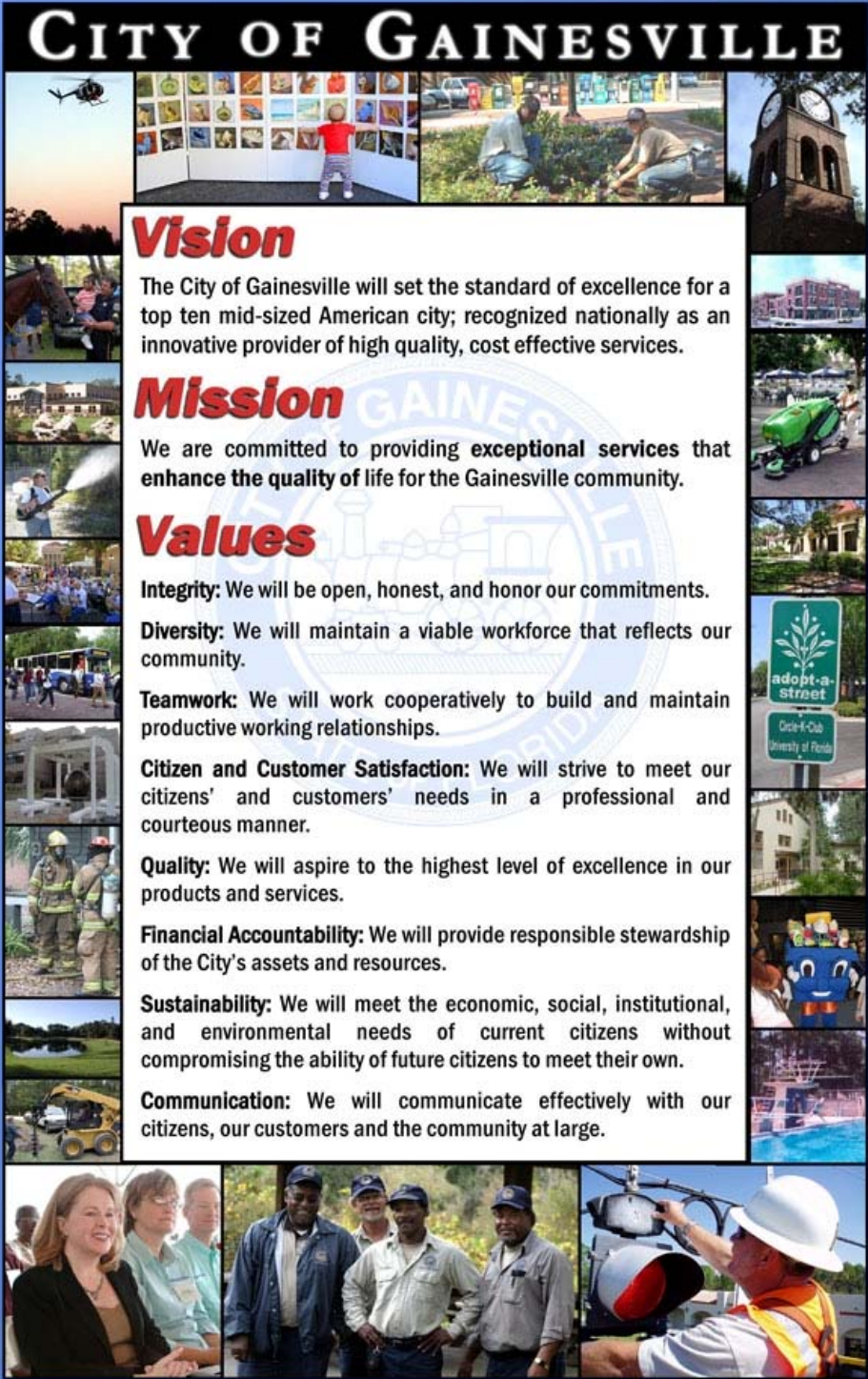


## VISION FOR GAINESVILLE 2030

*Gainesville will be a vibrant city  
in healthy economic, social, and  
environmental relationship  
with our region,  
where we each live in safe  
and supportive community  
near recreation, wilderness,  
shopping, and our schools and jobs.*



The seal of the City of Gainesville, Florida, established in 1869. It features a central illustration of a steam locomotive and is surrounded by the text "CITY OF GAINESVILLE" and "STATE OF FLORIDA".



# CITY OF GAINESVILLE

**Vision**

The City of Gainesville will set the standard of excellence for a top ten mid-sized American city; recognized nationally as an innovative provider of high quality, cost effective services.

**Mission**

We are committed to providing exceptional services that enhance the quality of life for the Gainesville community.

**Values**

**Integrity:** We will be open, honest, and honor our commitments.

**Diversity:** We will maintain a viable workforce that reflects our community.

**Teamwork:** We will work cooperatively to build and maintain productive working relationships.

**Citizen and Customer Satisfaction:** We will strive to meet our citizens' and customers' needs in a professional and courteous manner.

**Quality:** We will aspire to the highest level of excellence in our products and services.

**Financial Accountability:** We will provide responsible stewardship of the City's assets and resources.

**Sustainability:** We will meet the economic, social, institutional, and environmental needs of current citizens without compromising the ability of future citizens to meet their own.

**Communication:** We will communicate effectively with our citizens, our customers and the community at large.



**STRATEGIC GOALS AND INITIATIVES FY 2011/2012**

GOAL		INITIATIVE
<b>1. Public Safety</b> <i>Maintain a safe and healthy community in which to live</i>		<b>1.1</b> Develop and continue programs to reduce the causes of crime <b>1.2</b> Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
<b>2. Economic Development and Redevelopment</b> <i>Foster economic development and encourage redevelopment</i>		<b>2.1</b> Complete the implementation of the South East Gainesville Renaissance Initiative <b>2.2</b> Continue Implementation of the Strategic Redevelopment Plan for Depot Park <b>2.3</b> Continue Implementation of the Strategic Redevelopment Plan for GRU Area <b>2.4</b> Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan <b>2.5</b> Continue to position City to take advantage of innovation economy and identify plan for innovation zone near University <b>2.6</b> Increase the amount of affordable and low cost housing throughout the City <b>2.7</b> Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area <b>2.8</b> Formalize relationships to build key partnership opportunities with UF and SFC <b>2.9</b> Develop strategies to support local small businesses
<b>3. Human Capital</b> <i>Assist every person to reach their true potential</i>		<b>3.1</b> Continue implementation of the 10 year plan to end homelessness <b>3.2</b> Explore the potential for addressing senior issues and services <b>3.3</b> Analyze the availability and accessibility of child and youth programs and identify a role for City Government including addressing the harmful effects of child and youth poverty <b>3.4</b> Facilitate broader community support to improve the educational opportunities for City youth
<b>4. Governance</b> <i>Measure and improve the cost-effectiveness of government services</i>		<b>4.1</b> Develop strategies for conducting successful annexation referendums <b>4.2</b> Improve communication through increased use of available internet tools to improve the City's website portals <b>4.3</b> Increase opportunities for civic engagement
<b>5. Infrastructure and Transportation</b> <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>	 	<b>5.1</b> Complete capital projects at parks and continue land conservation and acquisition program <b>5.2</b> Support the reconstruction of transportation facilities to encourage redevelopment of 6 <sup>th</sup> Street <b>5.3</b> Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue <b>5.4</b> Bring existing roadway stock up to 70% rating level, as established by the Army Corp of Engineers <b>5.5</b> Implement improved transit as described in the RTS Premium Service Report
<b>6. Neighborhoods</b> <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		<b>6.1</b> Develop creative ways to measure progress in code enforcement <b>6.2</b> Assess neighborhoods to determine need for infrastructure improvements for bicycle and pedestrian use
<b>7. Environment and Energy</b> <i>Protect and sustain our natural environment and address future energy needs</i>		<b>7.1</b> Protect the quality of drinking water and integrity of neighborhoods in Gainesville by actively participating in the clean-up and redevelopment of the Cabot/Koppers Superfund site. <b>7.2</b> Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed <b>7.3</b> Refine the coordinated response at the local level to address energy policy and climate change <b>7.4</b> Improve the energy efficiency of modest-income homes through weatherization

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STRATEGIC INITIATIVE # 1.1

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**GOAL # 1: PUBLIC SAFETY**

*Maintain a safe and healthy community in which to live*



Legistar # 080460

INITIATIVE 1.1: DEVELOP AND CONTINUE PROGRAMS TO REDUCE THE CAUSES OF CRIME

- Champion:** Tony Jones, Police Chief
- Sponsor:** Jeanna Mastrodicasa, Commissioner (At-large)
- Committee:** Public Safety Committee

**Stakeholders:** Public, Neighborhoods, Businesses, University of Florida (UF), , Black on Black Crime Task Force, Santa Fe College (SFC), other law enforcement agencies (local, state, federal), Alachua County Sheriff's Office (ACSO), Alachua County School Board (ACSB), Other government organizations such as Housing Authorities, Children's Alliance, Department of Juvenile Justice (DOJ), Department of Youth & Families, Other community organizations such as Keep Alachua County Beautiful, the Alachua County Coalition of the Homeless & Hungry, Boys & Girls Clubs etc, & Downtown alliances & boards such as the Community Redevelopment Association (CRA), Downtown Coordination Team, & Gainesville Downtown Owners & Tenants (GDOT)

**Desired Outcome:** Implement programs that help to reduce the causes of crime and increase safety & the feeling of safety within the community.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007. GPD has identified a variety of community-oriented policing programs which are designed to mitigate the major causes of crime in the community, such as drugs, lack of parental attention and limited access to educational opportunities.

**Progress to Date:**

In FY 2007, the Violent Crime Task Force was formed to target the increase in violent crime. The success of this Task Force resulted in the implementation of the Tactical Impact Unit, a permanent entity targeting violent crime which began in September 2007. The Comprehensive DUI/Underage Drinking Plan, which is a collaborative effort among stakeholders was implemented to provide enforcement, education, treatment and prevention services to mitigate underage drinking in the community.

In FY 2008, the Center for Community Conflict Resolution went online to provide mediation services to reduce conflicts that could lead to criminal actions and diminished quality of life. The design process for the Community Policing and Training Center design process continued, throughout the year, but construction was postponed until 2012.

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**STRATEGIC INITIATIVE # 1.1**

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In FY 2009, GPD continued its commitment to community-oriented policing through the use of crime prevention programs such as, Crime Prevention through Environmental Design (CPTED), Citizens Academies and Police Beat, which featured segments dealing with a wide range of crime prevention topics. Planning for the Joint Crime Analysis Program with ACSO continued during the fiscal year. Citizens Data Trac meetings were held throughout the fiscal year to encourage information sharing among neighborhoods and businesses in order to identify potential crime hot spots. Outreach efforts were implemented with stakeholders to develop an anti-robbery campaign in the urban core of the community. A new operations bureau program called *Tactical Briefing* was implemented during the fiscal year which uses a quantitative approach to deploy limited resources to areas with recognizable crime patterns based on crime analysis data.

In FY 2010, GPD implemented organizational changes and launched a number of new programs to reduce the causes of crime. At the beginning of the fiscal year, significant reorganization took place, which resulted in 17 sworn positions being reassigned to the patrol zones. Following the reorganization, GPD refined its mission statement to focus on crime prevention and kicked-off an organization-wide strategic planning process. During the year, the Citizens on Patrol program was expanded from Citizens Academy graduates to include 30 volunteers, a GPD investigator joined the combined gang unit with Alachua County, a K9 Team was assigned to the Highway Interdiction Team, and the Gang Resistance Education and Training (GREAT) was launched to teach anti-gang initiatives to elementary students. Media & citizen outreach efforts expanded by using a retooled GPD “Facebook” sight which increased social networking. The annual National Night Out against Crime continued with community wide events in many neighborhoods targeting crime prevention & citizen activation initiatives.

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**STRATEGIC INITIATIVE # 1.1**

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**Action Plan for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
1. Expand Reichert House program to include elementary age students	September 2010
2. Add two positions from the five new positions (allocated through COPS grant) to gang prevention/ intervention activities	June 2011
3. Assess juvenile delinquency in Gainesville through a joint partnership with the State of Florida Department of Juvenile Justice	September 2011
4. Renovate the main GPD Operations Center	January 2012
5. Continue expansion of crime prevention through environmental design programs using front-line personnel for CPTED evaluations	On-going
6. Enhance the combined City/County Drug Task Force with the addition of a highway interdiction team	On-going
7. Continue community outreach through presentations, social networking, participatory citizen volunteers, “You and the Law” educational series, crime watch meetings, Black-on-Black Crime Task Force initiative in Pine Ridge and other activities targeting citizens	On-going
8. Strengthen & reinvigorate existing crime watch and homeowner associations via regular attendance, participation, & crime prevention forums such as <i>National Night-Out Against Crime</i> .	On-going

**Critical Success Measures:**

- Crime rate comparisons with like communities through the use of the Uniform Crime Reporting System (UCRS) and Florida Department of Law Enforcement (FDLE) Statistics
- Number of crime watch & neighborhood associations regularly attended
- Number of CPTED Evaluations
- Number of participants enrolled in Reichert House

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## STRATEGIC INITIATIVE # 1.2

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### GOAL # 1: PUBLIC SAFETY

*Maintain a safe and healthy community in which to live*



Legistar # 080472

INITIATIVE 1.2: COORDINATE THE EFFORT TO BRING A CENTER THAT PROMOTES FAMILY SAFETY TO THE CITY OF GAINESVILLE

**Champion:** Lynne Benck, Police Captain

**Sponsor:** Lauren Poe, Commissioner (District II)

**Committee:** Public Safety Committee

**Stakeholders:** Alachua County Victim Services, Child Advocacy Center, Department of Children and Families, Child Protection Team, Guardian Ad Litem, State Attorney's Office, University of Florida Police Department, Alachua County Sheriff's Office

**Desired Outcome:** Improve service delivery to child and family victims by providing a streamlined effort by multiple agencies at a centralized facility.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on October 2, 2008.

#### **Progress to Date:**

In FY 2009, meetings and discussions between agencies were held to discuss the feasibility of bringing a center that promotes family safety to the City of Gainesville. The discussions about the need for a family center have given agencies a broader perspective of the issues at hand and these agencies, along with the City of Gainesville are continuing talks about the possible model for the center, such as types of services, location and staffing needs.

In FY 2010, further meetings were held which led to the need to investigate possible funding sources for a family safety center. Potential partners have been included in many of the discussions and if a funding source is identified, the next steps of co-location should go smoothly. Before 2012 we would like to see not only a funding source but the beginning stages of the center's construction or purchase. The final milestone to be met will be the occupancy by multiple agencies of a center for family safety. The final name of the center has yet to be determined.

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**STRATEGIC INITIATIVE # 1.2**

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**Action Plan for FYs 2011-2012**

Action Steps	Estimated Completion Date:
1. Name Center	January 2011
2. Acquire Funding	August 2011
3. Begin construction or purchase building	December 2011
4. Occupy building	May 2012

**Critical Success Measures**

- Continued participation of the agencies currently committed
- Acquiring Funding
- Purchase of Building or new construction

**GOAL # 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080464*

**INITIATIVE 2.1: IMPLEMENT THE SOUTHEAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER DEVELOPMENT IN EASTERN GAINESVILLE**

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsor:** Scherwin Henry, Commissioner (District I)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Chamber of Commerce, East Gainesville Development Corporation (EGDC), Front Porch Communities, County Leaders, Community Redevelopment Board, Eastside Redevelopment Advisory Board, property owners, Neighborhood Associations, GRU

**Desired Outcome:** Provide a catalyst for public and private investments in the Area. Enhance primary corridors and enable future development/economic development of the former Kennedy Homes site.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, the City acquired the Kennedy Homes site and completed the SEGRI Master Plan. Kennedy Homes was demolished and the CRA is discussing ways to move forward with redevelopment opportunities.

In FY 2008, the City was given permission to develop former Kennedy Homes without the Housing and Urban Development (HUD) use restriction.

In FY 2009, a Request for Proposals for a mixed income development at the former Kennedy Homes property was issued by the CRA.

In FY 2010, the Hawthorne Road Cafe was built and the RFP process was completed with a tenant chosen to occupy in FY11. The CRA's proposal for the redevelopment of Kennedy Homes is moving forward with much of FY10 dedicated to strategic planning.

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STRATEGIC INITIATIVE # 2.1

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Transfer management of GTEC to the CRA	October 2010
2. Expand the Eastside Redevelopment Area	December 2010
3. Complete strategic planning and initiate design of the former Kennedy Homes site	May 2011
4. Finalize negotiations and complete build-out of the Hawthorne Road Cafe	June 2011

**Critical Success Measures:**

- Rezoning of former Kennedy Homes site
- Third party assessment of GTEC operations



**GOAL # 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080464*

**INITIATIVE 2.2: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR DEPOT PARK**

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsor:** Jeanna Mastrodicasa, Commissioner (At-large)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Advisory Boards, Downtown Businesses, SPROUT Taskforce, Private Investors, Gainesville Regional Utilities (GRU), Porters Neighborhood, Springhill Neighborhood

**Desired Outcome:** Construction of Depot Park

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, a Depot Park Area Master Plan and a Request for Proposals (RFP) was released. The City Commission approved funding from the General Government and GRU budgets and an initial vendor was selected. At the end of FY 2007, it became evident that the direction of the Master Plan needed to change along with the selected firm. At that time, the GRU and Depot Park projects were separated into two projects for better tracking and accountability.

In FY 2008, the Depot Park Master Plan and the Implementation Timeline were approved by the CRA Board of Directors and the City Commission.

In FY 2009, the RFP for Depot Park was issued and a method for disposal of contaminated soil and remediation at the site was issued by the City Commission. The Depot Building was moved to a temporary site and a preservation architect was selected for the historic building. In addition, a landscape architect was selected for the overall park design and a study of the existing storm water ponds commenced.

In FY 2010, the remediation began and design is at 95%.

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STRATEGIC INITIATIVE # 2.2

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**Action Plan for FYs 2011 – 2012**

Action Steps	Estimated Completion Date
1. Begin reconstruction of Depot building	June 2011
2. Initiate final park design	June 2011
3. Complete design and begin construction of the stormwater pond	August 2011

**Critical Success Measures:**

- Effective inter-departmental communication and coordination through status reporting and team meetings
- Funding is approved to move forward with Depot Park construction

**GOAL # 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080464*

**INITIATIVE 2.3: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR POWER DISTRICT**

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsor:** Jeanna Mastrodicasa, Commissioner (At-large)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Advisory Boards, Downtown Businesses, SPROUT Taskforce, Private Investors, University of Florida, Chamber of Commerce

**Desired Outcome:** Redevelopment of former GRU Downtown Operations Center

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, a Request for Proposals (RFP) was released to develop a Master Plan for both GRU and Depot Park. The City Commission approved funding from the General Government and GRU budgets and an initial vendor was selected. During the fourth quarter, it became evident that the direction of the Master Plan needed to change along with the selected firm. During the fourth quarter of FY 07, the GRU and Depot Park projects were separated into two projects for better tracking and accountability.

In FY 2008 and 2009, the general master plan for the GRU area was approved and staff began a work plan of the next steps needed for redevelopment, such as rezoning, environmental testing and reporting, public rights-of-way and the future layout of the site. Additional enhancements continue to be made in the surrounding properties such as Cotton Club, Depot Avenue, and Depot Park.

In FY 2010, strategic planning and land assessment activities were initiated, including a survey the boundaries and infrastructure.

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STRATEGIC INITIATIVE # 2.3

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**Action Plan for FYs 2011-2012**

<b>Action Steps</b>	<b>Estimated Completion Date</b>
1. Initiate environmental testing	January 2011
2. Finalize Strategic Plan and rezoning	August 2011
3. Draft final redevelopment plan for the Power District	September 2011

**Critical Success Measures:**

- Environmental testing outcomes
- GRU relocation timeline
- Successfully engage decision-making stakeholders

**GOAL #2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080465*

INITIATIVE 2.4: ENSURE TRANSPARENT, EFFICIENT AND CONSISTENT REGULATION OF LAND DEVELOPMENT IN FURTHERANCE OF THE COMPREHENSIVE PLAN

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

**Committee:** Community Development Committee

**Stakeholders:** General public, neighborhood residents, decision makers, city staff and development industry

**Desired Outcome:** Stakeholders have ready and convenient access to public records and access to appropriate staff. Planning process, particularly inter-departmental flow of documents and work product through the city, occurs according to a predetermined pattern. Bases for decisions and recommendations are well documented, well organized, and recorded.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, staff ranked vendors associated with an electronic plan management system designed to track workflow associated with the Planning and Development Services Department. In terms of project facilitation, staff worked on several projects in the Airport Industrial Park, Airport proper and within the Innovation Zone. Planning and Development Services staff also met with the private construction industry to re-examine parts of the Development Review Process.

In FY 2008, staff continued to have successful interaction with the Planning and Development community, especially the Builders Association of North Central Florida (BANCF) through monthly meetings. A contract with Innoprise was entered into and project implementation began across multiple departments including Building Inspections, Code Enforcement and Planning and Development Services.

In FY 2009, the Innoprise Electronic Plan Management System was deployed internally to allow for web-based accessibility of planning and development documents and to promote efficiency in land development procedures. A Planning Consultant was hired to review the Comprehensive Plan and Land Development Code.

**STRATEGIC INITIATIVE # 2.4**

In FY 2010, the City Commission adopted the Evaluation and Appraisal Report (EAR) for the 2000 Comprehensive Plan after 18 months of community engagement. In addition, a petition for mixed used centers was initiated and will be pursued by staff during FY11. All disciplines in Planning & Development Services were brought on-line with the Innoprise Electronic Plan Management System during FY10 and the Citizen Portal was activated. Staff was engaged with the building and engineering community and GRU to refine the Development Review Process.

**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Implement the Comprehensive Plan amendments outlined in the Evaluation and Appraisal Report	December 2011
2. Complete implementation of the Electronic Plan Management System by enabling on-line payments through Innoprise <ul style="list-style-type: none"> <li>▪ Allow for select payment of development and permit fees through existing Citizen’s Portal</li> </ul>	June 2011
3. Reduce application review time through improved coordination between the planning department, the office of the City Attorney, and the office of the City Clerk. Consider designating a single person to be responsible for moving applications among departments. <ul style="list-style-type: none"> <li>▪ Create a flow chart, or other summary, of the development review process sufficient to show stakeholders how an application progresses from submittal to final approval. Document should indicate the roles of Gainesville Regional Utilities, of the City Attorney’s Office, of the City Clerk’s office, of the several general government departments, of the several quasi-judicial boards, and of the City Commission in the development review process.</li> <li>▪ Evaluate Gainesville Regional Utility’s role in the development review process to ensure that all utility-related requirements have a basis in the Land Development Code.</li> </ul>	September 2011
4. Develop petition regarding mixed use zoning districts, activity centers, and large scale retail to bring forward to the Plan Board and City Commission	June 2011
5. Develop approach to continue updating the Land Development Code	June 2011
6. Work with the Community Development Review Committee (CDRC) appointed by the City Commission to review Development Review Processes city-wide. <ul style="list-style-type: none"> <li>▪ Support meetings of Committee through 2011</li> <li>▪ Develop the Committee’s recommendations for review by City Commission</li> </ul>	June 2012

<p>7. Work with Planning Consultant to amend the Comprehensive Plan and Land Development Code</p> <ul style="list-style-type: none"> <li>▪ Implement Future Land Use Element Policy 1.2.7 and 1.2.10, Future Land Use Element Objective 1.3 (and its related policies), Transportation Mobility Element Policy 2.1.10, Urban Design Element Objective 1.3 (and its related policies), Urban Design Element Policy 1.1.7, Urban Design Element Policy 1.1.8, and Urban Design Element Policy 1.4.1.</li> <li>▪ Increase transparency of Land Development Code by reducing the use of zoning overlays and providing graphical depictions of rules where appropriate.</li> </ul>	<p>September 2011</p>
<p>8. Update Land Development Code in an effort to ensure transparency and readability of the Code</p>	<p>September 2012</p>

**Critical Success Measures:**

- Adoption of the Comprehensive Plan Amendments by the City Commission
- Innoprise-user ability to pay fees on-line
- CDRC recommendations developed and reviewed by City Commission
- Petition regarding mixed-use activity centers and large-scale retail approved by Plan Board and adopted by City Commission
- Approach for modifications to Land Development Code approved by City Commission
- Updates to the Land Development Code are adopted by the City Commission

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**STRATEGIC INITIATIVE # 2.5**

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080466*

INITIATIVE 2.5 CONTINUE TO POSITION CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IDENTIFY PLAN FOR INNOVATION ZONE NEAR UNIVERSITY

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

**Sponsor:** Lauren Poe, Commissioner (District II)

**Committee:** Economic Development/University Community Committee

**Stakeholders:** University of Florida (UF), Shands, Technology Start-ups, GRU, CRA, Service Providers, General Public, Santa Fe College (SFC)

**Desired Outcome:** Successfully attract Innovative Economy development to the Innovation Zone. Create and set the platform (regulatory regime, infrastructure) for the development of Innovation Square and surrounding property.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007. Based on restructuring in the FY11-12 Budget and the rise of the Innovation Square opportunity, the intent of this initiative has evolved toward a centralized Innovation Square.

**Progress to Date:**

In FY 2007, the Innovation Campus Task Force was approved and instituted by the City Commission. Toward the end of FY 2007, two companies graduated from GTEC and were retained within the regional economy. Also, a Strategic Planning effort was undertaken by the GTEC Advisory Board with the intent to plan for future graduates as well as providing for fiscal sustainability of the facility over the long term.

In FY 2008, staff worked with a consultant to complete a master plan for the redevelopment of the 16 acre downtown GRU site.

In FY 2009, two future development platforms were identified in the Innovation Zone to include City-owned Lot 10 and Alachua General Hospital (AGH). In addition, Planning & Development Services staff developed a new land use category called, *Business Industrial* which will contribute to fostering the Innovation Economy.

In FY 2010, the Innovation Hub was approved through work with the petitioner and others and groundbreaking occurred over the summer. The City Commission gave impetus to the facilitation of Innovation Square by creating the regulatory regime and assessing the infrastructure around the property.



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**STRATEGIC INITIATIVE # 2.5**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Re-write of the University Heights Special Area Plan to accommodate Innovation Square	June 2011
2. Re-evaluate the size and character of the Innovation Zone through Comprehensive Plan Amendments	December 2011
3. Facilitate Innovation Economy opportunities through joint collaboration with the Economic Development Team (City Manager, CRA Director and Planning & Development Services Director)	On-going

**Critical Success Measures:**

- Adoption of University Heights Special Area Plan re-write
- Adoption of Innovation Zone modifications via the Comprehensive Plan amendment process
- Number of spin-offs captured at incubators
- Number of spin-offs absorbed by community
- Number of innovative economy firms that have located in the Gainesville community
- Number of new spaces leased at GTEC

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STRATEGIC INITIATIVE # 2.6

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #080467*

INITIATIVE 2.6: INCREASE THE AMOUNT OF AFFORDABLE HOUSING AND LOW-COST HOUSING THROUGHOUT THE CITY

**Champion:** Jackie Richardson, Housing and Community Development Manager

**Committee:** Community Development Committee

**Stakeholders:** Neighborhood Housing and Development Corporation (NHDC), Habitat for Humanity, Mobile Home Association, Gainesville Builders Association (GBA), County, Realtors, Property Managers, Lenders, University of Florida, Shands, Santa Fe College (SFC), Veterans Administration (VA), Modular Home Builders, Housing Authorities, General Public

**Desired Outcome:** Improve affordable housing opportunities for City residents.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

In FY 2009, the City Commission appointed 11 members to the SHIP Affordable Housing Advisory Committee (AHAC) to recommend actions or initiatives to the City Commission to encourage affordable housing. During the second quarter of FY 2009, the SHIP AHAC submitted the Initiatives and Recommendations Report.

In FY 2010, The SHIP Affordable Housing Advisory Committee (AHAC) continued its discussion on increasing the amount of affordable housing and low-cost housing throughout the City. Areas of concern included affordable housing issues affecting very low and low-income families in the City. As a part of this initiative, the AHAC was appointed to facilitate the funding recommendation process for the following programs: 1) the new Community Grant Program to provide small grants to nonprofit agencies to provide community services to needy families such as housing, meals, healthcare, youth programs and transportation; and 2) Cold Night Shelter Program which provides temporary shelter and support services for homeless individuals and families.

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**STRATEGIC INITIATIVE # 2.6**

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**Action Plan to Increase Affordable Housing for FYs 2011-2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Continue to work with the Affordable Housing Advisory Committee (AHAC) to implement the State mandated SHIP Program Plan to provide affordable housing programs and services.	On-going
2. Monitor progress of the SHIP Program Plan	On-going
3. Monitor progress of the City's Comprehensive Housing Program (Annually)	September 30, 2011
4. Continue to work with and partnership with stakeholders to provide affordable housing opportunities.	On-going

**Critical Success Measures**

- Number of families served through the Comprehensive Housing Program
- Adoption of SHIP Action Plan that defines affordable housing within the City of Gainesville
- SHIP Action Plan is implemented by target dates

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STRATEGIC INITIATIVE # 2.7

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**



Legistar #080468

*Foster economic development and encourage redevelopment*

INITIATIVE 2.7: IMPROVE COORDINATION WITH ALACHUA COUNTY IN ORDER TO MORE EFFECTIVELY PLAN AND DEVELOP GAINESVILLE'S URBAN RESERVE AREA

**Champion:** Erik Bredfeldt, Director of Planning and Development Services

**Committee:** Community Development Committee

**Stakeholders:** Alachua County residents, businesses, Alachua County & City of Gainesville staff, developers, etc.

**Desired Outcome:** The Urban Reserve Area is being planned and developed consistent with the vision of urban development, expressed by the City Commission.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on October 2, 2008.

**Progress to Date:**

In FY 2009, the City Commission and County Commission approved the Orderly Plan for Annexation as required by the ATA, and extended the ATA until 2014. In addition, the Rusk Report recommendations were brought forward to the City Commission and were endorsed for implementation. Throughout the fiscal year, City staff worked in coordination with County staff to reach a consensus on transition strategies for Strategic Ecosystems and Long Term Transportation Concurrency for annexed areas. As part of the Comprehensive Plan's Evaluation and Appraisal Report (EAR) process, City and County staff shared EAR work products to promote coordination for long-term planning.

In FY 2010, staff finalized revisions to the Environmental Ordinance that incorporates changes to the manner in which the City handles annexation of properties with Strategic Ecosystems. In addition, staff coordinated with the county on transportation issues involved with the Butler Plaza Land Use Plan and the Urban Village.

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**STRATEGIC INITIATIVE # 2.7**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Present update regarding planning in the Urban Reserve Area with the Community Development Committee	January 2011
2. Continue to work with County staff	On-going

**Critical Success Measures**

- Transportation, environmental, land use, and annexation policies are generally consistent between the City and County

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STRATEGIC INITIATIVE # 2.8

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**



*Foster economic development and encourage redevelopment*

Legistar #080483

INITIATIVE 2.8: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE

**Champion:** Paul Folkers, Assistant City Manager

**Sponsor:** Lauren Poe, Commissioner (District II)

**Committee:** Economic Development/University Community Committee

**Stakeholders:** University of Florida (UF), Santa Fe College (SFC), School Board of Alachua County (SBAC), Alachua County, State Government, Federal Government

**Desired Outcome:** Better communication, coordination and synergy of effort on mutually beneficial goals between the City, UF and SFC. Identify and pursue key partnership opportunities. This strategic initiative can serve as an incubator to identify and kick-off new partnership opportunities that can then be spun off as new strategic initiatives or as temporary/ongoing areas of partnership.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2006, the City completed negotiations with the University of Florida for the Campus Development Agreement. The Agreement provides approximately \$15 million dollars in funding for City transportation and infrastructure improvements. The SFC Downtown Blount campus held its grand opening in FY 2006.

In FY 2007, the first payment of \$6.5M as contained in the Campus Development Agreement was submitted to the City by the University of Florida. The City Manager made a presentation on the City vision and initiatives at the UF Community Breakfast and the City worked in conjunction with the UF Office of Technology and Licensing on the Innovation Zone.

In FY 2008, City staff held monthly meetings with the Vice President of Community Relations at UF to share information and brainstorm key opportunities. Through those meetings, the concept of a sustainability alliance was formed. The partnership between RTS and UF expanded with the provision of funding for bio diesel vehicles.

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**STRATEGIC INITIATIVE # 2.8**

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In FY 2009, the City reached out to UF and SFC staff to identify shared priorities and key partnership opportunities through the sharing of each organization’s strategic plan. Sustainability was identified as a key partnership opportunity and forums have been held with staff from the City, UF, SFC, Alachua County, and the SBAC. Other key partnerships, such as the provision of public transit and public safety in hospitality districts, had significant progress during FY 2009.

In FY 2010, progress was made on key partnership opportunities including: Economic Development (Strategic Initiative 2.5 - Innovation Economy), Transit (new Strategic Initiative 5.5 - Implement Improved Transit), Hospitality Districts, Sustainability and Education (Strategic Initiative 3.4 – Improve Education Opportunities for City Youth). The Sustainability Forum continues to meet with discussion moving from information sharing to potential alignment of effort. The University of Florida Police has maintained its efforts to support the City by providing coverage of the College Park Hospitality District on prime nights as well as support for Party Patrol.

**Action Plan for FYs 2011-2012**

Action Steps	Estimated Completion Date:
1. Explore the need for and options to create informal gathering opportunities for the City Commission and senior City staff with UF and SFC leadership to further develop relationships.	June 2011
2. Research college communities to explore the range of partnerships pursued by cities and universities.	January 2012
3. Explore key linkages between the City and its partners and identify new partnership opportunities.	June 2012

**Critical Success Measures:**

- The number of key partnership opportunities created
- The number of successful key partnership opportunities implemented

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STRATEGIC INITIATIVE # 2.9

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar #100267*

INITIATIVE 2.9: DEVELOP STRATEGIES TO SUPPORT SMALL LOCAL BUSINESSES

**Co-Champions:** Lynn Janoski, CRA Finance Manager;  
Shaad Rehman, Small and Minority Business Development Coordinator

**Co-Sponsors:** Randy Wells, Commissioner (District IV);  
Sherwin Henry, Commissioner (District I)

**Committee:** Economic Development/University Community Committee

**Stakeholders:** Local small businesses, Santa Fe College, University of Florida, Gainesville Area Chamber of Commerce, Our Town.

**Desired Outcome:** A strengthened ecosystem is in place to support local small business development and foster long-term economic viability. Entrepreneurs have easy access to resources and an understanding of local regulations impacting business development.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2010 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on August 5, 2010.

**Progress to Date:**

This is a new initiative.



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**STRATEGIC INITIATIVE # 2.9**

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**Action Plan for FYs 2011-2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Meet with sponsoring Commissioners to gather information about the direction and focus of the initiative.	November, 2010
2. Bring initiative to EDUCC to receive policy guidance and feedback from Committee.	January, 2011
3. Strengthen marketing of existing business development resources. Examples of activities could include: <ul style="list-style-type: none"> <li>▪ Market small business-related events</li> <li>▪ Disseminate information on regulations</li> <li>▪ Streamline small business-related information on City website</li> <li>▪ Assist in branding efforts</li> </ul>	On-going
4. Develop new resources to support local small business development. Examples of activities could include: <ul style="list-style-type: none"> <li>▪ Increasing funding and loan sources</li> <li>▪ Better leveraging of Enterprise Zone program</li> </ul>	On-going
5. Revise Small Business Procurement Program to increase local small business participation in the City's procurement.	April, 2011
6. Refine critical success measures and develop baseline numbers.	July, 2011

**Critical Success Measures:**

- Number of business licenses issued to small businesses.
- Dollars loaned through CRA ED finance initiatives.
- Dollars in incentives processed through the Enterprise Zone program
- Number of workshops held; number of attendees
- Number of GTEC applicants; occupancy rate
- City dollars spent with local small businesses

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STRATEGIC INITIATIVE # 3.1

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



INITIATIVE 3.1: CONTINUE IMPLEMENTATION OF THE 10 YEAR PLAN TO END HOMELESSNESS

**Co-Champions:** Fred Murry, Assistant City Manager  
Jackie Richardson, Housing and Community Development Manager

**Committee:** Community Development Committee

**Stakeholders:** Alachua County, Gainesville/Alachua County Office on Homelessness, Alachua County Coalition for the Homeless and Hungry, Non-profit providers, Faith-Based Organizations, Local Businesses, Homeless Persons, General Public, Educational Institutions

**Desired Outcome:** Foster an environment where homelessness is significantly reduced or prevented in Gainesville and Alachua County by supporting the efforts of the stakeholders to provide appropriate services for the homeless.

**Background:** The Commission adopted the 10-Year Plan to End Homelessness in December 2005 and then proposed to elevate it to a Strategic Initiative in December 2006. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2006, the City Commission agreed to fund an Office of Homelessness and a One-Stop Homeless Assistance Center jointly with Alachua County.

In FY 2007, a location for the One-Stop Homeless Assistance site was determined and a lease option was executed. A consultant was hired to prepare and submit a rezoning application for the site at 3335 N. Main Terrace. Later in the fiscal year, this site was deemed not viable and the search for a suitable site continued.

In FY 2008, staff worked with community stakeholders to identify and prioritize potential locations for the Center. The Office on Homelessness worked to involve the One-Stop collaborative partners and the Implementation Committee of the 10-Year Plan in planning for the One-Stop Center and other current homeless issues.

In FY 2009, a new location for the One-Stop Homeless Assistance Center was identified in the 800 block of NW 53<sup>rd</sup> Avenue. The City began negotiations to purchase the site, create a master plan for the Center and complete the rezoning process.

In FY 2010, the City acquired the ADC site at the 800 block of NW 53<sup>rd</sup> Avenue where the facility for the One Stop Homeless Center will be located.

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**STRATEGIC INITIATIVE # 3.1**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Continue to monitor plan	On-going
2. Continue to work with Stakeholders to implement the plan	On-going
3. Determine priority capital needs: emergency shelter, housing, etc.	On-going
4. Determine costs, available funding	On-going
5. Determine additional service needs, costs, available funding	On-going
6. Deliver progress reports to City Commission (effectiveness)	Quarterly

**Critical Success Measure**

- Dollar amount given to agencies that provide service to the homeless
- Number of agencies receiving assistance by the City of Gainesville to provide service to the homeless
- The One-Stop Center is open and available to homeless individuals

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STRATEGIC INITIATIVE # 3.2

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



Legistar #080470

INITIATIVE 3.2: EXPLORE THE POTENTIAL FOR ADDRESSING SENIOR ISSUES AND SERVICES

**Champion:** Fred Murry, Assistant City Manager  
Steve Phillips, Director of Parks, Recreation and Cultural Affairs

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** Community Coalition for Older Adults, Alachua County Office of Senior Services, Elder Care of Alachua County, Non-profit Organizations, Local Chapter of the American Association of Retired Persons (AARP), General Public

**Desired Outcome:** Identify what services are lacking for the senior population in Gainesville and determine the City's role in addressing senior issues and services.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, Staff at the Westside Recreation Center began compiling information on existing senior services and programs that are offered in Alachua County. Information gathered included, program name and description, eligibility, numbers served, funding source(s) and budget.

In FY 2008, many community stakeholders and elected officials lobbied for the local referenda, Wild Spaces/Public Places, which would generate funding for a Senior Recreation Center. On November 4<sup>th</sup> 2008, voters approved the ½ cent sales tax and plans for the Senior Recreation Center commenced.

In FY 2009, research and surveys were conducted to determine senior service needs in the City/County. An interagency agreement between the City of Gainesville and Alachua County was executed to build a Senior Recreation Center, which will be located at Northside Park.

In FY 2010, the City Commission approved the ranking of firms for the design and development of the Senior Recreation Center. In July, the Development Review Board reviewed and approved the site plan for the Senior Recreation Center and a groundbreaking ceremony was held in September. A draft License Agreement between the City and Eldercare was drafted for the scheduled use and programming of the building. The Senior Services Workgroup continued to analyze data and draft a narrative for the Senior Services Report.

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**STRATEGIC INITIATIVE # 3.2**

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**Action Plan to Construct Senior Center for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
1. Building Bid Opening	October 2010
2. Start Construction work on building	November 2010
3. Finalize License Agreement with ElderCare	February 2011
4. Construction Completed	October 2011

**Action Plan to Explore Senior Issues for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
1. Identify the Core Services identified by the residents of the City/County — Reviewing the data	On-going
2. Identify the Senior Services/Programs provided by the City of Gainesville	On-going
3. Analyze the cost of expanding the Core Services/Programs within the City of Gainesville	On-going
4. Present a Draft report to the Community Development Committee (requesting the Committee to discuss the level of services and what services are appropriate for the City of Gainesville)	February 2011
5. Present the final report on the cost of providing Senior Services to the Community Development Committee for discussion and recommendations to the City Commission on what level of participation should the City offer in providing Senior Services	April 2011
6. Determine whether the City is interested in funding and providing services for seniors in the City of Gainesville, starting in FY 2011	June 2011

**Critical Success Measures**

- Review and approval of the conceptual Site Plan of the Senior Recreation Center by the City Commission
- Review and approval of the site plan by the Development Review Board

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STRATEGIC INITIATIVE # 3.3

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



Legistar #080471

INITIATIVE 3.3: ANALYZE THE AVAILABILITY AND ACCESSIBILITY OF CHILD AND YOUTH PROGRAMS AND IDENTIFY A ROLE FOR CITY GOVERNMENT INCLUDING ADDRESSING THE HARMFUL EFFECTS OF CHILD AND YOUTH POVERTY

**Co-Champions:** Tony Jones, Police Chief  
Michelle Park, Assistant Recreation and Parks Director

**Sponsor:** Scherwin Henry, Commissioner (District I)

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** Youth, Alachua County Schools, parents, juvenile justice, law enforcement, Parks and Recreation, Faith-based organizations, mental health providers, Children and Family Services, Partnership for Strong Families, Alachua County Children's Alliance, private mental and substance abuse providers, Florida Works, public and private youth providers, youth advocates, University of Florida (UF), Santa Fe College (SFC)

**Desired Outcome:** Increase the number of opportunities for underserved youth and establish an information portal to educate the public of opportunities available for youth.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on October 2, 2008.

**Progress to Date:**

In FY 2009, staff worked with Gretchen Howard at the State Attorney's Office and many community stakeholders to better understand the "state of the union" for youth in Alachua County and to identify needs and make recommendations for youth programs. During the fiscal year, the Eastside Teen Zone provided programs for Gainesville youth, but funding for program continuation has not been identified and is set to expire in August 2009.

In FY 2010, the Juvenile Youth Program GAP Analysis was presented to Committee and the City Commission, showing youth program locations compared to schools, parks, bus routes and past juvenile crime incidents broken down by zip code. Ongoing programs for youth were coordinated throughout the City, including a Mini HeatWave, 3 on 3 Basketball Series and three Operation Respect Yourself events. The Reickert House had a full summer program including the annual Boot Camp trip to Paris Island and the Girls 2 Young Ladies program. In addition, Alachua County was named one of the "100 Best Places for Youth to Live" by the America's Promise Foundation.

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**STRATEGIC INITIATIVE # 3.3**

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**Action Plan to Analyze Youth Programs for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Ask City Commission to approve the staff recommendation to create the Youth Alliance.	February 2011
2. Host 1 <sup>st</sup> quarterly meeting of the Youth Alliance to discuss collaborations for summer programs.	March 2011
3. Host 2 <sup>nd</sup> quarterly meeting of the Alliance to evaluate collaborations.	July 2011
4. Host 3 <sup>rd</sup> quarterly meeting to establish 2012 Youth Alliance Work Plan	October 2012
5. Develop Work Plan Implementation Strategies and Measurements	January 2012

**Critical Success Measures**

- Number of Youth Alliance meetings held to further the services provided to youth
- Number of collaborations developed for summer programs for youth
- Development of the 2012 Youth Alliance Work Plan with Strategies and Measurements

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STRATEGIC INITIATIVE # 3.4

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



Legistar #080484

INITIATIVE 3.4: FACILITATE BROADER COMMUNITY SUPPORT TO IMPROVE THE EDUCATIONAL OPPORTUNITIES FOR CITY YOUTH

**Champion:** Cecil Howard, Equal Opportunity Director;  
Paul Folkers, Assistant City Manager

**Sponsor:** Craig Lowe, Mayor

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** Taking Stock in Children, Alachua County Public Schools Foundation, University of Florida (UF), Santa Fe College (SFC), School Board of Alachua County (SBAC), Alachua County, State Government, Federal Government

**Desired Outcome:** Increased educational opportunities and access to resources for students residing in the City.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FYs 2007 and 2008, the Raising 'Canes program was implemented, under which Gainesville High School (GHS) was adopted.

In FY 2009, a work group with senior representatives from the City and Alachua County Public Schools was formed to promote regular sharing of information and synergy of efforts between the organizations. The work group submitted a request to our Congressional delegation for funding that could be used to support this initiative.

In FY 2010, a representative from the City of St. Petersburg provided the City Commission with an overview of St. Petersburg's efforts to enhance educational opportunities for their students. One-time funding of \$45,000 was indentified and approved by the City Commission to initiate a mentoring program as part of the Taking Stock in Children program which is administered by the Alachua County Public Schools Foundation. The Gainesville Enrichment Mentoring Program (GEM) was initiated for the current school year with seven students receiving scholarship commitments.



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**STRATEGIC INITIATIVE # 3.4**

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**Action Plan for City Schools for FYs 2011-2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Establish January as “Mentoring Awareness Month” in the City of Gainesville	January 2011
2. Create awareness and enthusiasm among City employees for the GEM program through presentations to City staff	June 2011
3. Develop and maintain a list of City employees interested in being a mentor	On-going
4. Recruit eight mentors to match with eight students for the Class of 2017	August 2011
5. Explore fundraising and grant opportunities to expand the program	January 2012

**Critical Success Measures:**

- The number of scholarships provided to City youth

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## STRATEGIC INITIATIVE # 4.1

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### GOAL # 4: GOVERNANCE

*Measure and improve the cost-effectiveness of government services*



#### INITIATIVE 4.1: DEVELOP STRATEGIES FOR CONDUCTING SUCCESSFUL ANNEXATION REFERENDUMS

**Champion:** Lila Stewart, Senior Strategic Planner

**Sponsor:** Scherwin Henry, Commissioner (District I)

**Committee:** Community Development Committee

**Stakeholders:** Property-owners and residents, Developers, Alachua County

**Desired Outcome:** Continued growth and diversity of properties within Gainesville's corporate limits.

**Background:** While annexation has always been a function of the City, City Commission increased the priority level of annexation activity and introduced it as an Initiative at the December, 2006 Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

#### **Progress to Date:**

In FY 2007, the Joint City / County Orderly Annexation Team met regularly to develop strategies to improve and expand annexation efforts. In March 2008, the team presented a progress update at the Joint City/County Commission Meeting. The update included a background of the collaborative efforts between the City and County on annexation, the identification of 14 areas in Gainesville's Urban Reserve Area for further evaluation, and a proposal to survey residents in the 14 areas to better understand the residents' service delivery needs and interest in annexation.

In FY 2008, Butler Plaza, a large commercial/retail area, along with numerous surrounding properties completed the voluntary annexation process, effective June 1, 2008. Shortly after, staff held a "Meet & Greet" for the area business owners. City and County staff continued work on the ATA and the Orderly Annexation Plan during this time.

In FY 2009, a referendum on annexation was held on November 4, 2008 and passed with overwhelming voter approval. This referendum incorporated an area surrounding SW 20<sup>th</sup> Avenue in June 2009. This annexation complied with the first annexation that would be conducted under the Orderly Plan for Annexation. In December 2008, the City Commission approved the Orderly Plan for Annexation as required by the ATA, and extended the ATA until 2014. The County Commission approved the same plan and extension in April 2009.

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**STRATEGIC INITIATIVE # 4.1**

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In FY 2010, the City continued in accordance with the Orderly Plan for Annexation, as required by the ATA, and conducted an annexation referendum on the eastside of the County. The referendum was held in November 2009 and failed by more than 90%. New legislation in FY10 now restricts local governments from advocating for or spending public dollars on any item that would be voted on by residents. Due to this legislation, economic factors, and the outcome of the 2009 referendum it is necessary to develop a strategy going forward.

**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Discuss possible strategies with the Community Development Committee	January 2011
2. Communicate strategy to County staff and amend the Orderly Annexation Plan within the ATA as appropriate	April 2011
3. Implement strategy	On-going
4. Evaluate implementation strategy	On-going

**Critical Success Measures**

- Increase in acreage due to annexation activity
- Increase in population due to annexation activity
- Percent increase in ad valorem revenue as a result of annexation
- Percent of the urban reserve area that is incorporated

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## STRATEGIC INITIATIVE # 4.2

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### GOAL # 4: GOVERNANCE

*Measure and improve the cost-effectiveness of government services*



INITIATIVE 4.2: IMPROVE COMMUNICATION THROUGH INCREASED USE OF AVAILABLE INTERNET TOOLS TO IMPROVE THE CITY'S WEBSITE PORTALS

**Champion:** Bob Woods, Communications and Marketing Manager

**Sponsor:** Craig Lowe, Mayor

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** General public, community activists, businesses, peer cities, media, students/educators

**Desired Outcome:** Maintain and improve public perception of website: dependability, user-friendliness, sense of appropriate aesthetic design, outreach efforts to community stakeholders and public awareness/education initiatives for municipal issues.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

#### **Progress to Date:**

In FY 2006, the Customer Service Request (CSR) Center was developed to provide an interactive user interface to enable direct communication between City departments, staff and the General Public. During the fiscal year, the City contracted with Granicus, a video web-streaming service provider to enable broadcast of live City Commission meetings and other archived programming to the external public via the internet.

In FY 2007, the City received a presentation from a private vendor and it was determined that the costs of outsourcing this initiative were not within the budget. Communications staff proposed a minimal website redesign with emphasis on graphic and navigational changes at a substantially lower cost. The City Manager approved the internal proposal in August of 2007 and work on the website redesign began in September 2007.

In FY 2008 and 2009, internet technology, software and communications protocols achieved significant advances. The increased use of Social Media Networks to communicate information through "viral marketing" has led to unparalleled opportunities to reach and engage new audiences. These opportunities are counterbalanced by legal and technological challenges. The Communications Office will coordinate efforts with other City Departments to develop a Social Media Usage policy to aid and monitor official use of continuously evolving social media networks.

In FY 2010, reductions and vacancies in Communications Office staff positions inhibited the ability to centrally implement and maintain significant advances to allow increased use of social media tools to reach and engage new audiences. When available, communication staff worked with department staff to encourage the use of viable social media tools to complement centralized efforts to maintain a social media presence for city government. Office efforts are currently focused on filling the remaining broadcast/digital media production position, with a suitably skilled employee to maintain and monitor existing organizational broadcast and online content management capabilities. When adequately staffed and trained, future Communication Office opportunities may include the following: developing interactive online town hall meeting protocols to help our municipal government communicate more efficiently and broadly with various public groups within our community; supporting city department operations such as a vendor-supplied golf round scheduling system and integration of Traffic Management System capabilities, including online traffic camera video and real-time map displays depicting congested roadways.

**Action Plan for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
1. Continue to maintain existing broadcast and online video streaming capabilities; Hire temporary employee to assist operations during hiring process for vacant regular position	January 2011
2. Assist implementation of enhanced website features in support of city operations such as a vendor-supplied golf round scheduling system and integration of Traffic Management System capabilities including traffic cameras and maps depicting congested roadways	January 2011 through 2012
3. Continue to monitor Freedom of Information Act issues that impact future ability to implement use of online electronic town hall meetings to communicate interactively with citizens to promote increased civic engagement	On-going
4. Incorporate broadcast/video streaming equipment needs into the Capital Improvement Plan for future funding consideration	On-going

**Critical Success Measures**

- Number of unique City website visits annually
- New hire successfully completed
- Addition of enhanced departmental capabilities to website content
- Add Communication Office equipment needs to CIP for funding consideration

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STRATEGIC INITIATIVE # 4.3

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**GOAL # 4: GOVERNANCE**

*Measure and improve the cost-effectiveness of government services*



Legistar #080475

INITIATIVE 4.3: INCREASE OPPORTUNITIES FOR CIVIC ENGAGEMENT

**Champion:** Lila Stewart, Senior Strategic Planner

**Sponsor:** Craig Lowe, Mayor

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** Citizens and Boards and Committees of the City Commission

**Desired Outcome:** Solidify opportunities that strengthen the relationship between elected officials and Gainesville residents.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007, a team of employees representing various departments throughout the City was formed. The team compiled a matrix detailing the current opportunities for civic engagement. The matrix identified over 50 different boards, committees, and groups that offer citizens the opportunity to participate in City government.

In FY 2008, Karen Johnson, former General Manager for GRU began the process of modifying the member designation parameters for Boards and Committees. In addition, a meeting in each of the City Commission Districts was held to inform citizens of capital projects in their neighborhoods, provide Departmental updates, and relevant information on the City Budget. General Government also conducted a Citizen Survey to give residents the opportunity to provide feedback on the quality of community and government services

In FY 2009, four town hall meetings were held in each of the City Commission Districts to discuss the upcoming budget and the Evaluation and Appraisal Report (EAR) for the City's Comprehensive Plan update. In addition, over 50 residents participated in the Citizens Academy, which provides education on topics such as public safety, energy supply, and infrastructure projects.

In FY 2010, the City continued to provide public forums for community engagement through the Citizen's Academy, public workshops and Town Hall meetings. In addition, the City was awarded a grant from the Center on Government Performance of the National Center for Civic Innovation to engage the public in their performance measurement and reporting process.

Strategic Plan FY 2011/2012  
City of Gainesville, Florida

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**STRATEGIC INITIATIVE # 4.3**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Community Focus Groups conducted by the Florida Survey Research Center (FSRC) as funded by the Trailblazer Grant <ul style="list-style-type: none"><li>▪ Evaluate results of FSRC Focus Groups</li></ul>	February 2011
2. Present update to the AFL Committee and discuss direction for the coming fiscal year.	March 2011
3. Continue providing forums for the community to engage in public discourse and/or decision making: <ul style="list-style-type: none"><li>▪ Neighborhood meetings</li><li>▪ Crime watch meetings</li><li>▪ Gainesville 101: Citizens Academy</li><li>▪ GPD Citizens Advisory Council</li><li>▪ Town Hall Meetings</li></ul>	On-going
4. Implement recommendations of FSRC and AFL Committee	August 2011

**Critical Success Measures**

- Number of Gainesville 101: Citizens Academy Attendees
- Number of attendees at town hall meetings, neighborhood meetings and crime watch meetings

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**STRATEGIC INITIATIVE # 5.1**

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**GOAL # 5 INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*      *Legistar #080477*

**INITIATIVE 5.1: COMPLETE CAPITAL PROJECTS AT PARKS AND CONTINUE LAND CONSERVATION AND ACQUISITION PROGRAM**

**Champion:**             Steve Phillips, Director of Parks, Recreation and Cultural Affairs

**Sponsor:**             Scherwin Henry, Commissioner (District I)

**Committee:**          Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:**      Alachua County Forever, Florida Department of Environmental Protection, and Alachua Conservation Trust (ACT), residents and visitors, private and public organizations that use public properties and facilities.

**Desired Outcome:** Complete Capital Improvement Projects at parks through various funding sources, such as CIRB and CIP. Implement an effective land acquisition program that protects environmentally sensitive land and passive recreation.

**Background:**        This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2007 funding was allocated for the acquisition of environmentally sensitive lands. To determine the order of importance for land acquisition, staff completed the prioritization of the City's Land Acquisition List. In addition, three million dollars in Capital Improvement Revenue Bonds (CIRB) were appropriated for recreation and park improvements.

In FY 2008, staff completed 70% of the capital improvement projects that were targeted for completion using CIRB funds. To enhance environmental protection opportunities, the City Commission doubled the \$200,000 greenspace allocation to \$400,000, and the environmentally sensitive Hogtown Creek Headwaters property was acquired by the City. In addition, voters passed the ½ cent sales tax for Wild Spaces/Public Places (WSPP), a revenue source for recreation facilities and sensitive land acquisition.

In FY 2009, the majority of capital improvement projects funded through CIRB were completed. Staff coordinated with ACT and Alachua County Forever to develop agreements to address the land acquisition portion of the WSPP funding.



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**STRATEGIC INITIATIVE # 5.1**

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In FY 2010, 49% of the Wild Spaces Public Places (WSPP) capital projects have been completed. Many parks have had multiple projects associated with WSPP funding. The remaining projects are in various stages of design and/or construction. For the Land Acquisition component of this item, staff continued to coordinate with Alachua Conservation Trust (ACT) to investigate landowner willingness to sell, based on those properties listed on the priority acquisition list. Some landowners are willing to sell and negotiations are in progress. Staff also executed an MOU between the City and Alachua County Forever (ACF) to coordinate the land acquisition of the 12-acre Jurecko property in northern Gainesville. ACF is in the process of obtaining an appraisal.

**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Finalize acquisition of the Jurecko property	September 2011
2. Continue to design and construct remaining WSPP projects	January 2013

**Critical Success Measures**

- Percent of Capital Improvement Projects completed.
- Number of acres of land acquired for conservation.

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**STRATEGIC INITIATIVE # 5.2**

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**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*     *Legistar #080478*

INITIATIVE 5.2: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF 6<sup>TH</sup> STREET

**Champion:**            Teresa Scott, Public Works Director

**Committee:**            Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:**        Citizens of the City of Gainesville, Porters Neighborhood, Depot Park District residents and businesses, Santa Fe College (SFC) Downtown Campus, Fifth Avenue/Pleasant Street Neighborhoods, Grove Street Neighborhood, Gainesville Police Department, University of Florida (UF), Community Redevelopment Agency (CRA), Bicycle Pedestrian Board, Metropolitan Transportation Planning Organization (MTPO), and FDOT

**Desired Outcome:** Complete of the 6<sup>th</sup> Street Rail Trail and secure funding the redesign of 6<sup>th</sup> Street south of SW 4<sup>th</sup> Avenue from four lanes to two lanes with on-street parking and landscaped medians.

**Background:**        This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

In FY 2008, the State of Florida completed acquisition of the trail corridor and a lease agreement between the City of Gainesville and the State of Florida was negotiated. A combined \$2 million in funding was indentified through partnerships with the University of Florida, the Florida Department of Transportation and the City of Gainesville.

In FY 2009, the design of Phase One of the 6<sup>th</sup> Street Rail Trail was completed and 2009 Federal American Recovery and Reinvestment Act (ARRA) funding was earmarked for the rail trail project.

In FY 2010, construction of Phases 1 & 2 of the 6<sup>th</sup> Street Rail Trail was completed. Phase 3 design is 60% complete. The Five Year Capital Improvement Plan was adopted with funding allocated for the reconstruction of SW 6 Street, from SW 4 Avenue to University Avenue. The roundabout at SW 6<sup>th</sup> Street/2<sup>nd</sup> Avenue was completed. The traffic signal at SW 6<sup>th</sup> Street/4 Avenue was let for reconstruction.

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**STRATEGIC INITIATIVE # 5.2**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Complete Phase 3 design and construction	May 2011
2. Complete reconstruction of the SW 4 Avenue traffic signal	January 2011
3. Complete construction of the trail to neighborhood connections	March 2011
4. Begin Design of SW 6 <sup>th</sup> Street, SW 4 Avenue to University Avenue	October 2011
5. Seek additional funding for SW 6 <sup>th</sup> Street, 16 <sup>th</sup> Avenue to 4 Avenue	On-going

**Critical Success Measures**

- Schedules are maintained for each of the funded projects
- Additional funding is obtained for SW 6<sup>th</sup> Street, 16<sup>th</sup> Avenue to SW 4 Avenue

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STRATEGIC INITIATIVE # 5.3

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**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*      Legistar #080479

INITIATIVE 5.3: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF DEPOT AVENUE

**Champion:**            Teresa Scott, Public Works Director

**Committee:**          Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:**      Citizens of the City of Gainesville, Livingston Neighborhood, Porters Neighborhood, Depot Park District residents and businesses, Spring Hill Neighborhood, University of Florida (UF), Community Redevelopment Agency (CRA), Bicycle Pedestrian Board, Metropolitan Transportation Planning Organization (MTPO), Gainesville Regional Utilities (GRU), and Florida Department of Transportation (FDOT)

**Desired Outcome:** Completion of the reconstruction of Depot Avenue projects.

**Background:**        This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007.

**Progress to Date:**

The Depot Avenue corridor project is divided into 4 distinct segments. The following progress covers FY 2008 through FY 2010.

***Segment 1 - SW 13<sup>th</sup> Street to SW 11<sup>th</sup> Street:*** The need for milling and resurfacing the roadway was determined, funding was obtained for construction documents and partial funding was obtained for construction costs.

***Segment 2 - SW 11<sup>th</sup> Street to South Main Street:*** City staff worked with FDOT to obtain ROW for a roundabout and coordinated with PRCA staff to pursue locating a storm water pond on the Tumblin Creek Park site. Plans for reconstruction of the roadway were approximately 60% complete at the end of FY 2009. In FY 2010, ROW acquisition began.

***Segment 3 - South Main Street to SE 7<sup>th</sup> Street:*** In FY 2008, the plans for this segment were updated. In FY 2009, the design phase was completed and the project was put out for bid, with construction scheduled to start at the beginning of FY 2010. Segment 3 began construction in FY 2010. Progress was impeded due to the remediation work within the road corridor.

***Segment 4 - SE 7<sup>th</sup> Street to SE Williston Road:*** Preliminary Engineering (Project Development & Environment Study) including 30% plans were completed. In FY 2010, 60% of the design phase was completed and ROW acquisition began.

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STRATEGIC INITIATIVE # 5.3

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**Action Plan for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
<b>Segment 1 - Milling and resurfacing of SW 9<sup>th</sup> Road (Depot Avenue) from SW 13<sup>th</sup> Street to SW 11<sup>th</sup> Street</b>	
1. Funding identified	Fall 2012
<b>Segment 2 - SW 11<sup>th</sup> Street to Main Street, including roundabouts at SW 11<sup>th</sup> Street and SW 6<sup>th</sup> Street</b>	
1. Right of way acquisition completed	Spring 2012
2. Finalize construction documents	Spring 2011
3. Construction (commence upon r/w acquisition)	TBD
<b>Segment 3 - SE 7<sup>th</sup> Street to S. Main Street</b>	
1. Construction Completed	December 2010
<b>Segment 4 - SE Williston Road to SE 7<sup>th</sup> Street</b>	
1. Right of way acquisition completed	Spring 2012
2. Finalize construction documents	Spring 2011
3. Construction (commence upon r/w acquisition)	TBD
<b>Segment 1 - Milling and resurfacing of SW 9<sup>th</sup> Road (Depot Avenue) from SW 13<sup>th</sup> Street to SW 11<sup>th</sup> Street</b>	
1. Funding identified	Fall 2012

**Critical Success Measures**

- Complete construction of each segment on time and within budget

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STRATEGIC INITIATIVE # 5.4

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**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*      *Legistar #100268*

INITIATIVE 5.4: BRING EXISTING ROADWAY STOCK UP TO 70% RATING LEVEL, AS ESTABLISHED BY THE ARMY CORP OF ENGINEERS

**Champion:** Jerry Hansen, Operations Division Manager

**Sponsor:** Lauren Poe, Commissioner (District II)

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** Emergency response agencies, GRU, RTS, and city residents.

**Desired Outcome:** Existing city-maintained roadways are at a 70% rating level in the Pavement Condition Index (PCI).

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2010 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on August 5, 2010.

**Progress to Date:**

This is a new initiative.

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**STRATEGIC INITIATIVE # 5.4**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Establish a Pavement Management Team of subject matter experts	January 2011
2. Present overview of strategic initiative to PW/PRCA Committee to solicit policy direction and guidance.	February 2011
3. Determine existing pavement condition of all city-maintained roads to establish a baseline for pavement needs <ul style="list-style-type: none"><li>▪ Hire a contractor to inventory and inspect city-maintained roads in order to update the Micro PAVER data base</li><li>▪ Present findings to PW/PRCA Committee</li></ul>	August 2011
4. Finalize existing pavement inventory and conduct needs assessment to determine short and long-range work plan to bring city-maintained roadways up to a 70% rating level.	January 2012
5. Present the estimated cost of short and long-range work plans with estimated budgetary needs for consideration in the FY 2013 Budget and Capital Improvement Plan.	April 2012

**Critical Success Measures**

- Completion of the roadway inventory and inspection
- Completion of the short and long-range work plans
- Funding is identified to move forward with plan to bring existing city-maintained roadways up to a 70% rating level



**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*      Legistar #100269

INITIATIVE 5.5: IMPLEMENT IMPROVED TRANSIT AS DESCRIBED IN THE RTS PREMIUM SERVICE REPORT

**Champion:** Jesus Gomez, Transit Director

**Sponsor:** Thomas Hawkins, Commissioner (At-large)

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** University of Florida (UF), Santa Fe College (SFC), Chamber of Commerce, Alachua County, Businesses, Community Redevelopment Agency (CRA)

**Desired Outcome:** Implementation of Premium Transit Service

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2010 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on August 5, 2010.

**Progress to Date:**

In FY10, RTS requested Florida Department of Transportation (FDOT) funds to conduct a study to provide technical support and guidance to address this City Commission initiative. The study will consist of a two-phase effort that will help RTS (1) enhance and finalize its current Premium Transit Service report so that it will illustrate the most appropriate vision for an enhanced transit system network for Gainesville, (2) examine existing available funding sources and identify those that will be most feasible to pursue in the near and long term to fulfill the identified vision, and (3) assess potential transit agency governance structures and determine the most suitable institutional arrangement for RTS to possibly pursue as it seeks to implement its vision.



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**STRATEGIC INITIATIVE # 5.5**

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**Action Plan for FYs 2011 – 2012**

Action Steps	Estimated Completion Date:
1. Phase 1 <ul style="list-style-type: none"> <li>▪ Conduct Project Kick-Off Meeting</li> <li>▪ Coordinate with Project Review Committee</li> <li>▪ Review Existing System Plans &amp; Establish Initial Premium Network</li> <li>▪ Facilitate Stakeholder &amp; Public Involvement</li> <li>▪ Build Upon Initial Premium Network</li> <li>▪ Develop Transit Funding &amp; Governance Alternatives</li> <li>▪ Evaluate Transit Funding &amp; Governance Alternatives</li> <li>▪ Prepare Draft Summary Documentation</li> </ul>	Summer 2011
2. Phase 2 <ul style="list-style-type: none"> <li>▪ Conduct Coordination Meeting</li> <li>▪ Prepare Executive Summary &amp; Conduct Presentations</li> <li>▪ Prepare Transit Authority Action Plan</li> </ul>	Fall 2011

**Critical Success Measures**

- Completion of Phase 1
- Completion of Phase 2

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**STRATEGIC INITIATIVE # 6.1**

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**GOAL # 6: NEIGHBORHOODS**

*Improve the quality of life in our neighborhoods for the benefit of all residents*

*Legistar #090925*

**INITIATIVE 6.1: DEVELOP CREATIVE WAYS TO MEASURE PROGRESS IN CODE ENFORCEMENT**

**Co-Champions:** Fred Murry, Assistant City Manager  
Chris Cooper, Interim Code Enforcement Manager

**Sponsor:** Randy Wells, Commissioner (District IV)

**Committee:** Community Development Committee

**Stakeholders:** Residents, Chamber of Commerce, Realtors, Neighborhood Associations, Elementary Public/Private Schools, Hospitality Association, Keep Alachua County Beautiful, University of Florida, Santa Fe College, business community, realtors, landlords

**Desired Outcome:** Ensure that the quality of life and safety in Gainesville neighborhoods are enhanced through effective and enforceable code ordinances and public awareness of those codes.

**Background:** This Strategic Initiative was first introduced by the City Commission in February, 2009 at a Strategic Planning Workshop. The Initiative was later adopted and added to the Strategic Plan on October 1, 2009.

**Progress to Date:**

In FY 2010, the Code Enforcement Division partnered with the Gainesville Police Department to pilot a tool that will compare crime statistics with Code Enforcement activity. The pilot program is focused on certain areas of the city and once the tool is fully developed it is anticipated that it will be used citywide. The Code Enforcement Division remained actively engaged with community stakeholders to keep them informed of the Division's activities and to receive their ideas and comments.

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**STRATEGIC INITIATIVE # 6.1**

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**Action Plan for FYs 2011 - 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Determine if the pilot research comparing crime and Code Enforcement action should be utilized citywide	January 2011
2. Determine if additional Innoprise reports are needed and submit a request to Innoprise	January 2011
3. Assess the effectiveness of the citizen complaint process and evaluate the use of the citizen affidavit when a violation is submitted by a non-Code Enforcement Officer	February 2011
4. Evaluate creative programs and best practices such as the Charleston, SC Livability County program and the utilization of a special magistrate	April 2011

**Critical Success Measures**

- Correlation of code enforcement measures to reduction in crime in a localized area
- Percent of violators that comply as a result of initial warning, either verbal or written

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STRATEGIC INITIATIVE # 6.2

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**GOAL # 6: NEIGHBORHOODS**

*Improve the quality of life in our neighborhoods for the benefit of all residents*

*Legistar #100270*

INITIATIVE 6.2: ASSESS NEIGHBORHOODS TO DETERMINE NEED FOR INFRASTRUCTURE IMPROVEMENTS FOR BICYCLE AND PEDESTRIAN USE

**Champion:** Debbie Leistner, Transportation Planning Manager

**Sponsor:** Randy Wells, Commissioner (District IV)

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** Public, Neighborhoods, University of Florida (UF), Alachua County School Board, Community Redevelopment Agency (CRA), Bicycle and Pedestrian Advisory Board (BPAB)

**Desired Outcome:** Adequate facilities are provided to accommodate bicycle and pedestrian use, reducing automobile dependency and increasing accessibility and mobility options to all users of the transportation system.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2010 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on August 5, 2010.

**Progress to Date:**

This is a new initiative.

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**STRATEGIC INITIATIVE # 6.2**

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**Action Plan for FYs 2011 - 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Meet with sponsoring Commissioner to define project scope and intent	December 2010
2. Present overview of strategic initiative to PW/PRCA Committee to solicit policy direction and guidance.	February 2011
3. Complete sidewalk inventory, feasibility of construction and cost analysis for the expanded downtown area <ul style="list-style-type: none"><li>▪ Prioritize sidewalk segments for construction</li></ul>	June 2011
4. Identify funding source for sidewalk construction	September 2011
5. Identify off-road multiuse trail opportunities	September 2011

**Critical Success Measures**

- Sidewalks are installed along all major corridors
- Sidewalk gaps are filled as feasible along the expanded downtown area
- Funding source is identified and secured for system expansion

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STRATEGIC INITIATIVE # 7.1

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**GOAL # 7: ENVIRONMENT AND ENERGY**

*Protect and sustain our natural environment and address future energy needs*



*Legistar #080480*

INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER AND INTEGRITY OF NEIGHBORHOODS IN GAINESVILLE BY ACTIVELY PARTICIPATING IN THE CLEAN-UP AND REDEVELOPMENT OF THE CABOT/KOPPERS SUPERFUND SITE

**Co-Champions:** Rick Hutton, P.E. Supervising Utility Engineer  
Fred Murry, Assistant City Manager

**Sponsor:** Craig Lowe, Mayor

**Committee:** Regional Utilities Committee

**Stakeholders:** Environmental Protection Agency (EPA), Florida Department of Environmental Protection (FDEP), Alachua County, Florida Department of Health (FDOH), City residents, St. Johns River Water Management District (SJRWMD), Protect Gainesville Citizens, Inc., Beazer East, Inc.

**Desired Outcome:** It is the objective of the City of Gainesville for the Cabot/Koppers Superfund site to be remediated to standards safe for residential uses and in a manner that will ensure that air, ground water, drinking water supply, and soil of Gainesville are protected.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

In FY 2007, staff participated as an active stakeholder in the Environmental Protection Agency's (EPA) efforts to conduct a feasibility study of the Koppers site and a Record of Decision (ROD).

In FY 2008, the City Commission approved a resolution requesting the EPA to require the clean-up of the site to residential levels. Land use and zoning issues were reviewed and the site was inspected to determine code compliance.

In FY 2009, GRU, GG and the Alachua County Environmental Protection Department (ACEPD) continued to meet, discuss and submit comments to the EPA. The City Commission held a Special Meeting to hear information on future land use and clean-up standards for the site and later met with Beazer East, Inc. to discuss these issues. After off-site soil sampling test results indicated that contaminants in the soil exceeded the acceptable Florida levels, many public information and involvement campaigns were conducted to answer questions and discuss resident's concerns.

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**STRATEGIC INITIATIVE # 7.1**

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In FY 2010, GRU and GG continued collaboration with Alachua County Environmental Protection Department (ACEPD) and the Alachua County Department of Health (ACDOH) as the Local Intergovernmental Team (LIT). The LIT reviewed and made comments and recommendations to EPA on various workplans and data generated for the site. The LIT reviewed and developed comments on the EPA Proposed Plan for the Koppers site cleanup. This effort included meetings with the City and County Commissions and several public outreach meetings. LIT comments were submitted to EPA prior to the October 15, 2010 deadline for receiving public comment.

**Action Plan for FYs 2011 - 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Submittal of LIT Comments on EPA Proposed Plan	October 2010 (complete)
2. Receive Record of Decision from EPA	December 2010
3. Review & comment on work plans and data from site	On-Going
4. Continue to monitor the EPA Superfund Site	On-Going

**Critical Success Measures:**

- EPA issues Final Record of Decision which protects water supply, protects surrounding communities, and is compatible with the City's vision of future redevelopment of the Koppers site
- Water supply continues to be safe and free from contamination
- Remediation is initiated by Beazer East, Inc. in accordance with the Record of Decision

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STRATEGIC INITIATIVE # 7.2

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**GOAL # 7: ENVIRONMENT AND ENERGY**

*Protect and sustain our natural environment and address future energy needs*



*Legistar #080481*

INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES

**Champion:** Don Hambidge, Assistant Public Works Director

**Sponsor:** Craig Lowe, Mayor

**Committee:** Recreation, Cultural Affairs & Public Works Committee

**Stakeholders:** Solid Waste, business stakeholders, environmental stakeholders

**Desired Outcome:** Increase commercial recycling and reorganize ordinance for effectiveness and enforceability.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

In FY 2009, Solid Waste Division Inspectors met with business owners to provide education on recycling requirements. A peer-city review of other community's commercial recycling ordinances was conducted during the fiscal year to uncover strategies that would put "teeth" into the City of Gainesville ordinance. The Solid Waste Division also coordinated with Alachua County to revise franchising commercial contracts and work towards City and County contracts that are compatible and consistent.

In FY 2010, commercial recycling increased significantly with regard to both tonnage of recycling collected, and percentage of businesses contracting for recycling service from local haulers. The Solid Waste Division continued to take a very proactive approach to encourage compliance by systematically inspecting local businesses and providing educational outreach on commercial recycling requirements. In the past these functions were primarily carried out by one inspector, but for FY 09 & FY 10 the division has assigned 3 or 4 staff to perform this work each year in order concentrate more effort on commercial recycling. Staff also evaluated information and techniques used by peer cities and other communities in the enforcement of their commercial recycling ordinances, and prepared suggestions to be presented to the Recreation, Cultural Affairs & Public Works Committee at their November 8, 2010 meeting. At the direction of the Public Works Committee an agenda item has been sent to the City Commission requesting that they direct the City Attorney to prepare an ordinance providing for a warning of non-compliance to be followed by surcharges starting at \$100 for a first offense to be applied to the GRU bill of a non-compliant commercial customer.



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**STRATEGIC INITIATIVE # 7.2**

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**Action Plan for FYs 2011 – 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Present enforcement recommendations to Public Works Committee	November 2010
2. Work with Legal to add penalties and/or surcharges to ordinance	January 2011
3. Send proposed ordinance to Commission for approval	February 2011
4. Work with City/County staff and other stakeholders to chart a viable roadmap for achieving 75% recycling goal by 2020, and determine what initial changes should be made to the commercial recycling ordinance to begin the process.	December 2011

**Critical Success Measures**

- Increase commercial recycling tonnage by 5%-6% each year to reach the State Goal by 2020
- Amend existing ordinance in FY 2011
- Achieve a solid waste diversion rate of 40% by December 31, 2012
- Achieve a solid waste diversion rate of 60% by December 31, 2016
- Achieve a solid waste diversion rate of 70% by December 31, 2018
- Achieve a solid waste diversion rate of 75% by December 31, 2020

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STRATEGIC INITIATIVE # 7.3

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**GOAL # 7: ENVIRONMENT AND ENERGY**

*Protect and sustain our natural environment and address future energy needs*



Legistar #080482

INITIATIVE 7.3: REFINE THE COORDINATED RESPONSE AT THE LOCAL LEVEL TO ADDRESS ENERGY POLICY AND CLIMATE CHANGE

**Co-Champions:** Paul Folkers, Assistant City Manager  
Ed Regan, Assistant General Manager for Strategic Planning

**Sponsor:** Craig Lowe, Mayor

**Committee:** Regional Utilities Committee

**Stakeholders:** GRU Customers, City residents, Gainesville Energy Advisory Committee, City employees, regional forestry industry, MTPO, FDOT, UF, and Alachua County

**Desired Outcome:** Reduce growth in electrical load 60% by 2015. Reduce carbon emissions from City operations sufficiently to meet the Kyoto Protocol target of 7% below 1990 rates of carbon emission by 2012, in part by increasing the use of biomass and solar energy. Achieve Florida Green Local Government Standard.

**Background:** This strategic initiative incorporates integrated resource planning that has been on-going since 2003, when GRU began evaluating long-term energy supply strategies. Integrated resource planning addresses the trade-offs between rates and the environmental implications and energy security of both renewable and fossil forms of energy. The City Commission is committed to NOT expanding our generation resources with coal or petroleum coke technologies. Instead, long-term energy supplies for our community will be secured through a major commitment to energy efficiency, solar and biomass forms of renewable energy. More specifically, the City has joined the US Mayor's Climate Protection Agreement program which includes a commitment to meet the Kyoto Protocols for greenhouse gas reduction. Within General Government operations, many actions have been taken and others are in process or being explored to meet the goal of energy conservation and environmental stewardship.

**Progress to Date:**

Prior to FY 2009, staff worked to develop a coordinated response at the local level to address energy policy and climate change through the implementation of the following projects: utility energy conservation plan; selection of a biomass power plant alternative; policies to financially support solar energy; energy efficient urban infrastructure; Traffic Management System; forest stewardship incentive plan; tracking of carbon emissions and offsets; RTS biodiesel pilot program; promotion of commercial recycling; General Government fleet reduction; and the establishment of an anti-idling policy for City vehicles.

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**STRATEGIC INITIATIVE # 7.3**

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In FY 2009, the City of Gainesville implemented the first Solar Feed-In-Tariff program in the U.S. and developed a Forest Stewardship Incentive Plan. General Government and GRU staff worked together to develop a strategy to use \$1.2 million in federal stimulus funding for energy efficiency programs.

In FY 2010, GRU facilitated the installation of the largest roof top solar photovoltaic system in Florida (1.6 MW) and the largest privately owned ground mount system (2.0) MW, for a cumulative total of close to 6 MW in service, through the solar feed in tariff. All permits required for the successful construction of the 100 MW Biomass plant (GREC) were obtained through a concerted effort of professionals, citizens, and elected officials. These permits included the FPSC Determination of Need, the Site Certification from the Governor and Cabinet, and the FDEP PSD air permits. Substantial energy and demand reductions were achieved throughout the year by the implementation of the Energy Conservation Plan which has high levels of customer participation. General Government continued implementation of the Traffic Management System (TMS) which has 71% of the signalized intersections connected to the new Traffic Management Center that opened with the new Public Works Administration Building. Energy improvements were completed for City Hall, Old Library Building and the Thomas Center. As a result of UF-RTS partnership, RTS was able to implement biodiesel B20 in the entire fleet.

**Action Plan for FYs 2011 – 2012**

<b>Action Steps (General Government)</b>	<b>Estimated Completion Date:</b>
1. Continue to implement and measure the results of the energy conservation plan	On-going
2. Monitor alternative vehicle fuel systems/alternatives	On-going
3. Initiate GREC Construction (100 MW Biomass)	April 2011
4. Add 6 MW of solar photovoltaic capacity	December 2011
5. Achieve “Gold” Florida Green Local Government Standard Designation	December 2011
6. Complete installation and implementation of the Traffic Management System (TMS)	September 2012
7. Reduce energy use for City facilities and operations	On-going
8. Maximize renewable energy opportunities for City facilities and operations	On-going

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**STRATEGIC INITIATIVE # 7.3**

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**Critical Success Measures**

- Meet the energy conservation goals for GRU
- Meet the Kyoto Protocol
- Meet State requirements for renewable portfolio standards and carbon cap and trade
- Achieve the Gold Florida Green Local Government Standard Designation

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STRATEGIC INITIATIVE # 7.4

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**GOAL # 7: ENVIRONMENT AND ENERGY**

*Protect and sustain our natural environment and address future energy needs*



**INITIATIVE 7.4: IMPROVE THE ENERGY EFFICIENCY OF LOW-INCOME HOMES THROUGH WEATHERIZATION**

**Champion:** Kathy Viehe, Assistant General Manager for Customer Services

**Sponsor:** Randy Wells, Commissioner (District IV)

**Committee:** Regional Utilities Committee

**Stakeholders:** Low-income GRU Customers, GRU, Community Weatherization Commission (CWC), Rebuilding Together

**Desired Outcome:** Reduce energy use in low-income homes which could lead to a reduction in the amount that low-income GRU customers spend on energy bills, and postpone the need for new generating capacity.

**Background:** This Strategic Initiative was first introduced by the City Commission in February, 2009 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on October 1, 2009.

**Progress to Date:**

Prior to FY 2010, GRU's Low-income Energy Efficiency Program (LEEP) completed the weatherization of 262 homes and secured federal and local funding for an additional 276 homes to be completed in FY 2010.

In FY 2010, 181 homes were retrofitted through LEEP and use of EECBG funding. Retrofits were made to improve the energy efficiency of low income customers' homes to lower their utility bill, improve comfort and reduce energy demand. Improvements such as weather-stripping and caulking, duct system repair, increasing insulation levels, upgrading or repairing a/c systems, repairing or replacing water heaters were made (to name a few). Two full-time employees were hired to reach the number of homes targeted; 114 homes funded by GRU and 162 homes (over a two year period) funded by EECBG. As a result, the program produced an estimated \$42,885 in energy cost savings, 353.312 MWhs reduction and a savings of 300.3 tonnes of carbon.

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**STRATEGIC INITIATIVE # 7.4**

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**Action Plan for FYs 2011 - 2012**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Initiate Application Process	On-going
2. Analysis of impact to homes improved	On-going
3. Retrofit 329 homes	September 2011

**Critical Success Measures**

- Number of homes completed
- Reductions in energy consumption