STRATEGIC PLAN
2020 ➤ 2025 ➤ 2035

May 2020

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STRATEGIC PLANNING FOR THE CITY OF GAINESVILLE

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GAINESVILLE VISION 2035

Gainesville Vision 2035

GAINESVILLE 2035
balances an **EQUITABLE COMMUNITY FOR ALL (1)**
and a **SUSTAINABLE COMMUNITY FOR THE FUTURE (2)!**

GAINESVILLE 2035
is a **WORLD-CLASS LIFELONG LEARNING COMMUNITY (3)**,
is a **GREAT PLACE FOR NEIGHBORS TO LIVE AND THRIVE (4)**,
and provides **MEANINGFUL EXPERIENCES FOR EVERYONE (5)!**

GAINESVILLE 2035
has an
ALIVE/VIBRANT DOWNTOWN (6),
a **STRONG, RESILIENT ECONOMY (7)**
and **MOBILITY FOR ALL NEIGHBORS (8)!**

Gainesville Vision 2035

PRINCIPLE 1

EQUITABLE COMMUNITY FOR ALL

▶ **Means**

1. Equity and inclusion to top-quality schools and educations
2. Equity and inclusion to economic opportunities – employment and business development
3. Equity and inclusion to affordable housing – housing that is affordable and income not dictating where a Neighbor lives
4. Equity and inclusion to City contracts and ability to bid on services and projects
5. Equity and inclusion to services and businesses necessary for daily living
6. Equity and inclusion to quality healthcare and trust in the medical community
7. Low poverty rate in the Gainesville community (compared to peer cities)
8. Equity, inclusion and access to diverse cultural and arts locations, facilities and programs reach out and of interest to all Neighbors
9. Community understanding equity and addressing the existing systemic roots by shifting the community culture, systems and processes

Definition:
- Equity = acknowledging that different people start in different places due to historical racist content, national origin, ethnicity, and religious beliefs and giving everyone what they need to success
- Equitable Community = a community in which all Neighbors are given what they need to succeed
- Inclusion = process of creating a culture and environment that recognizes, appreciates and effectively utilizes the talents, skills and perspective of every individual
- Inclusive Community = a community in which each individual's talent, skills and perspective are appreciated and utilized effectively to achieve the goals of the community
- Accessibility = the quality of being possible to get into, use, make use of
- Accessible Community = a community in which physical and virtual space are designed and built in ways that enable all individuals to use them

PRINCIPLE 2

SUSTAINABLE COMMUNITY FOR THE FUTURE

▶ **Means**

1. Growth in renewable energy generation pursuing the goal of the 100% renewable by 2045
2. Greenspaces throughout the Gainesville community
3. Support for and active use of alternative fuel vehicles
4. Future high-quality water supply with an effective water conservation habits by Neighbors and businesses
5. Effective stormwater management system throughout the community
6. Public access to conservation and natural area for active and passive enjoyment
7. Goal of "zero waste" – at 90% level
8. Tree canopy with an effective, ongoing urban forestation program
9. Sustainable food system including community gardens throughout the city

PRINCIPLE 3
WORLD-CLASS LIFELONG LEARNING COMMUNITY

▶ **Means**

1. Productive and strong partnership and collaboration between the Gainesville community, City government and Alachua County School District
2. Productive and strong partnership and collaboration between the Gainesville community, City government and Santa Fe College and the University of Florida
3. Inclusive community – International students, faculty and their families feeling welcome in the Gainesville community
4. Educational programs linked to economic opportunities for Neighbors
5. Technical and vocational programs and certifications preparing Neighbors for trade opportunities and careers for the 21st century
6. Welcoming educational environment for international Neighbors
7. Early education and before/after school programs in community centers, including support for Children's Trust

PRINCIPLE 4
GREAT PLACE FOR NEIGHBORS TO LIVE AND THRIVE

▶ **Means**

1. Well-designed, well-maintained City infrastructure – streets, curbs & gutters, sidewalks, medians, neighborhood lights
2. Housing opportunities/choices for all no matter on the location in the community
3. Convenient access to parks – within a 10-minute walk
4. Walkable and bikeable neighborhoods with trails connecting neighborhoods and community destinations
5. Convenient access to grocery store and neighborhood retail necessary for daily living – no "food desert"
6. Preservation and celebrating Gainesville history, heritage and Black culture
7. Safe community through an equity lens with all Neighbors feeling and are safe any place and any time of day
8. All Neighbor having opportunities to participate in sports, cultural activities and arts programs
9. Sustainable land use patterns and housing mix
10. Access to reliable, competitively priced essential City and utility services necessary for daily living

PRINCIPLE 5

MEANINGFUL EXPERIENCES FOR EVERYONE

▶ **Means**

1. Affordable, accessible, diverse and expanded recreational programming and activities
2. Strong diverse community festivals and events bringing Neighbors together
3. Top-quality parks throughout the community with convenient access for all Neighbors
4. Variety of cultural venues, programs and events serving the needs of all provided by private sector, public sector and community non-profit organizations
5. Quality sports fields for tournament, competition and recreations
6. Playgrounds for all abilities and all Neighbors
7. Public art inclusive of our community
8. Multi-purpose, multidisciplinary arts center

PRINCIPLE 6

ALIVE/VIBRANT DOWNTOWN

▶ **Means**

1. Choice of a variety of residential opportunities – types and price points
2. Successful locally owned retail businesses
3. Destination for 18/7 living, working and experiencing
4. Equitable development in adjacent neighborhoods
5. Community gathering places to hangout or to have events and festivals
6. Well-designed, well-maintained and attractive landscaping and buildings
7. Additional "mid-rise" mixed-use buildings providing office and residential opportunities
8. Neighbors and guests feeling safe with a well-lighted Downtown
9. Diverse mix of small locally owned retail, national retailer and entertainment/unique experienced-based businesses

PRINCIPLE 7
STRONG/RESILIENT LOCAL ECONOMY – MEDICAL/EDUCATION/INNOVATORS & ENTREPRENEURS

▶ **Means**

1. World-class hospital and medical services serving all neighborhoods and all Neighbors
2. University of Florida spinning off businesses and employment opportunities for residents and retaining businesses in Gainesville Neighbors
3. Great place for innovators and entrepreneurs to start and to grow a business
4. State-of-the-art information technology system and infrastructure for businesses and Neighbors – fast, reliable and affordable
5. Successful local small businesses growing in Gainesville
6. Economic opportunity for all Neighbors
7. Retaining successful local businesses and supporting their growth in Gainesville
8. Healthcare campus including an emergency clinic/room and medical offices on the Eastside
9. Expanded business investment on the Eastside
10. Retaining our graduate through business development and career opportunities

PRINCIPLE 8

MOBILITY FOR ALL NEIGHBORS

▶ **Means**

1. Connected trails and paths for biking, walking and running throughout every neighborhood and linking community destinations
2. Effective public transit system using a combination of fixed routes and on-demand services with an effective first and last mile options for all Neighbors
3. Pedestrian-friendly community – safe and walkable
4. Expanded mobility options beyond the automobile
5. Affordable or free public transit services
6. Easy access and parking, and designated shared ride areas in Downtown/Midtown/University Context
7. Pedestrian-oriented Downtown/Midtown/University Context

GAINESVILLE CITY GOVERNMENT: OUR MISSION

Gainesville City Government: Our Mission

GAINESVILLE CITY GOVERNMENT'S MISSION

is to

BUILD COMMUNITY[1]

by providing

SERVICES RESPONSIVE TO NEIGHBORS AND OUR COMMUNITY[2]

in a

FINANCIALLY RESPONSIBLE[3]

and

NEIGHBOR-FOCUSED MANNER[4]

in

PARTNERSHIP WITH OUR NEIGHBORS[5]

while

ENGAGING NEIGHBORS AND COMMUNITY BUILDERS[6]

Gainesville City Government: Our Mission

PRINCIPLE 1	PRINCIPLE 2
BUILD COMMUNITY	**SERVICES RESPONSIVE TO NEIGHBORS AND OUR COMMUNITY**

▶ **Means**

1. Creating an equitable and inclusive Gainesville community having Neighbors respected and included
2. Developing relationships between the City government and the Neighbors and the entire Gainesville community based upon mutual trust and respect
3. Providing well-designed, well-built, well-maintained and sustainable City infrastructure and facilities
4. Anticipating issues, challenges and opportunities through an equity lens
5. Supporting a welcoming and culturally diverse community
6. Creating a beautiful, unique and safe community – great place to live
7. Working as a whole City Team understanding and respecting others' roles and responsibilities
8. Creating a sustainable community by addressing climate change, by reducing our Gainesville community and the City carbon footprint and by designing new developments based on sustainability concepts
9. Preserving and enhancing our natural environment and public spaces

▶ **Means**

1. Hiring, developing and retaining a diverse, effective and efficient City workforce which is able to carry out the City's mission
2. Creating a City organizational culture that emphasizes creative thinking and innovative actions
3. Knowing and creating "best practices" that benefit our Gainesville community
4. Taking responsibility, delivering results and being accountable for decisions and actions
5. Following through and supporting the Mayor-City Commission policy direction and priorities
6. Exploring and evaluating new innovations to enhance City services and service delivery
7. Working together as a highly effective organizational team
8. Partnering with private sector/community organizations/other governmental and educational entities to provide human and social services responding to the community needs
9. Valuing, supporting and caring about you - as a Community Builder, as a Neighbor and as a person

PRINCIPLE 3

FINANCIALLY RESPONSIBLE

▶ **Means**

1. Developing and following adopted financial policies that follow best practices
2. Developing a fiscally responsible annual budget that achieves Mayor-City Commission priorities and provides defined levels of City services
3. Providing the resources necessary to support defined Neighbor services and levels of service
4. Investing in the maintenance and upgrade in the City infrastructure and facilities
5. Having competitive compensation for all Community Builders
6. Using debt in a fiscally responsible manner and maintaining strong bond rating
7. Delivering City services in an efficient, cost effective manner
8. Leveraging private sector/community organizations, governmental agencies and educational institutions partnerships to expand available community and City resources
9. Having a predictable, reasonable and sustainable General Fund transfer from GRU
10. Developing and using outcome-based performance metrics and using the data to increase productivity, to enhance the quality of Neighbor services and to streamline City processes and systems

PRINCIPLE 4

NEIGHBOR FOCUSED

▶ **Means**

1. Listening to, knowing, understanding, valuing and empowering our diverse community
2. Informing Neighbors about City government - mission, finances, services and projects
3. Looking for innovative and creative ways to get to "yes'; taking time to explain especially when the answer is "No"
4. Being responsive to our Neighbors' needs and concerns and understanding the context
5. Seeking feedback from our Neighbors, regularly surveying our Gainesville community and learning from their comments and experiences
6. Anticipating the changing service needs of our Neighbors
7. Providing a timely and appropriate response to non-emergency and emergency calls for service
8. Using data to better service our Neighbors and our Gainesville community
9. Working with our Neighbors to provide services, to solve problems and to address community issues

PRINCIPLE 5

PARTNERSHIP WITH NEIGHBORS

► **Means**

1. Developing a productive working relationship and collaborating action to enhance our Gainesville community with community leaders and neighbors

2. Developing a productive working relationship and collaborating action to enhance our Gainesville community with non-profit and community organizations

3. Developing a productive working relationship and collaborating action to enhance our Gainesville community with the University of Florida and Santa Fe College

4. Developing a productive working relationship and collaborating action to enhance our Gainesville community with the medical and healthcare community

5. Developing a productive working relationship and collaborating action to enhance our Gainesville community with neighborhood associations and organizations

PRINCIPLE 5

PARTNERSHIP WITH NEIGHBORS

► **Means**

6. Developing a productive working relationship and collaborating action to enhance our Gainesville community with faith-based institutions

7. Developing a productive working relationship and collaborating action to enhance our Gainesville community with businesses and economy organizations

8. Being an advocate for our Gainesville community with the federal government, State of Florida, Alachua County, Alachua County Schools, other local governments and other governmental agencies

9. Having clearly defined partnerships with common goals and defined roles and responsibilities

PRINCIPLE 6
ENGAGING NEIGHBORS AND COMMUNITY BUILDERS

▶ **Means**

1. Providing tools for effective leadership by the Mayor and City Commission, including professional development opportunities

2. Promoting and following standards for governing with civility and respect for all

3. Developing well-informed Neighbors through proactive communications using a variety of communications methods

4. Providing data-driven and timely response from the City to disinformation and misinformation

5. Involving Neighbors in planning our Gainesville community's future and policy development and service delivery

6. Focusing on our Gainesville community as a whole with emphasis for furthering equity and reducing historic disparities

7. Involving our Neighbors through committees, task forces, boards and other advisory bodies in the governance processes

8. Practicing proactive, culturally competent and inclusive community engagement

GAINESVILLE CITY GOVERNMENT: OUR CORE VALUES

Gainesville City Government: Our Core Values

TEAM P.R.I.D.E.

P = Performance

R = Respect

I = Integrity

D = Dedication

E = Empathy

**in SERVING NEIGHBORS and
BUILDING COMMUNITY**

Gainesville City Government: Our Core Values

VALUE 1	**VALUE 2**
TEAM	**PERFORMANCE**

▶ **Means**

1. Work as a Team – Help other teams and team members to be successful City, Department or Office
2. Communicate in an open, direct, accurate and timely manner
3. Be flexible and adjust to evolving situations
4. Share your knowledge and insights with others
5. Identify problems, potential solutions and opportunities and bring them forward
6. Know and use the City's vision, mission and annual work programs
7. Embrace team diversity
8. Keep the " big picture" in mind
9. Collaborate with other departments and work units
10. Have an open mind to ideas and suggestions from others
11. Think about how your actions impact other Team members
12. Work with others to develop realistic expectations and to complete tasks/projects
13. Have a positive attitude and outlook
14. Know roles and responsibilities as a team and a team member
15. Embrace safety

▶ **Means**

1. Follow through on work tasks and assignments
2. Think creatively – look for new ideas
3. Solve problems and bring forward solutions – solution driven
4. Focus on outcomes and build efficient systems and processes
5. Provide data-driven recommendations
6. Produce the best possible results within available resources
7. Represent the City in a positive and professional manner
8. Pursue opportunities for personal and professional development and maintain your knowledge, skills and certifications
9. Take proactive actions
10. Complete assignments and projects on time and within budget

VALUE 3

RESPECT

► **Means**

1. Communicate in an open, direct and honest manner
2. Develop work relationship based upon mutual trust and respect
3. Actively listen to understand the other person and their message – be attentive to others
4. Have an open mind to ideas and suggestions from others
5. Accept communications and messages – disagreement does not mean that I did not listen
6. Understand and respect the Charter, the Mission, and roles/responsibilities of others
7. Work with others to develop realistic expectations
8. Provide constructive feedback
9. Be empowered to do your job
10. Understand and appreciate our Gainesville community and our Neighbors
11. Follow the "Golden Rule" – treat others in a manner that they want to be treated/the way that you would like to be treated
12. Act in a civil manner – understand how your words and actions may impact others

VALUE 4

INTEGRITY

► **Means**

1. Do the "right" thing even when no one is looking
2. Act in an ethical manner – above question
3. Be honest and trustworthy
4. Take responsibility for your job, your decisions and your actions
5. Deliver on your promises and commitments
6. Be consistent in your words and your actions
7. Be dependable
8. Follow the work rules, laws and City regulations
9. Treat everyone equitably – no preferential treatment
10. Provide professional opinions even if it is a difficult message
11. Tell the truth even if it is a difficult message
12. Set the example – integrity begins with everyone
13. Be accountable and hold others accountable

VALUE 5

DEDICATION

▶ **Means**

1. Care about our Gainesville community and have compassion for our Neighbors
2. Have a commitment to public service, building community and serving our Neighbors
3. Take the extra step to help or assist others
4. Look for ways to say "Yes"; when you must say "No", take time to explain your decisions and actions
5. Work to secure better outcomes for our community
6. Deliver on your commitments
7. Listen and strive to understand our Neighbors, our cultures and our history
8. Provide a timely and complete response
9. Be consistent in serving our community
10. Look for partners and ways to partner with our community, our Neighbors and our Community Builders
11. Show up and support others at critical times

VALUE 6

EMPATHY

▶ **Means**

1. Listen actively to others and strive to understand our Neighbors, our cultures and our history
2. Be sensitive in your communication with others – how they receive your message
3. Challenge your preferences and prejudices and look for common ground with our community, our Neighbors and our Community Builders
4. Help others to be successful
5. View services and your work activities through an equity lens
6. Treat others in a manner that you want to be treated
7. Act in a friendly and courteous manner
8. Show compassion and understanding for the circumstance and situations that others are facing
9. Care about others – their culture, their history, their experiences, their needs and their feelings
10. Be concerned about the other person's situation and feelings
11. Recognize that Community Builders are our Neighbors

CITY OF GAINESVILLE
PLAN 2020 – 2025

City of Gainesville
Goals 2025

EQUITABLE COMMUNITY

———————————

SUSTAINABLE COMMUNITY

———————————

A GREAT PLACE TO LIVE AND EXPERIENCE

———————————

RESILIENT LOCAL ECONOMY

———————————

"BEST IN CLASS" NEIGHBOR SERVICES

Goal 1
Equitable Community

OBJECTIVES

1. Enhance the access to City services, information, programs, facilities and activity for all Neighbors

2. Expand the multi-lingual capacity of Community Builders enhancing services to our diverse Neighbors

3. Reduce the neighborhoods that are food deserts with all Neighbors having convenient access to quality foods

4. Develop City equity tool

5. Have a City workforce that is racially and culturally diverse in all City departments and at all organization levels reflecting community demographics, at a minimum

6. Have equitable access for all Neighbors to healthcare and other neighborhood services

VALUE TO NEIGHBORS

1. Equal access to all
2. City services delivered in multi languages
3. Neighbor-focused City services
4. Confidence and trust in City government

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Increasing Neighbors' trust and confidence in City government overcoming historic practices and actions
2. Existence of food deserts in some neighborhoods and attract a grocery store to underserved neighborhoods
3. City following through on City policies and Mayor-City Commission directions
4. Addressing the inequity in access to medical care and healthcare services, including a hospital or clinics in neighborhoods and for all Neighbors
5. Managing the community and Neighbor impacts of the COVID-19 current crisis
6. City organization's resistance to change

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Limited language capacity of City government and Community Builders
2. Partnering with the Gainesville community - non-profit organizations, community organizations, faith-based community and other government agencies to enhance equity and sustainability
3. Number of failing public schools
4. Defining the City's role and responsibilities to address the challenges associated with equity
5. Perception of certain areas in our community

POLICY ACTIONS 2020 – 2021

1.	City Racial Equity Policy and Plan	Top Priority
2.	Comprehensive City Public Health Policy and Strategy/Action Plan	Top Priority
3.	Food Desert Elimination Action Plan:	High Priority
4.	Gainesville East Incentivized Development Plan	High Priority
5.	Community/Neighbor "Well Being" Index/Metrics	

MANAGEMENT ACTIONS 2020 – 2021

1. Federal Opportunity Zone: Direction and City Actions
2. Partnership for Re-Imagining Gainesville

MANAGEMENT IN PROGRESS 2020 – 2021

1. GNV Cares Program: Implementation/Distribution of Dollars
2. U. S. Department of Labor Job Corps Site/Alternative Program
3. Heartwood Development: Managing HOA; Realtor Listing; Model Home
4. 2019 – 2020 Annual Action Plan: Implementation/Recommendations for Projects
5. Meridian Behavioral Health – New Central Receiving Facility: Capital Outlay Request
6. Disparity Study: Award Contract [City Commission Decision]

ON THE HORIZON 2021 – 2025

1. Budget Equity Tool: Development
2. Translator Certification Policy and Program: Report and Direction
3. Inter-Cultural Competency/Sensitivity Training for City: Report and Direction
4. 3rd Grade Reading Strategy: City Role, "Best Practices for Cities", Report and Direction

Goal 2
Sustainable Community

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OBJECTIVES

1. Increase the acreage of natural/conservation lands
2. Increase the City's use of renewable resources with the goal of 100% by 2045 or sooner
3. Have more neighborhoods on City sewer system, less number of failing septic systems
4. Enhance well-designed water, wastewater and electric systems operating in an environmentally responsible manner
5. Pursue zero waste goal
6. Reduce the City organization's carbon footprint by 25% to achieve the climate change goal

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VALUE TO NEIGHBORS

1. City using renewable resources
2. More opportunities to experience and enjoy natural areas
3. Opportunities to reduce the waste stream through recycling opportunities
4. Reliable delivery of utility services needed by Neighbors, businesses and institutions
5. City acting as responsible environmental stewards
6. City proactively responding to climate change

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SHORT-TERM CHALLENGES
AND OPPORTUNITIES

1. Costs and funding for the City's purchases of natural and conservation land
2. Aging water and wastewater infrastructure needing consistent and significant investment
3. Expanding advanced metering infrastructure
4. Reducing GRU debt
5. Expanding use of solar energy
6. Enhancing the tree canopy through a proactive urban forestations program
7. Realities and impacts of climate change

LONG-TERM CHALLENGES
AND OPPORTUNITIES

1. Differing definitions of "sustainability" and "resiliency"
2. Funding and costs of renewable resources
3. Limited markets for recyclables
4. Funding and commitment to reducing the number of septic systems and to increase the number of Neighbors on City's wastewater system
5. Increasing water and wastewater investments to address regulatory requirements and capacity needs
6. Complying with Federal regulatory requirements
7. Maintaining and enhancing water quality

POLICY ACTIONS 2020 – 2021

1. City Environmental Goal – 100%   High Priority
   Renewable Energy City Organization:
2. Zero Waste Policy
3. Natural/Conservation Land Acquisition:
4. Local "Green New Deal" for Gainesville:

MANAGEMENT ACTIONS 2020 – 2021

1. Urban Agriculture Ordinance: Adoption

GRU ACTIONS 2020 – 2021

1. AMI/Smart Meters
2. Solar Power Purchase Agreement

MANAGEMENT IN PROGRESS 2020 – 2021

1. GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction
2. Electric Bus: In Service
3. Wetlands Recharge Purchase [City Commission Decision]
4. Carbon Emission Dashboard: Development (Budget FY '22) and Implementation
5. Street Lights LED Changeout

ON THE HORIZON 2021 – 2025

1. Septic to Sewer Policy and Program: Report and Direction
2. Renewable Energy Policy: Review, Report and Direction
3. Glen Springs Strategic: Direction and City Actions
4. Long-Term Energy Generation Conversion Plan: Development and Direction
5. City Tree and Forestation Policy/Strategy: Review and Direction
6. City Service Boundary and City Services: Direction
7. Weyerhaeuser Property Development: Resolution
8. Public Charging Stations: Report and Direction
9. Digital Divide/Digital Inclusion Strategy: Report and Direction

Goal 3
A Great Place to Live and Experience

OBJECTIVES

1. Increase the affordable housing opportunities [ownership and rental] for all Neighbors and throughout the Gainesville community
2. Develop a vibrant, alive Downtown with expanded residential and commercial opportunities
3. Revitalize eastside neighborhoods with expanded and upgraded housing, well maintained and upgraded City infrastructure and more neighborhood businesses serving the daily needs of Neighbors
4. Have medical and healthcare services available in all neighborhoods and access for all Neighbors, focusing on the eastside
5. Provide an affordable or free transit service with fixed routes and on-demand services accessible for all
6. Eliminate chronic homelessness and reduce transitional homelessness by 50% (point of time)

VALUE TO NEIGHBORS

1. More reasons for Neighbors to live in Gainesville
2. Opportunities for a great quality of life
3. Choices for leisure time
4. Living in a walkable and bikeable community
5. Easy movement without using an automobile
6. Programs and activities for diverse cultures and ages
7. Livable homes, apartments, condos and townhomes
8. Safe community for pedestrians and bikes

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Lack of quality affordable housing throughout the Gainesville community
2. Lack of Neighbor-oriented businesses and services in some Gainesville neighborhoods
3. Limited cultural programs and offerings
4. Avoiding neighborhood gentrification and displacement during revitalization efforts
5. Increasing pedestrian and bicycle safety throughout the Gainesville community
6. Adapting transit services to the needs of Neighbors and the community
7. Exclusionary zoning limiting housing and development options

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City role and actions and funding for upgrading neighborhoods
2. Expanding City boundaries through annexations
3. Costs of housing
4. Attracting businesses to neighborhoods
5. Irresponsible property owners who are not maintaining their properties or complying with City regulations and ordinances
6. Funding for the upgrading of neighborhood infrastructure, including sidewalks and lighting
7. Future funding for transit services
8. Lack of funding for connecting (trails and sidewalks) throughout the community
9. Development outside the City limits and the impacts on the Gainesville community

POLICY ACTIONS 2020 – 2021

1. Affordable Housing Strategy   Top Priority
2. Downtown Master Plan and Development   Top Priority
   Standards/Guidelines
3. Exclusionary Zoning Policy   High Priority
4. Vision Zero Action Strategy   High Priority
5. Homeless City Action Plan   High Priority

MANAGEMENT ACTIONS 2020 – 2021

1. Rental Housing Ordinance   Top Priority
2. Comprehensive Plan Update   High Priority
3. Land Development Code: Updates
   a. Single Residents Occupancy [SRO]
   b. ADU
   c. Neighborhood
      Workshop/Notification Process
   d. ROW/Street Vacations,
   e. Building Orientation
   f. Building Frontage in Transects]

MANAGEMENT IN PROGRESS 2020 – 2021

1. Bus System CAD-AVI System: RFP; Implementation
2. Micro Transit Routes: Implementation
3. One-Way Pairs: Evaluation, Design and Implementation
4. Transit Ability to Pay Fares: Smart Phone Implementation
5. Reichert House Service Expansion: Organization; Structure/Resources; Financial Policy
6. BOLD Program Service Expansion: Organization Structure/Resources; Financial Policy
7. Parking Management: Policy Direction
8. Single-Family Tree Mitigation: Direction
9. Crime Watch /Neighborhood Watch Connectivity Expansion through Electronic Platform: Implementation
10. Special Events Process: Refinement
11. Pop-Up Learning Lab Web Development Plan
12. CPTED Expansion: Staffing Certification
13. Newnans Lake Watershed Management Plan
14. I-75 Florida Regional Advanced Mobility Elements (FRAME): Research

MAJOR PROJECTS 2020 – 2021

1. Springtree Park Improvements
2. Wilhelmina Johnson Resource Center – Sharmie Ffar Park Pavilion
3. Morningside Nature Center – Timucua Huts

MAJOR PROJECTS 2020 – 2021

4. Residential Pavement Preservation Program
5. Depot Park Improvements – Electric Upgrades
6. SE 4th Street Reconstruction Project: Construction
7. South 62nd Milling and Re-Surfacing: Design; Construction
8. Northside Park Improvements
9. T. B. McPherson Recreation Complex – Pavilion Roof Replacement
10. Hippodrome Theatre Improvements – Refresh Project
11. San Felasco Park – New 5-12 Playground
12. Hogtown Creek Headwaters Nature Park – Nature Center
13. Oakview Park Improvements
14. Albert "Ray" Massey Park Improvements – Baseball Fields, Drainage and Parking
15. A. Quinn Jones Museum and Cultural Center Improvements
16. Unity Park and Flatwood Conservation Area Trailhead
17. South 62nd 2Extension to Clark Butler: Design and Land Acquisition
18. Clarence R. Kelly Community Center and Park
19. Westside Pool – Sun Shades
20. Northeast Pool – Locker Room Renovations
21. Splash Pad Equipment Renovations at H. Spurgeon Cherry and Dwight H. Hunter Pools
22. Lincoln Yard Trail
23. Sweetwater Recreation Trail – Phase 1

ON THE HORIZON 2021 – 2025

1. Transit Routes and Services: Goals/Desired Outcomes, Report and Direction
2. First Mile/Last Mile Strategy: Pilot, Report and Direction
3. Cultural Arts Diversification and Expansion: Goals/Desired Outcomes, Report and Direction
4. Porter Neighborhood Strategy: Goals/Desired Outcomes, Report and Direction
5. Historic Overlay District Policy: Direction and City Actions
6. Urban Food Policy and Ordinance: Report and Direction
7. Neighborhood Health Campus/Clinic: Concept, Report and Direction
8. Community Paramedic Program Expansion: Report and Direction
9. Downtown Access and Parking: Study, Direction and City Actions
10. Cabot and Kopper's Superfund Sites: Direction and Next Steps

Goal 4
Resilient Local Economy

OBJECTIVES	VALUE TO NEIGHBORS

OBJECTIVES

1. Increase the number of successful and sustainable, small and locally owned businesses by   % with ownership reflecting neighbors

2. Reduce the poverty level in the Gainesville community by 25% 0 ranking with major university communities

3. Have the technology infrastructure/community broadband that is fast, reliable and affordable to support businesses and home offices (working from home)

4. Have a diverse local economy (industrial and business) insulated from economic trends

5. Attract new businesses to Gainesville consistent with our economic vision and "targeted" businesses

6. Develop a successful Minority/Women-owned Business Enterprise (MWBE) program that is producing results for Neighbors

VALUE TO NEIGHBORS

1. Increase in community wealth with access for all
2. More higher paying jobs for Neighbors
3. More opportunities for job and career training
4. Support for small business start-up, development and success
5. City partnering with the University of Florida, Shands Hospital and Santa Fe College for economic growth and business investment
6. Local businesses having access to capital investment opportunities
7. More diverse City tax base
8. Expand local retail businesses serving the needs of Neighbors

SHORT-TERM CHALLENGES
AND OPPORTUNITIES

1. Tapping the economic potential of the University of Florida, Shands Hospital and Santa Fe College, including spin-off businesses
2. Defining the City role, policies, programs and funding for economic development activities
3. Providing access for Minority/Women-owned Enterprise to City bidding process and contracts
4. Creating a community where a diverse workforce feels welcome
5. Defining and funding for City incentive for economic development and business investment
6. Expanding business opportunities in Gainesville Downtown
7. Having the City infrastructure to support economic growth and business investment
8. Expanding and continuously upgrading the technology infrastructure in the Gainesville community

LONG-TERM CHALLENGES
AND OPPORTUNITIES

1. Uncertain global, national and local economy impacted by COVID-19
2. Reducing the poverty rate in the Gainesville community
3. Expanding job and career training opportunities
4. Attracting businesses that are "right" for Gainesville
5. Expanding the airport facilities and air services
6. Expanding the City commercial tax base through increased business investment and facilities development
7. Supporting Neighbor who are tele-commuting - working from home

POLICY ACTIONS 2020 – 2021

1. Community Broadband: High Priority
2. City Resiliency Economic Development
   Policy and Strategy
3. Small Business Retention, Growth and
4. Job Training/Career Development
   Program

MANAGEMENT ACTIONS 2020 – 2021

1. City-Owned Land Inventory and Disposal   High Priority
   Policy: Implementation
2. GCRA Development Agreements with
   Innovation Square:
3. GTEC: Direction

MANAGEMENT IN PROGRESS 2020 – 2021

1. Cornerstone Development: Potential Developer on a New
   Building on GTEC Campus
2. Job Corps Building: Direction
3. Downtown Parking Direction: Framework
4. Main Street: Application
5. P3 Report [GCRA]
6. EDA Grant for Evolving Loans: Eastside Businesses
7. RTS Site Redevelopment: Federal Appraisal and
   Environmental Study
8. Depot Park: Direction

ON THE HORIZON 2021 – 2025

1. Minority-Women Business Enterprise Program (MWBE) Development: Report and Direction
2. UF Partnership and Strategy: Desired Outcomes, Key Issues and Direction
3. Santa Fe College Partnership and Strategy: Desired Outcomes, Key Issues and Direction
4. Youth Employment/Training Program: Inventory, Report and Direction
5. Market/Grocery Store Business Attraction: Goals, Report and Direction

Goal 5
"Best in Class" Neighbor Services

OBJECTIVES

1. Maintain, hire, train and retain professional Community Builders dedicated to serving the Gainesville community

2. Develop a City organization culture that emphasizes professionalism, service, teamwork, results and performance accountability

3. Have all City departments working together without silos

4. Develop and enhance proactive City communications policies, strategies and tools to inform the community

5. Have a high level of Neighbor satisfaction with City services and services response

6. Upgrade information technology systems – hardware and software - to better serve Neighbors

7. Develop effective and usable performance metrics for evaluating the service performance and the value to Neighbors

VALUE TO NEIGHBORS

1. City providing services responsive to the Gainesville community and our Neighbors

2. City delivery on promises and commitments

3. Neighbor-focused delivery of Neighbor Services

4. Service value for taxes, rates and fees

5. City working as a team and without silos

6. Easy and convenient access for all Neighbors to City services

7. City protecting the community's future through investment in City infrastructure and facilities

8. Neighbor Service accessible by all

SHORT-TERM CHALLENGES
AND OPPORTUNITIES

1. Actions by the State of Florida impacting home rule, City finances and revenues and Neighbor Services
2. Understanding and responding to the uncertain impacts of COVID-19 on the City of Government, our community and our Neighbors
3. Providing equitable access for all Neighbors regardless of socio-economics, culture or language diversity to Neighbor Services
4. Limited revenue options for the City
5. Increasing City teamwork among all - breaking down silos
6. Rebuilding some Neighbors' trust in City government
7. Developing and using outcome-based performance measures

LONG-TERM CHALLENGES
AND OPPORTUNITIES

1. Re-focusing Community Builders and the City organizational culture on Neighbor-focused service delivery
2. Aging City infrastructure needing replacement or upgrade
3. Increasing the University of Florida's financial contribution to the City
4. Maintaining and investing in a "Best of Class" Community Builders
5. Maintaining and funding competitive compensation and benefits for Community Builders
6. Mandates and regulations from the federal government and the State of Florida impact the City's operations and service delivery
7. Keeping the City's focus on our mission, comprehensive plan, master plans and strategic plan rather than the issue of the moment
8. Having a City organization that values creative thinking and innovative actions
9. Enhancing City communications to and engagement with Neighbors

POLICY ACTIONS 2020 – 2021

1.	Community Policing/Use of Force:	Top Priority
2.	Community Engagement Program Enhancements	High Priority
3.	Comprehensive Information Technology Upgrade	
4.	RTS Bus Replacement	
5.	Phased Annexations Policy	

MANAGEMENT ACTIONS 2020 – 2021

1.	Financial Model: Development (10-Year)	Top Priority
2.	GRU General Fund Transfer	Top Priority
3.	COVID-19: After Action Report	High Priority
4.	Community Builder/Employee Benefits	

GRU ACTIONS 2020 – 2021

1. Utility Bills: Direction
2. GRU Customer Services Systems: Upgrade [CRS]
3. GRU Deerhaven Plant Gasification Project:
4. Trunked Radio System
5. IT Governance

MANAGEMENT IN PROGRESS 2020 – 2021

1. Fuel Hedging Program: Initiated
2. Lobbyist Contract: Amendments [Federal Government and State of Florida]
3. Stormwater Management Billing Options: Direction and Implementation
4. Welcome Kit and e-Welcome Kit for Clerk of the Commission
5. Permit GNV (Cloud-Based Permitting Platform: Implementation: Building; Planning and Codes
6. Virtual Inspections: Expansion
7. Southwest Parking Garage Cameras Upgrade: Implementation
8. Return to Work Plan: Development and Implementation
9. FY 2020 Revenues and Assessments: Spending Limitations
10. FEMA Documentation and Tracking for COVID-19
11. Learning Core Services Processes: Review and Modification
12. Federal/State of Florida COVID-19 Stimulus Funding: Tracking
13. Financial Audit FY 2019: Completion
14. Construction Contracts Template: Update
15. Neighbor Survey: Completion and Report
16. Assets Works System for Fleet Parts and Inventory: Tracking Implementation
17. Voice Services: Installation
18. Fire Tactical Medical Support Team MOU: Completion

MANAGEMENT IN PROGRESS 2020 – 2021

19. City Contracts Centralization: Completion
20. FEMA Recovery for Hurricane Irma: Finalization
21. Parks, Recreation and Cultural Affairs Departmental Restructure: Completion
22. Engineering Design & Construction Manual: Update
23. Perform GNV System
24. Code for Gainesville Brigade
25. CGI SOWS for W-4: Update
26. Intranet Network for Community Builders: Framework
27. Telephone Town Halls: Implementation
28. City Commercial Lease – Property Management Company: Selection
29. GNV Design: Prototype
30. Smart Light Control Nodes: Contract and Initiation
31. CGI: Contract Renewal
32. CRM: Implementation: Phase 1 – 311; Phase 2 – Notifications
33. Legislative 2021 Priorities and Allocation Requests: Completion
34. Policy Banners for the City: Mechanism for Management
35. Resource Finder for Community
36. Code Enforcement GIS: Implementation
37. Text Messaging: Archiving Plan
38. URI: Elimination
39. Fire Station 9: Land Acquisition
40. CAFR Award: Completion
41. Civic Innovations NSF Grant
42. Fire Service Expansion for Growth: Feasibility Study, Report and Direction

MANAGEMENT IN PROGRESS 2020 – 2021

43. Website Redesign: Launch
44. Tele-Working Guidelines: Update
45. Total Rewards Program: Implementation – Phase 2
46. Class/Comp Process: Review and Modifications
47. Recruiting Process: Review and Modifications
48. Pension Plans: Administrative Hearings
49. Landscape Maintenance: GCRA Properties and Streetscape Features
50. Emergency Policies for Events: Development
51. Employee Incentivizing Program: Report with Options and Direction
52. Hummingbird Records/Documentation Work Day Management: Implementation
53. Cyber Security Audit
54. City Auditor: Reports

MAJOR PROJECTS 2020 – 2021

1. Sewer Lining Projects
2. Manhole Upgrades
3. Water Meter Changeout
4. Murphree Water Treatment Plant Electric Upgrades
5. City Hall Roof Replacement
6. GCRA Office: Buildout
7. Main Street Water Reclamation: Capacity and Renewal Plan
8. Kelly Plant Generation Station: Turbine Generator Replacement

ON THE HORIZON 2021 – 2025

1. Financial Policies: Review and Revision
2. Neighbor Services Enhancement/Methodology: Inventory of Service, Audit, Report and Direction
3. Independent City Ethics Board: Report, Direction and Funding
4. City Government Funding: Report and Policy Direction
5. "Best in Class" City: Definition, Report and City Actions
6. Transit Rates: Report and Direction [including No Fare]
7. City Satellite Offices for Services: Report and Direction,
8. Capital Improvement/Community Investment Program/Plan: Development and Project Priority
9. Vehicle/Fleet Replacement Policy and Plan: Report and Direction
10. Police Digital Evidence: Policy Direction
11. Parking Access Plan/Policy: Direction
12. City Service Boundary and City Services: Policy Direction [including Growth, Service Extension, Service Area, Septic to Sewer]
13. Form of City Government: Report and Direction

CITY OF GAINESVILLE
ACTION AGENDA 2020 – 2021

City of Gainesville
Policy Agenda 2020 – 2021

TOP PRIORITY

City Racial Equity Policy and Plan

Comprehensive City Public Health Policy and Strategy/Action Plan

Affordable Housing Strategy

Downtown Master Plan and Development Standards/Guidelines

Community Policing/Use of Force Report and Zone Implementation

HIGH PRIORITY

Food Desert Elimination Action Plan

Gainesville East Incentivized Development Plan

City Environmental Goal – 100% Renewable Energy City Organization

Exclusionary Zoning Policy: Report and Direction

Vision Zero Action Strategy

Homeless City Action Plan

Community Broadband: Policy Direction

Community Engagement Program Enhancements

City of Gainesville
Management Agenda 2020 – 2021

GENERAL GOVERNMENT

TOP PRIORITY

Rental Housing Ordinance: Adoption and Implementation

Financial Modeling: Development (10-Year)

GRU General Fund Transfer: Report and Direction

HIGH PRIORITY

Comprehensive Plan:
Update [including Community Benefit for Increased Density, FDOT Context Sensitive Areas, Parking, Pleasant Street – Downtown DT) Zoning, Density within Midtown, Cultural Spaces, Design Standards, Density in DT and U9 Transects, Sidewalk Requirements, Corridor Plan for University Avenue, Transects Zoning for Waldo Road, Digital Access for New Developments]

City-Owned Land Inventory and Disposal Policy: Report, Direction and City Actions

COVID-19: After Action Report

GRU ACTIONS 2020-2021

Solar Power Purchase Agreement

AMI/Smart Meters: Report and Direction

Utility Bills: Direction

GRU Customer Service Systems: Upgrade

GRU Deerhaven Plant Gasification Project: Report, Direction and Funding

Trunked Radio System

IT Governance

CHARTER OFFICERS ACTIONS 2020-2021

Disparity Study: Completion

Cyber Security Audit

City of Gainesville
Management in Progress 2020 – 2021

GNV Cares Program: Implementation/Distribution of Dollars

U. S. Department of Labor Job Corps Site/Alternative Program

Heartwood Development: Managing HOA; Realtor Listing; Model Home

2019 – 2020 Annual Action Plan: Implementation/Recommendations for Projects

Meridian Behavioral Health – New Central Receiving Facility: Capital Outlay Request

Disparity Study: Award Contract [City Commission Decision]

GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction

Electric Bus: In Service

Wetlands Recharge Purchase [City Commission Decision]

Carbon Emission Dashboard: Development (Budget FY '22) and Implementation

Street Lights LED Changeout

Bus System CAD-AVI System: RFP; Implementation

Micro Transit Routes: Implementation

One-Way Pairs: Evaluation, Design and Implementation

Transit Ability to Pay Fares: Smart Phone Implementation

Reichert House Service Expansion: Organization Structure/Resources; Financial Policy

BOLD Program Service Expansion: Organization Structure/Resources; Financial Policy

Parking Management: Policy Direction

Single-Family Tree Mitigation: Direction

Crime Watch /Neighborhood Watch Connectivity Expansion through Electronic Platform: Implementation

Special Events Process: Refinement

Pop-Up Learning Lab Web Development Plan

CPTED Expansion: Staffing Certification

Newnans Lake Watershed Management Plan

I-75 Florida Regional Advanced Mobility Elements (FRAME): Research

Cornerstone Development: Potential Developer on a New Building on GTEC Campus

Job Corps Building: Direction

Downtown Parking Direction: Framework

Main Street: Application

P3 Report [GCRA]

EDA Grant for Evolving Loans: Eastside Businesses

RTS Site Redevelopment: Federal Appraisal and Environmental Study

Depot Park: Direction

Fuel Hedging Program: Initiated

Lobbyist Contract: Amendments [Federal Government and State of Florida]

Stormwater Management Billing Options: Direction and Implementation

Welcome Kit and e-Welcome Kit for Clerk of the Commission

Permit GNV (Cloud-Based Permitting Platform: Implementation: Building; Planning and Codes

Virtual Inspections: Expansion

Southwest Parking Garage Cameras Upgrade: Implementation

Return to Work Plan: Development and Implementation

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Code for Gainesville Brigade

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CGI: Contract Renewal

CRM: Implementation: Phase 1 – 311; Phase 2 – Notifications

Legislative 2021 Priorities and Allocation Requests: Completion

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Resource Finder for Community

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Recruiting Process: Review and Modifications

Pension Plans: Administrative Hearings

Landscape Maintenance: GCRA Properties and Streetscape Features

Emergency Policies for Events: Development

Employee Incentivizing Program: Report with Options and Direction

Hummingbird Records/Documentation Work Day Management: Implementation

Cyber Security Audit

City Auditor: Reports

City of Gainesville
Major Projects 2020 – 2021

Springtree Park Improvements

Wilhelmina Johnson Resource Center – Sharmie Ffar Park Pavilion

Morningside Nature Center – Timucua Huts

Residential Pavement Preservation Program

Depot Park Improvements – Electric Upgrades

SE 4th Street Reconstruction Project: Construction

South 62nd Milling and Re-Surfacing: Design; Construction

Northside Park Improvements

T. B. McPherson Recreation Complex – Pavilion Roof Replacement

Hippodrome Theatre Improvements – Refresh Project

San Felasco Park – New 5-12 Playground

Hogtown Creek Headwaters Nature Park – Nature Center

Oakview Park Improvements

Albert "Ray" Massey Park Improvements – Baseball Fields, Drainage and Parking

A. Quinn Jones Museum and Cultural Center Improvements

Unity Park and Flatwood Conservation Area Trailhead

South 62nd 2Extension to Clark Butler: Design and Land Acquisition

Clarence R. Kelly Community Center and Park

Westside Pool – Sun Shades

Northeast Pool – Locker Room Renovations

Splash Pad Equipment Renovations at H. Spurgeon Cherry and Dwight H. Hunter Pools

Lincoln Yard Trail

Sweetwater Recreation Trail – Phase 1

Sewer Lining Projects

Manhole Upgrades

Water Meter Changeout

Murphree Water Treatment Plant Electric Upgrades

City Hall Roof Replacement

GCRA Office: Buildout

Main Street Water Reclamation: Capacity and Renewal Plan

Kelly Plant Generation Station: Turbine Generator Replacement