

# **Strategic Plan for Sustainable Economic Development Alachua County, Florida**

## **Preamble**

The economic development of Alachua County is a process of enriching the lives of all residents of the community. A strategic plan for economic development promotes value and diversity of opportunity for county residents.

In this process of economic development, the people of Alachua County place great value on openness and honesty for government, business and individual behavior. While the rights of individuals must be respected throughout the process, this plan focuses on results: improvement in community well-being as measured in several indices defined in the plan. The intent of the plan is to balance economic, social and environmental priorities that lead to a healthy community.

The innovative vision of Alachua County's future which underlies this strategic plan implies a certain risk, but the benefits will be significant in terms of improved opportunities and quality of life for all residents. The risk is minimized, and success is maximized, by regular evaluation of progress towards our goals and modification of this strategic plan as necessary.

Above all, Alachua County government has made a fundamental commitment to long term and continuing improvement in economic opportunity for all the residents of Alachua County.

# Mission

To promote a climate in which all Alachua County residents can move towards sustainable economic prosperity.

## Purpose of Strategic Plan

To provide a framework for making consistent decisions regarding the use of community resources for projects, and to improve the coordination among the many organizations participating in economic development activities.

## Definitions

Sustainable economic development: The process of insuring lasting, high-quality and diversified employment choices that enhance a community's environment, social condition, and economic health.

1. Economic development: Activities that attract and retain capital, create new jobs, increase wages or enhance employment opportunity, broaden the tax base, and improve the quality of life in a region.
2. Sustainable development: Activities that allow people to meet the needs of the present without compromising the ability of future generations to meet their own needs while maintaining or improving environmental quality.

# GOALS AND STRATEGIES

The Economic Development Advisory Committee has identified six issue areas, each of which has an over-arching long term goal and a series of strategies intended to move Alachua County toward the goal. The six issue areas are:

- Education and Employment
- Livable Communities
- Social Resources and Financial Capital
- Transportation and Communication
- Government Interaction with Business
- Environmental Quality and Resource Conservation

Each element, while containing individual strategies specific to the goal, is directly related to all the others and supportive of them. Should one strategy be removed, the others would not function as efficiently or, perhaps not at all.

The strategies within each issue area in most cases would induce measurable changes in many areas. For example, within Education and Employment there is a strategy "Increase the supply of affordable, neighborhood-based child care through user-friendly zoning, permitting and occupational licensing." The induced measurable change would be the number of affordable child care slots available.

Such changes are indicators of the relative success of the strategy and progress toward the goal. A list of indicators follows the list of strategies supporting each goal.

# I. Education and Employment

## Goal:

In collaboration with other institutions, create an environment in which all residents may become as self-sufficient as possible, through educational and employment opportunities

## Rationale:

Education is the key to creating local skills that fit opportunities and make the community an attractive place to live and work. Higher and continuing educational opportunities, both credit and non-credit, are vital for developing new skills and providing the retraining that Alachua County residents need to be competitive in the new economy.

## Objectives

### A. Enhance K-12 learning opportunities and achievement through coordination with all Alachua County educational providers.

**Action Item A.1:** Establish an Education and Employment Coordinating Task Force. The Task Force shall consist of a member of the Gainesville City Commission and the City Economic Development Director, a member of the Board of County Commissioners and the County Economic Development Director, a member of the School Board and the Vocational Programs Coordinator, one high ranking administrator from each of the University of Florida, Santa Fe Community College, The Alachua/Bradford Workforce Development Board, The Alliance for Economic Development and up to seven representatives from nonprofit organizations that provide services to at-risk youth, including but not limited to The Corner Drug Store, Black on Black Crime Task Force, and The Martin Luther King Foundation.

**Action Item A.2:** Work with the Alachua County School Board to develop a program to reduce the high school dropout rate in Alachua County to the lowest in Florida. Hire a consultant, if necessary, to survey successful dropout prevention programs in other U.S. communities.

### B. Prepare students for post-secondary employment in such areas as special skills training, targeted industries training and vocational skills training and internships, in collaboration with School Board, Santa Fe Community College, the University of Florida, the Small Business Development Center, the business community and other agencies.

**Action Item B.1:** The Education and Employment Coordinating Task Force shall initiate or expand programs for at-risk high school students, to include need-based scholarships for vocational training from the Pell Grant program

**Indicator B.1.a:** Number of at-risk students receiving scholarships

**Action Item B.2:** Use the Workforce Development Board Annual Needs Analysis Survey to determine the status of efforts to increase the success of entry-level employees.

**Indicator B.2a:** Percentage of Alachua County's recent graduates (high school, technical college, community college, university students) working or continuing their education the year after graduation

**Indicator B.2.b:** Percentage of Alachua County graduates employed after graduation in jobs related to their field of instruction or training.

**Indicator B.2.c:** Percentage of people in publicly funded job training programs who were employed within one year after completion

**Indicator B.2.d:** Percentage of laid-off employees completing job training who were re-employed within one year of completion

**Indicator B.2.e:** By survey, the degree of employer satisfaction with preparation, work habits and overall occupational performance of Alachua County high school graduates, community college or vocational school graduates, university graduates.

**C. Maximize employment opportunities for teenagers age 16-19, using strategies such as grants, tax incentives, job placement service, transportation and child care vouchers, in partnership with area businesses and organizations.**

**D. Enhance strategies and monitor results of anti-poverty educational, training and placement programs of state social service agencies, business community, educational institutions and local governments.**

**Action Item D.1:** Recognizing the importance of early childhood development to eliminating the cycle of poverty, prioritize high quality, educationally based child care in Alachua County by setting employment and educational standards for child care workers, and by establishing grants for child care facilities related to the number of poverty-level families served by the facility.

**Indicator D.1a.:** Long term change in high school dropout rate

**Indicator D.1b.:** Long term change in number of poverty households

**Action Item D.2:** Increase the supply of affordable, neighborhood-based child care through user-friendly zoning, and permitting occupational licensing.

Indicator D.2.a: Change in number of available affordable child-care slots.

Action Item D.3: Using state-generated information, track the employment rate and income of households entering the workforce from welfare programs (WAGES program).

Indicator D.3.a.: Change in employment and income of WAGES households.

Indicator D.3.b.: Percentage of households below poverty level

- E. Encourage efficient and time-sensitive transportation routes to major educational institutions and employment centers throughout the county, in collaboration with Regional Transit System
- F. Conduct biennially, a State of Our Economy Survey to determine employment trends, employer attitudes and future employment or educational opportunities, in partnership with Chambers of Commerce countywide and the North Central Florida Regional Planning Council.

Action Item F.1: Monitor the current status of government vs. private sector employment in Alachua County.

Action Item F.2: Set goals to address negative trends or to enhance successes noted.

Indicator F.2.a: Net annual job growth rate and unemployment rate

Indicator F.2.b: Annual household and per capita income

Indicator F.2.c: Number of employment discrimination complaints resolved

- G. Understanding that education in the arts leads to a well-rounded education and stability in the workforce, and in view of the decline in state funding for art curricula in the schools, increase the level of incentives to the arts community to offer a comprehensive arts curriculum to all students, specifically, and the community at large.

Action Item G. 1: Provide free or low cost access, including transportation alternatives, to the arts institutions.

Indicator G.1.a: Number of free tickets used

Indicator G.1.b: Number of public school "arts trips"

Action Item G.2: Create an Arts Information Network, to enhance information sharing amongst the institutions and the educational system.

Action Item G.3: Incentivize arts education through grant agreements between arts organizations and local government.

## II. Livable Communities:

### GOAL:

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

**Rationale:** Livability is an economic imperative. It is vital to recognize that quality of life is a community's most valuable economic asset—to include culture, recreation, transportation choices, a socially enriching public realm, and environmental stewardship.

### Objectives:

**A. Enable Alachua County to become a leader in the development and expansion of businesses in the technology and telecommunications sectors, known as the "New Economy."**

**Action Item A.1:** Focus on making Alachua County more attractive to business enterprise, which is based on personal capability, knowledge and rapid communications

**Action Item A. 2:** Facilitate competition among business providers in Alachua County, including ways to seek increased communications opportunities.

**Indicator A.2.a:** Number of communications providers

**Indicator A.2.b:** Range and quality of services offered by communications providers

**B. Encourage development of well designed, well developed, compact communities**

**Action Item B.1:** Alachua County shall actively engage in partnerships with other local governments and planning agencies to ensure consistency of development

**Action Item B.2:** Adopt county policies that maximize compact development and minimize sprawl development

**Indicator B.2.a:** Percentage bike/ped access trips as a percent of total trips

**Indicator B.2.b:** Change in residential population density in urban vs. non-urban areas of the county

**Indicator B.2.c:** Average dwelling unit and/or commercial/industrial space per acre in urban vs. non-urban areas of the county

**Action Item B.3:** Require the integration of affordable housing within new mixed use developments.

**Indicator B.3.a:** Change new affordable housing units

**Indicator B.3.b:** Percent change of affordable housing within census tracts

**Action Item B.4:** When redevelopment includes the destruction of areas of affordable housing, a comparable number of new units of affordable housing must be provided in the same general area with access to public transportation.

**Indicator B.4.a:** Change in total affordable housing units

**C. Encourage redevelopment and maintenance of people friendly urban-areas**

**Action Item C. 1:** Promote downtown areas as mixed use cultural, residential and business centers

**Action Item C. 2:** Prioritize public investment to encourage compact urban areas in municipalities

**Action Item C. 3:** Encourage pedestrian and transit friendly design of urban areas

**Action Item C. 4:** Encourage non-polluting, resource efficient business

**Indicator C.4.a:** Air quality (PM2.5, PM 10, ground level ozone)

**Indicator C.4.b:** Per capita energy consumption

**Indicator C.4.c:** Trends in premature death due to respiratory dysfunction

**Indicator C.4.d:** Groundwater quality

**Indicator C.4.e:** Floridan aquifer potentiometric level

**Indicator C.4.f:** Reclaimed water reuse (gallons/day)

**Indicator C.4.g:** Litter volume and distribution

**Indicator C.4.h:** Percentage of the above engaged in recycling activities

**Indicator C.4.i:** Annual accidental hazardous waste releases

**Indicator C.4.k:** Number of designated routes, detailing direction of travel

(E/W, N/S)

**D. Reduce work-to-home commuting distance**

**Action Item D.1:** Revise zoning codes to ensure location of mixed use/business park employment centers near residential zoning is permitted wherever feasible

**Action Item D.2:** Facilitate business location near population centers

**Action Item D.3:** Create commuting options to large employment centers

**Indicator D.1.a:** Number of employees using RTS Pre-paid unlimited access plan.

**E. Develop business parks (employment centers) integrated with residential and retail development where feasible**

**F. Incorporate Alachua County's status as a regional employment/retail center in all decision-making processes**

**Action Item F.1:** Consider the aggregate impact of each decision on all six issue areas of this Plan, rather than focus individually on a lesser number of issue areas.



**G. Support home-based and neighborhood businesses**

**Action Item G.1:** Revise zoning and permitting regulations to encourage low traffic generating in-home occupational activities in residential zoning

**Indicator G.1.a:** Number of permits issued for in-home occupational activities

**Action Item G.2:** Streamline special use permitting process for home occupation

**Action Item G.3:** Develop inducement tools for the creation and retention of job opportunities in neighborhoods

**Indicator G.3.a:** Number of new jobs created in economically depressed areas and wage level of these jobs

**Indicator G.3.b:** Average home-work commuting distance.

**H. Promote interaction and appreciation among culturally diverse communities**

**Action Item H.1:** Encourage festivals and events to promote cultural diversity and education.

**Indicator H.1.a:** Number and types of festivals and events.

### III. Government Interaction with Business:

**Goal:**

Establish and prioritize economic development opportunities for all Alachua County residents.

**Rationale:** Business, directly through taxes and fees, and indirectly through payroll, provides necessary resources necessary for government to function and provide services. Ensuring the policies, procedures and actions of government are favorable to business growth is vital for ensuring a strong tax base in a community.

**Objectives:**

**A. Encourage development, expansion and retention of local business, as well as opportunities for recruitment and relocation of future business**

**Action Item A.1:** Develop separate policies that address each area of the following areas of business development: Recruitment, Retention, Expansion, and Creation.

**Action Item A.2:** Identify and inventory local resources and businesses annually to assess strengths and/or areas needing attention

**Indicator A.1.a:** New business start-ups

**Indicator A.1.b:** Business expansions

**Indicator A.1.c:** Business relocations to and from Alachua County

**Indicator A.1.d:** Jobs created and retained

**Action Item A.3:** Encourage land uses and zoning regulations that will facilitate the development of small and minority business, telecommuting, home based occupations, business parks, enterprise zones, childcare in large family childcare homes and other components that are helpful to job creation and retention

**Action Item A.4:** Assist start-up companies and encourage business retention through support of incubators and education/training initiatives

**Action Item A.5:** Develop processes on the part of government employees and officials that are user-friendly, efficient, time-sensitive and standards-based

a. Establish position of Economic Development Coordinator

b. Incorporate these standards into inter-local agreements for consistency between jurisdictions

**Action Item A.6:** Create and expand enterprise zones where necessary and possible

**Action Item A.7:** Encourage public-private partnerships whenever possible, including with:

a. University of Florida (UF) in commercializing technology

b. Continuing funding of NFTIC on a declining balance method that promotes self-sufficiency

- c. Council for Economic Outreach (CEO) and United Gainesville Development Corporation (UGDC) by expanding funding and defining their roles in the context of this plan
- d. Municipalities and UF/North Florida Technology and Innovation Center (NFTIC) and SBDC in incubator development and funding
- e. East Gainesville Development Task Force (EGDTF) to improve economic opportunities in targeted areas
- f. Small Business Development Center (SBDC) to create, retain and expand small businesses throughout the county
- g. Film Commission of Real Florida to attract film and TV businesses to shoot and film in the area

**B. Target economic development efforts in specific areas that increase diversity and opportunity of employment, while supporting and expanding existing assets**

**Action Item B.1:** Implement the 17 Goals of the "Destination, Vision, and Strategic Planning Report" of the Alachua County Visitors and Convention Bureau to promote north central Florida as a Tourism destination, through events, advertising and accessible recreation, expedition and educational sites

**Action Item B.2:** Adopt regulations and incentives that protect natural resources without penalizing private property investments

**Action Item B.3:** Collaborate actively with university and private efforts in research and technology transfer opportunities

**Action Item B.4:** Pursue and encourage specific 'clean' industrial sectors:

- a. business services
- b. transportation and distribution
- c. communications services
- d. medical and pharmaceuticals, including biotech
- e. technology driven manufacturing
- f. electronics and other electrical equipment
- g. regional or corporate headquarters
- h. information technology
- i. research and development
- j. Eco-tourism
- k. multimedia productions

**Indicator B.4.a:** Percentage of "clean sector" business to total sector business (from SIC code comparisons)

**C. Attract and retain new broad band, high speed communications providers**

**Action Item C.1:** Advertise nationally the regional need for providers

**Action Item C.2:** Streamline permitting process for new communications infrastructure

**Indicator C.2.a:** Change in the number of providers

**D. Provide funding for project and initiatives that result in economic development consistent with this plan**

**Action Item D.1:** Establish an annual BOCC budgetary line item and create dedicated funding sources for economic development

- a. Adopt a County Occupational License Fee with revenue dedicated to economic development focusing on local job creation
- b. Use appropriate proportions of gas taxes, impact fees and increases in ad valorem taxes from prior economic development for future economic development

**Action Item D.2:** Create state and federal matching grant program for projects that fulfill social and natural resource goals of this plan

**Indicator D.2.a:** Percent of businesses owned by minorities

**Indicator D.2.b:** Entrepreneurial investment levels and other capital investment

**Indicator D.2.c:** Business loans issued by lenders

**Indicator D.2.d:** Gross revenue increases

**Indicator D.2.e:** Business reports on number of employees, proportion of employees resident in Alachua County, total job increases/decreases, gross sales, average wages and benefits

**E. To better integrate the comprehensive economic development activities of Alachua County, the non-governmental organizations primarily involved in economic development will coordinate their programs and activities. This integration will result in improved results for the betterment of the whole community**

**Action Item E.1:** Require the formation of a coalition of Alachua County Economic Development Agencies to coordinate their budget requests to Alachua County through the Economic Development Advisory Committee, and to ensure there are economies of scale and no redundant efforts among the organizations.

**Indicator E.1.a:** Trend in dollars budgeted for economic development programs as a percentage of the total County Budget.

**Action Item E.2:** Promote regional (multi-county, multi-city) cooperation to stimulate economic opportunity and protect social and natural resources

**F. Expand the ad valorem tax base and property values.**

**Action Item F.1:** Focus business/commercial/industrial enhancement on high value projects that generate a relatively low marginal cost to government.

**Action Item F.2:** Work with economic development specialists to attract new businesses to the community that meet the matrix criteria.

**Action Item F.3:** Work with economic development specialists to encourage and assist existing businesses to grow and improve.

**Indicator F.1:** Percentage of total tax base on tax rolls, and

**Indicator F.2:** Comparative impact on funding allocated for schools,  
transportation, social services and public safety

**Indicator F.2:** Percent increase in actual tax base

**Indicator F.3:** Percent change in the millage rate

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## IV. Transportation and Communication

Goal: Optimize movement of people, goods and information

**Rationale:** Access to transportation and good communication infrastructure is vital for business profitability. Lifestyles in a community are enhanced when transportation and communication choices are numerous and useful.

### Objectives:

#### A. Promote efficient, broadband, high speed cost-competitive communications

**Indicator A.1:** Number of businesses with access to broad band communications

**Indicator A.2:** Number of households with access to broad band communications

#### B. Promote expanded and improved regional air transportation services

**Action Item B. 1:** Collaborate with County governments and agencies in creating a regional approach to attract air carrier services.

**Indicator B.1:** Number of air hubs served from Regional Airport

**Indicator B.2:** Number of available airline seats leaving Regional Airport

**Indicator B.3:** Number of emplanements

**Indicator B.4:** Number of flights per day

#### C. Establish dedicated funding sources to meet infrastructure needs such as: gas tax, impact fees, proportional increase in ad valorem revenue

**Action Item C.1:** Identify where future transportation corridors may occur and reserve/secure appropriate Rights-of-Way when they become available.

**Indicator C.1.a:** Miles of right of way reserved

**Indicator C.1.b:** Miles of right of way secured

**Indicator C.1.c:** Number of transportation corridors identified

#### D. Promote efficient, multi-modal ground transportation systems.

**Action Item D.1:** Assist employers in creation of prepaid transit programs between employment centers and housing centers. This effort should include small cities in an effort to provide residents with free transportation that is frequent, and on-time.

**Indicator D.1: Number of public transit boardings**

**D. Provide efficient parking in urban or park and ride locations**

**Indicator E.1: Number of park-and-ride spaces in Alachua County**

## V. Social Resources and Financial Capital

### Goal: Preserve and expand social and capital resources

**Rationale:** Social resources and financial capital are the building blocks of viable communities. Ensuring that human as well as financial capital is attracted to and retained in a community will help ensure a strong future.

#### Objectives:

##### A. Promote responsible use of social resources

**Action Item A.1:** Plan and implement an economic development/ opportunity summit to adopt Economic Development Strategic Plan

**Action Item A.2:** Biennially assess progress and update the plan as needed. Include County, all municipalities, NFRPC and all other interested parties

**Action Item A.3:** Biennially determine the impact of economic development on the inventory of the county's social resources

**Indicator A.3.a:** Dollars of investment in new businesses

**Indicator A.3.b:** Dollars of investment in existing businesses

**Indicator A.3.c:** Dollars of venture capital invested in Alachua County

##### B. Seek to attract and retain capital within all communities

**Action Item B.1:** Attract venture capital investments and increase access to financial/investment capital

**Action Item B.2:** Encourage retiree community as a positive contributing group

**Action Item B.3:** Recruit and retain experienced business management

**Action Item B.4:** Seek to build social capital/resources/infrastructure

**Action Item B.5:** Retain start-up companies

**Indicator B.5.a:** Startups still in the County 3-5-10 yrs. after development

**Action Item B.6:** Retain human capital

**Indicator B.6.a:** Net "out-migration," broken out by age group, from US Census data

##### C. Target economic development efforts that promote diversity

**Action Item C.1:** Ensure that economic development funding applicants have a policy of record that promotes diversity within their employee ranks.

**Action Item C.2:** Ensure that businesses seeking economic development funding have a policy of record that promotes the hiring of minority and female vendors.

**Indicator C.1:** Percent of minorities and females in top management positions

**Indicator C.2:** Percent of minorities and females in workforce

**Indicator C.3:** Percent of minority and female vendors doing business with local



state, city and county government.

**Indicator C.4:** Percent of minorities and females employed by businesses seeking economic development funding from the county.

**D. Promote affordable, inclusive housing**

**Action Item D.1:** Designing and implement strategies that promote affordable housing dispersion across the County, not just concentrated in high poverty areas.

**Indicator D.1:** Number of affordable housing units by location  
(County-wide, Census Tracts, Zip code, etc.)

## VI. Environmental Quality and Resource Conservation

### Goal:

**Maintain and improve environmental quality and natural resource conditions in order to achieve and continue a desirable and healthy quality of life in Alachua County**

**Rationale:** Natural resources are not only limited, but in many cases irreplaceable. Protection of these resources will ensure a healthy environment that enhances community livability. This will attract new residents while retaining existing ones, which will allow the community to have growth without negative impact on lifestyles.

### Objectives:

#### **A. Maintain, increase and protect open space, wildlife habitat and agricultural lands**

**Action Item A.1:** Develop and implement a program of incentives and regulations to conserve for agricultural use the highest value agricultural soils and lands

**Indicator A.1.a:** Farmland and open space acreage

**Action Item A.2:** Support public and private efforts to acquire ownership or, at minimum, conservation easements for ecologically unique or sensitive lands

**Indicator A.2.a:** Number of acres conservation easements reserved.

**Action Item A.3:** Develop and implement a unified mining, excavation and fill ordinance to address excavation activities and restoration of disturbed areas

**Indicator A.3.a:** Percentage of closed minepits restored.

#### **B. Maintain or improve air quality to protect the respiratory health of Alachua County residents, to protect environmental quality, and at a minimum meet compliance with state and federal ambient air quality standards**

**Action Item B.1:** Develop and maintain a local air quality monitoring program, including both mobile and stationary source emissions regulations

**Indicator B.1.a:** Air quality (PM2.5, PM 10, ground level ozone)

**Action Item B.2:** Reduce mobile source emissions through changes in land use development patterns, highway intersection design, and increasing multi-modal transportation opportunities

**Action Item B.3:** Implement more effective energy conservation requirements in the building code and in retrofitting commercial and institutional HVAC facilities

**Indicator B.3.a:** Per capita energy consumption

**Action Item B.4:** Encourage the use of clean fuels or other cost effective methods of emissions reduction by stationary and mobile energy consumers

**Action Item B.5:** Develop and implement a public education program for ambient and indoor air quality concerns, and for energy conservation

**Indicator B.5.a:** Trends in premature death due to respiratory dysfunction

**C. Protect the integrity of potable water supplies in Alachua County, including surficial, intermediate and Floridian aquifer systems**

**Action Item C.1:** Monitor groundwater pollution sources and their impacts, including underground storage tanks, hazardous waste generators, septic tanks, surface sources of groundwater pollution (including urban and agricultural discharges to sink holes and abandoned mines), and wastewater effluent disposal

**Indicator C.1.a:** Groundwater quality

**Indicator C.1.b:** Floridan aquifer potentiometric level

**Action Item C.2:** Evaluate and revise wellfield protection measures

**Action Item C.3:** Monitor impacts of aquifer dewatering activities (mining, borrow pits), where water management district does not monitor dewatering impacts (Suwannee River Water Management District)

**Action Item C.4:** Require the use of reclaimed water for urban landscape and agricultural irrigation where feasible

**Indicator C.4.a:** Reclaimed water reuse (gallons/day)

**D. Protect and restore surface water systems**

**Action Item D.1:** Develop and implement a master stormwater management plan, incorporating wetlands conservation and protection of surface water quality within the plan

**Indicator D.1.a:** Trends in surface water quality

**Action Item D.2:** Halt further wetlands loss by updating existing ordinances to be consistent with state regulations

**Indicator D.2.a:** Wetland acreage changes

**Indicator D.2.b:** Flooding occurrences

## **E. Improve waste management**

**Action Item E.1:** Develop program to decrease roadside litter impact: make public notice of ordinance through highway signage, enact littering fines, enhance enforcement by public education

**Indicator E.1.a:** Litter volume and distribution

**Action Item E.2:** Reduce solid waste generation by expanding mandatory recycling to multi-family dwellings, offices, and commercial centers

**Indicator E.2.a:** Percentage of the above engaged in recycling activities.

**Action Item E.3:** Reduce and/or eliminate accidental hazardous waste releases: revise Hazardous Materials Management Code to require licensing high-risk facilities. Fund hazardous materials inspection program

**Indicator E.3.a:** Annual accidental hazardous waste releases

**Action Item E.4:** Designate specific routes for vehicular transport of hazardous materials away from vulnerable land uses or high population densities

**Indicator E.4.a:** Number of designated routes, detailing direction of travel (E/W, N/S)

PROJECT EVALUATION MATRIX  
ALACHUA COUNTY, FLORIDA  
DRAFT 3/25/01

FOR PROJECTS PROPOSED  
FOR COUNTY FINANCIAL SUPPORT

INTRODUCTION

The Economic Development Advisory Committee (EDAC) of Alachua County developed the following matrix at the request of the Board of County Commissioners. The matrix is intended to provide a consistent set of criteria for evaluating projects which may come before the Board of County Commissioners requesting support, such as designating state industrial bonds and constructing roadways.

The evaluation criteria of the matrix are consistent with the goals of the County Strategic Plan for Economic Development and are intended to help move the economy of Alachua County in a sustainable direction. The EDAC has carefully reviewed the criteria to address redundancy. We believe that any residual duplication between certain items appropriately emphasizes the importance of critical areas, such as the large percentage of county residents living near or below the national poverty income level.

In an evaluation of a proposed project, EDAC will apply this matrix to information provided by the project applicant or sponsor. The points which may be awarded for any given criterion range from +2 to -2, depending upon the information provided. For example, a project which has an energy use efficiency lower than the national average for the industry may receive a negative score. Where the proposed project represents an average efficiency or no change over pre-existing conditions, zero or no points are awarded. If the project is above the national average, it will receive a positive score. A positive score in each of the three categories (economic, social and environmental impacts) is necessary for approval, regardless of the total score.

EDAC members participating in a meeting quorum will complete the matrix, and the sum of their scores for each criterion will be averaged in order to provide a single score for the EDAC as a whole. This process will, of course, be open to the public and the applicant whose project is being evaluated. The evaluation and scoring will be forwarded to the Board of County Commissioners in their decision-making on the project.

**PROJECT EVALUATION MATRIX**  
Alachua County, Florida

Possible scores, based on information presented by project applicant: -2, -1, 0, 1, 2  
A positive score in all three categories is required for consideration.

<b>ECONOMIC IMPACTS</b>		<b>Subtotal</b>	<b>Total</b>
Financial effect on County Government (tax revenue vs County financial outlays)			
Importer (-) or exporter (+) of products/services]			
Use of external (-) or local (+) capital			
Expansion of existing business (+)			
Expected 10-yr growth in number of jobs			
Wage rates by job description vs US average			
Expected growth in wages (over inflation)			
Public service impacts (e.g., schools, public safety)			
Subtotal	///////		
<b>SOCIAL IMPACTS</b>			
Employment of local labor pool			
Employment of public assistance labor			
Worker training programs vs national norm for industry			
Worker benefits (insurance, retirement, childcare) vs norm			
Minority hiring and promotion history			
Minority management percentage			
Expected employee use of public transportation			
Expected employee use of air transportation			
Consistency with County Vision and Comp. Land Use Plan			
Subtotal	///////		
<b>ENVIRONMENTAL IMPACTS</b>			
Effects on undeveloped, agricultural or habitat lands			
Energy efficiency vs average for industry type			
Regulated air emissions (manufacturing and transportation, type and quantity)			
Surface water quality and wetlands			
Stormwater effects downstream			
Water supply aquifer (dewatering or contamination)			
Water use efficiency vs avg for industry type			
Wastewater generation vs avg for industry type			
Reclaimed wastewater reuse			
Hazardous materials generation, storage, transport and disposal			
Potential for accidental hazardous materials release			
Subtotal	///////		
<b>Total Score</b>	///////	///////	