

050834

GOAL – SETTING WORKSHOP

CITY OF GAINESVILLE

DECEMBER 2, 2005

**Facilitated by
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INTRODUCTION

The Gainesville City Commission held a Goal Setting Workshop on December 2, 2005. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Commissioners, and senior staff set ground rules and discussed the internal and external factors that may impact the city in the next five to ten years. The participants then assessed the strengths, weaknesses, opportunities and threats facing the city.

The next part of the workshop consisted of a listing of strategic issues that are significant for the city. At this point, the participants grouped the issues into ten goal areas.

The elected officials then identified objectives for each goal. The Commission then designated the objectives they felt were most important for implementation in the next year. The objectives receiving the most support are identified as Tier One objectives; those of secondary importance are designated Tier Two; and all the rest of the objectives are designated as Other. This report is a summary of the discussions and conclusions of the workshop.

GROUND RULES

The following ground rules were agreed upon by the participants as guidelines for the day:

- Monitor your participation
- Opinions are not right or wrong
- Full participation
- Be brief
- Politely interrupt to add to conversation

EXTERNAL TRENDS & ISSUES

The Council and staff discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on the City of Gainesville in the near future. The following external forces were identified as significant for the community:

Demographics – Aging, Ethnicity

Continued population growth in Florida and region

Reduction in Federal money to local governments – transportation funds

Potential for external investment in community

Telecommunications technology; electronic – communication computations

Healthcare – accessibility, affordability

Wider gap in income distribution – social ramifications

Reduced support from state and federal level for “have nots”

Water supply over demand – “water wars”

Future energy supply – what, from where, funding, impact on environment

Local impact from growth of Asian economics – challenge

U. S. economy move to service, information – not manufacturing. Education more important

Loss of economic power to small local business

Strong market for rental property near University for investment

Renewed interest in urban living – singles, empty nesters

Unknowns of future more dramatic and unexpected

More retirees/more time; part-time residents

Increasing diversity

If major disaster in Tampa – Gainesville will grow

Development moving up from Marion County

National Security issues – allocation of resources

Attainable housing

Interest rate fluctuations

Loss of natural areas

Economic downturn?

Civic participation decreasing – not as much engagement

Ways of participation changing – voting

Expectation government services can be provided online

Telecommuting – working from home

Competition – people can live anywhere

Shift from federal and state funding to local – mandates continue

Political/economic disconnect good for people vs. good for business – not always true

Social issues – breakdown of family

Aging infrastructure – less commitment to public projects, investment

Need for great public places, infrastructure, etc. – cost increasing dramatically

Internationalization of economy – driving up costs

Diversity of families – family unit evolving way of equal opportunity

Education system – changing

Orientation towards entrepreneurship – individual efforts

Universities taking proactive role in economic development in communities

Regional approaches to issues

Public/private approaches

Consolidation of power and control over media

Overpopulation

Emergence of new diseases
Climate change
Challenge to maintain sense of community

INTERNAL TRENDS & ISSUES

The Commission and staff analyzed internal issues and trends that may have an impact on the city. The following items were identified:

Spread of rental property in single family neighborhoods
Competition from other cities – housing, business
Population shift to West – negatively impact City
Continued erosion of property tax base
Save our homes creating inequities
Little money to invest in infrastructure
Increasing investment in core from outside funding – focused on intellectual capacity of University of Florida - synergistic
University of Florida continued recognition – research
Continued growth – different mentality
Roadway capacity limited
Transportation funding decreasing – need creative alternatives to move people
Increased competition from surrounding counties
Need for city to provide more social services
More interest in economic development on east side
Increased densities in core
Partnerships with private sector
Provision of services not keeping up with growth – more strain on existing services
Need for good annexation policy
Utility revenues could decrease
Inadequate investment in education – K-12 – increasing racial segregation – needs for “mainstream” students – What role for City?
Healthcare system – quality, location
University of Florida increasing demands on services – lack of payment
Partner with Community College on workforce training – Downtown Santa Fe Campus
Loss of natural areas – west of city – maintain preserved green space
Increased needs for recreation
Stress on water supply – rivers, etc.
Innovation and entrepreneurial organization of city – accelerated evolution
Diversity in leadership – shifting demographics – positives and negatives – may be divisive.
Community identity: “All in this together”
More upscale retail
More investment in Depot, Depot Avenue
Connect transportation corridors
Ineffective strategy for public safety – reactive; crime prevention strategy needed
Need to increase overall “we are the city” cohesive team
Operating budget – static costs rising, limits provision of quality service delivery
More technology; e-business
Integrate airport planning into economic development
Annexation potential limited
Innovative ways to retain talent - city government and community

The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Univ. of Fla./SFCC (5)	Lack of revenue base (10)	Univ. of Fla./SFCC – cooperation/coordination (9)	Inability to annex & regulate growth (5)
Natural resources (5)	City government strategies/processes (10)	New Development; Urban Redevelopment (7)	Major urban growth outside city boundaries (2)
High quality workforce (4)	Lack of infrastructure (6)	Annexation (3)	Erosion of federal/state funding for projects (2)
Well educated population (4)	Lack of community vision (5)	East side renaissance (3)	Disconnect between citizens & political system (2)
High competence of city staff (4)	Public schools not 1 st Class (2)	City/County Gov't relations (3)	Housing prices/affordable housing (2)
Medical facilities (3)	Lack of skilled labor pool (2)	Develop tourist activities (2)	Tax base resources (2)
Citizen participation (3)	Lack of quality employment opportunities (2)	Transit system (2)	Segregation in educational & housing opportunities
Mass transit (2)	Insufficient recreation facilities	State of the art energy strategy (2)	Competition and lack of coordination between local governments
Friendly, diverse community	Lack of services for youth	Quality of Life	Socio-economic and cultural polarization
Viability of GRU	Land resources for industrial development	Web-based information explosion	Inequitable development patterns
Downtown redevelopment	Not enough investment in core or east side	Physical location	Fire/rescue level of service indicators
Civility of City Commission	Ratio of retirees/actives	Innovative economic trends	Unrealistic expectations
Street Grid (transportation options)	Dependency of citizens on gov't w/o corresponding funding	Diversify revenues by expanding services, implementing new services	Need more resources for code enforcement given strong rental market
Airport Industrial Park	E-government, E-Commerce	Population growth in area	Under-investment in education
Vision/Energy in Organization	Lack of large private employers	Knowledge leaving city w/retirees	Failure to recruit/retain good staff
Economic development	Homeless/Downtown Plaza	Changing demographics/diversity	Student intrusion into neighborhoods
Quality of Life	Eastside vs. Westside	Protecting natural resources	Lack of trust in County staff
Large land grant	Need for neighborhood level infrastructure improvements – east side	Collection of land by city for future development/RFP's	Worse traffic, declining schools, poor facility maintenance, aging infrastructure
Competitively priced utility services	No retail downtown	Technology can increase service delivery @ lower cost	Adverse environmental impact
Russ Blackburn	Lack of commitment to public projects	Attracting more investment	Unfunded mandates imposed on City
	U of F not engaged in community	Not as hurricane prone as coastal cities	Potential shrinking revenues from GRU
	Aging transit fleet/lack of funds/facilities to expand	Outside monies directed to quality vision	Marketing efforts by other counties/communities
		Cooperation between business community, environmentalists, and neighborhood interests	Inability to raise sufficient revenues to meet demands
			Mission Creep

STRATEGIC ISSUES

At this point, participants were asked to identify issues that are important to the future well-being of the city. The following items were listed:

Transportation

- Completion of urban transportation network – Depot Avenue, W. 6th Street
- Traffic signalization system
- Ensure quality of bus fleet
- Strategy for improving transit systems – LDS urban area
- Funding to complete network of neighborhood streets and sidewalks

Economic Development

- Continue economic development strategy
- Develop land assembly strategy in CRA
- Market/brand the city
- Locate tourist development facility in city

Partnerships

- Strategy to eliminate competition among local governments
- Joint city/county land use development – planning
- Review annexation policy
- Support schools – make them better
- Strategy with University and private sector for (tech. transfer) proximate to campus, private spin-offs – partnership
- Partnership with Santa Fe for skilled workers – succession plan
- Enhance downtown campus – Santa Fe
- Maintain partnership with University of Florida to attain top 10 tier status (vision work plan)

Human Capital

- Improve services to children
- Improve services to seniors
- Increase family-oriented programs
- Reduce poverty in community
- Full service homeless facility/center (investing in people)
- Examine equal opportunity programs (who is left out; what to do)

Government Effectiveness

- Strategy to develop cohesion in city government
- Enhance staff development
- Enhance fire/rescue services
- Continue to improve development review process
- Review and improve government processes and policies, procedures
- Continue performance measurement, benchmarking

Infrastructure

- Complete capital projects at parks – improve programs
- Develop long-term energy strategy
- State of the art telecommunications system

Fiscal

- Grow tax base – fiscal
- Commitment to dedicated funding source for projects and services

Neighborhoods

- Strengthening neighborhoods, curtail spread of rental growth; attractive/safe/unique, integrated mixed use
- Encourage proliferation of crime watch in neighborhoods

Environmental

- Protecting natural resources

Redevelopment

- Strategic plan for Depot Park and GRU area
- Make downtown full service retail, office, cultural, residential
- Initiate SE Renaissance project
- 13th Street/Waldo Road – redevelopment as retail & other districts (economic corridors)

GOALS

The Commission agreed these ten strategic issue areas were appropriate goals for the next two years. The Commission then identified objectives under each goal. The final activity of the day was the selection of priorities. Any objective that received four or more “dots” (number of dots identified by number in () in front of each objective) is considered a tier one priority. Objectives with three “dots” are tier two priorities. The rest of the objectives are listed as other. It should be noted that only four Commissioners participated in the setting of priorities at the workshop and three others had input later. There is no significance to the order in which the goals are listed.

- Transportation
- Economic Development
- Partnerships
- Human Capital
- Government Effectiveness
- Infrastructure
- Fiscal
- Neighborhoods
- Environmental
- Redevelopment

GOALS AND OBJECTIVES

GOAL – TRANSPORTATION

Objectives

Tier One

- (6) Enhance mobility: traffic signalization, transit enhancement, congestion mitigation, trails and sidewalks
- (4) Reconstruct transportation facilities to encourage redevelopment (6th Street, Depot Avenue)

Other

Protect infrastructure investment – pavement management system

Revisit transportation funding strategies

GOAL - ECONOMIC DEVELOPMENT

Objectives

Tier One

- (4) Remove barriers (regulation review, project facilitation)

Tier Two

- (3) Position city to take advantage of innovation economy
- (3) Develop plan for tourist development facility in City

Other

- (2) Capitalize on innovation (GIEC, land assembly)

Provide assistance and incentives (enterprise zone, Airport Industrial Park, business development educational program)

Explore city role with airport

GOAL - HUMAN CAPITAL

Objectives

Tier One

- (4) Adopt and implement 10 year plan to end homeless (one stop center, review ordinances to increase beds)
- (4) Receive and consider recommendations of Success by Six plan

Tier Two

- (3) Support and expand facilities and programs for all ages – cultural, recreational (vocational – Reikert)

Other

Examine equal opportunity programs

Assess needs and promote senior living; develop plan for senior services

Better understanding of existing poverty reduction programs and determine way city can effectively participate

Enhance relationship with Housing Authority

GOAL - GOVERNMENT EFFECTIVENESS

Objectives

Tier One

- (4) Improve communication – increase use of internet for city services – website – strategic plan for e-commerce

Tier Two

- (3) Review and improve government policies and procedures – commission meetings, advisory boards

Other

City Commission support, continue use of performance measurement/benchmarking

Identify opportunities for charter officers to work together for completion of projects

GOAL - NEIGHBORHOODS

Objectives

Tier One

- (4) Review codes relating to rentals

Tier Two

- (3) Enhanced codes enforcement (innovative mechanisms, Hall of Shame)

Other

Integrate mixed use development in neighborhoods (reflective of character, compatible)

Examine effectiveness of GPD in enforcing ordinances

Develop and implement plan to enhance neighborhood quality of life - philosophy – town hall meetings

Expand area for university context regulations

Encourage crime watch

GOAL – ENVIRONMENT

Objectives

Tier One

- (4) Review having city perform its own environmental reviews

Tier Two

- (3) Develop land conservation and acquisition program (biodiversity, passive recreation)

Other

(2) Develop educational program to build importance of environmental conservation in urban context

Study/Determine what “sustainability” means for Gainesville – update

Energy conservation program/plan in city facilities

GOAL – REDEVELOPMENT

Objectives

- (4) Initiate S E Renaissance project
- (4) Strategic plan for depot park and GRU area

Tier Two

- (3) Economic corridors for mixed use economic development (Waldo, 13th, etc.)
- (3) Identify plan for innovation zone near University

Other

- (2) Make downtown full service

Re-examination of downtown plaza

Expand and beautify reception area of City Hall

GOAL – FISCAL

Objectives

Tier One

- (5) Annexation to increase tax base

Other

Work with County for passage of additional gas tax

Explore use of fire assessment fee

Use of bonds to fund capital needs

GOAL – INFRASTRUCTURE

Objectives Tier One

- (4) Complete capital projects at parks – improve programs
- (4) Continue progress toward state of the art telecommunications system

Other

- (2) Renovation plan and location study for Fire/Rescue Department
- Develop long-term energy strategy
- Review stormwater utility rates for sufficient funds for capital programs
- Ensure integrity of wastewater collection system

GOAL **INSTITUTIONAL AND INTERGOVERNMENTAL RELATIONS PARTNERSHIPS**

Objectives Tier One

- (5) Educational institutions:
 - K-12 – infrastructure sales tax – renovation;
 - University of Florida – joint visioning/planning (including fire services)
 - Santa Fe – downtown campus, workforce training

Other

- Other governmental organizations
 - Relationship to other cities
 - Annexation – county agreement to plan
 - Land use planning
 - DOT (equitable funding, schedule projects) and state agencies
- Private and non-profit

PRIORITY OBJECTIVES

TIER ONE

- (6) Enhance mobility: traffic signalization, transit enhancement, congestion mitigation, trails and sidewalks
- (5) Annexation to increase tax base
- (5) Educational institutions:
 - K-12 – infrastructure sales tax – renovation;
 - University of Florida – joint visioning/planning (including fire services)
 - Santa Fe – downtown campus, workforce training
- (4) Reconstruct transportation facilities to encourage redevelopment (6th Street, Depot Avenue)
- (4) Remove barriers (regulation review, project facilitation)
- (4) Receive and consider recommendations of Success by Six plan
- (4) Review codes relating to rentals
- (4) Initiate S E Renaissance project
- (4) Strategic plan for Depot Park and GRU area
- (4) Continue progress toward state of the art telecommunications system
- (4) Adopt and implement 10 year plan to end homeless (one stop center, review ordinances to increase beds)
- (4) Improve communication – increase use of internet for city services – website – strategic plan for e-commerce
- (4) Review having city perform its own environmental reviews
- (4) Complete capital projects at parks – improve programs

TIER TWO

- (3) Position city to take advantage of innovation economy
- (3) Develop plan for tourist development facility in City
- (3) Develop land conservation and acquisition program (biodiversity, passive recreation)
- (3) Economic corridors for mixed use economic development (Waldo, 13th, etc.)
- (3) Identify plan for innovation zone near University