



# CRA STRATEGIC (\_\_\_\_ING)

Gainesville  
Community  
Redevelopment  
Agency

June 17, 2013

# STRATEGIC (\_\_\_\_ING)

## QUESTION



What is STRATEGIC (\_\_\_\_ing)?

- Thinking?
- Conversing?
- Planning?
- Doing?

## ANSWER

We don't know, but we do know that it is time to define it. Whatever *it* is.

## QUESTION



Why now?

## ANSWER

Why not now?  
Are we ready for what's next?

# QUESTIONS WE ASKED OURSELVES

Rule #3: Ask the last question first.

- **QUESTION: How do we get out of this business?**
  - Why do our redevelopment areas exist?
  - If slum and blight is a symptom, what is the problem?
  - Is our work solving the problem or are we addressing the symptoms?
  - What can we do better to identify and understand the problems we are trying to solve?
  - What can we do better to solve the problems?
  - What will success look like?

# HOW DID WE GET INTO THIS BUSINESS?



# HOW LONG HAVE WE BEEN IN THIS BUSINESS?

Redevelopment Areas	Current Age	Years Remaining	Total Age
Fifth Avenue/Pleasant Street	34	25	59
Downtown	32	28	60
College Park/University Heights	19	22	41
Eastside	13	27	40



# HOW HAS OUR SCOPE INCREASED?



**INCENTIVES**

**BANNERS**

**STREETLIGHTS**

**LANDSCAPING**

**ROADWAYS**

**UTILITIES**

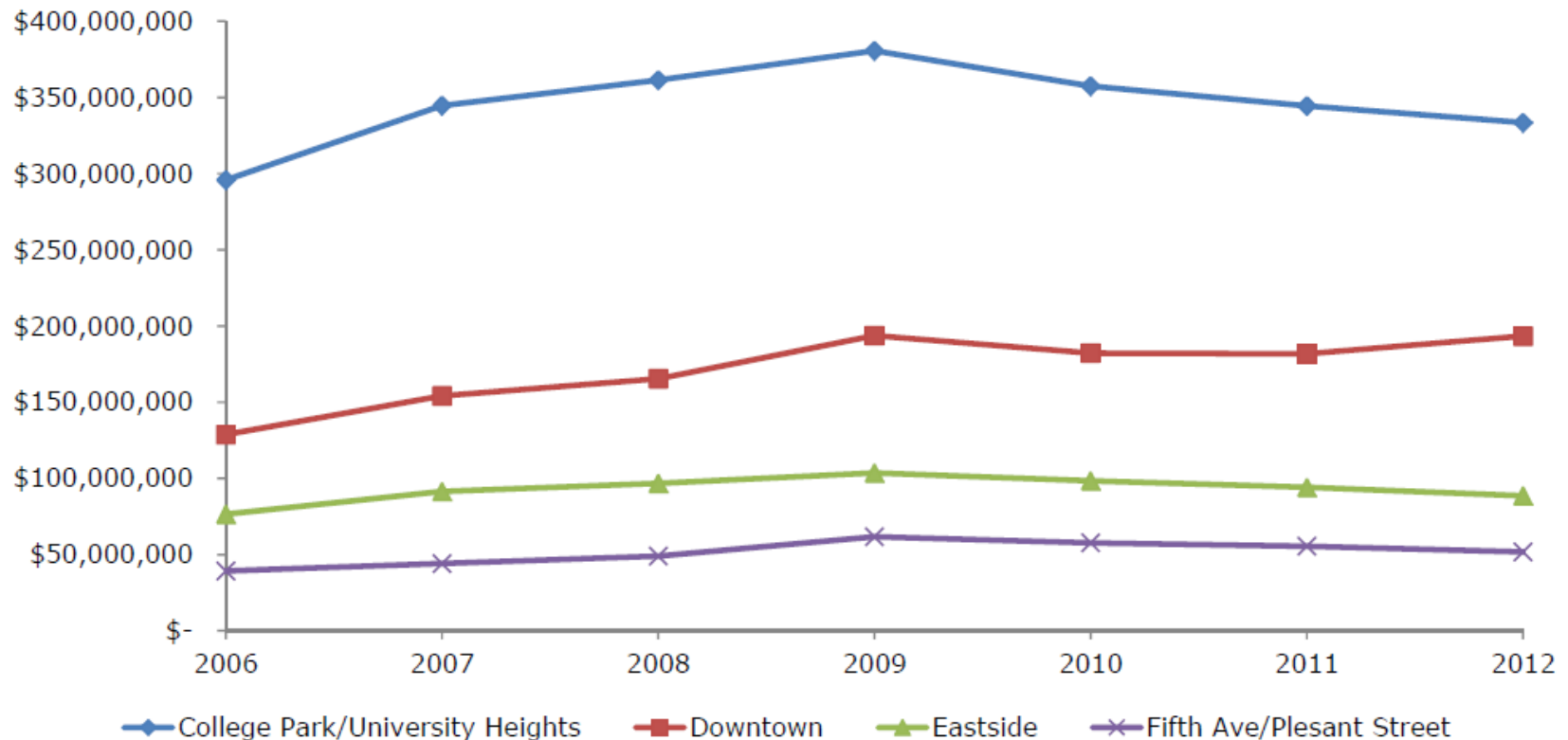
**BUILDINGS**

**ECONOMIC DEVELOPMENT**

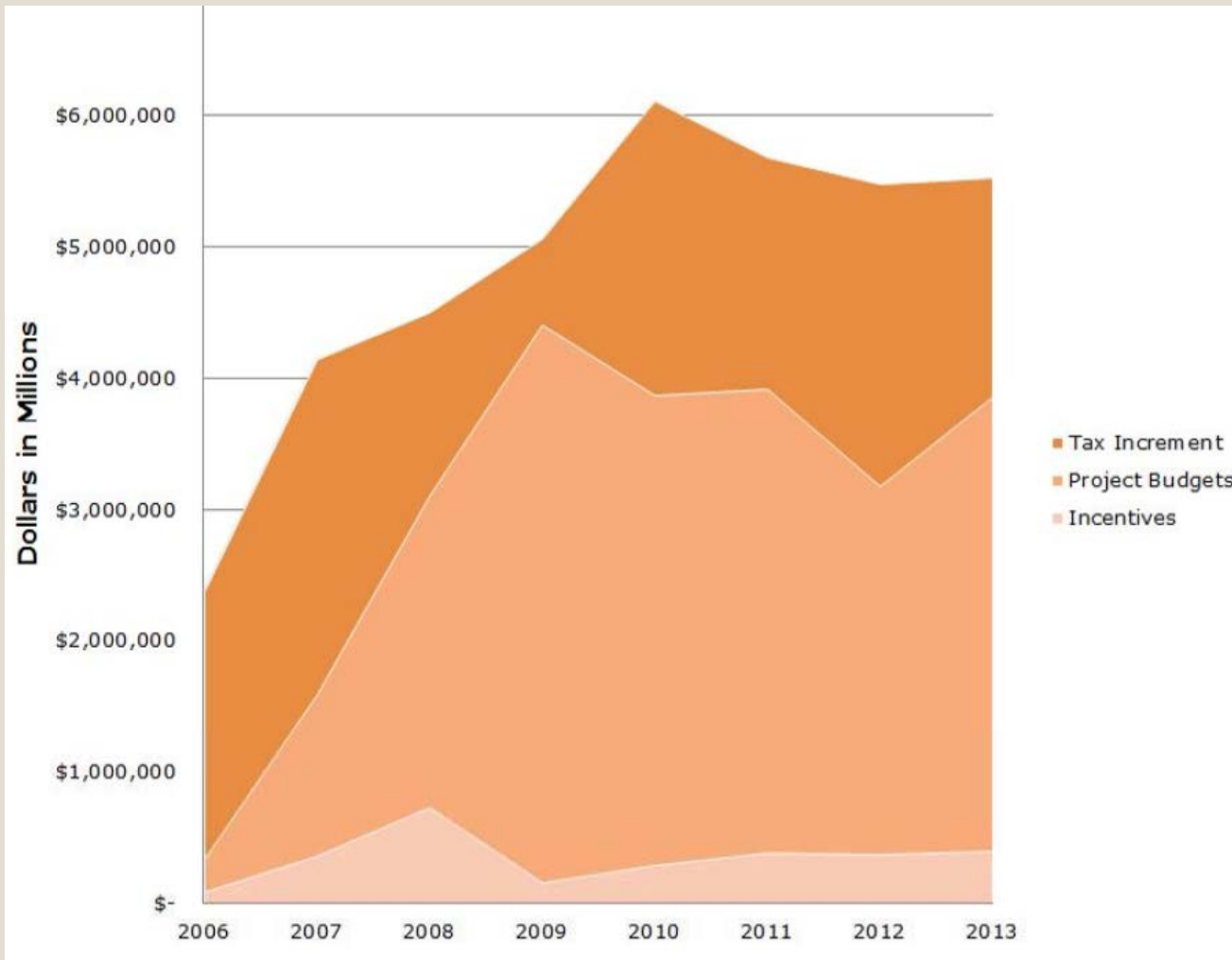
**DISTRICTS**

# HOW DO WE MEASURE SUCCESS?

## CRA Area Taxable Values



# HOW DO WE SPEND OUR BUDGET?





# HOW DO WE SPEND OUR TIME?

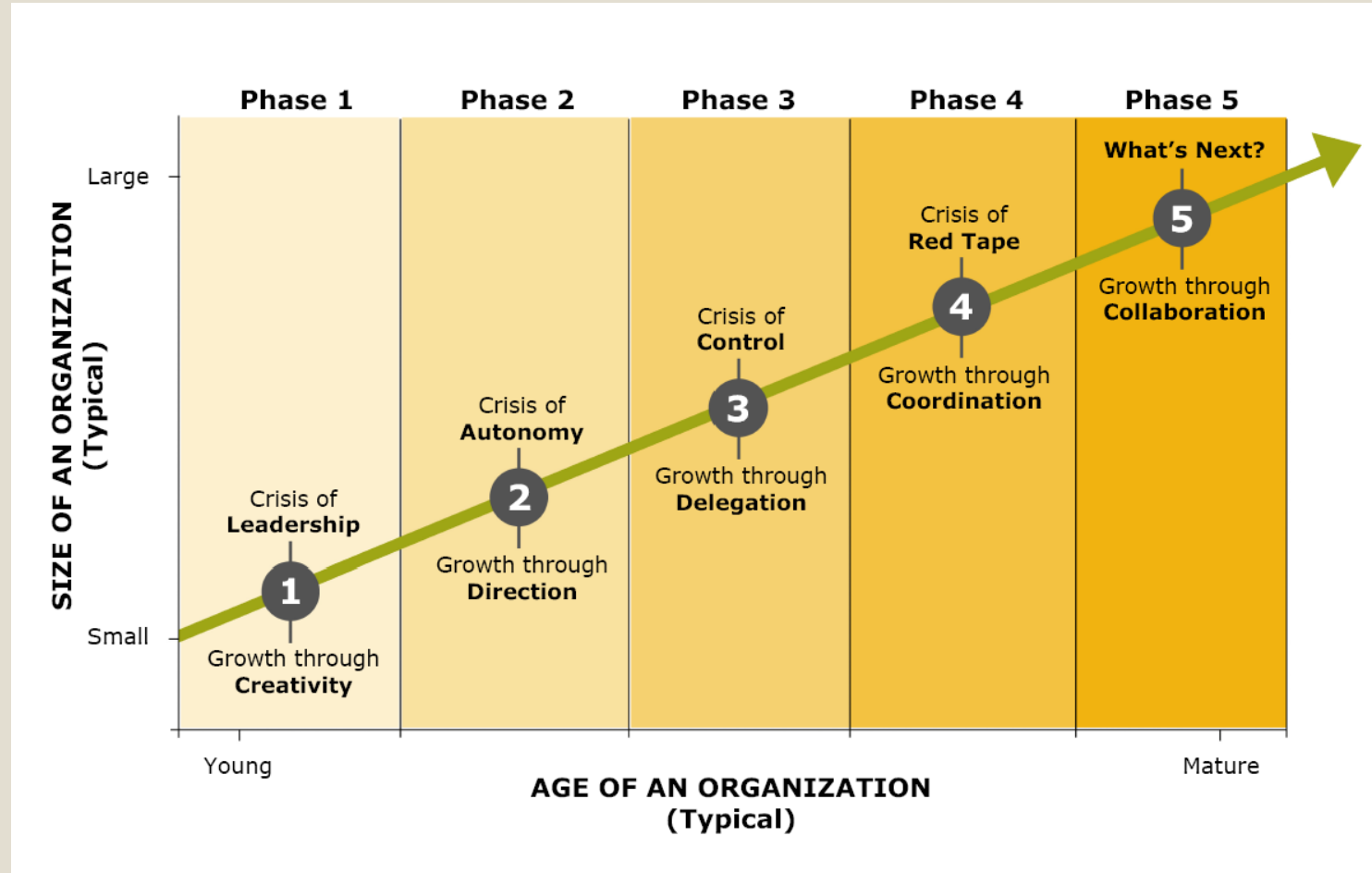




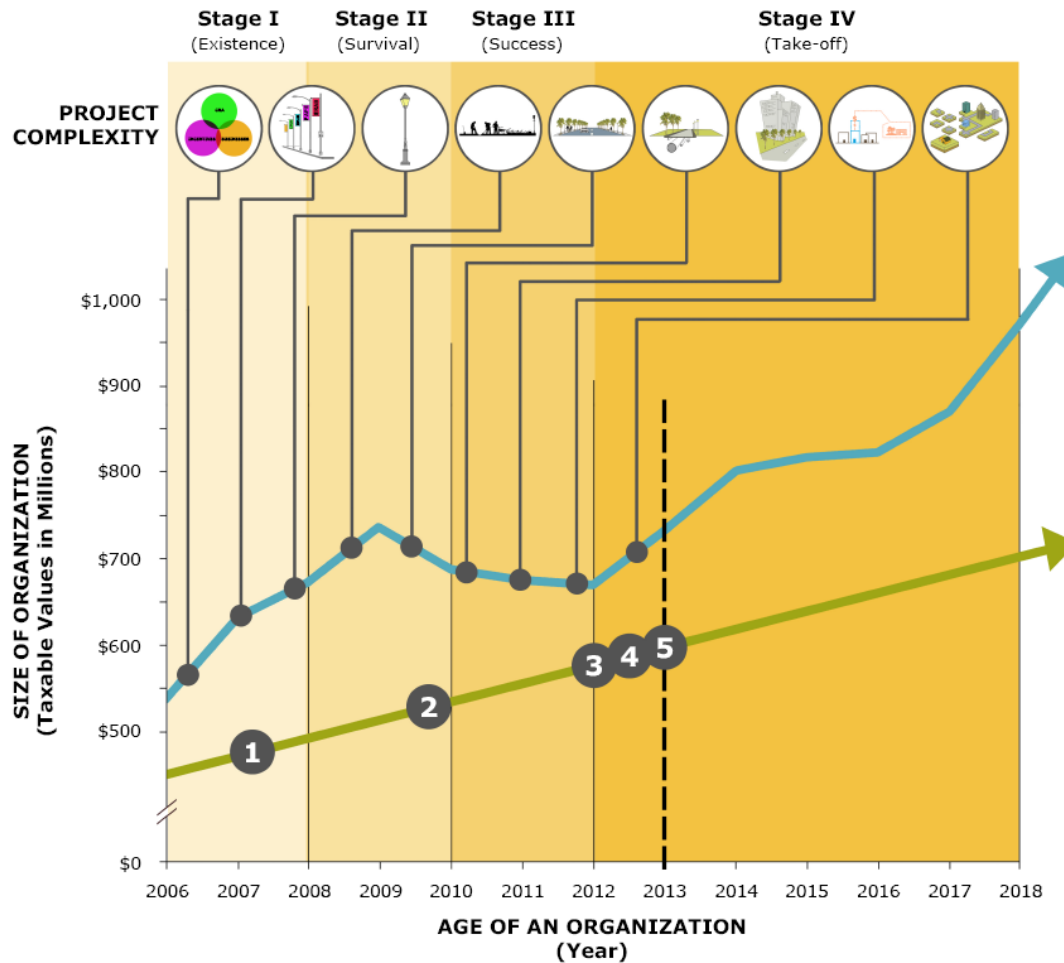
# WHAT ELSE DO WE DO?

- City projects
- Code rewriting
- Coordination meetings
- Leadership meetings
- Process evaluation and suggestion committees
- Additional meetings

# IF WE WERE A BUSINESS...



# WHERE HAVE WE BEEN? WHERE ARE WE GOING?



# STRATEGIC “CONVERSATION”

- **A CONVERSATION WAS NEEDED...**
  - May 28<sup>th</sup> @ The Depot – Alan Webber, Moderated
  - CRA Board Members, Advisory Board Members, CRA Staff and Community Stakeholders
- **RULES OF THE DAY**
  1. You are the program.
  2. A good question beats a good answer.
  3. Don't go home leaving something unsaid.
  4. Leave room for learning.
- **QUESTIONS OF THE DAY**
  - How did we get into this business? (The Early Days)
    - CRA birth story or “creation myth”
  - What business are we in today?(The Present)
    - Willingness to be honest about how things have changed & take inventory
  - How do we get out of this business?(The Future)
    - What is the future of the CRA and what will it look like
- **WORLD CAFÉ EXERCISES**
  - Seven groups created a headline and story for each question
  - If you were designing a magazine cover story... what would cover look like, what would be the headline and what would the story be about?
  - Three distinct stories: The Early Days, Today's Story and The Future of the CRA

# HOW DID WE GET INTO THIS BUSINESS?



# WHAT BUSINESS ARE WE IN TODAY?



# HOW DO WE GET OUT OF THIS BUSINESS?

Erase East/West line

Bring the center of gravity back.  
+ income disparity  
what's CRA's role???

"Virtual CRA"



Social redevelopment + ?

systems approach  
feedback loop

CRA → Success = No More CRAs  
→ Failure = Addiction to CRAs and belief that you can't do something without one.



URA is in the creativity business  
Suite of Services

AN UNCERTAIN FUTURE!  
(PROSPECTS AND PROBLEMS)

RESIDENTIAL  
REDEVELOPMENT

tune up mode

"The Transformers"

Momentum:  
Sustain, Build, Maint

OFFICE - MOMENT OF CLARITY



DOWNTOWN  
DEVELOPMENT

Core mission = correcting imbalance

Enhancing quality of life

HOW DO WE COMPETE?

# WHAT DID WE LEARN?

- **WHAT WE DO BEST?**
  - Create and inspire – CRA is in the “creativity business”
  - Get things done – CRA are “efficiency entrepreneurs”
  
- **WHAT WE NEED MORE OF...?**
  - ***SIMPLIFY SOLUTIONS***
    - Access – Make it easier to live here, work here and do business here
    - Opportunities – Accessible to those who want us AND those who need us
  - ***MAKE CONNECTIONS***
    - Community – Facilitate change through community engagement and asking/addressing the conversations that might not happen otherwise
    - Collaboration – Empower, leverage and act as mediator between stakeholders all investing in Gainesville’s future

COMPETING PRIORITIES

- 1) A CRA District is Not a CRA District
- 2) MISSION CREEP  
CRA vs Gen Gov't
- 3) CASH (ow or Not?)
- 4) Pill or PANACEA

\*Transfer Station\*

Routes that take us where we want to go.

Routes where we don't know where they go

Routes we still need.

- Who is driving the bus?
- Are right people on bus?

Creating + Communicating the Mission

- Residents
- Business
- Visitors

thinking... doing... empowering

early days present future

perception of problem vs. opportunity

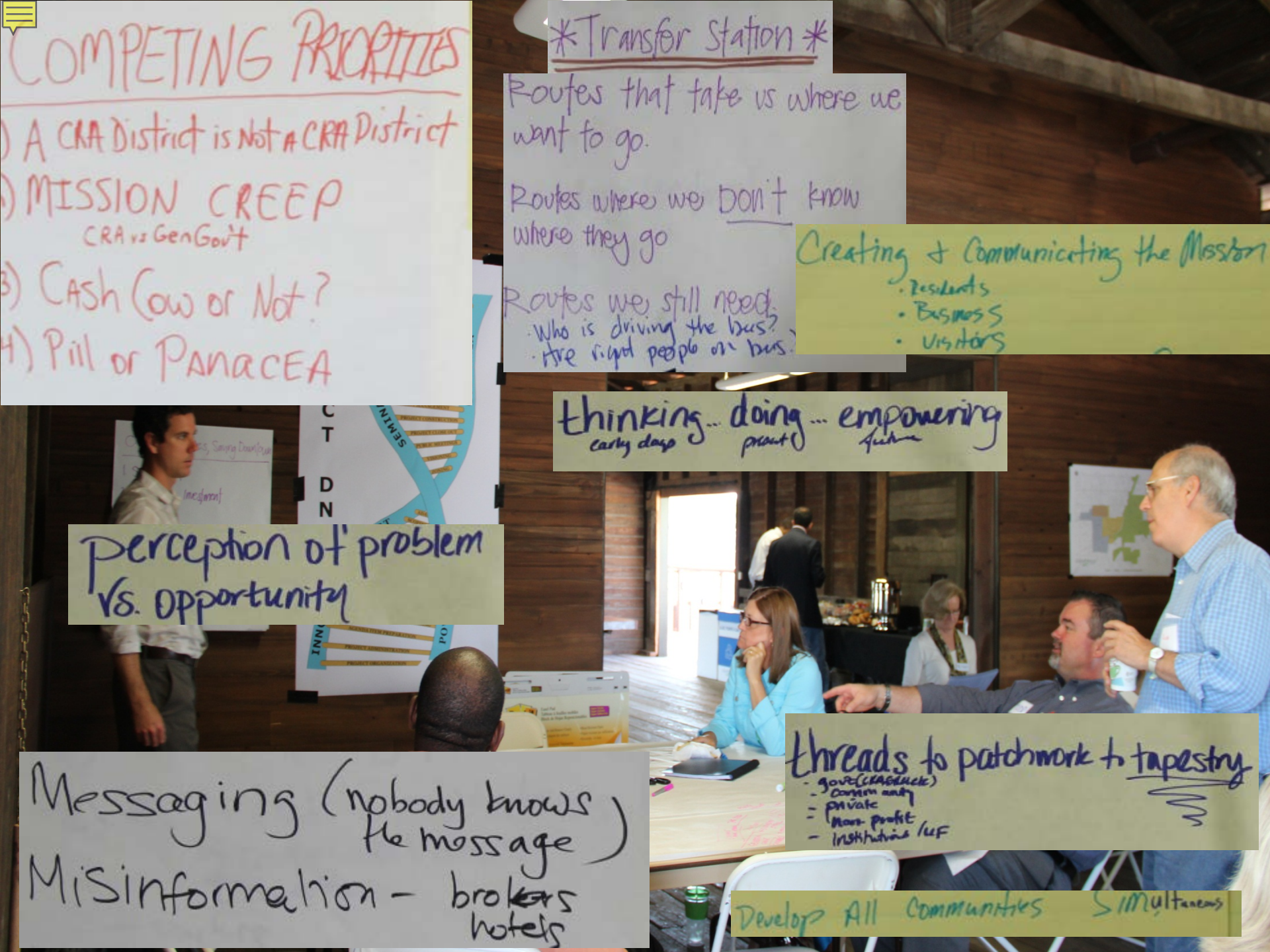
Messaging (nobody knows the message)

Misinformation - brokers hotels

threads to patchwork to tapestry

- gov't (CRA/State)
- Comm only
- Private
- Non-profit
- Institutions /UF

Develop All Communities Simultaneous



# WHAT DID WE LEARN?

## ■ WHAT ARE THE CHALLENGES?

- Mission Creep
- Competing Priorities (Internal and External)
- Strength is our Greatest Weakness (Adaptability & Resolve)
- Economic Disparity
- No district is “one size fits all”

## ■ WHAT'S NEXT?

- CRA as a Platform (Connecting, Providing Access, Getting Stuff Done)
- Getting the Community Back into Redevelopment
- Align Ourselves via “Systems Approach” to Organizational Change
- Priorities?
- Approach Problem Solving Through “Design Thinking” (Process Strategies, Project Approach, Advisory Board Structure/Engagement, Office Structure)
- Good things are happening (i2) but are we leveraging in other districts?

# CHANGE + LEADERSHIP = ? WHAT'S THE GAINESVILLE EQUATION?





# COMMUNITY CONVERSATION

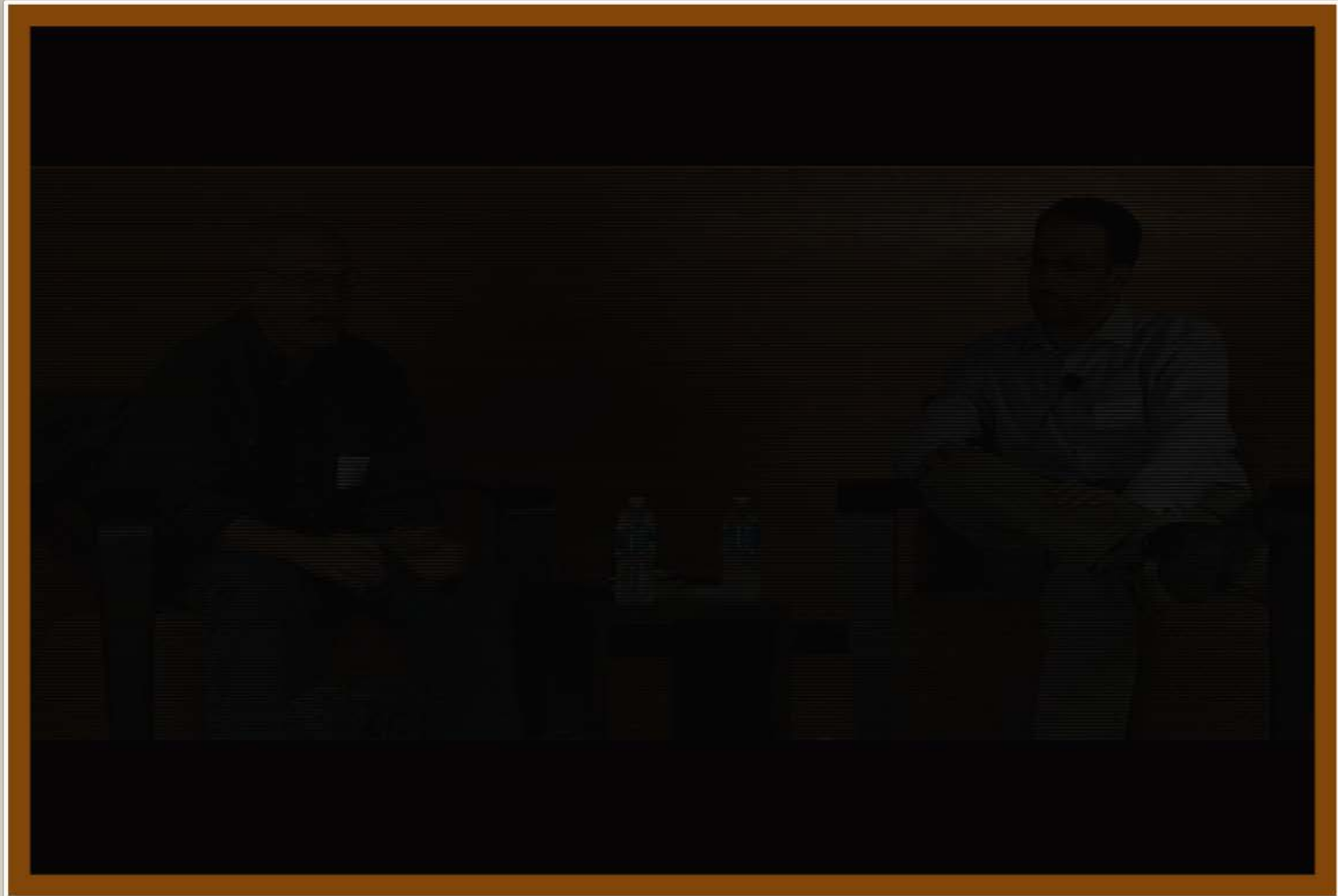
- Themes of daytime permeated thought/conversations in the nighttime session held at The Depot the night of May 28<sup>th</sup>
- How change happens and who gets in front of change vs. simply reacting to change when it happens
- V.U.C.A. (Volatile, Uncertain, Complex and Ambiguous)
- How does Gainesville align their energy and leadership to make choices that are good for their community
- Communities have to think creatively and **GUIDE** change



# COMMUNITY CONVERSATION

- Gainesville wants to be in global competition for talent, innovation, technology and entrepreneurship
- Technology allows people to create the experience of their daily lives in Gainesville
- Future is here, we need to see it and take action
- Business as usual = V.U.C.A.
- Gainesville has unlimited potential and opportunity
- In a complicated world, making things simpler is the right thing to do...

# SIMPLICITY IS THE NEW CURRENCY





# NEMAWASHI

- Principle of “nemawashi” is used to gain consensus on ideas and plans. The term comes from the art of bonsai and means “preparing the roots for planting.”
- In other words... socialize your content before the meeting using quick huddles, office fly-bys and one-on-one conversations.





# ENTERING PHASE OF WHAT'S NEXT

- There is an old system in place that needs “disrupting” in order to embrace the emerging story of Gainesville
- Doesn't mean we “shed everything” from the past
- What lies ahead must be looked at differently
- New model = social and accessible, not bureaucratic
- Our engagement in this new story must include adaptive behavior, speed (O.O.D.A. Loop) and working collaboratively



# DISARM THE BORDER GUARDS



# WHAT'S NEXT?

Rule #5: Change is a math formula.  
Rule #7: The system is the solution.

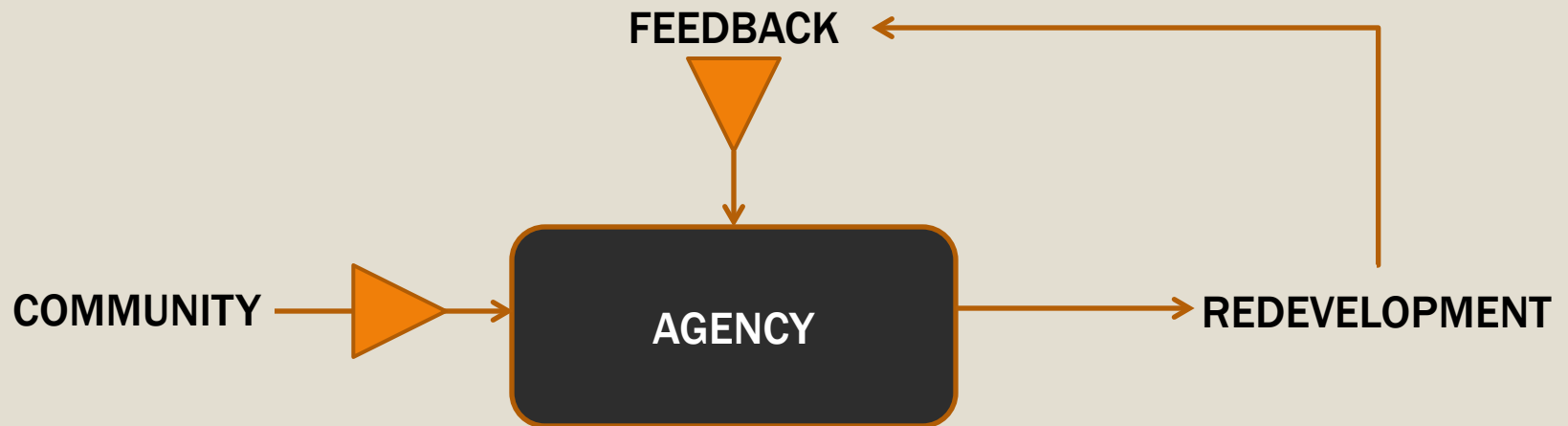
COMMUNITY

AGENCY

REDEVELOPMENT

REDESIGN THE INTERFACE BETWEEN COMMUNITY AND REDEVELOPMENT

# THE SYSTEM IS THE SOLUTION



**Rule #19: Memo to leaders – focus on the signal-to-noise ratio.**

# WHAT'S INSIDE THE "BLACK BOX"?

## THE AGENCY

### SOFTWARE



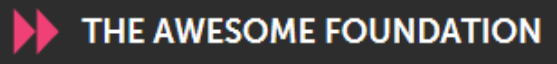


- Entrepreneurialism
- Distributed work through collaboration
- Results data-driven decision making
- Responsive customer service
- Transparency
- Practical solutions to real problems
- Community outreach

### HARDWARE

- Projects
- Programs
- Economic Development

Rule #26: The soft stuff is the hard stuff.

# SOFTWARE: HOW ARE OTHERS DOING IT?

PROBLEM	SOFTWARE	HARDWARE
How can we make our city a better place to live?	Crowd sourcing ideas & projects to make our cities better	
How do we solve our social challenges?	Building networks of pattern-changing social innovators & high-impact entrepreneurs	
How do we fund the solutions to our social challenges?	Worldwide network for the advancement of awesomeness in the universe (pooled money from self-organizing micro-trustees)	
How are government projects funded in the next chapter of our story?	Crowd funding for civic projects	
How do we improve processes and increase efficiency?	Open source technology for typical enterprise projects for government	

# WHAT IS NEXT FOR THE CRA?

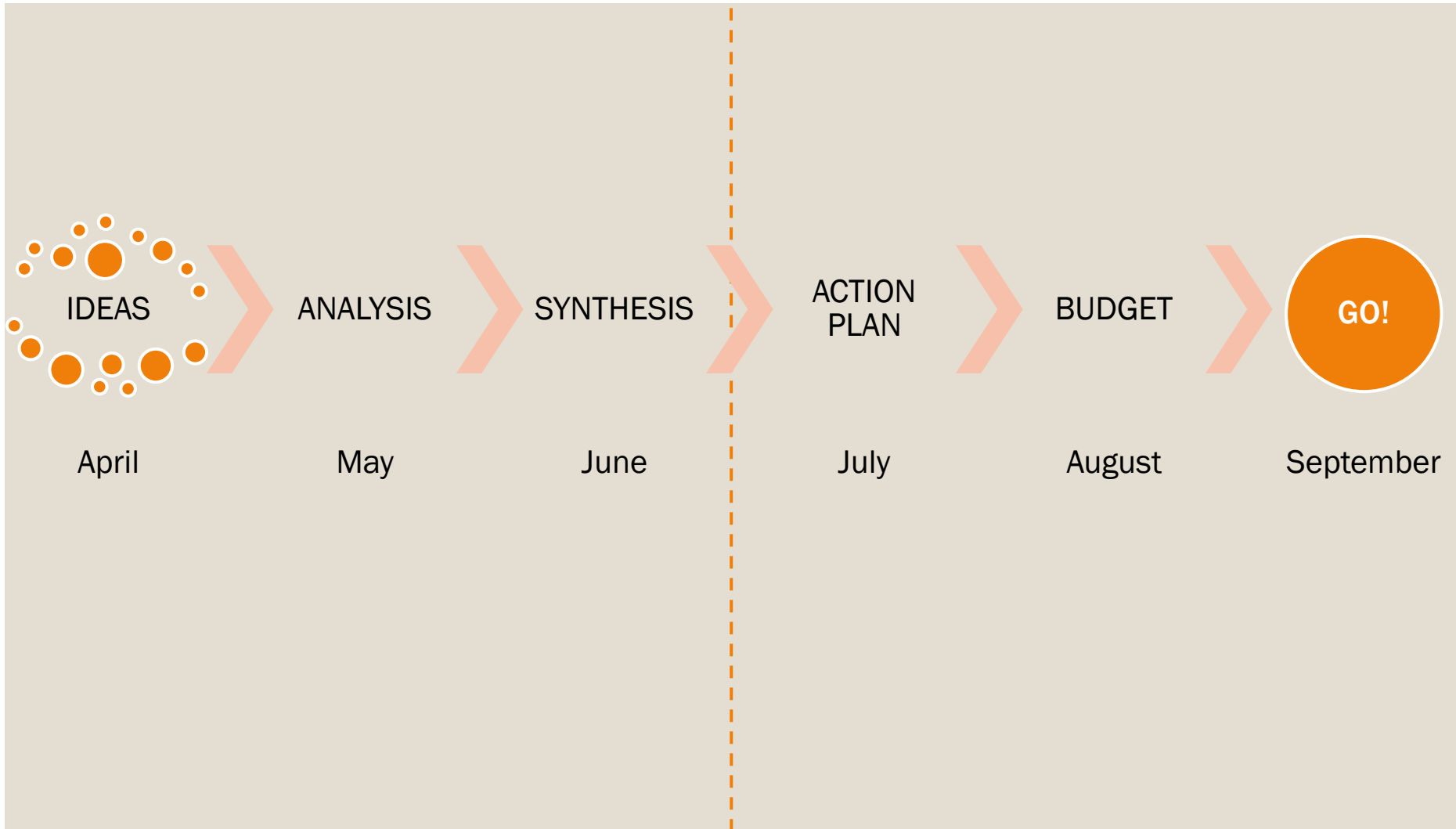
- Did we end up with more questions than answers?
  - What is the point of this exercise?
  - What's our definition of victory for the CRA?
  - Do we want to be the most innovative?
  - Is our goal to no longer need a CRA?
- The answers can be found in thinking about the **sharing economy**.
  - There's an increased longing for community.
  - Sharing saves money.
  - Everyone benefits from better technology.
  - Sharers need a community to network (mobile technology and social networking).



# WHAT IS NEXT FOR THE CRA?

- How do we reframe the picture?
  - Which projects fit the new paradigm and how do we prioritize them?
  - How do we align staff for the new model?
  - How are board members chosen and engaged?
  - Instead of trying to solve problems, do we fund a business to solve problems?
  - What does our marketing/outreach look like, making a greater online presence a top priority?
  - Are there alternate funding sources for small projects (i.e. kickstarter.com) and how do we leverage existing and new partnerships to get things done?

# IT'S TIME TO CHANGE THE STORY





# RECOMMENDATION

CRA Executive Director to the CRA Board: Hear update from CRA Staff