

# Citizen Committee

*for Implementing the Strategic Framework*



**BIG IDEA RECOMMENDATIONS**



# **BIG IDEAS**

## *for Implementing the Strategic Framework*

Honorable Mayor Lauren Poe and Members of the City Commission,

On December 15, 2016, the City Commission adopted the Strategic Plan Framework, a lasting blueprint to guide us towards our best Gainesville, a New American City. Vital to a successful implementation of the Framework is the continued engagement of citizens and community stakeholders.

In mid-February 2017, the Commission adopted a Resolution establishing a citizen advisory committee to assess and prioritize the community's more than 450 big ideas generated during the Gainesville Creative Series over several months throughout 2016 and early 2017.

The Committee consisted of 14 citizen members appointed by the Commission, participated in 9 staff-facilitated workshops, and worked diligently over 12 weeks.

The Commission directed the Committee to identify big ideas which would further support implementing the Strategic Plan Framework. Aiming to begin answering the city's four guiding questions, which is foundational to becoming a New American City, the Committee brings forth 11 big ideas for the Commission's consideration and support.

It is with great gratitude I express appreciation to the City Commission for the opportunity to serve on the Citizen Committee for Implementing the Strategic Framework. And, with great honor, I thank my fellow members for your dedication, unwavering persistence and the occasion of serving as your Chair.

It is our distinct goal that these recommendations are a catalyst for significant and positive change that is evident to all in our diverse and celebrated Gainesville.

Respectfully -- Kevin W. Thorpe, Chair

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***Thank you to the dedicated and persistent Members of the  
Citizen Committee for Implementing the Strategic Framework:***

Kevin Thorpe, Chair

Randy Wells, Vice Chair

Cary Bryant

Susan Davenport

Gerard Duncan

Dave Ferro

John Fleming

Mitch Glaeser

Gail Johnson

Fatma Kaplan

Diyonne McGraw

Art Stockwell

Quang Tran

Jahmere Webb

# the Purpose of our City is the People of our City

LEADING A MOVEMENT



BUILDING THE SYSTEMS



OUR GUIDING QUESTIONS



The  
New American  
City

Citizen  
Centered

Civic  
Innovation

How  
Might We...



**Support a Strong Economy?**

*Catalyze job diversity, entrepreneurship, and small business vitality.*



**Plan for a Better Future?**

*Promote opportunities for youth, families, and seniors and preserve our resources.*



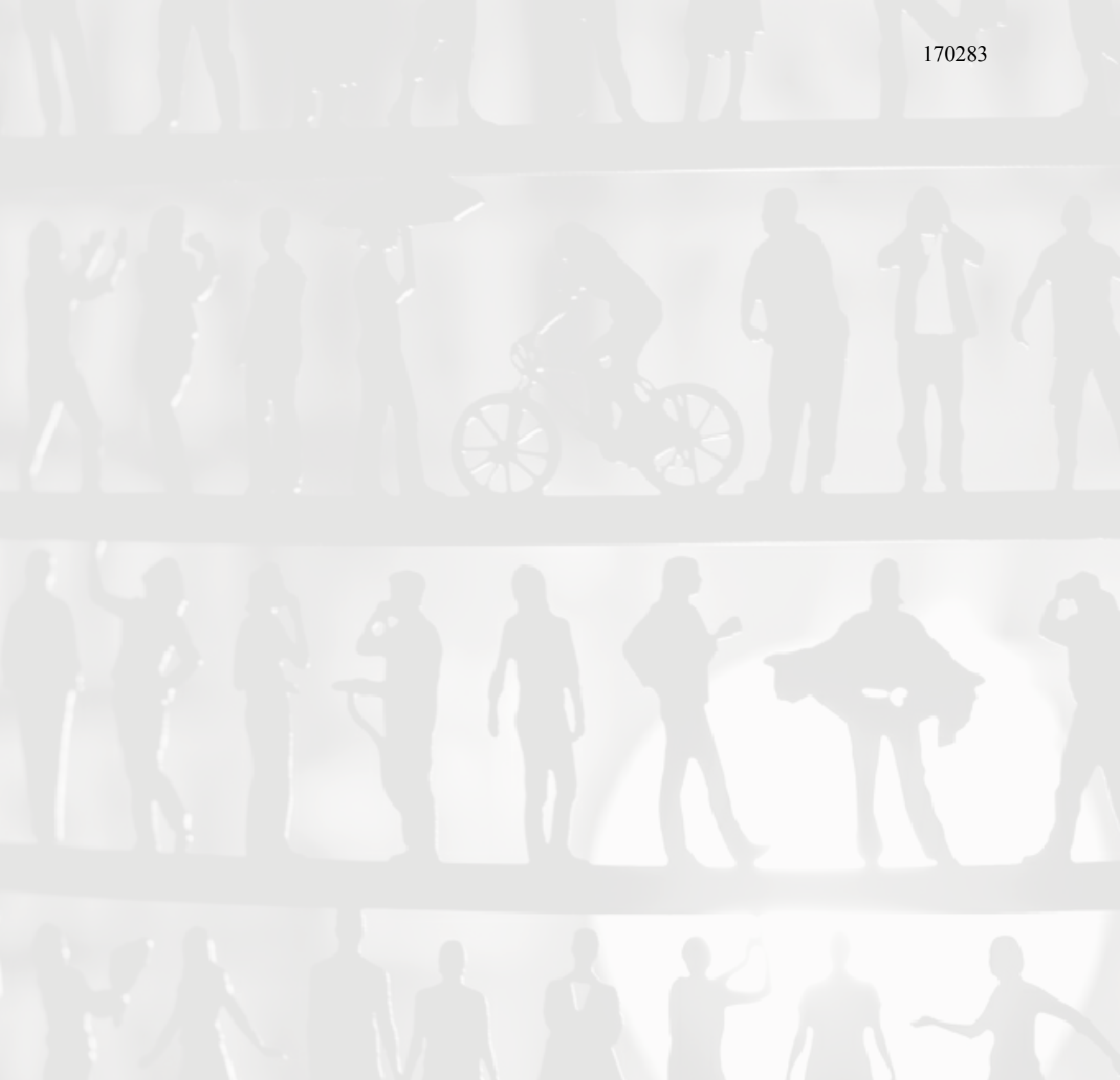
**Foster Greater Equity?**

*Strengthen neighborhoods, provide equitable services, and support access to housing.*



**Be a Community Model?**

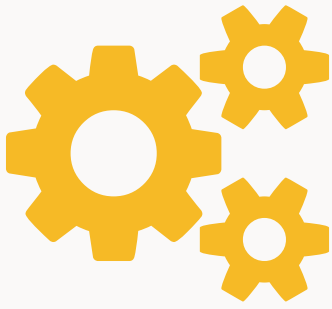
*Leverage partnerships and innovation to transform our city.*



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the  
**GAINESVILLE**  
framework

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# How Might We Support a Strong Economy?<sup>170283</sup>

*Catalyze job diversity, entrepreneurship,  
and small business vitality.*

## **BIG IDEA RECOMMENDATIONS**

### **Establish a Private-Public Ambassador**

To further enhance community collaboration a Private-Public Ambassador would better connect public infrastructure projects and neighboring private development activity. The Ambassador would promote and encourage improved internal stakeholder cooperation and utilize partnerships within the private sector to enhance public investments.

### **Lead the Development of a Conference Center**

Leveraging key local partners, lead the development of a conference center to accommodate and eventually attract meetings, conferences, events, and expos, enabling diverse job opportunities and creating a significant economic impact to the entire community.

### **Evaluate Opportunities to Bolster Regional Air Travel**

Begin collaborative discussions and an evaluation process to identify opportunities for bolstering regional air travel usability and experiences. Striving to create more adequate and affordable options for the local community, businesses, and academic partners, evaluate feasibility and the economic impact for combined services with regional partners.

# Establish a Private-Public Ambassador

## Problem Statement

There are significant missed opportunities to improve the Gainesville community due to a lack of greater collaboration between the public and private sectors and internally within government operations.

The Problem

## Users & Those Impacted

- All Citizens
- City departments
- Private developers
- Visitors

## Success Models

- Greenville, South Carolina – Downtown Reborn
- Norfolk, Virginia – Downtown Norfolk

## Big Idea

To further enhance community collaboration a Private-Public Ambassador would better connect public infrastructure projects and neighboring private development activity. The Ambassador would promote and encourage improved internal stakeholder cooperation and utilize partnerships within the private sector to enhance public investments.

The Solution

## Key Activities

- An ombudsman to connect private development activity with public infrastructure improvement projects aiming to create greater community impact
- Understand the big picture, identify gaps and future opportunities for the entire community
- Improve internal planning across departments for infrastructure projects, reducing costs and saving time
- Leverage private investment, partnering with local developers to assist in funding project enhancements that would improve the community vitality

## Local Partners

- Arts Organizations & Non-Profits
- Board of Realtors
- Builders Association of North Central Florida
- Santa Fe College
- University of Florida

## First & Next Steps

- NOW – Request City Commission add an unfunded Private-Public Ambassador FTE to the FY2018 budget
- NOW – Former Committee Members will seek a one-year private funding commitment for the Ambassador
- NEAR – Ambassador will identify and inventory city infrastructure projects and look for coordination opportunities with adjacent property owners and nearby private development activity
- FAR – Former Committee Members will evaluate funding a similar Ambassador role to work in the private sector and collaboratively with the public counterpart

The Logistics

# Notes

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# Lead the Development of a Conference Center

## Problem Statement

Due to a significant gap in large meeting spaces, Gainesville is unable to host and attract local and regional conferences for the community or local partners.

The Problem

## Users & Those Impacted

- Business and Hospitality Communities
- Fraternities and Sororities
- Professional Associations
- Religious Entities
- Santa Fe College
- University of Florida
- Visit Gainesville

## Success Models

- The Classic Center in Athens, Georgia

## Big Idea

Leveraging key local partners, lead the development of a conference center to accommodate and eventually attract meetings, conferences, events, and expos, enabling diverse job opportunities and creating a significant economic impact to the entire community.

The Solution

## Key Activities

- Utilize local partnerships to develop a community amenity
- Attract visitors to Gainesville by highlights its unique assets, arts, restaurants, ecotourism, and cultural history and amenities
- Drive economic activity while enabling greater job diversity of opportunities

## Local Partners

- Builders Association of North Central Florida
- Gainesville Area Chamber of Commerce
- Santa Fe College
- University of Florida
- Visit Gainesville

## First & Next Steps

- NOW – Request City to facilitate a joint meeting with UF to collaboratively evaluate a partnership potential
- NEAR – Collect, compare and review past studies to better understand feasibility, size, location, amenities, and other critical success factors
- NEAR – Update past findings, as needed, and make formal recommendations to the City Commission, UF and key local partners

The Logistics

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# Evaluate Opportunities to Bolster Regional Air Travel

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## Problem Statement

There are limited regional air travel options, availability and flexibility, which frequently results in decreased usability and poor user experience.

The Problem

## Users & Those Impacted

- Frequent Fliers
- Gainesville and Ocala Chambers of Commerce
- Large Companies
- More Than One Million Residents Surrounding the Gainesville Community
- Small, Local Businesses
- Unemployed Residents Seeking Diverse Employment Opportunities

## Success Models

- Greenville-Spartanburg International Airport, South Carolina
- Austin-Bergstrom International Airport, Texas
- Denver International Airport, Colorado

## Big Idea

Begin collaborative discussions and an evaluation process to identify opportunities for bolstering regional air travel usability and experiences. Striving to create more adequate and affordable options for the local community, businesses, and academic partners, evaluate feasibility and the economic impact for combined services with regional partners.

The Solution

## Key Activities

- Evaluate feasibility and potential economic impact
- Begin collaborative discussions around cost-benefit analyses and availability of options

## Local Partners

- Alachua County
- Chamber of Commerce
- North Florida Regional Medical Center
- Santa Fe College
- UF Health
- University of Florida

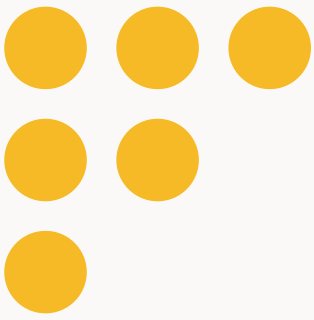
## First & Next Steps

- NEAR – The City Commission participate in a 12-month process to evaluate the feasibility and economic impact of combined regional air services, aiming to maintain the Gainesville Regional Airport as a private facility

The Logistics

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# How Might We Foster Greater Equity?<sup>170283</sup>

*Strengthen neighborhoods, provide equitable services, and support access to housing.*

## **BIG IDEA RECOMMENDATIONS**

### **Evaluate and Support the GNV4ALL *Blueprint for Change* Recommendations**

Evaluate the city's role in supporting the GNV4ALL *Blueprint for Change* recommendations and initiate cooperative strategies while setting the example for other key community partners' involvement.

### **Ideate and Implement Long-term Strategies to Improve the Training and Employment Opportunities for Gainesville's Youth**

Ideate with the community and key local partners long-term strategies to improve the training and employment opportunities for Gainesville's youth, identifying a future co-located resource center for middle and high-school aged students. Meanwhile, promote job opportunities for teens and young adults at the city and with local partners.

### **Dedicate and Catalyze Investment in East Gainesville**

The East Gainesville community would significantly benefit from direct public investment. Identifying locations for transit-oriented development to include park and ride features would serve as a catalyst for private development for improved access to affordable housing, diverse job opportunities, and retail amenities.

# Evaluate and Support the GNV4ALL<sup>170283</sup> Blueprint for Change Recommendations

## Problem Statement

Great disparity remains in the Gainesville community and collaboration is critical to reaching equitable solutions to our greatest challenges.

The Problem

## Users & Those Impacted

- All Citizens – especially children, youth, teens, and families

## Success Models

- One New York – The Plan for a Strong and Just City

## Big Idea

Evaluate the city's role in supporting the GNV4ALL Blueprint for Change recommendations and initiate cooperative strategies while setting the example for other key community partners' involvement.

The Solution

## Key Activities

- Improve community collaboration to address disparity and inequities
- Identify city policy changes which could meet the objectives of key GNV4ALL recommendations

## Partners

- Alachua County
- Non-Profit Organizations
- Religious Entities
- Santa Fe College
- School Board of Alachua County
- UF Health
- University of Florida

## First & Next Steps

- NOW – Request the Commission to invite GNV4ALL representatives to formally present the Blueprint for Change Recommendations
- NEAR – Commission to request an analysis by all Charter Officers on which recommendations the city could play a role in addressing, which are already in process, and which have been accomplished
- FAR – Commission to formally support by adopting the GNV4ALL recommendations which the city can lead and implement as change agents

The Logistics

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# Ideate & Implement Long-term Strategies to Improve the Training & Employment Opportunities for Gainesville's Youth

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## Problem Statement

Diverse job opportunities are missing and desperately needed for non-college bound youth to reduce economic disparity and to enable greater participation in the Gainesville community.

The Problem

## Users & Those Impacted

- Alachua County Public School System
- Non-traditional Students and Learners
- Parents and Families
- Criminal Justice System
- Youth, Teens and Young Adults

## Success Models

- Frank H. Peterson Academies of Technology in Duval County, Florida
- Bradford-Union Technical Center

## Big Idea

Ideate with the community and key local partners long-term strategies to improve the training and employment opportunities for Gainesville's youth, identifying a future co-located resource center for middle and high-school aged students. Meanwhile, promote job opportunities for teens and young adults at the city and with local partners.

The Solution

## Key Activities

- Implement opportunities for the city to provide jobs and training for local high-school aged students
- Lead the evaluation of establishing a center to provide non-traditional education and training ranging in variety from skills-based, to working foods, to computer coding and software development opportunities

## Local Partners

- Alachua County
- CareerSource
- Gainesville Chamber of Commerce
- Local Trade and Technically-Oriented Businesses
- Santa Fe College
- School Board of Alachua County

## First & Next Steps

- NOW – Request the Commission provide grants for local employers in the trade or technical industries to provide apprenticeship jobs for local high-school aged students (ex: construction-related, cooking and working foods, computer coding and software development)
- NEAR – Request the City Manager and General Manager to offer job placement opportunities for local high-school aged students in trade and skill-oriented positions beginning in FY2018 (ex: meter readers, customer service representatives, maintenance and custodial workers)
- NEAR – Pursue a partnership with Santa Fe College to offer dual-enrollment opportunities that focus on vocational or trade training at a satellite campus piloting with construction and computer coding and software development
- FAR – Collaboratively develop a long-term vision and implementation strategies for a co-located space or facility to host and provide non-traditional education opportunities, training, and certifications for local middle and high-school aged students

The Logistics



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# Dedicate and Catalyze Investment in East Gainesville

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## Problem Statement

The East Gainesville community struggles with equitable access to services, a lack of amenities, and investment and development activity from the private sector.

The Problem

## Users & Those Impacted

- East Gainesville Citizens
- Businesses

## Success Models

- Lindbergh TOD District in Atlanta, Georgia
- Planned Transit Development District in Louisville, Kentucky

## Big Idea

The East Gainesville community would significantly benefit from direct public investment. Identifying locations for transit-oriented development to include park and ride features would serve as a catalyst for private development for improved access to affordable housing, diverse job opportunities, and retail amenities.

The Solution

## Key Activities

- Site selections for public development investment, focusing on transit-oriented planning
- Promote public amenities as a catalyst for private development activity, like park and ride features

## Local Partners

- Alachua County
- Community Redevelopment Agency
- Private Developers
- Regional Transit System
- University of Florida

## First & Next Steps

- NOW – Collaboratively with key local partners and the East Gainesville community identify locations for transit-oriented development
- NEAR – Identify funding opportunities from the CRA and RTS for public infrastructure investments
- FAR – Cooperatively promote and market amenities like park and ride features for residents and commuters to catalyze private development activity

The Logistics

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# How Might We Plan for a Better Future?

*Promote opportunities for youth, families, and seniors and preserve our resources.*

## **BIG IDEA RECOMMENDATIONS**

### **Reimagine the City Hall Campus as a Civic Innovation Square**

Reimagining the highest and best use of the City Hall campus and consolidating nearby staff from areas like the Thomas Center would promote an enhanced delivery of citizen-centered services. Transforming the campus into a mixed-use amenity would allow for a greater array of citizens to utilize downtown amenities.

### **Connect the University Campus through Downtown with a Linear Park and Art Line**

Supporting the development of a Linear Park along Southwest 2nd Avenue would better connect campus to downtown and activate more cultural opportunities for all citizens. Further, establishing an Art Line between downtown and Depot Park would create a unique citizen experience and build upon preserving and celebrating the urban core character and unifying the campus and community.

### **Be a Leader of Improved Intergovernmental Cooperation**

Serve as a leader for improving cooperation between partner regional intergovernmental agencies like the county and school board for a more cohesive and positive regional impact.

# Reimagine the City Hall Campus as a Civic Innovation Square <sup>170283</sup>

## Problem Statement

The City Hall campus and nearby municipal-owned facilities, like the Thomas Center, are not being utilized for the best and highest value for the benefit of all Gainesville citizens and visitors.

The Problem

## Users & Those Impacted

- Citizens
- Downtown Businesses
- Local Entrepreneurs
- Visitors

## Success Models

- Civic Hall Labs in New York City, New York
- Columbia, South Carolina

## Big Idea

Reimagining the highest and best use of the City Hall campus and consolidating nearby staff from areas like the Thomas Center would promote an enhanced delivery of citizen-centered services. Transforming the campus into a mixed-use amenity would allow for a greater array of citizens to utilize downtown amenities.

The Solution

## Key Activities

- Enable greater government accessibility and provide improved delivery of citizen-centered, centralized services
- Provide a better working environment for city staff, enhancing opportunities for collision and collaboration
- Establish an innovative example of the combination of public and private spaces for the benefit of the entire community, opening opportunities for housing, retail, incubators, accelerators, and collaboration spaces
- Allow for additional revenue sources by incorporating mixed-use development onto and nearby the campus and repurposing the unused office space of the Thomas Center

## Local Partners

- Community Redevelopment Agency
- Downtown Businesses, Entrepreneurs and Investors
- Gainesville Chamber of Commerce
- Santa Fe College
- University of Florida

## First & Next Steps

- NOW – Facilitate community workshops to ideate around the highest and best use of the City Hall campus
- NEAR – Develop a general scope of work that incorporates the community's ideas and feedback
- NEAR – Distribute a RFQ to redesign the City Hall campus
- FAR – Co-locate city staff from areas like the Thomas Center and reevaluate the highest and best use of unused office space, identifying alternatives like a historic hotel combined with the public cultural amenities and gardens

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# Connect the University Campus through Downtown with a Linear Park and Art Line 170283

## Problem Statement

There is a lack of connectivity between the university campus, downtown and the surrounding amenities, limiting the unification of Gainesville citizens with university students, faculty and staff.

The Problem

## Users & Those Impacted

- All Citizens
- Artisan Community
- Downtown Businesses
- University of Florida
- Visitors

## Success Models

- Canal Park in Washington, District of Columbia
- Southwest Corridor Park in Boston, Massachusetts

## Big Idea

Supporting the development of a Linear Park along Southwest 2nd Avenue would better connect campus to downtown and activate more cultural opportunities for all citizens. Further, establishing an Art Line between downtown and Depot Park would create a unique citizen experience and build upon preserving and celebrating the urban core character and unifying the campus and community.

The Solution

## Key Activities

- Identify environmental, social and economic benefits of a linear park and art line experience
- Evaluate and plan with key local partners, neighboring businesses and residents, and the artisan community

## Local Partners

- Artisan Community
- Community Redevelopment Agency
- Downtown Businesses, Entrepreneurs and Investors
- Gainesville Chamber of Commerce
- University of Florida

## First & Next Steps

- NEAR – The Commission request staff within 24 months to facilitate joint planning workshops with the University of Florida and downtown representatives to cooperatively plan for a linear park and art line experience
- FAR – The CRA Board prioritize the project and begin identifying a scope of work and funding mechanism

The Logistics

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# Be a Leader of Improved Intergovernmental Cooperation

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## Problem Statement

Necessary for long-term strategic, successful planning for the future of our community is consistent and ongoing coordination between the elected representatives of the city, county and school board.

The Problem

## Users & Those Impacted

- All Citizens

## Success Models

- The Cities Counties Schools Partnership in California

## Big Idea

Serve as a leader for improving cooperation between partner regional intergovernmental agencies like the county and school board for a more cohesive and positive regional impact.

The Solution

## Key Activities

- Begin considering regional impact to policy decision-making
- Identify topics and items of mutual concern that would benefit from joint discussion

## Local Partners

- Alachua County
- School Board of Alachua County

## First & Next Steps

- NOW – The City Commission request staff to add a “Regional Impact” section to agenda items to encourage and promote evaluating the community impact of potential policy decision-making
- NEAR – The City Commission invite the County Commission and School Board to an annual joint meeting, directing respective staff to collaboratively plan the agenda around items of mutual concern
- FAR – The City Commission evaluate funding a position similar to an Ambassador who’s role is to facilitate ongoing collaboration amongst the intergovernmental agencies

The Logistics

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## How Might We Be a Community Model?

*Leverage partnerships and innovation to transform our city.*

### **BIG IDEA RECOMMENDATIONS**

#### **Design Unique and Creative Doorways into our Community**

Collectively with representatives from all areas of the community, utilize public art to create unique doorways into Gainesville along the major corridors surrounding the city such as the interstate and Waldo Road.

#### **Develop a Model for Hiring Citizens in Need**

Identify opportunities to develop a local model for supporting training and employment placement for our chronically unemployed citizens.

# Design Unique and Creative Doorways into our Community

170283

## Problem Statement

Lacking a unified brand or cohesive marketing strategy, Gainesville citizens, neighbors, visitors, and passing tourists are unaware of and missing out on opportunities to enjoy the wealth of history, culture, natural amenities and unique assets offered by our community.

## Users & Those Impacted

- All Citizens
- Neighboring Communities
- Visitors and Passing Tourists

## Success Models

- *ArtBridge* in New York

## Big Idea

Collectively with representatives from all areas of the community, utilize public art to create unique doorways into Gainesville along the major corridors surrounding the city such as the interstate and Waldo Road.

## Key Activities

- Identify unique community assets to brand and market
- Utilize creative visualizations like statues to communicate assets and amenities through non-traditional mediums

## Local Partners

- Alachua County
- Artisan Communities
- Gainesville Chamber of Commerce
- Local Non-Profit Organizations
- Santa Fe College
- University of Florida
- Visit Gainesville

## First & Next Steps

- NOW – The City Commission establish a committee representative of citizens from all parts of the city to develop within 12 months a strategy of branding and marketing the community's unique amenities and assets on the overpasses on the interstate and along the Waldo Road corridor

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# Develop a Model for Hiring Citizens in Need

## Problem Statement

A portion of our community is chronically unemployed and faces significant barriers to further contributing and being a part of our society while struggling to escape their past or overcome personal challenges.

The Problem

## Users & Those Impacted

- Citizens with Criminal Records
- Citizens with Mental Health or Disability Challenges
- Families of Chronically Unemployed
- Homeless Citizens
- Local Businesses
- Veterans

## Success Models

- *Friends of Boston's Homeless* in Boston, Massachusetts
- *Denver Day Works* in Denver, Colorado
- *There's a Better Way* in Albuquerque, New Mexico

## Big Idea

Identify opportunities to develop a local model for supporting training and employment placement for our chronically unemployed citizens.

The Solution

## Key Activities

- Identify local employment opportunities with on-the-job training in the private and public sectors
- Connect with resources at GRACE Marketplace

## Local Partners

- Alachua County Coalition for the Homeless and Hungry
- Alachua County
- Bold Overt Leaders of Distinction
- CareerSource
- GRACE Marketplace
- House of Hope
- Job Corps
- Josiah T. Walls Law Association
- Local Businesses
- United Church of Gainesville
- Youth Build

## First & Next Steps

- NOW – Include in the upcoming RFP an initiative to develop and facilitate a local model to support training and employment placement at GRACE Marketplace
- NEAR – Request the City Manager and General Manager to identify employment opportunities such as on-call, day-laborer or small contract positions to systemize the GRACE Works pilot initiative

The Logistics

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# GAINESVILLE



[www.cityofgainesville.org](http://www.cityofgainesville.org)  
200 East University Avenue  
Gainesville, Florida