

INTER-OFFICE COMMUNICATION

DATE: May 4, 2017
TO: Commissioner Charles Goston
FROM: Anthony Lyons, City Manager *AL*
SUBJECT: Response to District 1 Commissioner Charles Goston, Memo, dated 3/28/17

Commissioner I am providing the following detailed response to you in addition to several previous discussions and meetings we have engaged in, to clarify actions city staff has taken, is taking or will take to address many of the concerns raised in your recent memo. While I appreciate that this response may not address each concern to your complete satisfaction, I do hope that you will view the totality of the response as an indication that your staff is working to implement the direction that I have given them based on policy direction that I have received from the City Commission. To the extent that we are also able to address your individual concerns as one of seven City Commissioners, we will continue to work diligently to accomplish that.

1. Complete the enterprise zone conditions to allow me to invite large distribution centers to locate to the east side of Gainesville.

Commissioner, this is a policy discussion that is appropriate for discussion with members of the city commission in order to obtain policy direction from the Commission to me. On the agenda at the January 26, 2017 meeting of the City Commission General Policy Committee, Commissioners in attendance discussed possible changes to enterprise zone incentives. The result of their deliberation was direction to the City Manager to obtain additional public input regarding possible changes to enterprise zone incentives. City staff has scheduled a community workshop on May 15th to obtain public feedback before bringing this matter back to the Commission (see attached memo).

2. Complete the deal with Golden Corral, CVS Pharmacy and The Emergency Medical Center that were presented by the men from Jacksonville and California with a focus on all interested restaurants and businesses that can benefit from locating or relocating to the district.

Commissioner, I am generally aware of your comments indicating you have had discussions with representatives from certain retailers about the prospect of locating franchises in East Gainesville. It is my understanding that city economic development staff arranged a visit to Gainesville by the

Vice President for Real Estate for Golden Corral and that you participated in a tour of possible sites within District 1. However in preliminary discussion regarding development opportunities in East Gainesville with this business interest, there appeared to be little interest at this time. Unfortunately, there have been no substantive outcomes as a result of these preliminary discussions, primarily because of his perceptions that locations along the Hawthorne and Waldo corridors currently offer inadequate business development cases to warrant placing their franchise in the area.

However, new capstone projects such as the Heartwood development on the old Kennedy Homes site and the Cornerstone project that is underway on the GTEC site should begin to have a positive impact the business case for the Hawthorne corridor. Economic development staff has also indicated that there is interest by Wawa, Inc. a major national chain of more 645 convenience retail stores, regarding a site located at East University Avenue and Waldo Road in District 1, that has the potential to become a business catalyst for the area adjacent to the site.

Commissioner, when and where feasible the GCRA will continue to pursue opportunities to encourage and assist local entrepreneurs to develop businesses with CRA district business corridors, such as the very successful Southern Charm restaurant located on Hawthorne Road.

Finally, I stand ready to engage any contacts you may have that exhibit any interest in bringing development to East Gainesville. Please provide their contact information to me and I will promptly follow up with them.

3. Place a combination fire station and satellite police station on South 20th Street for the protection of Celebration Point and the citizens in that area. It's not my district, but it needs to be done for extreme safety reasons.

Commissioner, Celebration Point is not yet within the jurisdiction of the City of Gainesville. That said City Police and Fire Chiefs do coordinate their respective call responses as appropriate to insure that the health and safety of city residents remain their highest priority. We continue to work with local public safety agencies responsible for public safety issues at Celebration Point through the City of Gainesville/Alachua County Fire Services Assistance Agreement to provide appropriate support and response. Staff continues to plan for and provide fire and EMS coverage in the area currently serviced by Alachua County Fire Station #19 until the transfer of this asset from the County to the City is complete.

4. Improved bus stops and buses on the east and northwest areas before the heat of the summer is here.

Commissioner, in response, I offer the following progress report.

- In East Gainesville, RTS has installed 4 new shelters at the following locations: Veterans Center, Family services, adjacent to Village Green Apartments and the Triangle Club at an approximate cost of \$35,000. RTS is planning to improve another 18 stops, including 4 new shelters at the following locations: Arlington Square, Gainesville Housing Authority, Duval Elementary and the Caroline Mason Affordable Housing facility at an approximate cost of \$75,000). All of these improvements were funded using grant only funds. No City funds or development contributions were available to pay for these improvements.
- In West Gainesville, 28 shelters were installed and RTS plans improvements to 33 bus stops by installing 18 shelters at stops that service more than one route. All funds utilized

for these bus stop improvements are from development contributions required to be spent in the areas generating those funds.

5. Improve the lighting of the entire district along with the long awaited paving of SE 4th Street. We have more than enough delays on that project.

Commissioner, the following update is provided. Staff is working with two property owners on land rights acquisition. It is possible that the City will have to pursue 'imminent domain' to move the project forward. Construction is expected to start late this summer or early fall. Total construction is scheduled to take 11-12 months. Lighting will match that which was installed on Depot Avenue. Lighting is typically installed during the latter part of the construction process.

6. Financial support for the Reichert House and the objectives that are attempting to be achieved with struggling African American youth. There needs to be paid staff to cook and clean the facility along with additional money to finance activities away from the Reichert House for outside exposure to education and job aspirations.

Commissioner, I understand and share your concern that we continue to support the goals of the Reichert House. The amount of city resources already allocated in direct support of the Reichert House indicate a substantial investment in city resources and funding by past and current city commissions.

7. More support must be shown to Chief Jones with the constant attacks by white officers that feel that they don't have to follow or respect his leadership and decisions before I present this as an item to discuss at the City Commission meeting.

Commissioner, from the beginning of my appointment as City Manager I have worked hand and hand with the Police Chief on a variety of police issues that the Department struggled with. I continue to work with the Police Chief to find solutions and we are beginning to see good results from our sustained efforts.

I have provided him with the resources he has requested to enable reorganization of the police department to provide more direct command staff oversight of sworn officers. I have supported the police chief's management decisions regarding community policing initiatives that include additional training of police officers in a variety of areas.

I continue to strongly indicate my unqualified support for the Police Chief Jones in many ways, including publicly voiced support during my first State of the City address and in the many meetings with community members and organizations that I am privileged to attend. I am confident that the Police Chief and Gainesville community know that I fully support his leadership of GPD.

8. Create a smoother transition for minority applicants to use the Bo'Diddley plaza and Depot Park that does not exist at this time.

Commissioner, I believe the existing application process for the use of Bo Diddley plaza is a fair and impartial process. I am happy to meet with any one at any time who may believe this statement is not accurate. If our application process is demonstrated to be anything but fair and impartial, I will take action necessary to change it.

9. Put money in place for the summer swim program at Mickle Pool for the summer with Gainesville and the City of Alachua. Alachua has already pledged their money for their youth by Greg Waitcus of Alachua.

Commissioner, the following programs are scheduled for this summer at Mickle Pool:

- The School Board of Alachua County Summer EDEP program will be coming to Mickle Pool daily throughout the summer from 9:00am-Noon for swim lessons. Each participating Summer EDEP site is assigned specific days of the week for lessons, with a maximum of 300 participants served. The program begins on June 12th and runs through July 28th.
- The Andrew R. Mickle Swim Lesson program will begin on Monday, June 5th, and continue through Friday, July 28th. Lessons are broken into classes that meet twice a week, either Monday/Wednesday or Tuesday/Thursday, with Fridays reserved for make-up dates. The youth lessons will take place from noon-5pm, and adult lessons will take place from 5pm-6pm. The start time for each lesson will depend on the level the participants are enrolled in, but classes begin at the top of each hour and generally last about 45-50 minutes. The fee is \$46.75.
- A camp called I AM STEM will be bringing up to 50 participants to Mickle Pool on Mondays and Wednesdays from 1-4 pm (a different age level comes each hour) for lessons. They will begin on Wednesday, June 14th, and end on Wednesday, July 26th.
- Project Discovery 21st Century Grant Summer Program at Lake Forest Elementary will be bringing 25 participants to Mickle Pool on Tuesdays and Thursdays from 11:00am-12:30pm for swim lessons. The program will begin on Tuesday, June 13th, and conclude on Tuesday, July 18th.
- The Boys & Girls Club SE Unit and Woodland Park Unit will be bringing their summer camp participants to the pool on Fridays for combination free swim and swim lessons. Details are still being finalized, but in past summers one B&G Unit would come to the pool from 10am-Noon and the other Unit would come from 1pm-3pm.

10. Help encourage the new minority businesses with advertisement that provides information on who to call for information and what the City of Gainesville will do to help along with the Chamber of Commerce.

Commissioner, our city communications office works closely with the GRU Communications Office and City Equal Opportunity director in support of EO programs in place to address this particular concern. I am happy to collaboratively provide additional information on this subject with the assistance of the City Equal Opportunity director.

11. I want to have more interaction with Eric Bredfeldt since he is working in the economic development area. We need to meet every two weeks.

Commissioner, please inform me of information that you are seeking with regard to economic development assistance by my staff and I will direct my staff to provide the appropriate response. Of course, as the city's economic development officer, Mr. Bredfeldt is available to meet with you on projects on a case by case basis, or as developments may warrant.

12. We need to secure the Publix Market for the east side as soon as possible and announce that.

Commissioner, the GCRA developed and provided a custom marketing packet to Publix in an effort to showcase locations in East Gainesville as potential development sites (see attached marketing package). It is my understanding that the solicitation was not successful. Publix clearly indicated that it has no current interest in any location in East Gainesville south of its current Main Street location. However, if you have information or a contact at Publix that leads you to believe otherwise, I am happy to act on it.

13. Place photos of all commissioners in all city buildings, especially in the Gainesville Police Department along with a picture of Chief Jones and his staff. This should have been done a year ago. If you cannot do it, authorize Bob Woods to do it.

Commissioner at the direction of the City Commission, I will so direct the Communications Office staff. However, as part of our citizen centered initiative, city staff is currently developing a comprehensive plan to address all of the city's front doors, or points of interaction, at which our citizens access city services. I have deferred this direction for all city facilities until a comprehensive plan is finalized and ready for consistent implementation and maintenance.

14. Improve the lighting on 8th Avenue immediately, for safety reasons and as a deterrent to reduce the crime in that area. Also, place a pedestrian crosswalk, same as the one at Duck Pond.

Commissioner, there have been a number of LED pilot projects throughout the city. Staff is currently researching the feasibility of upgrading all city street lighting to LEDs. Staff is working on cost models to assist planning to overcome the funding gap for full LED implementation that has been identified. This work is in progress and there is not a comprehensive plan at this time.

15. Find out and implement the launch of the Senior Citizen Center on the east side with the group from Atlanta, GA.

Commissioner, the current Senior Center (NW 34th Street) was funded through the prior Wild Spaces Public Places (WSPP) tax initiative. Staff is not aware of any included provision for a similar senior center in East Gainesville within the prior WSPP tax initiative. Additionally, there is no provision or funding allocation for a similar senior center in East Gainesville identified as part of WSPP master planning process and the most recently approved WSPP initiative. There is limited senior programming at the Thelma Boltin Center provided through partnership with ElderCare of Alachua County. Additionally both the Alachua County Library Downtown and Cone Park branches offer programming for seniors. However, if you would kindly provide contact information for the Atlanta group you referred to or any other group, I would welcome the opportunity to contact them about possible development of an additional Senior Center in East Gainesville.

16. Reserve a space for a movie theater on Waldo Road as soon as possible.

Commissioner, the following zoning districts along the Waldo Road corridor allow motion picture theaters by right. They are:

BUS - General Business district.

BI – Business industrial district

MU-1 - Mixed use low intensity district.

MU-2 – Mixed use medium intensity district

Most of the land on the west side of Waldo Road from University Avenue to NE 39th Avenue has one of the above zoning designations which would allow a movie theater. Exceptions include an office area south of NE 8th Avenue, the area around Citizens Field, the mobile home park across from Walmart, and the UF Eastside Campus.

On the east side of Waldo Road, the area around University Avenue with MU-1 zoning would allow a movie theater. The area around the Walmart with MU-2 zoning, and the northeast corner of NE 39th Avenue and Waldo Road with BI zoning would also allow for movie theater use.

The automotive oriented business district (BA) allows for a drive-in motion picture theater. There are about three BA lots, at the corner of Waldo Road and NE 3rd Avenue, NE 16th Avenue and NE 23rd Avenue.

The following link is to an interactive map, which you can use to see what the zoning district is for particular parcels of land:

<http://gainesvillefl.maps.arcgis.com/apps/webappviewer/index.html?id=4e5bf13c90bf406da07444ecbbd58cb2>. Please contact me if you have any questions.

17. Find the funds for a fall recreation and tutoring program for all elementary, middle and high school students. We have teachers; the immediate need is a building.

Commissioner, the following recreational and tutorial opportunities are currently in place and will continue throughout the academic year. City staff currently operates three recreation center programs in East Gainesville for recreation and tutoring opportunities. They are the Clarence R Kelly Recreation Center in Duval, the Eastside Recreation Center at Cone Park and more central, the Porters Community Center.

- The current program for after school is called Foundations Academy and is open to all kids in 1-8th grades. There is a structured curriculum of play, learning and daily tutoring that is part of the program. The program is free for families participating in the free or reduced lunch program at school. Besides recreation activities and tutoring, staff also feed the students daily and coordinate with local partners to take field trips or bring in guest speakers.
- Staff has spent the past year working with several school administrators to develop a method to make the tutoring count by tailoring tutorials to the student's school coursework.
- Staff has also made efforts with several groups such as Foster Grandparents, University of Florida and Santa Fe students, the Federal Work Study Program, Gainesville Thrives and others to find additional tutors. With the recent hiring of a new Volunteer Services Coordinator staff has increased their capability to recruit and maintain a consistent body of volunteers. However, staff welcomes additional help from academic institutions or resources, and can use all the teachers they can get to work alongside them in our program.

We have also recently created plans for the fall to add recreation activities in the evenings and on weekends beginning in the fall at our eastside recreation facilities and that information will be available in late July, for the new expanded hours of operation.



INTER-OFFICE COMMUNICATION

DATE: April 25, 2017

TO: Mayor Poe and Members of the City Commission

VIA: Carrie Bush, Strategic Initiatives Director *CB*
Anthony Lyons, City Manager *AL*

FROM: Erik A. Bredfeldt, Economic Development and Innovation Director

SUBJECT: Status of Enterprise Zone Program

On January 26, 2017, an agenda item regarding the status of the Enterprise Program was presented to the General Policy Committee.

Staff reported that on December 31, 2015, the State of Florida Legislature let the State Enterprise Zone program sunset. This program had been administered within the City of Gainesville since 1995 and generally provided a menu of State incentives (primarily sales and use tax refunds for capital purchases and hiring) and then a local component as well (reductions in permitting fees, business tax, and utility tax).

Since that time the only remaining Enterprise Zone (utilizing existing Enterprise Zone spatial boundaries) incentive that has been provided continuously is a 50% reduction in development fees related to such matters as processing of site plans and other related planning petitions.

The General Policy Committee directed that staff do additional work on determining other incentives that may be applicable in an expanded Enterprise Zone and bring those back to the Committee for consideration.

Currently, staff is in the process of identifying parties that have recently processed development applications in East Gainesville to participate in a focus group in order to solicit input on the types of incentives that might be fashioned to compliment the development fee relief.

In addition, utilizing existing CRA incentives as a model from a general fund perspective inclusive of a façade program, a company relocation incentive and a job creation incentive may be one approach to making an incentive program seamless (and citizen centric) in terms of administration and management across the board in East Gainesville.

It is anticipated that the focus groups will be held in May and a report back to the General Policy Committee for further direction (where the item is pending) will be scheduled in June.

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COMMUNICATION STRATEGY

A discovery for the GCRA



TABLE OF CONTENTS

Overview	4
Research	8
Stakeholder Profiles	20
Describing East Gainesville	32
The Campaign	40
The Story	42
Action	47

OVERVIEW

Who we interviewed

Our team interviewed a total number of 25 individuals in 16 interviews. The following is a summary of the types of people we interviewed:

- East Gainesville residents
- Community leaders
- Developers
- Eastside business owners
- Teachers
- Administrators
- West Gainesville residents
- Incubating companies
- Students
- Realtors

Themes

Some of the themes that emerged throughout our interviews centered around the following topics.

CONTRADICTIONS

We constantly received contradicting statements about:

- Quality of schools
- What the challenges are for the East side of Gainesville
- Geography - What is considered the East side of Gainesville

SAFETY

The one thing that 100% of people brought up was the feeling of safety and an aggravation towards the misconception of crime.

LOYALTY

Every one of the people interviewed who already live on the Eastside said that they would never want to live anywhere else.

RELOCATING

Everyone we asked who did not live on the Eastside said they would be open to moving to that side of town if the opportunity came about.

NATURE

The natural environment and access to nature were echoed on every interview 100% of the time.

OVERVIEW *Continued*

Immersion

We immersed our team in the Eastside community through the following experiences:

- Toured the Eastside with Malcolm and Sarit of the GCRA
- Walked through of the old Cotton Club, and shotgun houses
- Toured the former Kennedy Homes lot and GTEC
- Ate lunch at Southern Charm
- Ordered to-go from Chunky's - stone crab, hush-puppies, catfish & okra
- Enjoyed a pulled pork sandwich and coleslaw at the to-go picnic area at the original Sonny's
- Ate shrimp bowl from P&G Crab Lover's food truck
- Ordered side platter from Hook Fish and Chicken
- Drove to find roadside fish sandwiches, but no luck
- Shopped from three convenient style stores and Walmart
- Drove through neighborhoods
- Visited Boulware Springs Pump House
- Ate lunch and walked at Morningside Nature Preserve
- Visited Cone Park and Cone Park Library
- Biked the Hawthorne Trail
- Drove to Newnans Lake
- Kayaked down the Prairie Creek
- Attended a party at the A Space
- Toured the Boys and Girls Club
- Visited Sharing and Caring Learning Center and Metcalf Elementary
- Toured the Matheson Museum, garden, home and tool shed
- Ate lunch at Satchel's and shopping at Repurpose project
- Visited Earl P. Powers Park
- Drove North to Waldo Flea Market
- Drove West to the town of Rochelle and visited the trailhead at intersection of CR 234 and CR 2082 and the Grocery



RESEARCH

Our research brought us to other comparable areas of redevelopment that shared similar challenges and/or attitudes. We poured over articles about East Palo Alto, stories about Wynwood Art District in Miami, reflections of experiences in Brooklyn and even a deep look into the planned community of Serenbe, GA.

We also poured through older Gainesville-specific plans including Plan East Gainesville, Envision Alachua, East Gainesville Action Plan, and the SEGRI plan.

The facts are there. The plans are solid, exciting really, but the issue lies in timing. Plans take time and the community is tired of being told to wait. For this reason, we recommend using communication methods as opportunities for action.

We've provided some ideas that take low overhead and minimal time, and they capitalize on a highly involved community actively seeking ways to help.

CHALLENGES, STRENGTHS & MISCONCEPTIONS

Challenges

The challenges East Gainesville faces are well understood and articulated both by those who live within the community and those that do not. Below are a list of identified challenges facing redevelopment and development efforts uncovered through in-person interviews.

INFRASTRUCTURE

- Schools with low to failing grades
- Public transportation
- Prevalent septic systems
- Under-served Public Works
- Lack of exposure

GEOGRAPHIC CONSTRAINT & ZONING CHALLENGES

- Conserved or preserved land
- Industrial zones
- Tacachale

LACK OF AMENITIES

- Market rate housing
- Grocery stores
- Technology-based companies (as defined by City Innovation Zone)
- Medical facilities
- Entertainment (excluding bars/nightclubs)
- Retail office
- Hotels/conference facilities
- Places to meet and gather

Strengths

The Eastside of Gainesville has a wealth of strengths ready to support a campaign motivated through action. Below is a list of consolidated strong points as discovered through our interviews.

- Access to nature
- Proximity to downtown
- Strong historical ties
- Quiet, peaceful, and nostalgic communities
- Less traffic
- More urban mentality (in contrast to a suburban one)
- Culturally rich climate
- A resounding tone of potential

Misconceptions

The Eastside of Gainesville is steeped in three deeply rooted misconceptions:

- The Eastside of Gainesville is more unsafe than the west side of Gainesville
- The Eastside of Gainesville can not offer suitable schools for my student's education
- Bad for business... people in the Eastside are all poor

SUPPLEMENTAL DATA

Bordered by

- Newnans Lake Conservation Area (7,577.67 acres)
- Gum Root Park (372 acres)
- Gladstone/Everett Conservation Easement (38 acres)
- Sweetwater Preserve (113.56 acres)
- Prairie Creek Preserve (owned by Alachua County Land Trust; 446 acres)
- Paynes Prairie Preserve State Park (21,653.51 acres)
- Palm Point (6.40 acres)
- Kincaide and Tabone Conservation Easement (113.20 acres)
- Smith Conservation Easement (28.9 acres)
- Boulware Springs Park (103 acres)
- Earl P. Powers Park (12.47 acres)
- Prairie Creek Preserve (446 acres)
- Lake Forest Creek Pithochocco Canoe Tract (25 acres)
- Flatwoods Conservation Area (75.96 acres)
- Boulware Springs Park (103 acres)
- Colclough Pond Sanctuary (36.56 acres)
- Colclough Pond Nature Park (5 acres)
- Bivens Arm Nature Park (81 acres)
- Longleaf Flatwoods Reserve (2,815.77 acres)
- Phifer Flatwoods (969.76 acres)
- Georgia Pacific-Lochloosa Conservation Easement (16,650.58 acres)

Parks

- Morningside Nature Center (278 acres)
- Smokey Bear Park (5.2 acres)
- Lincoln Park (35 acres)
- Duval Park (26.31 acres)
- Eastside Community Center
- Fred Cone Park (96 acres)
- TB McPherson Recreation Complex (15 acres)
- Martin Luther King Jr. Multipurpose Center

Preserved Land

- Morningside Nature Center (278 acres)

BUSINESS IN EAST GAINESVILLE

Migrating Opportunities

- AxoGen
- Firebird Biomolecular Sciences LLC
- Shadow Health
- Sinmat
- R+L Carriers
- IA Tech
- Tutor Matching Service (TMS)
- WiPower (acquired by Qualcomm)
- FAME

Existing Sample

- Fast Eddies
- Southern Charm
- Chunky's
- Eastend Eatery
- UF East Campus
- Satchel's Pizza
- Bluefield Estates Winery
- Walmart
- Jones Edmunds

CRIME REPORT EAST VS. WEST

According to the UF Bureau of Economic and Business Research, the estimates for the 2014 City of Gainesville Population is approximately 124,354. According to the Plan East Gainesville Final Report produced by the Gainesville Metropolitan Transportation Planning Organization, approximately “20% of the City of Gainesville’s population lives in East Gainesville* within the city limits.”

We applied this to the Crime Data collected by the Alachua County Sheriff’s Office over the past 6 months (mid September 2014 through mid February 2015) to compare the frequency of type of crime by population of the Eastside and the west side.

Our results show us that while the Eastside is found to have a higher percentage of crime on 12 out of the 15 crime classifications provided by Alachua County Sheriff’s Office, 9 of those classifications were less than .1% higher on the Eastside than the Westside.

Two of the classifications were found to be between 1% to .3% higher on the Eastside than the Westside, and Assault with a Deadly Weapon was found to be the same (see table below).

Continued on next page

CRIME REPORT EAST VS. WEST

Continued

WESTSIDE RANKED HIGHER

Breaking and entering	.346%	(Eastside frequency is .257%)
Weapons offense	.005%	(Eastside frequency is .004%)

EASTSIDE RANKED HIGHER

(frequency of crime/population lies between .1% - .3%)

Assault	.366%	(Westside frequency is .185%)
Traffic	.107%	(Westside frequency is .082%)
Other	.696%	(Westside frequency is .392%)

*East Gainesville is being defined by East of Main Street

EASTSIDE & WESTSIDE RANKED NEARLY IDENTICAL

(frequency of crime/population is less than 0.1%)

	Eastside	Westside
Assault with deadly weapon	.004%	.004%
Community Policing	.020%	.016%
Homicide	.004%	.002%
Missing Person	.064%	.047%
Pedestrian Stop	.068%	.042%
Property Crime	.241%	.177%
Robbery	.016%	.013%
Theft	.374%	.328%
Auto Theft	.044%	.025%
Vehicle Stop	.016%	.004%

TRAFFIC

Congestion For West Gainesville

According to The Gainesville Sun*, the Metropolitan Transportation Planning Organization is able to project that by the year 2040, the West side of Gainesville will experience severe congestion leading to heavy changes for that area’s infrastructure and potentially leading to causes in development elsewhere in the city and county.

Conversely, the congestion estimated for the East side of Gainesville is projected to be much less and could even see new incentives for people riding buses.

** Written by Mickie Anderson, and published on Monday, February 2, 2015 (<http://www.gainesville.com/article/20150202/ARTI-CLES/150209946?p=1&tc=pg>)*

SCHOOL PERFORMANCE

School Performance in East Gainesville

It is important to note that school grades do not accurately reflect the quality of a school’s education. It may accurately describe the quality of standardized test takers at that school, but cannot accurately measure the effectiveness of teaching at that school. Below is a list of school grades for the schools located in the Eastside of Gainesville.

ELEMENTARY

Rawlings	F
Metcalf	C
Duval	A
Williams	C
Foster	A
Finley	A

MIDDLE

Bishop	C
Lincoln	A
Westwood	B

HIGH SCHOOL

Eastside	A
Gainesville	A
Hawthorne	F

STAKEHOLDER PROFILES

East Gainesville Resident

Eastside is simply home for many residents. Unlike other parts of town that churn with strangers each new college semester, the Eastside has deep roots. Several residents have chosen to return to live in the same zip code that their parent's parents lived in. These 'boomerang' residents cite the area's rich, multi-generational legacy, natural beauty and tight-knit community as key motivators to settle down in the Eastside.

Multiple generations of family gathered in one neighborhood provides a strong role model network for youth. Residents describe the community as an inviting place where they can trust their kids to walk to school safely. Everyone seems to know their next door neighbor here.

Most voiced a sense of frustration with the lack of amenities offered east of Main Street relative to West Gainesville. Residents said that they want more conveniences closer to home: more coffee shops, grocery stores, office spaces, more regular public transit, etc. and indicated that they would regularly support any new Eastside businesses.

However, it was clear that 'better access to amenities' didn't reflect a desire to mirror West Gainesville's intense shopping corridors or the development and congestion that often accompanies it. Many of those interviewed enjoyed the area's quiet and peaceful quality of life. Striking a balance between economic development and environmental conservation is an important consideration for future development efforts.

Strong community pride was apparent--many residents were able to recount tales of locals who had gone on to accomplish impressive feats in the justice, education, sports, science and medicinal fields. Future communication efforts should leverage these inspirational stories.

STAKEHOLDER PROFILES

Continued

Community Leader

We interviewed local thought leaders and political figures to better understand what East Gainesville residents strove for. Eastside leaders unanimously articulated a sense of inequity relative to West Gainesville. They pointed to lower income levels, less frequent public transportation, gaps in centrally-planned infrastructure, underserved schools and fewer job opportunities as critical setbacks that needed to be addressed.

They also said that they felt that the Eastside has an unfair reputation of being prone to crime--even though statistics from the Gainesville Police Department show an average of less than one percent in crime

incidence between East and West Gainesville. These negative perceptions need to be countered.

Eastside leaders were blunt in their convictions about past wrongs--they spoke of a history of racial segregation and socioeconomic inequalities--but are resolute in their vision for a brighter future. Eastside leaders see the area's potential for greatness: its close proximity to Downtown, its access to airports and highways, its lush environmental assets and its citizens' raw ability. They channel a powerful sense of hope and determination.

Expanding Business

Expanding incubator companies say that they are intrigued by the prospect of a more developed GTEC campus. The site's easy proximity to the University of Florida is an important selling point because nearly all of these businesses are dependent on the university's research pipeline and workforce pipeline for growth. Living and working close to the city's Downtown core is also appealing.

Incubating GTEC tenants are concerned about the low variety of options for food, coffee and other commercial services in the Eastside. Finding a way to incorporate some of these amenities into the GTEC master plan, or in the surrounding area,

would increase tenant interest in the site. Currently, the GTEC incubator itself does a poor job at creating a community feel where important interactions and transactions can happen. If the area around GTEC supported more of this sense of place, tenants would see this as a very positive benefit that added to their overall perception of the area.

Expanding businesses also indicated an interest in owning their future building over the period of investment rather than simply rent it indefinitely. Helping businesses secure adequate financing options for future building ownership could also contribute to site success.

STAKEHOLDER PROFILES *Continued*

Developer

Development in East Gainesville has not bounced back from the recession the way it has in other parts of the city. Developers say that they perceive an ‘artificial barrier’ when crossing into the Eastside. They don’t see any active land development or commercial growth--and this stagnancy feeds the notion of developer risk. This lack of momentum builds on itself and stalls private investment efforts. When a particular area lays dormant for so long, developers and local government leaders tend to turn their attention and their investment where energy and momentum is obvious.

In regards to the GTEC project, developers are awaiting the green light. The GCRA has established a reputation in the region, and developers are excited to work with it. There is a lack of energy surrounding GTEC at the moment reflecting East Gainesville’s own lack of development. Developers are awaiting a tipping-point for this project, and believe that it will occur as soon as some of the current incubating tenants approach the end of their term. Developers believe that some of these tenants have become too comfortable where they are.

Coordinating Eastside development efforts with shared buy-in from civil and community partnerships is integral to successful action plans. The GTEC project seems to live at the intersection of these factors. As the GCRA horizontally develops the land around GTEC and Santa Fe College strategically prepares to launch some larger incubating tenants, the right developers can capitalize on the collision of these two movements.

STAKEHOLDER PROFILES

Continued

Realtors

Realtors are important gatekeepers for home buying and selling--as they represent a 'front-line' for many people relocating to the area. The realtor perspective is important when discussing the vibrancy of the East Gainesville communities and when considering the success of a housing development located in its heart. People new to the Gainesville area will often poll their new coworkers, surf social media outlets and research online, before beginning the house buying process.

Realtors say that they oftentimes only interact with people moving

to Gainesville after the person or family has formed some notion of where they want to live.

Realtors are fond of saying that they don't sell lots--they sell lifestyles. They often tour a community before showing houses to clients, in order to help their clients preview the lifestyle they could have. Helping realtors better understand and communicate East Gainesville community strengths is critical to successful future residential and commercial growth.

The realtors code of conduct forbids that they mention criteria like crime rates, demographics or family status when educating their client (anything or anyone that can be deemed protected classes). Realtors can, however, point them towards the resources to answer those questions on their own.

On the subject of 'realtor empowerment,' some important opportunities emerged in our interviews. These tactics are explored by the following:

EVOKE PERSONALITY

Character is what sells the Duckpond area. People move to Micanopy and even out east past the Sheriff's Department and into Hawthorne because of the neighborhood's perceived personality. Creating a unique and special housing development will often times play a more important role than marketing based on statistical data on crime and convenience. Real estate in the Duckpond is a premium commodity, although it may have more crime than other regions of town. Emotional attachment, sense of place and other intangibles are an important part of the home buying process.

Continued on next page

STAKEHOLDER PROFILES

Continued

BROADEN BASIC AMENITIES

Finding a way to incorporate small business offerings like drug stores, convenience stores and other commercial offerings could increase the GTEC campus and former Kennedy Homes site's desirability. Basic amenities are highly attractive to both residential and commercial prospects.

CAPITALIZE ON ACTIVE SENIORS

Gainesville currently lacks a universal plan on how to provide for the area's growing aging population. Options are lacking for people 55 and over who may be hoping to stay in Gainesville while downsizing from the houses they raised a family in. Where can active retiree settle down? There is strong potential in this sector because Gainesville actually responds to many important things for a growing senior citizen population. It has an affordable economy, great medical and VA locations, lots of outdoor recreation, and proximity to two coasts.

WORK WITH REALTOR-FRIENDLY DEVELOPERS

It will be important for a project like the former Kennedy Homes site to have a developer who has strong relationships with realtors knowledgeable about the area. 100% financing is a feature that helps to move home inventory in Gainesville and is an example of a feature that supports the role of the realtor.

PROVIDE CLEAR VALUE

Many home buyers in today's market search for a good value. They want to be able to afford the right amount of space while at the same time, balancing out the lifestyle they hope to live. Realtors are seeing a shift in the way people buy homes. Whether it be willing to move further away from an area or choosing a different type of residential accommodation, buyers are looking for a good value that balances the idea of a sound investment with a sustainable lifestyle.

STAKEHOLDER PROFILES *Continued*

Education Professional

The Eastside's education system plays a foundational role in the community's future. Educators say that schools will often expand their missions beyond their original charter in order to attend to the 'whole student,' rather than just a student's education. In order to achieve optimal results, students need to be prepared to learn with full stomachs, in a safe environment, and with adequate support systems in place. Evidence supports that student performance suffers as a whole in schools that show higher percentages of single-parent households and free and reduced lunch participants.

Eastside schools play incredibly important roles in helping to

strengthen and connect with the citizens living in the East side.

When prompted, our interviewees describe the positive impacts they see in schools where meaningful relationships between students and teachers exist. Metrics exist to prove that building up the 'whole-student' leads to more holistic success.

Good schools are also an important factor for many home buyers. Improving the reputation and quality of Eastside schools is essential. Several Eastside programs have seen impressive successes in areas of culinary arts, sports and science... telling these stories should be factored into future communications efforts.

Business Owners

Business owners know the neighborhoods they serve and understand the double-edged sword that exists from a lack of competition. Fewer food, retail and service options means that customers have less choices and businesses have less competition. However, less competition doesn't always lead to higher revenues for existing Eastside businesses--as many businesses benefit from being located near other services (e.g. the grocery store or mall traffic effect).

East Gainesville business owners say that they are grateful for the support that they receive from their existing customer base--they talk of a strong sense of East Gainesville loyalty.

However, many business owners say that they are frustrated with the lack of development in the Eastside. Abandoned buildings, poor parking conditions, city regulations and tricky zoning has made it hard for developers and business owners to realize the potential that exists there. Business owners say that they want to see a more holistic and collaborative approach to helping the area grow its commerce.

DESCRIBING EAST GAINESVILLE

During our discovery we gathered a wide net of public perspectives surrounding Gainesville’s Eastside community. These perspectives are communicated through keywords and direct quotes. We have chosen to organize the results by area: Eastside of Gainesville as a whole, the former Kennedy Homes Site and GTEC

East Gainesville

It is important to communicate East Gainesville in familiar terms that feel like home. When executing copy or messaging for East Gainesville initiatives it is critical that it feels authentic, humble and filled with potential.

KEYWORDS

Destination	Virgin
Self-Concept	Frontier
Humble	Home to me
Roots	Tapestry
Soul	(Could be considered) A little edgy
Story	

DIRECT QUOTES

“Historic building owners are like owners of pets or parents of children... you can’t do anything you want to to that dog or that child..you’re their keeper of this historic building... to protect it, preserve it.”

“Is it jobs, is it education... what is it.... I’m still searching.”

“I’ve been trying to build people, not buildings.”

“Eastside is oppressed and depressed because they have been treated as less than.”

“Education was the essence of who we were.”

“There is still a persisting community because of the care they receive... but that isn’t life... people should be able to take care of themselves.”

“The good old days made us who we are.”

“I came back because my heart ‘longed’ for MY community... that community is gone.”

DESCRIBING EAST GAINESVILLE

Continued

Former Kennedy Homes

Naming the FKH site should feel nostalgic and natural while yet informed by the larger vision of the area and community.

KEYWORDS

- Friendly
- Trees/Wooded/Natural
- Walkable
- Diverse
- Natural Living

DIRECT QUOTES

“It may be the oldest section of town, but it’s really very virgin in many ways.”

“Education is essential, and we need places where people can go to get help (speech, math, science) and feel comfortable”

“When I came to Gainesville, all of the realtors pushed me away from the Eastside... bad schools, high crime, etc.”

“There seems to be a difference in the Westside vs. the Eastside... ‘suburban mentality’ vs. ‘urban mentality’... I want to stay in my car and get to where I’m going, vs. I want a place that is walkable and accessible.”

“The Eastside feels more wooded... but it’s more of a feeling than a truth.”

“A community is nothing if not loyal to where they are planted.”

DESCRIBING EAST GAINESVILLE

Continued

GTEC

Naming should be motivated by finding convergence between community and progress in a way that fits within a natural environment. Proposed name of ‘The Nest’ may not on its own communicate ‘access’ or be ‘authentic’ to the area.

KEYWORDS

Potential	Enabled
Self-concept	Enriched
Community	Emboldened
Design	Village
Anticipation	Restore
Promise	Fabric
Opportunity	

DIRECT QUOTES

- “Vision...having vision... lives in the belly of an individual...”*
- “The people in this community patronize the local businesses... I’m very proud about that.”*
- “With the right concept you can do well here because there is little competition.”*
- “There isn’t enough wholesome ways to spend money... there are too many ways to blow it. Look around at all the liquor stores, the lottery machines...”*
- “If there was a partnership between the city, business owners and banks in order to help buy up some of the older sites as investments to open up new businesses...”*
- “Being heard was revolutionary to the black community... they felt validated.”*

COMMUNICATION OBJECTIVES

Any communication in the Eastside of Gainesville, regardless of the medium, needs to adhere to the three following objectives:

SERVE. PRESERVE. EMPOWER

These three words are inward facing benchmarks set for community action. Events, campaigns, collateral and film need to fulfill these important tasks:

How are we serving the Eastside community, and how do these tactics serve the greater Gainesville community?

How do our tactics preserve the landscape, the stories and the figures which paint our local history, while paving the way for greater shared opportunities and growth?

How do these tactics empower a community to share, enliven and embolden their culture and their future?

THE CAMPAIGN



Our campaign is built around the phrase ‘Look East.’ This statement is loaded with emotion, story and expression—a theme similarly shared by the Eastside. The challenges faced in East Gainesville are deeply rooted for some, and completely passed over by others.

When communicating with, to and about this area, it is important to use a tone of voice that is authentic, commanding, imperative and inspiring. Our goal is to both inspire curiosity, ownership and action. It is simply not enough to present the benefits provided in the Eastside of Gainesville. Rather, we have to purposefully and meaningfully assert that being patient, and waiting for things to change is not enough anymore. It is not about buildings. It is not about missed opportunities. It is about people and potential.

OUR CAMPAIGN MUST BE:

Filled with hope, but tempered with the possible.

Assertive yet welcoming.

Bold, warm and authentic.

Nostalgic, with an eye towards the future.

Embraced by the community and a manifesto for the courageous.

THE STORY

Who is your neighbor?

Can you tell me her story?

When her children fall, do they not bruise as yours do?

*Past the invisible divide of your yards, and after an occasional nod
hello, how deep do your roots really run?*

Can you paint me her portrait? Tell me, who is your neighbor?

There was a time when these answers came so easy to so many.

*It was a time thought to have come and thought to have gone – a time
when the roots you wound with those whom you shared a street
reached deeper than the rivers that grew the city itself.*

*There are places where this time has yet to be forgotten – where
dinners are caught proudly with a hook and shared with a smile.*

*There are places where the moss still hangs low in the streets and the
stars still shine through – where values have no choice but to be stuck
to.*

*There are places that babies leave young from the bathtubs they were
born in. They set out to see the world only to return home with it in the
palm of their hands.*

*There are places that have been stuck waiting at a broken light while
the rest of the world blurs by. Places divided by the invisible and
forgotten by the blind.*

*There are places – hopeful and willing – tired after decades of climbing
out of a grave that was not theirs to dig.*

These are the places that are hardest to see.

*Places defined not by their present, but by their potential, overlooked
yet rich with all things that matter.*

THE STORY *Continued*

Places defined not by their present, but by their potential, overlooked yet rich with all things that matter.

What happens when a city is split in two and one half sits tarnished in misconception?

Do you turn your head, or do you open your eyes?

In a tale of two cities, will there always be one left behind?

Or will hope pull it out. Will it be loud, or will it sit so cool and rooted in its ways that it can no longer be ignored.

Where there is the audacity to hope there is undeniable beauty. Just open your eyes.

A city is built not by its buildings, but by its people.

It takes recognizing a soul and investing into its pride before a place will ever see its full potential.

It is not enough to watch the sun as it rises and dismiss where it came from.

It is time to look east.

To the lakes and the prairies and the stars.

To neighborhoods where children still play through the night, and an extra hand comes as easy as a knock on the door.

To the schools who've risen from the bottom and reside at the top.

To streets peppered with character instead of cookie cutouts.

To the birthplace of a city.

To precedent.

To pride.

To the buildings that defied barriers and danced through the night with James Brown and B.B. King.

To history made both then and now.

Open your eyes.

Look east.

ROLL-OUT & GOALS

Some standard branding methods will help ensure the campaign's success. A simple and flexible logomark, a consistent voice and tone and strong visual indicators (consistent and powerful photography and video) will solidify the public perception of this campaign.

The campaign goal is that it will facilitate inclusivity. Instead of yet another branded group or organization out to solve the city's

problems, we aim to shape the identity through the context of a movement (adaptable, believable, human)... something that gains value and traction by the human energy invested in it.

A convergence of social media tactics, environmental and interactive experiences and some focused video narratives will engage a wide range of our local and non-local population in ways standard marketing tactics cannot.

ACTION

Pop-ups

A pop up movement responds directly to the resounding feedback we received about the lack of business and infrastructure on the Eastside—opportunities that would provide food and grocery options, event and gathering space and places to engage and educate the community.

Using the GTEC Campus as an anchor in the Eastside of Gainesville and in partnership with Santa Fe College, the 'Look East' campaign will launch a series of pop-up events. These pop-ups should be inspired by the community they live in—places like Higgin's Market, Perryman's, Tacklebox, or street-side crab boils. Something historic, authentic and unique to the greater Gainesville area.



ACTION

Continued



Video

There are a number of ways to ‘Look East’ through the medium of video. Whether we are talking about history, unique perspectives, opportunities for outreach or the environment that magnetizes people eastward, videos are an incredible way of documenting and portraying powerful insight.

For an idea of the art direction, refer to this URL:

<https://vimeo.com/102128538>



Artists

Opportunities for art abound in the Eastside and beyond. Environmental art is a great way to expose important topics and begin much needed conversations. It is also a great way to evoke a community’s spirit and provide access for understanding and self-expression.

Art is shareable. It builds connections and fosters understanding. It is inclusive to anyone who bears audience, and exclusive to the community in which it lives. Art can be both a destination and a journey... explorative and validating.

ACTION *Continued*

Collateral



The Gainesville area is filled with realtors, banks and developers. Sometimes all that is needed is to connect with the right ones, and we can do this through networking and outreach. Compelling and focused collateral that communicates the strengths, assets and potential of the Eastside area will be both visual and fact/data driven.

These collateral pieces will be focused around the communication needed for each stakeholder group. Tailored communication ensures that the messages we send are custom made for their audience and become useful tools that will lend support for the GCRA's efforts. Important to note in these communications is the point about

the opportunity to reflect on mistakes made by development in West Gainesville and move forward with innovative and imaginative efforts in the Eastside.

For instance, realtors are not just selling homes, they are selling lifestyles. What does the area offer to a lifestyle? How does the area support that lifestyle? Because realtors are not allowed

to discuss things like crime, racial makeup, types of families in the area, etc., materials that focus on value, savings and the uniqueness of the area and of the community (in this case, the Former Kennedy Homes site) would be more ideal. Hosting focus groups for realtors can help uncover the most appropriate tools for these collateral pieces.

To those who build only what others can imagine... Look East.

ACTION *Continued*

Other outlets

There are infinite ways to interact with communities and inspire knowledge and understanding. However, it is important to have an overarching theme to coalesce these efforts. If all of our actionable efforts are moons, then “Look East” is the planet they all revolve around.

- Soul food tours and competitions
- Pop-up yoga at the former Kennedy Homes site
- Historical bike tours
- Environmental installations
- Micro-Events with local organizations to help bring together targeted cross-sections of people who represent historical, environmental, art/design, educational and development interests. Events would be beautifully created and curated experiences in Eastside locations with the intention of sparking ideas and conversations (e.g. Boulware Springs Pump House).
- Audit of all existing programs and initiatives that help provide access to education and careers. Once audited, we can re-calibrate these efforts with a holistic approach to curate messages that make it simple to understand the multiple avenues to a career.
- Large wi-fi zones (e.g. Boys & Girls Club and Lincoln Estates) to establish a Digital Village
- East Gainesville website - an incredibly well designed forum, gallery, news platform with a well planned online strategy designed to communicate the potential to both internal and external business investments. It could also include a map experience that illustrates the layers that exist in the Eastside: nature, history, potential, geography, landmarks etc.

