

*East Gainesville
Development
Action Plan*



*City of
Gainesville*

Economic Development Department
November 1997

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A very special thanks goes to the residents and business owners of east Gainesville, for without their participation this document would lack the heart and soul of the community.

“It is much more important to be one of those who tries to do something and fails, for they are infinitely better than those who try to do nothing and succeed.”

**Edwin C. Reed
Chief Financial Officer
Allen African Methodist Episcopal
Church
Jamaica, New York**



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EXECUTIVE SUMMARY

PURPOSE OF THE PROJECT

Since its establishment in 1854, Gainesville has exhibited continuous economic, cultural, and residential growth with one exception, east Gainesville. Initially, downtown Gainesville was the economic, business, and residential center of the community. The crossroads formed by University Avenue and Main Street define the four quadrants of the city and was the major intersection in the downtown district. From that point and to the east, the City once thrived with activity and new development. This changed following the construction of Interstate 75 in the 1960s.

In recent years, developers have started making new investments in some of the inner-city areas closest to the University of Florida. However, the once thriving Waldo Road and other business and residential districts are now untapped markets in need of redevelopment.

The project--the creation of the East Gainesville Business Development Action Plan--was undertaken to spark new growth, interest and investment in east Gainesville. It was originally led and organized by the City of Gainesville and the Gainesville Area Chamber of Commerce. As the work progressed, the City took a larger role of facilitating the process and providing all necessary staff and financial support for its completion.

From the beginning, it was determined that although the City of Gainesville would spearhead the project, the process and its subsequent work product would be community-led. The intent was not to develop another government study, but rather to engage the community in researching, analyzing, and identifying their own problems and solutions in order to create a document whose content was largely defined by the community.

Towards that end, a community meeting was held on February 4, 1997 at the Williams Elementary School cafeteria. Approximately 220 people attended. Participants were led through a series of thought-provoking sessions by Dr. Woodrow M. Parker, professional facilitator and University of Florida professor of counselor education. The City's Economic Development Department and the Gainesville Area Chamber of Commerce co-sponsored the meeting.

By the end of the three-hour event, the group had discussed the development barriers facing the eastside, the skills available within the residents of the community, the types of new businesses they would like to attract, and the characteristics that employees should have to help area businesses grow and prosper.

CREATION OF AN ACTION PLAN FOR EAST GAINESVILLE

Subsequent to the community meeting, a Task Force composed of community members volunteered to research and define the problems facing the community. Task Force members joined one of eight sub-committees and met bi-weekly over the course of six months to discuss and develop their findings. The eight sub-committees focused on the following areas of concern:

Market Data Analysis
Education & Employment I
Financing & Investor Identification
Neighborhood Development

Land Use Map Creation
Marketing & Public Relations
Mission Statement
Barriers to Overcome

Each sub-committee was asked to determine their “work product”--the documents they would produce or projects they would develop to help solve the problems they had identified.

CREATION OF AN ACTION PLAN FOR EAST GAINESVILLE

After reviewing the work of the eight sub-committees, it became evident that all the issues being addressed could be categorized into six main areas of concern:

1. Business Expansion, Retention and Attraction
2. Education and Employment
3. Neighborhood Improvement and New Development
4. Marketing and Public Relations
5. Government Services
6. Tourism Development

The resulting action plan given in Section 4 of this document, contains extensive redevelopment details, expressed in the form of goals, objectives and action steps, in these six main areas of interest.

EAST GAINESVILLE DEVELOPMENT TASK FORCE

Since the plan had been largely created by the people of east Gainesville, it was felt by Task Force members that the east Gainesville community should take responsibility for its implementation. In order to formalize the organization they had created, Task Force members voted to become a private, not-for-profit agency and accept responsibility for

implementation of the action plan. The newly created East Gainesville Development Task Force, Inc. (EGDTF), agreed to become the organization that would lead the implementation efforts and ensure collaboration from the large list of implementation partners required to accomplish all goals. The time-frame chosen for implementation is five years.

While many of the tasks listed in the action plan can be implemented by the designated organizations and funded within their operating budgets, little will be accomplished if additional funds are not secured. Seed money to support the organization and implement the Action Plan will be sought for the first several years from city and county government. The EGDTF expects to raise sufficient funds to hire an executive director to oversee the day-to-day operations of the organization. The executive director and a fund raising sub-committee will be responsible for raising funds from other sources such as grants for specific projects, charitable donations, membership dues and the sale of T-shirts and other items. The EGDTF expects to become financially self-sufficient within five years of incorporation.

MEASURING SUCCESS

The Task Force adopted the following Mission Statement to help guide their efforts:

Mission Statement

“The Eastside of Gainesville will become a thriving business, residential and cultural center that serves its communities by providing goods and services to its residents, increasing business startups and expansions and broadening employment opportunities which will improve the overall quality of life.”

The Mission Statement will be used as a benchmark for success. The separate components of the Mission Statement will be used to gauge the group’s accomplishments.

On a periodic basis, the East Gainesville Development Task Force will review the Action Plan timeline, projects completed, projects in progress, and evaluate remaining tasks. An annual report will be provided to implementation partners on the group’s accomplishments and how they measured up to the stated components of the mission statement. Based on the achievements and the remaining scheduled work, the Task Force will revise the plan as needed to meet the new and changing needs of the community.

Section 1

OVERVIEW

1.0 PURPOSE

1.01 PROBLEM DEFINITION

Since its establishment in 1854, Gainesville has exhibited continuous economic, cultural, and residential growth with one exception, east Gainesville. Initially, downtown Gainesville was the economic, business, and residential center of the community. The crossroads formed by University Avenue and Main Street define the four quadrants of the city and was the major intersection in the downtown district. From that point and to the east, the City once thrived with activity and new development. This changed following the construction of Interstate 75 in the 1960s. Land availability, opportunities for commercial development, access to I-75, the emergence of shopping malls and new residential subdivisions prompted many businesses and residents to leave the downtown area. As a result, Gainesville's inner-city business and residential districts have become under-utilized areas with a decline in patronage, an increase in crime and a drop in property values. This same occurrence is common to many communities across the United States.

In recent years, developers have started making new investments in some of the inner-city areas closest to the University of Florida. However, the once thriving Waldo Road and other east Gainesville business and residential districts are now untapped markets in need of redevelopment. Eastside commercial activities have dwindled and properties have been passed-over by developers who chose other areas of the community for development. Although some economic development benefits have been made available to help retain and attract new businesses, these programs by themselves have not been sufficient to bring about the revitalization needed in the area. Additional action is necessary if east Gainesville is to experience positive, sustainable growth.

1.02 PROJECT OBJECTIVES

The project--the creation of the Eastside Business Development Action Plan--was undertaken to spark new growth, interest and investment in east Gainesville. Feeling a pressing need to focus greater attention and resources on the eastside community, the Gainesville Enterprise Zone Development Agency (GEZDA), working through the City of Gainesville Economic Development Department, initiated the creation of the Eastside Business Development Action Plan. From the beginning, it was determined that although the City of Gainesville would function to facilitate the project, the process and its subsequent work product would be community-led. The intent was not to develop another government study, but rather to engage the community in researching, analyzing,

and identifying their own problems and solutions and developing a document whose content would be largely defined by the community.

The resulting action plan contains extensive redevelopment details, expressed in the form of goals, objectives and action steps, in six main areas of interest:

- 1) Retaining, expanding and attracting businesses to the area;
- 2) Improving the neighborhoods and communities of the Eastside;
- 3) Improving the image and appeal of the community;
- 4) Developing greater educational and employment opportunities for area residents;
- 5) Improving the government services provided in the area; and
- 6) Increasing tourism/visitorship activities in and around the Eastside.

1.1 SCOPE OF WORK

1.11 GAINESVILLE ENTERPRISE ZONE DEVELOPMENT AGENCY

In July, 1995, the City of Gainesville received enterprise zone designation from the State of Florida. Illustration 1 provides a map that provides the boundaries of the City of Gainesville enterprise zone. Although the City administers and funds the activities of the enterprise zone, the state requires that a citizen advisory board oversee the program. To fulfill this requirement, the Gainesville City Commission assigned nine individuals to serve as the Gainesville Enterprise Zone Development Agency (GEZDA). GEZDA's mission, pursuant to Chapter 290 FL Statute, is to rehabilitate, conserve, or redevelop areas within the enterprise zone that chronically exhibit extreme and unacceptable levels of poverty, unemployment, physical deterioration, and economic disinvestment.

To facilitate this enormous task, the State created within the enterprise zone program, several financial incentives for businesses located in the zone to encourage private investment and increase employment opportunities for area residents. Greater details on the Gainesville Enterprise Zone program are given in Appendix D.

1.12 THE MARKET STUDY

At a planning retreat held by GEZDA in the spring of 1996, board members voted to carry out an eastside market study as a way to determine the redevelopment potential and needs of the area. The Board created a sub-committee to plan and organize the project.

During the same time, the City's economic development department had begun discussing plans with economic development staff from the Gainesville Area Chamber of Commerce to carry out a community roundtable meeting with business owners and east Gainesville residents. The purpose of the community roundtable would be to obtain the community's

input on east Gainesville revitalization. After discussing the community roundtable idea with the GEZDA board, it was decided that the community roundtable meeting could function to attract participants to the process of developing a market study and action plan for the area.

The Chamber posed the idea to the members of their Eastside Economic Development Committee. The Chamber had created the Eastside Committee in 1995 to bring together eastside minority business owners to discuss ways to revitalize the area's business environment. The Chamber and its Eastside Committee had already begun looking into ways to improve business conditions in the area. On a previous effort, the Chamber sponsored an eastside bus tour which occurred on September 15, 1995 to investigate the conditions of deterioration overtaking the community. The tour was attended by City and County Commissioners and officials, members of the media and a host of business and civic leaders. After touring the eastside, participants came up with a list of positives and negatives as given in Exhibit 1.

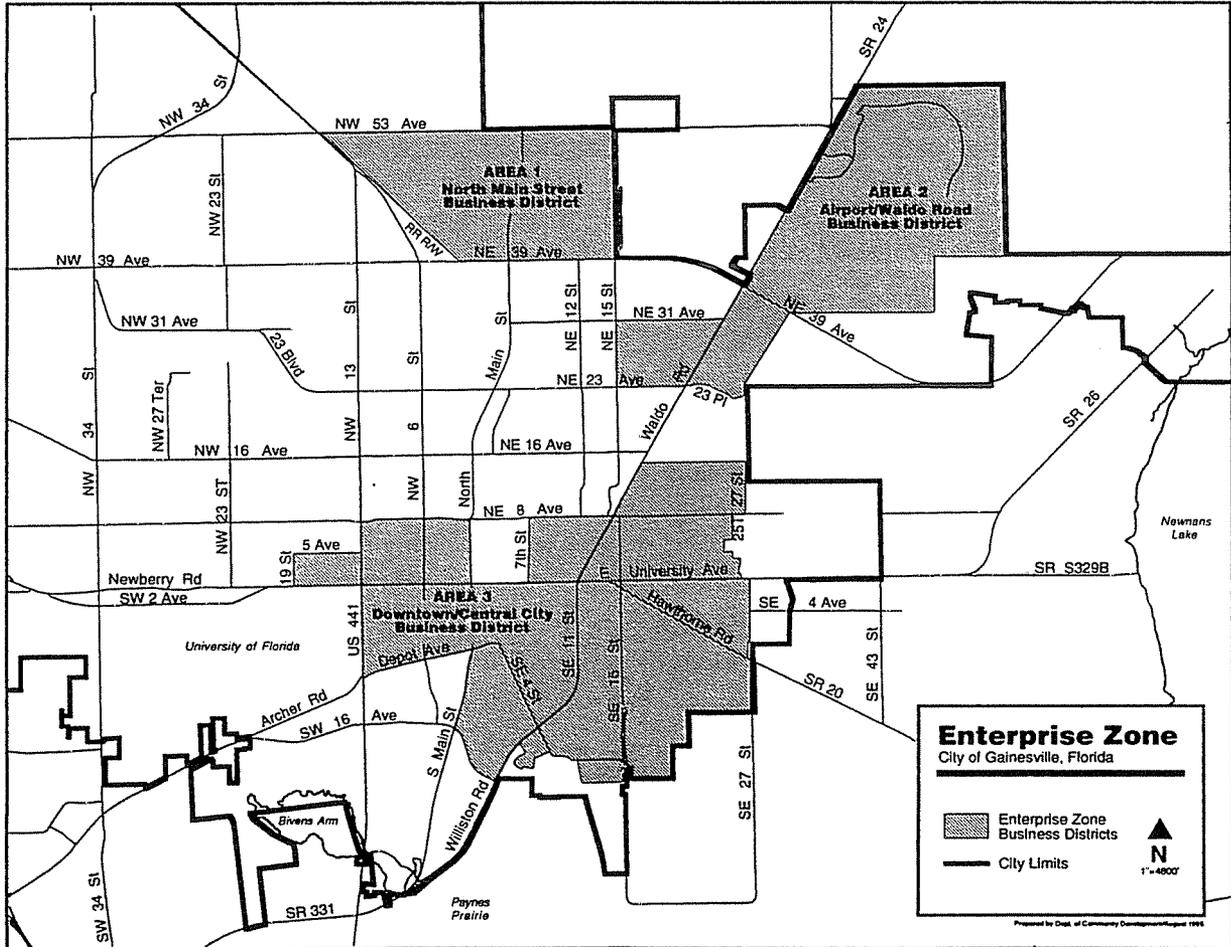


Illustration 1: City of Gainesville Enterprise Zone

It was decided that GEZDA, the City's Economic Development Department and the Chamber Eastside Development Committee would collaborate on the project as all were working toward similar goals. For the next several months, City and Chamber economic development staff, together with members of their respective committees, met numerous times to plan for a community meeting that would bring together Eastside business owners and residents in a public exchange of ideas. The goal for the community meeting was to obtain participation from the community that would result in the creation of an action plan for redevelopment of the area's business districts.

<u>Positives</u>	<u>Negatives</u>
Airport Industrial Park	Appearance around arteries
Community interest	Not close to retail centers
Enterprise Zone	Lack of emergency care facility
Beautiful property	Lack of Marketing
Area amenities	Loyalty to area establishments
Well-kept neighborhoods	
Good accessibility w/o interstate	Perceptions about public safety
New commercial development	Qualified labor
McDonald's	Commercial trends-lack of understanding
	No focal point
Sprint Food Mark	Need for high profile retail
Land prices	Competition with westside commercial activity
Shands clinic	Lack of Gainesville business publication
Gymnasium project	Unkempt appearance, need for clean-up campaign
Visions View Homes	Lack of unified facade building codes
Basic infrastructure	Lack of development plan specific to Eastside Gainesville
Airport proximity	Struggling businesses
School infrastructure	
Church presence	
Business expansions	
Potential for development	
Good geology	
Golf course	
Fairgrounds	
Cedar Grove II concept	

Exhibit 1: Chamber Eastside Committee's List of Positives and Negatives

Four local banks--Gainesville State, Barnett, Sun Trust, and First Union--provided funds to help sponsor the community meeting. The lenders expressed interest in the market study. GEZDA's goal for the market study was to gather and present data which would enable informed business decisions about the eastside. The study would include information on buying power, traffic counts, census tract data, employment rates, crime, and existing and future development. GEZDA hoped to solicit volunteers at the business owners and residents exchange meeting to help develop the document.

1.13 THE EAST GAINESVILLE BUSINESS AND RESIDENTS EXCHANGE MEETING

The meeting took place on February 4, 1997 at the Williams Elementary School cafetorium. Approximately 220 people attended. Participants were led through a series of thought-provoking sessions by Dr. Woodrow M. Parker, professional facilitator and professor of counselor education. Appendix A provides more details on Dr. Parker, the planning activities that occurred prior to the meeting, and information on agenda, handouts, participants and the issues discussed during the meeting. The City's Economic Development Department and the Gainesville Area Chamber of Commerce co-sponsored the meeting.

By the end of the three-hour event, the group had discussed the development barriers facing the eastside, the skills available within the residents of the community, the types of new businesses they would like to attract, and the characteristics that employees should have to help area businesses grow and prosper.

1.14 CREATION OF THE EASTSIDE TASK FORCE

At the end of the meeting, attendees were asked to volunteer on a task force that would continue to meet to flesh out the evening's results and develop a plan of action for eastside business development. Over 60 attendees offered to serve on the Eastside Task Force. The volunteers included a diverse group of individuals representing neighborhoods, local businesses, area agencies, local tradesmen, government, education, health and medicine, lending institutions and others. Appendix B contains more information on the Task Force, the sub-committees they formed and their meetings.

During the following six months, the group met bi-weekly to continue the work begun at the Business and Residents Exchange meeting. The market study GEZDA had originally conceived was expanded into a full-blown community action plan for east Gainesville redevelopment.

The City of Gainesville's Economic Development Department functioned as facilitator and provided all needed staff support for each task force meeting. Eight major areas of focus were identified. The eight areas were as follows:

**Market Data Analysis
Education & Employment
Financing & Investor Identification
Neighborhood Development**

**Land Use Map Creation
Marketing & Public Relations
Mission Statement
Barriers to Overcome**

A sub-committee was created for each. Task force members joined the sub-committee of their choice and worked to research and define the pertinent problems and solutions. Each sub-committee was asked to determine their "work product"--the documents they would produce or projects they would develop to help solve the problems they had identified.

At each meeting, the sub-committees developed greater findings on their area of focus. From these sub-committee findings the Task Force turned their understanding of the problems and solutions into a plan of action. After reviewing the work of the eight sub-committees, it became evident that all the issues being addressed could be categorized into six main areas:

1. Business Expansion, Retention and Attraction
2. Neighborhood Improvement and New Development
3. Marketing and Public Relations
4. Education and Employment
5. Government Services
6. Tourism Development

The eight original sub-committees were consolidated and reorganized into six. The six new committees then began reformulating their findings into a set of goals, objectives and action steps. The resulting Action Plan is given in Section 4 of this document and represents the projects and activities that the Task Force work towards to help improve the quality of life for eastside residents.

1.15 THE TASK FORCE STEERING COMMITTEE

At their July 23, 1997 meeting, the Task Force made the following decisions:

1. Implementation of the action plan should occur within 5 years, given the scope of work and complexity of the tasks identified.
2. Although the City of Gainesville provided the leadership and financial support the project needed during the research and development phase of the action plan, responsibility for implementation of the plan and continuation of the project should be given to the Task Force.
3. The success of the action plan will be measured based on the components of the mission statement adopted by the Task Force for this effort. The adoption of a mission statement, which took place on May 14, 1997, was one of the first

accomplishments of the Task Force and is provided in Section 2.11 of this document.

4. The successes achieved through this Eastside effort will be communicated to the community through annual presentations.
5. The action plan should be reviewed and revised in May of each year to meet the changing needs of the community.

During the same meeting, the Task Force elected a steering committee and entrusted the members to make the immediate executive decisions facing the group. The steering committee started with five members. At a subsequent meeting held on August 6, 1997, the steering committee was expanded to seven members. During the August 6th meeting, the Task Force voted to officially be called the "East Gainesville Development Task Force" (EGDTF). The EGDTF will have responsibility for accessing the resources needed for implementing the plan, disseminating periodic reports on the success of the program, and revising the action plan as needed. The EGDTF will also ensure that the implementation of the action plan maximizes the impact on the residents of east Gainesville. Section 3 provides full details on the implementation of the plan and vision for the future.

1.16 FORMATION OF A NEW PRIVATE ENTITY: THE EAST GAINESVILLE DEVELOPMENT TASK FORCE, INC.

Members of the Steering Committee met with the City of Gainesville Attorney to discuss their options as a group. During their consultation, the Task Force was advised by the City Attorney that they could either continue to function as a volunteer citizens group as they had been since their first meeting on March 5, 1997, or become a City advisory board functioning through a department or division of the City of Gainesville. Weighing the pros and cons of both sides, the Task Force decided to file incorporation papers to become a private organization and obtain non-profit status from the State of Florida. By becoming a legal and separate entity, the Task Force would acquire the powers to enter into service agreements and contracts, accept tax-deductible donations, compete for public grants, and function without the consent of the City Commission.

As required by the State of Florida for new organizations, the group elected a Board of Directors comprised of the same individuals previously elected as the steering committee: The initial Board members and officers are as follows:

Annie Orlando	President
Ed Jennings, Jr.	Vice-President
Sherwin Henry	Treasurer
Josh Orrell	Secretary
Fredrick Peterkin	
Keifer Calkins	
Bill Warinner	

In the future, as the organization matures, the Board is expected to increase to nine members in order to include a liaison from city and county government.

2.1 TASK FORCE SUB-COMMITTEES

During the planning and development phase of the east Gainesville action plan, eight Task Force sub-committees worked to address the most pressing issues facing the community. Those sub-committees were: Mission Statement; Market Data; Neighborhood/Community Development; Marketing and Public Relations; Education and Employment; Barriers; Financing and Investor Identification; and Land Use Map. Below is a description of their findings and the solutions they explored during their meetings. Full details on the findings of each sub-committee are provided in Appendix B.

2.11 Mission Statement Sub-Committee

A draft mission statement was proposed at the Business and Residents Exchange meeting in February, 1997 for the group to begin discussing. Much discussion ensued on how to improve it. The Mission Statement Sub-Committee took the group's input into consideration and reworded the mission statement to reflect the feelings of the group. The revised statement as presented below, was adopted by an overwhelming majority of the Task Force on May 14, 1997:

Mission Statement

"The Eastside of Gainesville will become a thriving business, residential and cultural center that serves its communities by providing goods and services to its residents, increasing business startups and expansions and broadening employment opportunities which will improve the overall quality of life."

2.12 Market Data Sub-Committee

The Market Data Sub-Committee, like the Land Use Sub-Committee, was assigned a fact finding role although they were able to develop a problem and solution statement. At the initial meetings, they stated they would use a demographic study to examine the area of east Gainesville. Their goal was to use that information and to attract new businesses and reinforce existing businesses. Information developed by this sub-committee will be used during implementation by the Marketing and Public Relations and the Business Expansion, Retention and Attraction groups in their efforts.

Problem:

Certain misconceptions of the Eastside which are not based on factual information are preventing potential investment from occurring in east Gainesville.

Solutions:

1. Create a pamphlet/brochure and video tape which would highlight:
 - * existing/future development plans
 - * existing schools
 - * crime (comparative analysis to other areas in the city)
 - * traffic counts for major intersections
 - * economic data/census tract data
 - * employment rate.
2. Perform exit/entrance interviews of businesses leaving or coming to the area.
3. Create an Eastside/GEZDA Business Council having minimal dues and a newsletter.
4. Hire a permanent staff member to solicit new businesses, put into action the ideas of the Eastside Task Force, help stabilize existing businesses, and provide support service to eastside businesses.

Information Gathered by the Market Data Sub-Committee

1. Recent Development and Planned Projects for Fall 1997 through Spring 1998
2. General Gainesville and County Economic Information Prepared by the City of Gainesville Economic Development Office (dated March, 1997)
3. City, Regional, State and Other Development Projects in East Gainesville (developed by City of Gainesville, Economic Development Dept. July 24, 1996)
4. Census tract information
5. Demographic Report from Urban Decisions Systems (UDS) (dated Nov. 7, 1996)
6. Traffic Volumes

2.13 Neighborhood/Community Development Sub-Committee

Early meetings of the committee's members focused on developing a shared vision as to what Gainesville's neighborhoods and communities should look like. Their vision was to have neighborhoods with good schools, rising property values, well maintained houses and lots which are owned not rented, low crime rates, strong neighborhood associations, public amenities such as; agricultural areas for the residents, greenbelts, bicycle and pedestrian path networks, natural park-like drainage systems, trees and foliage throughout, and mixed business centers to provide commodities and services within walking distances from residential areas.

Their discussion as to what east Gainesville should be, led them to examine both the positive and negative elements of east Gainesville's neighborhoods and establish some concrete solutions that move neighborhoods towards that shared vision. The issues they considered most important to neighborhood development were schools, stabilizing neighborhoods, code enforcement, unity among neighborhoods, parks and recreation, infrastructure and diversity. The problems are listed below as they were perceived by the sub-committee.

Problems:

1. Residents and businesses are steered away from the Eastside as a result of negative perceptions that exist about the area. So great is this perception that many of the informational mapping provided does not include the east side of town and its central downtown areas.
2. Schools in the Eastside do not do as good of a job educating their students as schools in west Gainesville. Eastside schools need to be upgraded and are in need of greater commitment from the school board.
3. The neighborhoods of the Eastside lack a sense of pride. Residences are often poorly maintained by the tenants, landlords, or home owners. Eastside neighborhoods typically lack covenants which assure the homeowner that a certain type of consistency will be upheld in the neighborhood.
4. Many neighborhoods lack a sense of unity allowing criminal activity to prevail.
5. There is an insufficient number of parks and recreational areas.
6. The Eastside lacks infrastructure such as sidewalks, good roads, right of ways etc.
7. Effective code enforcement has been a weak point in east Gainesville.

Not all aspects of the Eastside are negative. For example, several Eastside neighborhoods are traditional and already possess many of the design concepts being used in new communities. Eastside neighborhoods also possess a high diversity of race, age and economic means. Solutions to the preceding problems are listed below.

Solutions:

Schools

1. The school board needs to demonstrate the importance they place upon educating the citizens of east Gainesville. This could be in the form of new schools, upgrading existing schools and developing magnet schools which could prepare the area's citizens for something other than service-oriented jobs.
2. Promote vocational training to the citizens of east Gainesville by cataloging all the agencies that offer vo-tech classes.

Stabilizing Existing Neighborhoods

1. Clean up the neighborhoods
2. Encourage single family home ownership.
3. Establish "village homes" for latchkey kids.
4. Organize, develop, and encourage neighborhood associations.
5. Establish citizen crime watch groups where they do not already exist.

Code Enforcement

1. Public awareness programs
2. Housing education course
3. Neighborhood preservation and enhancement program.
4. Encourage better code enforcement by the City.

Infrastructure

1. Continue to improve sidewalks, roads, and bike paths to schools and shopping.

Tourism

1. Historical preservation
2. Cultural directory
3. Butterfly gardens
4. Community gardens

Ultimately this sub-committee became the group responsible for developing the action plan for Neighborhood Improvement and New Development which directed their focus primarily to stabilizing neighborhoods.

2.14 Marketing & Public Relations Sub-Committee

The Marketing and Public Relations sub-committee was faced with the task of creating a new public image for the Eastside. Early on, the group stated that they wanted to communicate within the Eastside community and to the larger city as a whole. They gave several ideas for improving the area's image and making the Eastside more accessible, such as a web site, and frequent and positive communication with the media. They stated that part of their project was going to be a video which could help re-characterize the area. Such a video would be a vision, showing not only the area as it exists, but also what it can and will become. Creation of a video is likely to occur some time in the Fall of 1997 or Spring 1998. During the findings period, the public relations group began working with WUFT Channel 5 and with the College of Journalism to create positive news stories to disseminate information to the public.

Their successes included various newspaper articles and TV20 news coverage. The group also had an appearance on a local talk show on AM 850 on May 29, 1997. The slogan "The Sun Always Rises in East Gainesville" and a logo bearing the slogan was proposed by Bill Warinner and was quickly accepted by the entire task force. It was anticipated that the task force would use the logo for T-shirts and other marketing and public relations projects.

Problem:

The public image of east Gainesville is such that many potential residents and businesses are steered away from the area. So great is this perception that informational mapping about Gainesville in general does not include the east side of town and its central downtown areas.

Solution:

Target a marketing and public relations campaign within the Gainesville area to improve the public perception of the Eastside, and outside the surrounding area to attract new businesses and residents.

2.15 Education & Employment Sub-Committee

The Education and Employment Sub-Committee decided that although the local educational system might need improvement, many educational opportunities existed for the community. Due to this, the most important issue for the Education and Employment Sub-Committee was the development of a resource guide providing detailed information on educational and training programs as well as the location of these programs.

Problem:

Gainesville's educational system may need to be upgraded to meet the needs of Gainesville's businesses and residents however, as it currently exists, the wide variety of educational opportunities which already exist are underutilized by the community.

Solution:

Develop a resource guide of existing educational programs to be used in a marketing and public relations efforts, and encourage improvements where necessary.

2.16 Barriers Sub-Committee

The Barriers Sub-Committee began its investigation into the obstacles preventing future development efforts by focusing on the existing problems in the Eastside. Their goal was to define current problems and implement sustainable solutions to these problems by utilizing both conventional means and creative new solutions. The results of their discussion is given below. They found that problems primarily occurred in the areas of code enforcement, roads, crime, garbage, utilities, environmental contamination, and green space. Further work led to a set of solutions which will be incorporated into the overall action plan.

Problems:

Codes Enforcement and Building Regulations:

1. Too many rules. Procedures are very confusing.
2. Too many people wielding too much power.
3. Regulations are not uniformly enforced. Some codes are enforced vigorously while others are totally ignored.
4. Even when citizens file complaints, it is difficult to get someone to look into them.
5. Need to find some way to allow exemptions and waivers in order to be able to remodel existing structures. It should not be easier to tear down a structure and build a new one in its place, rather than remodel it.
6. Should have to look at economic impact before any new legislation is enacted.
7. Home business owners should be able to make minor repairs and renovations with the exception of electric work, without a permit. Perhaps \$500-\$1000 limit.

Roadways:

1. Need to find out about DOT Plans for Depot Road and other major arteries. Are these projects ones we wish to support?
2. Stop patching and really fix roads.
3. Stop blocking or eliminating roads instead of fixing them. Frisbees should only be a temporary solution
4. Public Works Department keeps an inventory of roads that need repair. They will give a higher priority to repairs if there are complaints.
5. Seems to be discrimination in how money is allocated for maintaining and fixing roads.

Police and Crime Protection:

1. Crime and drug use goes on openly. People are afraid to turn people in.
2. Police will no longer come out on certain calls such as breaking into cars and shoplifting. What is the criterion for responding to calls? Is it the same for both sides of town?
3. Why are citizens treated like criminals when they report problems?
4. Police discourage citizens from getting involved.
5. Need to promote citizen crime watch groups.
6. Continue and expand COPS program.
7. Do the police patrol neighborhoods? How can they increase their presence?
8. Identify facilities and programs that get kids off the streets and give them something positive to do. McPherson and Martin Luther King Center.

Garbage:

1. Illegal garbage dumps - why is it so hard to get them cleaned up?
2. Empty lots are dumping grounds. Organize community to clean them up. Could turn them into community gardens.
3. Set up solid waste collection stations, similar to ones in the county.
4. Organize a "Stop Litter" campaign.
5. Abandoned cars: Set up mechanism to give them to a special educational program that teaches auto repair and allows students to fix and sell the vehicles. Would need to address the issue of title transfer.
6. Define where can people take old furniture and appliances for disposal.
7. Tacachale will pick up cardboard for free.

Environmental Contamination:

1. What is the status of the "Brownfield" legislation? Need to lobby Tallahassee to support relief efforts. Create a form letter to send to representatives.
2. How can we stop the polluters?

3. Local EPA doesn't seem willing to pursue complaints about known polluters. How are complaints handled? What is done about problems once they have been identified.
4. Could government agencies stop giving contracts to known polluters?

Green Space

1. Identify appropriate space to develop into parks, recreation fields, and playgrounds.
2. Good playgrounds are severely lacking throughout the county. The community needs a state-of-the-art play space that parents would want to bring their kids to.
3. Try to buy properties with wildlife conservation value from private owners.

Utilities:

1. In general, utilities to East Gainesville are perceived to be substandard and second rate. However, after reviewing GRU's utility maps for electric, gas and water, this turned out to be a misconception as east Gainesville actually has more service than other areas.
2. Existing utilities are often underrated for any new development. East Gainesville probably has less of a problem with this than areas in West Gainesville.
3. The east side seems to suffer from more brown out and power surges. More statistics should be obtained from GRU on this issue.
4. Natural gas, electric and water systems are usually available anywhere on the Eastside.
5. City sewer and water services are in good shape on the Eastside.
6. Septic tanks are sometimes in sensitive areas.

The group had a special guest, David Richardson from GRU who discussed the issue of utilities. Mr. Richardson provided information to support the fact that utilities in east Gainesville are not substandard, and that instead, the systems are in place and are easier to access than on the west side. The group learned that utilities are not as great a barrier as they believed. Ultimately the group identified the following problems and solutions as the most relevant to east Gainesville.

Problems and Solutions Identified by Barriers Sub-Committee

Problem 1:

Occurrences of abandoned, dilapidated buildings and vehicles and overgrown vacant lots are far too common on the Eastside creating an atmosphere of neighborhood blight.

Solutions:

Clean up neighborhood affected by blight by:

1. Removing abandoned dilapidated buildings.
2. Removing abandoned vehicles.

3. Cleaning up vacant lots and illegal dump sites.
4. Establishing public solid waste collection sites.

Problem 2 :

General property theft, personal crime and other forms of criminal activity are far too common on the Eastside.

Solutions:

Organize neighborhoods to take a proactive stance on crime and drug activity by:

1. Organizing neighborhood groups in all sectors of east Gainesville
2. Promoting programs for youth to encourage alternative activities.

Problem 3:

In general most of Gainesville's residents have a poor image of east Gainesville.

Solutions:

Promote a better image of east Gainesville by:

1. Creating a marketing and public relations plan for east Gainesville.
2. Encouraging businesses to locate in east Gainesville.
3. Encouraging public projects for east Gainesville.

Problem 4:

Interaction with City/County Government are inefficient and ineffective.

Solutions:

Improve citizen access to city government by:

1. Encouraging local government to develop a resource guide.
2. Promoting local policies that will benefit east Gainesville.
3. Encourage government to establish a single point of contact in order for citizens to access government services and departments.

Problem 5:

Deteriorating or inadequate infrastructure on the Eastside.

Solutions:

Improve east Gainesville's infrastructure by:

1. Encouraging residents to contact the City when problems arise.
2. Urging appropriate agencies to make street repairs and improvements.

2.17 Financing & Investor Identification Sub-Committee

During the initial task force meetings, the Financing and Investor Identification sub committee discussed the importance of identifying institutions willing to lend to business prospects in the Eastside. The group wanted to go beyond traditional bank lenders because for many minority businesses, collateral is a problem. They also expressed a desire to create a business trust fund which would help collateralize new businesses.

Problems:

1. Although qualified with good ideas, potential business startups cannot get over the final step of securing a loan--the need for collateral.
2. Many businesses are not aware of all sources of funding available, traditional and non-traditional.
3. Not all businesses require storefronts to operate or have large startup costs, thus are considered as less serious business attempts.

Solutions:

1. Create a business trust fund organization to stand behind qualified applicants and co-sign with them to promote business creation.
2. Research traditional and non-traditional loan sources: local state, federal, alternative.
3. Foster micro businesses as real and legitimate efforts requiring attention as an employment source.

Existing institutions capable of providing financing for Eastside expansion:

1. South Trust Bank
2. First Union Bank
3. Sun Trust Bank
4. Barnett Bank
5. United Gainesville Community Development Corporation
6. North Central Florida Regional Planning Council/Areawide Development Corporation.
7. North Florida Technology Innovation Corporation/INVEST, Inc.

Other potential financial mechanisms:

1. Municipal Bonds
2. Eastside Credit Union
3. Chase Community Development Fund
4. Local individuals and venture capitalists.
5. Local business trust fund.
6. Enterprise Florida Bond Program

2.18 Land Use Map Sub-Committee

The Land Use Map sub-committee was a fact finding group and did not produce a problem or solution statement like most of the other groups. Their work was instrumental in generating information on which other aspects of the action plan and its follow through are based. The group had two goals. The first was to develop map graphics that will assist the City of Gainesville and the citizens of the Eastside to further develop the economic potential of east Gainesville. The second was to graphically portray the information developed by the other Eastside Task Force committees, to aid in clarifying and presenting their ideas, suggestions and recommendations. The committee worked with planning staff from the City of Gainesville Community Development Department to lay out and design the following maps which are provided in Appendix F.

1. **Specified Districts Within East Gainesville;** This map depicts the Enterprise zone Area 3, College Park/Depot Ave. Redevelopment District, Fifth Avenue Redevelopment District, Downtown Redevelopment Central City District, Pleasant Street Historic District, NE Residential Historic District, SE Residential Historic District, and Gateway Roads.
2. **Business Automotive;** This maps shows the locations of all businesses with a Business Automotive Florida Department of Revenue (DOR) classification.
3. **Educational Facilities;** This maps illustrates all locations with DOR classifications for Educational Facilities.
4. **Entertainment;** This maps illustrates all locations with DOR classifications for Entertainment facilities.
5. **Industrial;** This maps identifies all locations with DOR classifications for Industrial facilities.
6. **Government;** This maps gives all locations with DOR classifications for Government facilities.
7. **Office;** This maps depicts all locations with DOR classifications for Offices.
8. **Professional Services;** This maps identifies all locations with DOR classifications for Professional Services.
9. **Restaurants;** This maps illustrates all locations with DOR classifications for Restaurants.
10. **Retail;** This maps gives all locations with DOR classifications for Retail.
11. **Shopping Centers;** This maps shows all locations with DOR classifications for Shopping Centers.
12. **Current Business;** This map depicts all current business as listed in the Alachua County Property Appraiser's Database.
13. **Unimproved Business Parcels;** This map illustrates areas zoned: BUS, BA, BT, MU-1, MU-2, and CCD by Gainesville's Master Parcel System.
14. **Industrial Zoning Map;** This map identifies the areas of Eastside that are currently zoned industrial (I-1 and I-2), Industrial Planned Development, and Warehousing.
15. **Commercial Zoning Map;** This map gives the location of the various commercially zoned areas of Eastside (BUS, BA, BT, MU-1, MU-2, and CCD) in different colors.

16. **Office Zoning Map;** This map shows the location of all general (OF) and residential (OR) offices in the Eastside.
17. **Major Water Distribution System East Gainesville;** This map identifies the major water distribution pipelines for East Gainesville.
18. **Major Waste Water Collection System East Gainesville;** This map depicts the major waste water forced mains, gravity mains, lift stations, and waste water treatment facilities.
19. **Electric Transmission and distribution East Gainesville;** This maps illustrates East Gainesville's generating plant, transmission substation, transmission service, dual circuit 138 kV transmission lines, distribution substations, and 12,470 Volt distribution main circuit backbone.
20. **Gas Distribution Mains 3" and Larger;** This map gives gas distribution pipe lines 3" and larger in East Gainesville.
21. **Other existing maps available for this effort:**
 - Soil Contamination Map (developed by the Alachua County Environmental Protection Department)

Section 3

IMPLEMENTATION

3.0 EAST GAINESVILLE DEVELOPMENT TASK FORCE AND STEERING COMMITTEE

Although the Task Force labored for over six months to develop the East Gainesville Development Action Plan, their work was just beginning.

Because of the large scope of responsibilities taken on by the Task Force, it was felt that a full-time executive director would be needed to carry out the day-to-day business of the organization and ensure the proper implementation of the plan. The director will also be responsible for business outreach, grant procurement and oversight, sub-committee supervision and coordination, making presentations on behalf of the Task Force, representing the Task Force in public, maintaining databases and records, word processing, and accounting.

The EGDTF will also require a large number of volunteers from all areas of the community to carry out the necessary tasks to accomplish the goals. Much of the work carried out by the Task Force will flow through two different associations; neighborhood associations, and an Eastside Business Association. Membership in the Task Force will be drawn from these two bodies as well as from the community at large. Task Force members who work for or belong to organizations listed as implementation partners will be requested to act as liaisons between their respective organization and the Task Force. This will ensure that the Eastside interests are being served and that the Task Force facilitates the exchange of information with their partners and the public.

3.01 ACTION PLAN IMPLEMENTATION AND COMMUNITY PARTNERSHIPS

The City of Gainesville has proven its commitment to economic development by creating and funding an economic development department within city government. The City has also made a commitment to economic and community development through the enterprise zone program, historic preservation programs, contributions to local economic development organizations, funding of housing construction and rehabilitation programs, and collaboration with other agencies on a variety of economic and community development projects. Appendix D of this document provides more details on the resources and existing redevelopment efforts being carried out by the City and other groups.

Numerous organizations in Gainesville/Alachua County have demonstrated their commitment to economic development. The Gainesville Area Chamber of Commerce staffs a committee that focuses on East Gainesville business development. The Alachua County Board of County Commissioners has added an economic development ombudsman and an east Gainesville planner to their growth management department to oversee economic development projects.

Other organizations such as the Alachua County School Board and Santa Fe Community College have dedicated staff that focus on workforce development and skills training. These and many other organizations have shown a sincere interest in doing their part to revitalize Gainesville's eastside.

Yet individual organizations cannot accomplish alone what a group can attain when focused on a common goal. One of the major functions of the Task Force will be to focus the activities of all the different organizations which have the ability to make improvements in the Eastside. The vast number of action items listed in the Action Plan requires a large commitment of labor and resources from numerous organizations. In many instances, the EGDTF will not be required to provide the resources to accomplish the stated goals and objectives since other agencies may already have funded the completion of a particular action item.

Working together in public/private partnerships through the creation of new alliances allows the sharing of responsibilities and the pooling of scarce resources. To that end, the Eastside Task Force will seek commitment from the organizations listed in Section 3.02. In these instances, the responsibilities of the EGDTF will be to work with those agencies to ensure the successful completion of their designated projects.

3.02 ACTION PLAN IMPLEMENTATION PARTNERS

Below is a list of potential implementation partners.

City of Gainesville

- City Commission
- Economic Development Department
- Community Development Department
 - Code Enforcement Division
 - Historic Preservation Districts
 - Community Redevelopment Agency
 - Housing Division
 - Planning Division
 - Block Grant Division
- Public Works Department
- Regional Transit Systems
- Recreation and Parks Division
- Gainesville Police Department
 - Neighborhood Services
 - Crime Prevention Unit
 - Community Oriented Police
 - Youth Services Unit
 - Liaison and Planning Unit
- Gainesville Regional Utilities
- Citizens Advisory Boards

Alachua County

County Commission
Planning Department
Alachua County Extension Service
Environmental Protection Department
Department of Growth Management
Public Works Department
Alachua County Sheriffs Office
Citizens Advisory Boards

Region

North Central Florida Regional Planning Council

State of Florida

Representative Cynthia Chestnut
Florida Department of Children and Families
Florida Jobs and Benefits Center
Florida Department of Labor and Employment Security
Florida Department of Environmental Protection

Federal

Representative Karen Thurman
US Environmental Protection Department
US Economic Development Administration
US Small Business Administration

Business

Gainesville Area Chamber of Commerce
Council for Economic Outreach
University of North Florida Small Business Development Center
Service Corps of Retired Executives
United Gainesville Community Development Corporation
Community Outreach Partnership Center
Gainesville Enterprise Zone Development Agency
Gainesville Downtown Owners and Tenants Organization
Gainesville Area Innovation Network
Gainesville/Alachua County Black Business Association
Local Banks

Community Development

WAGES Coalition
Board of Realtors
Neighborhood Associations
Local Non-Profits
United Gainesville Community Development Corporation

Habitat for Humanity
Gainesville Builders Association
Central Florida Community Action Agency
Sustainable Alachua County, Inc.
Community Outreach Partnership Center

Churches

Bethel Seventh Day Adventist
Highland Missionary Baptist Church
Holy Trinity Episcopal Church
New Salem Baptist Church
Victory Temple Church of God in Christ
First Advent Christian Church
Mount Olive AME Church
Mount Zion AME
St. Paul AME Church
Zion Temple AME Zion Church
The Highway Church of the Apostolic
Emanuel Baptist Church
Fairbanks Baptist Church
Faith Missionary Baptist Church
Jerusalem Missionary Baptist
Johnson Chapel Baptist Church
Mount Hermon Missionary Baptist Church
Mount Moriah Baptist Church
Mount Olive Primitive Baptist Church
St. Peters Baptist Church
Highland Missionary Baptist Church
First Missionary Baptist Church
Mount Carmel Baptist Church
Calvary Baptist Church
Carol Estates Baptist Church
Eastside Baptist Church
Lake Forest Baptist Church
Windsor Baptist Church
St. Patrick's Church
Church of Christ
Church of Christ Gainesville
Church of Christ Lake Front
Church of God by Faith
Victory Temple Church of God in Christ
Bethel Temple Worship Center
Lake Area Bible Church
Rock of Ages Church
Antioch Holiness Church

First Born Church
Landmark Holy Temple of God
Mount Zion Church of God in Unity
Open Door Ministries
Community Praise Center
Mount Olive AME Church
Bartley Temple United Methodist Church
Christ United Methodist Church
Faith United Methodist Church
First United Methodist Church
New Hope United Methodist Church
Gainesville Christian Center
Deliverance Temple Church of God in Christ
Gainesville Community Holiness Church
Tabernacle of the Enlighten Church of God
Church of God in Unity
Compassionate Outreach Ministries
Fountain of Life Church of God in Christ
Mount Zion Church of God in Unity
Highlands Presbyterian Church
Salvation Army
Lochloosa United Methodist Church

Media

The Gainesville Sun
TV 20
Independent Florida Alligator
Radio Stations

Education

Alachua County School Board
University of Florida
Santa Fe Community College
Loften Center

3.1 PRIORITIES FOR ACTION PLAN IMPLEMENTATION

Having prepared a first draft of the action plan, the Task Force was ready for the final step of obtaining broader community input on their work. The community had to be given the opportunity to provide their feedback on the plan if they were expected to participate in the process and become implementation partners. A large community meeting was necessary, similar to the Business and Residents Exchange meeting that had been held at the beginning of the process, to draw the community at large back into the process and obtain “buy-in” from the greater masses.

3.11 ACTION PLAN COMMUNITY INPUT

The Task Force steering committee chose September 15, 1997 as the date for the final action plan community input meeting. The meeting was held at the Martin Luther King Multi-Purpose Center. Task Force members developed the agenda and planned the entire event. The City's office of economic development prepared a press release to advertise the meeting, mailed invitations and provided other financial and staff support. A complimentary meal was provided to attendees.

During the meeting, participants heard presentations from several task force members and other key individuals on the process that had taken place over the past six months. Presentations were given on the goals, objectives and action steps the Task Force had developed to guide their eastside redevelopment efforts. Representatives from the six Task Force sub-committees spoke about their area of focus. Attendees were asked to choose their area of interest and divide into small groups to prioritize the action items for each of the six areas. Results from the evening are given below and will be used to guide the activities of the Task Force as they work towards implementation of the action plan.

Focus Area 1: Business Expansion, Retention and Attraction

The Business Expansion, Retention and Attraction Sub-Committee drew the largest number of people. Participants divided into two groups. Each group reported different priorities as listed below:

Group 1:

- Establish an Eastside Business Owners Association
- Eliminate eyesores.
- Encourage owners to clean, paint, and improve building facades.
- Monitor and interview business openings and closings in the Eastside.
- Improve police protection for area businesses.

Group 2:

- Provide information to those interested in investing in the Eastside.
- Create documents and presentations on Eastside market information
- Establish Eastside Business Owners Association.
- Initiate annual Gainesville Area Chamber of Commerce, Eastside Business Owners Association, City and County Commission meeting for the purpose of creating a joint strategy for continued economic growth.

- Improve police protection for area businesses.

Focus Area 2: Education and Employment

The Education and Employment Sub-Committee came up with the following priorities:

- Enhanced and expanded academic and vocational education for both college bound and non-college bound students.
- Encourage the establishment of neighborhood child care and adult day care centers.
- Encourage the development of low cost transportation for unemployed and low income residents trying to work.
- Create a document and presentations on available training programs and opportunities for those seeking employment.
- Support career counseling and academic planning for all students and parents.
- Seek new vocational scholarships and grants.

Focus Area 3: Neighborhood Improvement and New Development

Discussion among the participants created a list of priorities which grouped several action items under the creation of neighborhood associations because of their critical role in completing the projects.

- Create Neighborhood Association in Eastside neighborhoods where they do not exist and reinforce those that do exist.
 - a) Trash-It Rallies
 - b) Activate/reactivate neighborhood crime watch organizations.
 - c) Create community gardens.
- Expand COPS, Youth Services, Crime Watch and other successful programs in the area.
- Support efforts of non-profit organizations that assist in creating affordable homes.
- Promote the development of a multipurpose senior center.
- Project “Green Grass”
- Create home maintenance guide/how-to guide for neighborhood improvement.

Focus Area 4: Marketing and Public Relations

Of the action items listed, the production of an eastside logo and motto, T-shirts, balloons, and other items was not considered because these items are currently being produced. The fifth ranked item, the production of advertisements, was thought to be important but it was felt that it would take much longer than the other items to complete, and so it was given a lower priority.

- Improve the visual appearance of east Gainesville.
- Produce slide and video presentations which promote east Gainesville.
- Work to get an Eastside house in the “Parade of Homes” annually.
- Work to get a newspaper and magazine series on history and pride in east Gainesville.
- Do TV, radio, and print advertisements for east Gainesville.
- Create discounts or bonuses for Eastside residents who shop on the Eastside.

Focus Area 5: Government Services

The Government Services Sub-Committee came up with the following list of priorities:

- Create a safer east Gainesville for residents.
- Create a list of deteriorating infrastructure to be repaired.
- Provide regulatory relief for the development of property.
- Increase the number of police per capita and support successful police programs.
- Establish single points of contact within city and county government to improve citizens access to governmental services.
- Support and encourage new and innovative changes occurring at RTS.

Focus Area 6: Tourism Development

The Tourism and Development Sub-Committee came up with the following list of priorities:

- Assess ways to enhance and capitalize on local tourist attractions.
- Encourage additional signs for historic and unique sites in east Gainesville.
- Develop advertising for east Gainesville.
- Help Children’s EXPO find a permanent location on the eastside.

- Create walking, cycling, and auto tour guide for east Gainesville.
- Assess potential for new tourist attractions in east Gainesville.

3.2 COMPLETION OF THE ACTION PLAN

The input received from the meeting's attendees provided the final link required for the completion of the Action Plan. The final editing and compilation of the plan was done by the City's economic development department. Copies of the plan have been provided to all the implementation partners and made available to members of the public through the local libraries. The Action Plan has also been placed as an on-line document in the kiosk section of the City's internet web page. The web page address is:

<http://www.state.fl.us/gvl/>

3.3 FUNDING

While many of the tasks listed in the action plan can be implemented by the designated organizations and funded within their operating budgets, little will be accomplished if additional funds are not secured. Seed money to support the executive director position and the accomplishment of the Action Plan items will be sought for the first several years from city and county government. The executive director and fund raising sub-committee will also be responsible for finding funds from other sources such as grants for specific projects, charitable donations, membership dues and the sale of T-shirts and other items. The EGDTF expects to become financially self-sufficient within five years of incorporation.

3.4 MEASURING SUCCESS

The Mission Statement will be used as a benchmark for success. The separate components of the Mission Statement by which accomplishments will be measured are listed as follows:

- Become a thriving business, residential and cultural center
- Provide goods and services to its residents
- Increase business startups and expansions
- Broaden employment opportunities
- Improve the overall quality of life.

On a periodic basis, the East Gainesville Development Task Force will meet to review the Action Plan timeline, discuss projects completed, analyze projects in progress, and evaluate remaining tasks. An annual report will be provided to implementation partners on the group's

accomplishments and how they measured up to the stated components of the mission statement. Based on the accomplishments and the remaining scheduled work, the Task Force will revise the plan as needed to meet the new and changing needs of the community.

Section 4

ACTION PLAN

4.0 ACTION PLAN GOALS AND OBJECTIVES

The creation of the action plan was conducted as a public/private partnership with the actual stakeholders molding and developing its contents. The action plan unites property owners, business operators, bankers, lawyers, local government staff, elected officials, regulators and representatives from numerous organizations in a mutual community cause. The resulting document, created by the community's own citizens, addresses strategies for stimulating economic recovery. The plan provides goals, objectives and action steps in six main areas of concern. Below is a summary of the goals and objectives adopted for each focus area.

Focus Area 1: Business, Expansion, Retention & Attraction

Goal 1: Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

- Objective 1: Create an east Gainesville business owners network association with a full time executive position for the overall promotion and improvement of business in east Gainesville.
- Objective 2: Promote the business and management development courses available to business owners and managers.
- Objective 3: Encourage more loyalty and patronage of east Gainesville businesses by local residents.
- Objective 4: Create a safer environment for businesses in east Gainesville
- Objective 5: Work with area lenders and other financial institutions to be more receptive to capitalizing small businesses in east Gainesville
- Objective 6: Conduct entrance and exit interviews of businesses coming to and leaving the area to better understand the strengths and weaknesses of the area.
- Objective 7: Provide employee hiring and training assistance to area businesses.

Goal 2: Increase annually the number of new businesses start-ups in east Gainesville.

- Objective 1: Improve the visual appeal of Eastside Gainesville.
- Objective 2: Obtain “Brownfield” designation from the State to facilitate east Gainesville redevelopment.
- Objective 3: Increase the skill level of the work force in east Gainesville.
- Objective 4: Promote the value and benefits of east Gainesville to developers, Realtors, lenders, and investors.
- Objective 5: Promote the business and management development courses available to business owners and managers.
- Objective 6: Provide market data, demographic and business related information to businesses interested in east Gainesville.

Goal 3: Obtain greater commitment from local officials and key community leaders to support Eastside business development efforts.

- Objective 1: Increase opportunities for public/private partnerships in Eastside business development.
- Objective 2: Obtain commitment from financial institutions and other funding sources to facilitate capital for Eastside businesses.
- Objective 3: Obtain commitment from academic institutions to provide training support to new and expanding businesses.
- Objective 4: Obtain commitment from City and County governments to provide adequate and appropriate zoning for Eastside development.

Goal 4: Attract economic development to the east side of Gainesville by presenting land use and zoning data in more easily understood graphic forms.

- Objective 1: Increase the availability of graphic information for decision making about the Eastside.
- Objective 2: Encourage investment in businesses on the Eastside by graphically demonstrating market features and profitability of the area to realtors, lenders, investors, economic developers, etc.

Focus Area 2: Education & Employment Training

Goal 1: Ensure greater participation in worker skills/vocational training programs by Gainesville's residents who are seeking employment.

- Objective 1: Increase communication with citizens trying to attain economic self-sufficiency through churches, Gainesville Employment Service Center, Department of Children and Families, and other avenues.
- Objective 2: Provide residents with employment resource information for Gainesville and the surrounding area.
- Objective 3: Ensure adequate child care and transportation support for unemployed and low income residents trying to work and go to school.
- Objective 4: Seek additional grant/scholarship opportunities for low-income residents to attend vocational/worker skills programs.

Goal 2: Improve the skill level of the work force to facilitate upward career mobility.

- Objective 1: Expand communication with employed residents through neighborhood organizations, churches, local businesses, and other avenues.
- Objective 2: Provide a skill enhancement resource guide for Gainesville and the surrounding area.

Goal 3: Ensure that every graduating high school senior has the opportunity to become gainfully employed.

- Objective 1: Create career awareness programs in partnership with area businesses to inform students about career opportunities in Gainesville/Alachua County.
- Objective 2: Promote high school vocational training programs that lead all students to the local job market.
- Objective 3: Support high school career counseling functions for students entering high school which would assist in the development of a career plan to prepare the students' annual course schedules.

Goal 4: Increase opportunities for individuals to become gainfully self-employed.

- Objective 1: Expand communication with potential entrepreneurs through neighborhood organizations, churches, local businesses, and other avenues.
- Objective 2: Provide potential entrepreneurs information on locally needed products and services.
- Objective 3: Provide actual and potential entrepreneurs with information resources for starting or expanding a business.

Focus Area 3: Neighborhood Improvement & New Development

Goal 1: Stabilize and enhance the existing neighborhoods on Gainesville's Eastside.

- Objective 1: Promote neighborhood "Trash It Rally."
- Objective 2: Provide residents with "easy-to-read" information about home and yard maintenance.
- Objective 3: Increase single family home ownership.
- Objective 4: Promote project "Green Grass."
- Objective 5: Encourage community gardens.
- Objective 6: Create Neighborhood Associations in Eastside residential areas where they do not currently exist.
- Objective 7: Create a safer east Gainesville for residents and businesses.
- Objective 8: Create a "How to" resource guide for neighborhoods.
- Objective 9: Promote the development of a multipurpose senior center to serve as a focal point for recognizing the diverse needs and life-long interests, experience and skills of older persons.

Focus Area 4: Marketing and Public Relations

Goal 1: Improve the image and public perception of east Gainesville

- Objective 1: Create a public relations and marketing campaign to educate the public about the positives and strengths of east Gainesville.
- Objective 2: Improve the visual appeal of east Gainesville.
- Objective 3: Create awareness among residents of the value and pride of east Gainesville.
- Objective 4: Encourage greater involvement of the business community in promoting the Eastside
- Objective 5: Spotlight the unique characteristics indigenous to the area.

Focus Area 5: Government Services

Goal 1: Improve government services to better serve the community of east Gainesville.

- Objective 1: Aid the community in dealing with environmental contamination.
- Objective 2: Create a safer east Gainesville for residents and businesses.
- Objective 3: Improve the public transportation services to better serve community needs.
- Objective 4: Provide some regulatory relief for the redevelopment of property.
- Objective 5: Ensure that Eastside infrastructure is maintained and improved to keep pace with growth.
- Objective 6: Establish single points of contact within city and county government to improve citizens access to governmental services.

Focus Area 6: Tourism & Entertainment

Goal 1: Enhance existing and attract new hospitality, cultural, recreational, and entertainment facilities on the Eastside.

- Objective 1: Evaluate Gainesville's Eastside tourism potential based on its existing cultural, historical, natural and other attributes in the context of the larger region.
- Objective 2: Spotlight the unique characteristics indigenous to the area so as to attract more visitors to the community.
- Objective 3: Attract more tourist related enterprise to east Gainesville.

4.1 ACTION PLAN WITH STRATEGIC ACTION STEPS

The abbreviations below are used in some cases throughout the action plan for the implementation partners.

Organization

City of Gainesville
City Commission
Economic Development Department
Code Enforcement Division
Public Works Department
Community Development Department
Planning Department
Community Redevelopment Agency
Building Inspection Department
Regional Transit Systems
Recreation and Parks Division
Gainesville Police Department
Gainesville Regional Utilities

Alachua County Board of County Commissioners
Environmental Protection Department
Department of Growth Management
Alachua County Sheriff Department
Public Works Department

Abbreviation

City
City Commission
City Economic Development
City Code Enforcement
City Public Works
City Community Development
City Planning
CRA
City Building Inspection
RTS
City Recreation and Parks
GPD
GRU

County
ACEPD
ACDGM
ASO
ACPWD

Region

North Central Florida Regional Planning Council	NCFRPC
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State of Florida

Florida Department of Children and Families	FDFC
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Florida Jobs and Benefits Center	FJBC
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Florida Department of Labor and Employment Security	FDLES
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Florida Department of Environmental Protection	FDEP
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Federal

U.S. Environmental Protection Department	USEPA
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U.S. Economic Development Administration	USEDA
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U.S. Small Business Administration	USSBA
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Business

Gainesville Area Chamber of Commerce	Chamber
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Council for Economic Outreach	CEO
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University of North Florida Small Business Development Center	SBDC
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Service Corp of Retired Executives	SCORE
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Gainesville Enterprise Zone Development Agency	GEZDA
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Gainesville Downtown Owners and Tenants Org.	GDOT
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Gainesville Area Innovation Network	GAIN
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Gainesville/Alachua County Black Business Association	GABBA
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Local Banks	Banks
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Community Development

WAGES Coalition	WAGES
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Churches	Churches
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Neighborhood Associations	Neighborhood Associations
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United Gainesville Community Development Corporation	UGCDC
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Sustainable Alachua County, Inc	SAC
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Community Outreach Partnership Center	COPC
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Education

Alachua County School Board	ACSB
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University of Florida	UF
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Sante Fe Community College	SFCC
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Loften Center	LC
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Other agencies or organizations not listed above will be specified in the Action Plan by their full name.

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE: Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

OBJECTIVE ONE: Create an east Gainesville business owners association with a full time executive position for the overall promotion and improvement of business in east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Initiate the development of the east Gainesville Business Owners Association.	Chamber, Task Force, GEZDA, GABBA, City Economic Development	January 1998	
b. Notify area businesses of the association and first meeting.	East Gainesville Business Owners Association, Task Force	January 1998	
c. At first meeting elect board and create agenda.	East Gainesville Business Owners Association, Task Force	February 1998	
d. Establish rules and operating procedures.	East Gainesville Business Owners Association, Task Force	February 1998	
e. Identify needs to be met and then establish goals and objectives based on those needs.	East Gainesville Business Owners Association, Task Force	February 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE : Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

OBJECTIVE TWO : Promote the business and management development course available to business owners and managers.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Work with SFCC, LC, SCORE, and UNF's Small Business Development Center to develop and promote training programs.	Task Force, City, County, Chamber	On Going	
b. Collect basic information on training and self-improvement programs and courses and their institutions available to the general work force, new and expanding businesses, business owners, and managers.	ACSB, Chamber, Task Force, City, UF, SFCC, LC, SCORE, SBDC	December 1997	
c. Collect pertinent information on available grants and scholarships.	ACSB, Chamber, Task Force, City, SFCC, UF, LC	December 1997	
d. Design and produce fliers with information.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	March 1998	
e. Distribute brochures to appropriate locations.	ACSB, Chamber, Task Force, City, UF, SFCC, LC, Neighborhood Associations, ACSB, GEZDA, GAIN, GABBA, SAC, SBDA, UGCDC, SCORE, COPC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE : Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

OBJECTIVE THREE : Encourage more loyalty and patronage of east Gainesville businesses by local residents.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create marketing campaign designed to foster pride in the Eastside as described in Marketing and Public Relations Goal 1, Objective 1.	Task Force, Chamber, City Economic Development	December 1997	
b. Develop presentation on what it takes for businesses to survive and succeed.	Chamber, Task Force, City Economic Development	March 1998	
c. Give presentation to community groups, neighborhood associations, churches, etc.	Chamber, Task Force, City Economic Development	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE : Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

OBJECTIVE FOUR : Create a safer east Gainesville for residents and businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Increase the number of police per capita.	Task Force, Neighborhood Associations, City Economic Development, GPD, Commission	Fall 1998	
b. Request Community Oriented Police (COPs) teams where they do not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD	Fall 1998	
c. Establish Crime Watch in neighborhoods where it does not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD, Neighborhood Crime Watch Association	Fall 1998	
d. Request Youth Service Units be present full time at all Eastside Schools	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Fall 1998	
e. Establish more alternate activities and intervention programs in Eastside Schools and Neighborhoods	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	
f. Encourage the expansion of juvenile justice systems.	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE :	Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.
OBJECTIVE FIVE :	Work with area lenders and other financial institutions to be more receptive to capitalizing small businesses in east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create presentation material on positive aspects of east Gainesville.	Task Force, City Economic Development, Chamber	January 1998	
b. Create a report that describes the buying power, traffic counts, households, etc. of the Eastside.	Task Force, City Economic Development, Chamber	October 1997	
c. Do mail out of the report to appropriate list of individuals	Task Force, City Economic Development, Chamber	February 1998 and ongoing as needed	
d. Do presentation to local individuals or groups.	Task Force, City Economic Development, Chamber	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE : Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville.

OBJECTIVE SIX : Conduct entrance and exit interviews of businesses coming to and leaving the area to better understand the strengths and weaknesses of the area.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Monitor business closings and interview those businesses that close or leave the area.	Task Force, City Economic Development, Chamber	Ongoing	
b. Monitor businesses that open and monitor their success.	Task Force, City Economic Development, Chamber	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL ONE :	Ensure the viability of existing businesses thereby reducing the number of businesses that leave or fail in east Gainesville
OBJECTIVE SEVEN :	Provide employee hiring and training assistance to area businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Work with SFCC, Lofton Center, SCORE, and UNF's Small Business Development Center to develop and promote training programs for employees.	Task Force, City, ACSB, Chamber	Ongoing	
b. Provide to local businesses the employment training guide as describe in Business Retention, Attraction, and Expansion Goal 1, Objective 2 for training and self-improvement for employees.	Task Force, City, ACSB, Chamber, LC, SFCC	March 1998	
c. Develop connection/networks between employers and local employment agencies	Task Force, City Economic Development, UG CDC, FDFC, FJBC, FDLES, COPC, WAGES, Churches, Neighborhood Associations, Chamber	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new business start-ups in east Gainesville.

OBJECTIVE ONE : Improve the visual appearance of east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Cleanup roads leading to and from town.	City Public Works, FDOT, local businesses and property owners, ACPWD	Ongoing	
b. Install landscaping / streetscaping on major business arteries.	City Public Works, ACPWD, FDOT, Area businesses, Chamber, GEZDA	Ongoing	
c. Encourage business owners to clean and paint buildings.	City Economic Development, Code Enforcement Staff, City Beautification Board	Ongoing	
d. Set standards for business facades.	City Commission, City Economic Development, City Building Inspection, GEZDA, CRA	September 1997 then do as needed for specific projects	
e. Prepare facade grants to help businesses with the cost of upgrading appearance.	City Economic Development, City Commission, GEZDA, CRA, City Community Development	September 1997 then as funds become available	
f. Review and change the city's development and land use codes to encourage residential and business areas that are more pedestrian friendly.	City Economic Development, City Planning Staff, City Commission, CRA, GEZDA	December 1998 Then monitor on continued basis	

g. Apply for roadway beautification grants.	City of Gainesville Parks and Recreation, FDOT	December 1998 Then ongoing	
h. Increase the number of parks, park like drainage systems, and greenways.	City Commission, City Parks and Recreation, City Planning, City Economic Development, Task Force	On Going	
i. Work with appropriate local agencies to develop strategies for eliminating unpermitted public dumps.	Chamber, area businesses, Task Force, City of Gainesville	March 1998	
j. Begin to establish an eyesore data bank.	Task Force, Chamber, appropriate City Department	December 1997	
k. Encourage appropriate agencies to continue the wildflower program and native road plants	FDOT, local native plant societies, City and County beautification committees.	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new businesses start-ups in east Gainesville

OBJECTIVE TWO : Obtain "Brownfield" designation from the State of Florida to facilitate east Gainesville redevelopment.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create a list of eligible sites and parcels.	ACEPD, City Economic Development, and Public Works	January 1998	
b. Work with City and County staff to write the Brownfield application.	City Economic Development, City Public Works, ACEPD	February 1998	
c. Designate an "Advisory Committee" to oversee the Brownfield project.	City Economic Development, City Public Works, ACEPD	February 1998	
d. Provide incentives for development of Brownfield areas	City Economic Development, City Public Works, ACEPD	After State designation is received	
e. Prepare informational fliers for distribution to targeted east Gainesville property owners about Brownfield incentives.	City Economic Development, City Public Works, ACEPD	After State designation is received	
f. Prepare media releases about Brownfield incentives and benefits of redevelopment.	City Economic Development, City Public Works, ACEPD	After State designation is received	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new businesses start-ups in east Gainesville.

OBJECTIVE THREE : Increase the skills of the work force in east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Work with local educational institutions to develop and promote skills and training programs.	Task Force, City, County, Chamber, UF, SFCC, LC	Ongoing	
b. Collect basic information on training and self-improvement programs and courses and their institutions available to the general work force, new and expanding businesses, business owners, and managers.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
c. Collect pertinent information on available grants and scholarships.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
d. Design and produce fliers with information.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	March 1998	
e. Distribute brochures to appropriate locations.	ACSB, Chamber, Task Force, City, UF, SFCC, LC, Neighborhood Associations, GEZDA, GAIN, GABBA, SAC, SBDA, UGCDC, SCORE, COPC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new businesses start-ups in east Gainesville.

OBJECTIVE FOUR : Promote the value and benefits of east Gainesville to developers, realtors, lenders and investors.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create a brochure listing the financial incentives offered to businesses in east Gainesville.	City Economic Development, CEO, Chamber, County	Done Updated as needed	
b. Create a report that describes the buying power, traffic counts, households, etc. of the Eastside.	Task Force, City Economic Development, Chamber	October 1997	
c. Create Presentation material showing the positive aspects of east Gainesville.	Task Force, City Economic Development, Chamber	January 1998	
d. Do mail out of the report to appropriate list of individuals	City Economic Development, Chamber, CEO	February 1998 Ongoing as needed	
e. Do presentation to local individuals or groups	Task Force, City Economic Development, Chamber, CEO	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new businesses start-ups in east Gainesville.

OBJECTIVE FIVE : Promote the business and management development course available to business owners and managers.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Work with SFCC, LC, SCORE, and UNF's Small Business Development Center to develop and promote training programs.	Task Force, City, County, Chamber	Ongoing	
b. Collect basic information on training and self-improvement programs and courses and their institutions available to the general work force, new and expanding businesses, business owners, and managers.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
c. Collect pertinent information on available grants and scholarships.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
d. Conduct presentations, seminars and public service announcements to encourage participation in available programs	ACSB, Chamber, Task Force, City, UF, SFCC, LC	March 1998	
e. Distribute brochures to appropriate locations.	ACSB, Chamber, Task Force, City, UF, SFCC, LC, Neighborhood Associations, ACSB, GEZDA, GAIN, GABBA, SAC, SBDA, UGCDC, SCORE, COPC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL TWO : Increase annually the number of new businesses start-ups in east Gainesville.

OBJECTIVE SIX : Provide market data, demographic and business related information to businesses interested in east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create a brochure listing the financial incentives offered to businesses in east Gainesville.	Task Force, City, County, Chamber	On Going	
b. Create a report that describes the buying power, traffic counts, households, etc. of the Eastside.	Task Force, City, County, Chamber	December 1997	
c. Do mail out of the report to appropriate list of individuals	Task Force, City, County, Chamber	March 1998	
d. Do presentation to local individuals or groups	Task Force, City, County, Chamber, CEO	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL THREE : Obtain greater commitment from local officials and key community leaders to support eastside business development efforts.

OBJECTIVE ONE: Increase opportunities for public/private partnerships in eastside business development.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Define ways to create a business co-op / incubator in east Gainesville.	UF, City, County, STAC, SBDC, NFTIC, CEO, Chamber	December 1997	
b. Encourage the use of municipal bonds for substantial development projects.	City, County	As needed	
c. Create annual meeting between business community and City Commission to create joint strategy for growth.	Task Force, Business owners, Civic leaders, City, County	Fall 1997, then annually thereafter	
d. Create an Eastside business organization as described in the Business Expansion, Retention and Attraction, Goal 1, Objective 1.	City, County, Chamber, CEO, Task Force	Fall 1997	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL THREE: Obtain greater commitment from local officials and key community leaders to support eastside business development efforts.

OBJECTIVE TWO: Obtain commitment from financial institutions and other funding sources to facilitate capital for Eastside businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create a business start-up trust fund.	Task Force	Fall 1998	
b. Facilitate the creation of an Eastside Credit Union and/or banking branch.	Task Force, Local Lenders, Chamber	Fall 1998	
c. Identify local entrepreneurs who would benefit from SBA, block grants, etc.	City, County, Chamber, Task Force	Ongoing	
d. Work with lenders and those seeking loans to increase loans to businesses in the Eastside as described in Business Expansion, Retention & Attraction Goal 2, Objective 4	City, County, Chamber, Task Force	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL THREE : Obtain greater commitment from local officials and key community leaders to support eastside business development efforts.

OBJECTIVE THREE : Obtain commitment from academic institutions to provide training support to new and expanding businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Initiate and facilitate annual business and education meeting for the purpose of ensuring that the educational needs of Gainesville's businesses and residents are being met.	Task Force, Chamber, Businesses, SBDC, SFCC, Loften, SCORE, ACSB, UF	September 1998 Then annually	
b. Collect basic information on training and self-improvement programs and courses and their institutions available to the general work force, new and expanding businesses, business owners, and managers.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
c. Collect pertinent information on available grants and scholarships.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	December 1997	
d. Design and produce fliers with information.	ACSB, Chamber, Task Force, City, UF, SFCC, LC	March 1998	
e. Distribute brochures to appropriate locations.	ACSB, Chamber, Task Force, City, UF, SFCC, LC, Neighborhood Associations, ACSB, GEZDA, GAIN, GABBA, SAC, SBDA, UGCDC, SCORE, COPC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL THREE : Obtain greater commitment from local officials and key community leaders to support eastside business development efforts.

OBJECTIVE FOUR : Obtain commitment from City and County governments to provide adequate and appropriate zoning for Eastside development.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Reduce the regulatory burden on owners trying to renovate or retrofit existing structures as describe in Government Services Goal 1 Objective 4.	City Code Enforcement, Chamber, Commission, City Planning, City Community Development, Task Force	Fall 1998	
b. Look into potential for clustering business in downtown and Eastside business corridors.	Task Force, City Code Enforcement, City Commission, City Planning Staff, County, Chamber	December 1997	
c. Request that the City of Gainesville adopt the principles outlined by Sustainable Alachua Co.	Task Force, SAC	December 1997	
d. Review and change the city's development and land use codes to encourage residential and business areas that are more pedestrian friendly and aesthetically pleasing.	City Planning Staff, Commission, CRA, GEZDA, City Economic Development	December 1998 Then monitor on a continued basis there after	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL FOUR : Attract economic development to the eastside of Gainesville by presenting land use and zoning data in more easily understood graphic forms.

OBJECTIVE ONE : Increase the availability of graphic information for decision making about the eastside.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Obtain data from Alachua County and Gainesville City Governmental agencies for consolidation and synthesis into a centralized data base.	Task Force, City Planning, City Economic Development, County	June 1997	
b. Develop a multi-layered map for the sub-committees of the Eastside Development Task Force that depicts as many aspects of zoning, demographics, and economic development as possible.	Task Force	June 1997	
c. Prepare a Zoning Map that shows the zoning of the Eastside using a different color for each type of zoning.	Task Force	June 1997	
d. Prepare a Business and Special Zones Map that graphically presents the location of all businesses and the boundaries of the special zones/districts in the Eastside without any distinctions as to the nature of the businesses presented.	Task Force	June 1997	
e. Provide a Industrial Zoning Map that identifies the areas of east Gainesville that are currently zoned industrial (I-1 Industrial Planned Development and I-2 Warehousing).	Task Force	June 1997	

f. Develop a Commercial Zoning Map that gives the location of the various commercially zoned areas of the Eastside (BUS, BA, BT, MU-1, MU-2, and CCD) in different colors.	Task Force	June 1997	
g. Prepare an Office Zoning Map that shows the location of all general (OF) and residential (OR) offices in the Eastside.	Task Force	June 1997	
h. Prepare computer files of all maps that can be incorporated into multimedia presentation for economic development of the Eastside.	Task Force	October 1997	
i. Update maps as needed to include relevant changes to the maps described above.	Task Force, City Planning, City Economic Development	October 1997	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

BUSINESS EXPANSION, RETENTION & ATTRACTION

GOAL FOUR : Attract economic development to the eastside of Gainesville by presenting land use and zoning data in more easily understood graphic forms.

OBJECTIVE TWO : Encourage investment in businesses on the eastside by graphically demonstrating market features and profitability of the area to realtors, lenders, investors, economic developers, etc.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Assure the incorporation of graphical information, as developed in other sections of this action plan, into the creation of documents and fliers.	Task Force, City Planning, City Economic Development	As needed	
b. Assure the incorporation of graphical information, as developed in other sections of this action plan, into presentations created about the Eastside.	Task Force, City Planning, City Economic Development	As needed	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL ONE :	Ensure greater participation in worker skills/vocational training programs by Gainesville residents who are seeking employment.
OBJECTIVE ONE :	Increase communication with citizens trying to attain economic self-sufficiency through churches, Gainesville Employment Service Center, Department of Children and Families and other avenues.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create more dialog between existing programs and residents seeking employment by doing presentations, seminars, and public service announcements to encourage more participation in available programs.	Job Training Partnership Act (JTPA), SFCC, LC, ACSB, WAGES	Ongoing	
b. Distribute information developed in Education and Employment Sub-Committee Goal 1, Objective 2	SFCC, ACSB, LC, Chamber, Alachua Co., Churches, Neighborhood Associations, WAGES, COPC, SBDC, RTS, SCORE, FJBC, League of Women Voters	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL ONE : Ensure greater participation in worker skills/vocational training programs by Gainesville residents who are seeking employment.

OBJECTIVE TWO : Provide residents with employment resource information for Gainesville and the surrounding area.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Collect job titles, job description, wage range, and projected growth from <i>Occupational Forecasting Guide</i>	SFCC, ACSB, LC	December 1997	
b. For each job collect local employer, training opportunity, and typical career path information.	SFCC, ACSB, LC	December 1997	
c. Collect general information on all local training programs.	SFCC, ACSB, LC	December 1997	
d. Collect information on grants and scholarships available for non-collegiate students and where they can be located.	SFCC, ACSB, LC	December 1997	
e. Collect information on daycare and transportation options available to the public.	Task Force WAGES, City Economic Development	December 1997	
f. Design and produce complete employment resource guide and as individual fliers.	SFCC, ACSB, LC, Chamber, Task Force, City Economic Development, COPC, SBDC,	March 1998	

g. Distribute brochures to appropriate locations.	SFCC, ACSB, LC, Chamber, Churches, Neighborhood Associations, WAGES, COPC, SBDC, RTS, SCORE, FJBC, League of Women Voters	Ongoing	
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EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL ONE : Ensure greater participation in worker skills/vocational training programs by Gainesville residents who are seeking employment.

OBJECTIVE THREE : Ensure adequate child care and transportation support unemployed and low income residents trying to work and go to school.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Encourage the establishment of private or public transportation that can provide flexible and inexpensive transportation as described in Government Services Goal 1, Objective 3.	RTS, Churches, Neighborhood Associations, WAGES	Ongoing	
b. Collect information on existing programs and day care.	WAGES, Task Force, League of Women Voters, FJBC, SCORE, Chamber	December 1997	
c. Collect information on various types of child care provider and operation requirements.	WAGES, Task Force, League of Women Voters, FJBC, SCORE, Chamber, City Economic Development	December 1997	
d. Create information package for individuals wanting to start daycares.	WAGES, Task Force, League of Women Voters, FJBC, SCORE, Chamber	March 1998	
e. Develop and give presentations to encourage the creation of daycare organizations.	WAGES, Task Force, League of Women Voters, FJBC, SCORE, Chamber	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL ONE : Ensure greater participation in worker skills/vocational training programs by Gainesville residents who are seeking employment.

OBJECTIVE FOUR : Seek and promote grant/scholarship opportunities for low-income residents to attend vocational/worker skills programs.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Collect information on existing grant and scholarship programs available to new college students	WAGES, Task Force, SFCC, ACSB, LC	Ongoing	
b. Develop presentation to be given to businesses and civic clubs to develop new scholarship opportunities for vocational training programs	WAGES, Task Force, SFCC, ACSB, LC	Ongoing	
c. Incorporate information into employment resource guide in Education and Employment Goal 1, Objective 2	WAGES, Task Force, SFCC, ACSB, LC	Ongoing	
d. Distribute the resource guide through appropriate locations.	WAGES, Task Force, SFCC, LC, ACSB, Chamber, SBDC, Neighborhood Associations, Churches	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL TWO : Improve the skill level of the work force to facilitate upward career mobility.

OBJECTIVE ONE : Expand communication with employed residents through neighborhood organizations, churches, local businesses, and other avenues.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Distribute information on training programs developed in Education and Employment Goal 2 Objective 2.	WAGES, Task Force, SFCC, ACSB, LC, Neighborhood Associations, Chamber	Ongoing	
b. Distribute information on career ladders, requirements and salaries in the local areas as described in Education and Employment Goal 1 Objective 2.	WAGES, Task Force, SFCC, ACSB, LC, Neighborhood Associations, Chamber	Ongoing	
c. Conduct presentations, seminars and public service announcements to encourage participation in available programs.	WAGES, Task Force, SFCC, ACSB, LC, Task Force	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL TWO : Improve the skill level of the work force to facilitate upward career mobility.

OBJECTIVE TWO : Provide a career enhancement resource guide for Gainesville and surrounding area.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Collect basic information on training and self-improvement programs and courses and their institutions available to the general work force, new and expanding businesses, business owners, and managers.	ACSB, Chamber, Task Force, City of Gainesville, SFCC, UF, LC	December 1997	
b. Collect pertinent information on available grants and scholarships.	ACSB, Chamber, Task Force, City of Gainesville, UF, SFCC, LC	December 1997	
c. Design and produce fliers with information.	ACSB, Chamber, Task Force, City of Gainesville, SFCC, LC, UF	March 1998	
d. Distribute brochures to appropriate locations.	ACSB, Chamber, Task Force, City of Gainesville, UF, SFCC, LC, Neighborhood Associations, ACSB, GEZDA, GAIN, GABBA, SAC, SBDA, UGCDC, SCORE, COPC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL THREE : Ensure that every graduating high school senior has the opportunity to become gainfully employed.

OBJECTIVE ONE : Support career awareness programs in partnership with area businesses to inform students about career opportunities in Gainesville/Alachua County.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Encourage businesses to participate in high school career expositions.	Chamber, CEO, City, County, ACSB, SFCC, Task Force, Alachua County School Volunteer Program	Ongoing	
a. Encourage business to sponsor "open house day" to give tours of their facilities to graduating high school students.	Chamber, CEO, City, County, ACSB, SFCC, Task Force, Alachua County School Volunteer Program	Ongoing	
b. Encourage business executives to be guest speakers at high school business classes.	Chamber, CEO, City, County, ACSB, SFCC, Task Force, Alachua County School Volunteer Program	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL THREE : Ensure that every graduating high school senior has the opportunity to become gainfully employed.

OBJECTIVE TWO : Develop and promote high school vocational training programs that lead all students to the local job market.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create employment resource guide with career path and training requirements as described in Goal 1, Objective 2	Chamber, SFCC, ACSB, City, County, COPC, SBDC	Spring 1998	
c. Design and produce fliers with information.	SFCC, ACSB, LC, Chamber, County, Task Force, City Economic Development, COPC, SBDC,	March 1998	
d. Distribute brochures to appropriate locations.	SFCC, ACSB, LC, Chamber, County, Churches, Neighborhood Associations, WAGES, COPC, SBDC, RTS, SCORE, FJBC, League of Women Voters	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL THREE : Ensure that every graduating high school senior has the opportunity to become gainfully employed.

OBJECTIVE THREE : Support high school career counseling functions for students entering high school which would assist in the development of a career plan to prepare the students' annual course schedules.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Assist the coordination of comprehensive education planning workshop for all new students, incoming freshman and their parents.	Individual high schools, ACSB, Task Force	Winter 1998, then every August there after	
b. Assist the coordination of annual review workshops in the spring.	Individual high schools, ACSB	Spring of each year before classes end	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL FOUR : Increase opportunities for individuals to become gainfully self-employed.

OBJECTIVE ONE : Expand communication with potential entrepreneurs through neighborhood organizations, churches, local businesses, and other avenues.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Conduct presentations, seminars, and public service announcements to encourage more participation in available programs.	Job Training Partnership Act (JTPA), SFCC, LC, ACSB, SBDA, SCORE	Ongoing	
b. Distribute information developed in Education and Employment Goal 4, Objective 2	Task Force, Neighborhood Associations, SFCC, ACSB, Chamber, SBDA, SCORE	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL FOUR : Increase opportunities for individuals to become gainfully self-employed.

OBJECTIVE TWO : Provide potential entrepreneurs information on locally needed products and services.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Survey local residents on the products and services lacking in their communities.	Task Force, Chamber, Neighborhood Associations, Churches	Spring 1998	
b. Create a report that describes the buying power, traffic counts, households, etc. of the Eastside.	Task Force, Chamber, City, County	December 1997	
c. Prepare zoning and land use map for the Eastside.	City Planning, Task Force	September 1997	
d. Prepare planning map showing existing businesses and locations for new ones being attracted.	City Planning, Task Force	September 1997	
e. Incorporate information into publication described in Education and Employment Goal 4, Objective 3			

EAST GAINESVILLE DEVELOPMENT ACTION PLAN EDUCATION AND EMPLOYMENT TRAINING

GOAL FOUR : Increase opportunities for individuals to become gainfully self-employed

OBJECTIVE THREE : Provide actual and potential entrepreneurs with information resources for starting or expanding a business.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Develop a list of local organizations and agencies that can function as mentors and role models.	City Economic Development, Chamber, Task Force	Already available, Update as needed	
b. Develop a list of funding sources for small business start-ups.	Task Force, City Economic Development, Chamber, SBDC	Already available, Update as needed	
c. Create a list of community education classes for small business owners.	Task Force, City Economic Development, Chamber, SBDC, SFCC	Already available, Update as needed	
d. Develop need to know list of city, state and federal organization for business owners.	Task Force, City Economic Development, Chamber, SBDC, SFCC	Already available, Update as needed	
e. Create list of available funding sources (local, state, regional) that have expressed interest in investing in the Eastside.	Task Force, City, County, Individual lenders	Winter 1998	
f. Create a list of private investors and venture capitalist willing to invest in the Eastside.	Task Force	Fall 1998	

g. Create a list of the financial incentives offered to businesses in east Gainesville.	Task Force, City, County, Chamber	Already available, Update as needed	
h. Create a report that describes the buying power, traffic counts, households, etc. of the Eastside.	Task Force, City, County, Chamber	December 1997	
i. Design and a complete employment guide and/or individual fliers.	Task Force, City Economic Development, Chamber, SBDC, SFCC	March 1998	
j. Survey local residents on the products and services lacking in their communities.	Task Force, Chamber, Neighborhood Associations, Churches	Spring 1998	
k. Prepare zoning and land use map for the Eastside.	City Planning, Task Force	September 1997	
l. Prepare planning map showing existing businesses and locations for new ones being attracted.	City Planning, Task Force	September 1997	
m. Distribute information to appropriate locations.	Task Force, Neighborhood Associations, SFCC, ACSB, County, Chamber, City, LC, Churches, SORE, COPC, SBDC	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE ONE Promote neighborhood Trash It Rally.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Survey neighborhoods and develop a list of areas to be cleaned up.	Task Force, Neighborhood Associations, City Public Works	October 1997	
b. Organize a neighborhood meeting to discuss the project, its purpose, the proposed work list and to set a day for the Trash It Rally.	Task Force, Neighborhood Associations, City Public Works	October 1997	
c. Work with local businesses to get items donated to the rally such as coupons, food and drink on the day of the rally, and trees to be planted.	Task Force, Neighborhood Associations, City Public Works	October 1997	
d. Request that the City provide trash bags, gloves, brooms and rakes for the event.	Task Force, Neighborhood Associations, City Public Works	October 1997	
e. Request that the Public Works Department be present on the day of the rally to collect the bagged garbage and other items to be disposed of.	Task Force, Neighborhood Associations, City Public Works	October 1997	

f. Inform and invite the media to the event.	Task Force, Neighborhood Associations, City Public Works	November 1997	
g. Distribute flyers and walk through the neighborhoods inviting residents to participate in the event.	Task Force, Neighborhood Associations, City Public Works	November 1997	
h. Invite City Commissioners to attend the event.	Task Force, Neighborhood Associations, City Public Works	November 1997	
i. Serve drinks on the day of the Rally.	Task Force, Neighborhood Associations, City Public Works	Rally date to be determined	
j. Take pictures and inform participants of the follow-up meeting.	Task Force, Neighborhood Associations, City Public Works	Date of rally	
k. Have follow-up meeting at which the before and after photos will be presented, discuss community reaction to the event, schedule the next event and take care of other business.	Task Force, Neighborhood Associations, City Public Works	January 1998	
k. Support the creation of neighborhood council to assume the responsibilities for future Rallies.	Task Force, Neighborhood Associations, City Public Works	January 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE TWO : Provide residents with "easy-to-read" information about home and yard maintenance.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Define what east Gainesville residents want their neighborhoods to be like and collect information on what helps increase property value.	Task Force, City	February 1998	
b. Create document that describes the importance of landscaping and gives basic guidelines/techniques for yard and lawn care.	Task Force, McClain Design Group, Buford Davis landscape architect, City of Gainesville Arborist	February 1998	
c. Create document that describes the importance of fencing and gives basic guidelines/techniques for fence installation and maintenance.	Task Force, Calkins Design, City Planning	March 1998	
d. Create document that describes roof maintenance and warning signs of trouble.	Task Force, John Mitchell, All-Pro Roofing, City Code Enforcement	March 1998	
e. Create document that describes the importance of proper storage facilities for the household.	Task Force, Calkins Design, Jay Reeves Architect	April 1998	
f. Create document that describes the importance of paint on a home and gives basic guidelines/techniques for home care.	Task Force, George Rodney Central Paint Stores, Joe Anderson Suntect Paint Company	April 1998	

g. Create document that describes guidelines and techniques for maintenance and repair of wood.	Task Force, Calkins Design	May 1998	
h. Create document that describes the importance of smoke detectors and guidelines for their installation and maintenance.	Task Force, Gainesville Building Dept., Gainesville Fire Dept.	May 1998	
i. Create document that describes the importance of light, ventilation and sanitation and that gives basic guidelines for home maintenance.	Task Force, City Code Enforcement, Southern Building Code Conference	June 1998	
j. Create document that describes how to fix small plumbing problems and when to call a licensed professional.	Task Force, Michael Crum Plumbing Company, City Building Inspection, City Code Enforcement	June 1998	
k. Create document that describes the proper maintenance of the electrical system and how to tell when you have a problem.	Task Force	June 1998	
l. Create document that describes the proper maintenance of the heating and cooling system and how to tell when you have a problem.	Task Force, City Building Inspection	July 1998	
m. Create document that describes the importance of insulation and weather proofing and how to up grade your home.	Task Force, GRU	July 1998	
n. Design and produce a complete maintenance guide and individual fliers for the home and yard using the collected information existing information.	Task Force, Local businesses	July 1998	
o. Distribute complete maintenance guide and fliers to appropriate locations.	Task Force, Banks, City Housing Division, City Code Enforcement Division, City Building Inspection, City First Step Center, Businesses related to home and yard maintenance, Churches, Neighborhood Associations, GRU	August 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE THREE : Increase single family home ownership.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Support the expansion of existing or the creation of new non-profit organizations whose purpose is to help low income people afford new homes.	Task Force, Churches, Neighborhood Association, City Economic Development, City Community Development, CRA	Ongoing	
b. Collect information on the requirements, benefits, and first time home owners assistance programs.	Task Force, City Economic Development, NHDC	Winter 1998	
b. Design and produce fliers on area programs geared toward first-time and low income home buyers.	Task Force, City Housing Division	Winter 1998	
c. Distribute fliers to appropriate locations.	Task Force, City Housing Division, Local Churches, Neighborhood Associations, Lenders, Realtors, Chamber, Community Development Corporations	Winter 1998 then ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE FOUR Promote project "Green Grass", a project aimed at making a greener east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Survey neighborhoods to develop list of area to be worked on.	Task Force, City Public Works, Neighborhood Groups, Cooperative Extension Office	January 1998	
b. Contact the Public Works Department with list of public areas to be worked on.	Task Force, Neighborhood Groups, Cooperative Extension Office	January 1998	
c. Organize a neighborhood meeting to discuss the project, its purpose, the proposed work list and to set a day for project Green Grass.	Task Force, City Public Works, Neighborhood Groups, Cooperative Extension Office	January 1998	
d. Work with local businesses to get items donated to be given to participants.	Task Force, City Public Works, Neighborhood Groups, Cooperative Extension Office	January 1998	
e. Work with residents and conduct an education program on lawn care.	Task Force, City Public Works, Neighborhood Groups	February 1998	
f. Inform media of the project and provide material documenting progress.	Task Force, Neighborhood Groups, Cooperative Extension Office	February 1998	
g. Provide follow-up maintenance.	Task Force, Neighborhood Associations, Cooperative Extension Office	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE FIVE : Encourage community gardens.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost)
a. Survey neighborhood and identify potential garden sights.	Task Force, Neighborhood Groups	October 1997	
b. Petition City of Gainesville to donate areas for project.	Task Force, Neighborhood Groups	November 1997	
c. Solicit local businesses to donate money and supplies for fencing, planting, and site preparation.	Task Force, Neighborhood Groups	November 1997	
d. Place signs that acknowledge business support.	Task Force, Neighborhood Groups	January 1998	
e. Prepare areas; fence, put up signs, develop rules and governing body.	Task Force, Neighborhood Groups	February 1998	
f. Have kickoff and invite media.	Task Force, Neighborhood Groups	March 1998	
f. Set up award for best garden and biggest vegetable etc.	Task Force, Neighborhood Groups	May 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE SIX : Create Neighborhood Associations in Eastside residential areas where they do not currently exist.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Initiate the creation of Neighborhood Associations on the Eastside.	Task Force, City Economic Development, City Community Development, CRA, Commission	December 1997	
b. Designate or create a person or agency for the development of and continued support of Neighborhood Associations.	Task Force, City Economic Development, City Community Development, CRA, Commission	January 1998	
c. Identify areas for the creation of neighborhood associations.	Task Force, City Economic Development, City Community Development, CRA, Commission	March 1998	
d. Notify the residents about the program and assist them in the creation of an action committee for the purpose of holding elections.	Task Force, City Economic Development, City Community Development, CRA, Commission	May 1998	
e. Hold elections for the Neighborhood Associations composed by residents within the district. Council shall consist of five member who reside in the district and are elected by residents in the district. Council shall choose among themselves a President, Vice President, and Secretary.	Task Force, City Economic Development, City Community Development, CRA, Commission	September 1998	

f. At first meeting elect board and create agenda.	Task Force, City Economic Development, City Community Development, CRA, Commission	December 1998	
g. Establish rules and operating procedures.	Task Force, City Economic Development, City Community Development, CRA, Commission	December 1998	
h. Identify needs and develop goals and objectives based on those needs.	Task Force, City Economic Development, City Community Development, CRA, Commission	December 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE SEVEN : Create a safer east Gainesville for residents and businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Increase the number of police per capita.	Task Force, Neighborhood Associations, City Economic Development, GPD, Commission	Fall 1998	
b. Request Community Oriented Police (COPs) teams where they do not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD	Fall 1998	
c. Establish Crime Watch in neighborhoods where it does not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD, Neighborhood Crime Watch Association	Fall 1998	
d. Request Youth Service Units be present full time at all Eastside Schools	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Fall 1998	
e. Establish more alternate activities and intervention programs in Eastside Schools and Neighborhoods	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	
f. Encourage the expansion of juvenile justice systems.	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	
g. Activate/reactivate neighborhood crime watch organizations.	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE EIGHT Create a "how-to" resource guide for neighborhoods.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Identify and inventory existing neighborhood associations	City Neighborhood Advisory Committee, County	Winter 1998	
b. Target areas for clean-up/fix-up	Neighborhood Associations, City Code Enforcement	Ongoing	
c. Inventory of all recreational opportunities	City Recreation and Parks, YMCA, County Recreation and Parks, Boys & Girls Clubs, ACSB	Winter 1998	
d. Provide quick reference for waste disposal, recycling, etc.	City Public Works, ACPWD, City Code Enforcement	Ongoing	
e. Encourage leadership development and empowerment within neighborhoods	Churches, Local Community Based Organizations, Neighborhood Associations	Ongoing	
f. Target areas with interest in Crime Watch Programs	ASO, GPD	Ongoing	
g. Creation of a network of neighborhood associations or a neighborhood alliance to facilitate a stable community.	Task Force, Neighborhood Associations	Summer 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

NEIGHBORHOOD IMPROVEMENT AND NEW DEVELOPMENT

GOAL ONE : Stabilize and enhance the existing neighborhoods in east Gainesville.

OBJECTIVE NINE : Promote the development of a multipurpose senior center to serve as a focal point for recognizing the diverse needs and life-long interests, experience and skills of older persons

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Identify individuals, agencies and organizations to be included in a senior center feasibility discussion.	Santa Fe Community Care, Mid-Florida Area Agency on Aging	December 1997	
b. Create committees to develop purpose, governance, administration, programming, evaluation, fiscal and facility standards	Santa Fe Community Care, Mid-Florida Area Agency on Aging	March 1998	
c. Conduct public forums to gather east Gainesville residents and business input and participation.	Santa Fe Community Care, Mid-Florida Area Agency on Aging	December 1998	
d. Prepare a written development plan for establishing an east Gainesville Multipurpose Senior Center	Santa Fe Community Care, Mid-Florida Area Agency on Aging	March 1999	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN MARKETING AND PUBLIC RELATIONS

GOAL ONE : Improve the image and public perception of east Gainesville

OBJECTIVE ONE : Create a public relations and marketing campaign to educate the public about the positives and strengths of east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Produce Motto and Logo.	Task Force, City Economic Development	Done	
b. Produce T-shirt bearing motto.	Task Force, City Economic Development, Chamber	October 1997	
c. Produce bumper sticker bearing motto.	Task Force, City Economic Development, Chamber	October 1997	
d. Produce balloons bearing motto.	Task Force, City Economic Development, Chamber	October 1997	
e. Produce posters for business windows.	Task Force, City Economic Development, Chamber	October 1997	
f. Do radio spots about the Eastside.	Task Force	Ongoing	

g. Write letters to the newspaper.	Task Force	Ongoing	
h. Do TV spots about the Eastside.	Task Force, City Economic Development, Chamber	December 1997 and as much as possible thereafter	
i. Develop ideas for new festivals or special events that stress the areas motto and logo.	Task Force, City Economic Development, Chamber	Summer 1998 Annually thereafter	
j. Encourage the use of the motto and logo by businesses in their own promotional material.	Task Force, City Economic Development, Chamber	Ongoing	
k. Produce video, slides and transparencies to be lent out for speeches and presentation to Eastside.	Task Force, City Economic Development, Chamber	December 1997 then ongoing	
l. Create necessary support to get Eastside houses in the "1998 Parade of Homes."	Task Force	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN MARKETING AND PUBLIC RELATIONS

GOAL ONE : Improve the image and public perception of east Gainesville.

OBJECTIVE TWO : Improve the visual appearance of east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Cleanup roads leading to and from town.	City Public Works, FDOT, local businesses and property owners, ACPWD	Ongoing	
b. Install landscaping / streetscaping on major business arteries.	City Public Works, ACPWD, FDOT, Area businesses, Chamber, GEZDA	Ongoing	
c. Encourage business owners to clean and paint buildings.	City Economic Development, City Code Enforcement, City Beautification Board	Ongoing	
d. Set standards for business facades.	Commission, City Economic Development, City Building Inspection, GEZDA, CRA	September 1997 then do as needed for specific projects	
e. Prepare facade grants to help businesses with the cost of upgrading appearance.	City Economic Development, City Commission, GEZDA, CRA, City Community Development	September 1997 then as funds become available	
f. Review and change the city's development and land use codes to encourage residential and business areas that are more pedestrian friendly.	City Economic Development, City Planning Staff, City Commission, CRA, GEZDA	December 1998 Then monitor on continued basis	

g. Apply for roadway beautification grants.	City, City Recreation and Parks, FDOT	December 1998 Then ongoing	
h. Increase the number of parks, park like drainage systems, and greenways.	City Commission, City Recreation and Parks, City Planning, City Economic Development, Task Force	On Going	
i. Work with appropriate local agencies to develop strategies for eliminating unpermitted public dumps.	Chamber, area businesses, Task Force, City	March 1998	
j. Begin to establish an eyesore data bank.	Task Force, Chamber, City	December 1997	
k. Encourage appropriate agencies to continue the wildflower program and native road plants	FDOT, Local native plant societies, City and County beautification committees.	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN MARKETING AND PUBLIC RELATIONS

GOAL ONE : Improve the image and public perception of east Gainesville.

OBJECTIVE THREE : Create awareness among residents of the value and pride of east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Engage help from local newspapers and magazines to publish a series on history and pride in east Gainesville.	Chamber, City Economic Development, Task Force, historic societies	September 1998	
b. Engage the help of the Chamber to promote resident awareness of Eastside businesses and attractions.	City Economic Development, Task Force	December 1998	
c. Work with local businesses to create discount opportunities for Eastside residents who visit their stores.	Chamber, City Economic Development, Task Force	December 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN MARKETING AND PUBLIC RELATIONS

GOAL ONE : Improve the image and public perception of east Gainesville.

OBJECTIVE FOUR : Encourage greater involvement of the business community in promoting the eastside.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Provide fliers and brochures of the area to businesses to pass on to customers.	Chamber, City Economic Development, Task Force	ongoing	
b. Offer guidance in customer service techniques to personnel in area businesses.	Chamber, SBDC, educators	ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN MARKETING AND PUBLIC RELATIONS

GOAL ONE : Improve the image and public perception of east Gainesville.

OBJECTIVE FIVE : Spotlight the unique characteristics indigenous to the area.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Form an organization of historical home and site owners to develop plans for fixing and spotlighting their properties.	Chamber, existing historical societies, neighborhood groups	Summer 1998	
b. Develop signs and plaques to interpret historic and unique sites.	Historical societies, site owners, Chamber	Fall 1998	
c. Work with the promotion development groups to include the unique structures and natural attractions on regional maps.	Chamber, Task Force, neighborhood groups	Ongoing	
d. Develop a walking, cycling, and auto tour and a brochure to spotlight the unique and historical structures and sites that make the community authentic and valuable.	Chamber, historical societies, site owners, neighborhood groups	Winter 1999	
e. Develop public service announcements for local TV, radio, newspapers and magazines	Task Force	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE ONE : Aid the community in dealing with environmental contamination.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create a list of eligible sites and parcels.	ACEPD, City Economic Development, City Public Works	January 1998	
b. Work with City and County staff to write the Brownfield application.	City Economic Development, City Public Works, ACEPD	February 1998	
c. Designate an "Advisory Committee" to oversee the Brownfield project.	City Commission	February 1998	
d. Provide incentives for development of Brownfield areas	City Economic Development, City Public Works, ACEPD	After State designation is received	
d. Prepare informational fliers for distribution to targeted east Gainesville property owners about Brownfield incentives.	City Economic Development, City Public Works, ACEPD	After State designation is received	
e. Prepare media releases about Brownfield incentives and benefits of redevelopment.	City Economic Development, City Public Works, ACEPD	After State designation is received	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE TWO : Create a safer east Gainesville for residents and businesses.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Increase the number of police per capita.	Task Force, Neighborhood Associations, City Economic Development, GPD, City Commission	Fall 1998	
b. Request Community Oriented Police (COPs) teams where they do not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD	Fall 1998	
c. Establish Crime Watch in neighborhoods where it does not exist.	Task Force, Neighborhood Associations, City Economic Development, GPD, Neighborhood Crime Watch Association	Fall 1998	
d. Request Youth Service Units be present full time at all Eastside Schools	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Fall 1998	
e. Establish more alternate activities and intervention programs in Eastside Schools and Neighborhoods	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	
f. Encourage the expansion of juvenile justice systems.	Task Force, Neighborhood Associations, City Economic Development, GPD, Schools	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE THREE : Improve the public transportation services to better serve community needs.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Organize bus routes to be optimally effective so as to reduce need for private automobiles.	RTS	1998	
b. Create opportunity for a van-pool business as described by Perry Maul (see Appendix D).	RTS, City Economic Development	Winter 1998	
c. Develop special mini-bus RTS routes within neighborhoods to help transport individuals to school and work in a more time-efficient manner.	RTS, Neighborhood Groups, Churches	as soon as possible	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE FOUR : Provide some regulation relief for the redevelopment of property.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create council to make recommendations.	City Code Enforcement, City Planning, City Community Development, Task Force, Chamber	Spring 1998	
b. Survey other towns to see how they operate.	City Code Enforcement, City Planning, City Community Development, Task Force, Chamber.	Summer 1998	
c. Adopt and implement recommendations.	Commission, Task Force	Fall 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE FIVE : Ensure that east Gainesville infrastructure is maintained and improved to keep pace with growth.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Create and monitor a list of deteriorated roads, utilities, drainage areas, etc., that should be repaired or upgraded on the Eastside.	Task Force, Neighborhood Groups, City Public Works, FDOT, City Economic Development, City Community Development, ACPWD	ongoing	
b. Budget adequate funds to upgrade and repair infrastructure that is sub-standard	City Commission	1999 Budget Cycle Annually thereafter	
c. Budget adequate funds to create new infrastructure in growth areas.	City Commission	1999 Budget Cycle Annually thereafter	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN GOVERNMENT SERVICES

GOAL ONE : Improve government services to better serve the community of east Gainesville.

OBJECTIVE SIX : Establish single points of contact within city and county government to improve citizens access to governmental services.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Hold meetings with city and county governments to establish need.	Task Force, City and County Government	January 1999	
b. Work with City and County staff to develop goals and plans for new number and information center.	Task Force, City and County Government	February 1999	
c. Designate a committee to oversee the project.	Task Force, City and County Government	February 1999	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN

TOURISM DEVELOPMENT

GOAL ONE : Enhance existing and attract new hospitality, cultural, recreational, and entertainment facilities on the Eastside.

OBJECTIVE ONE : Evaluate east Gainesville's tourism potential based on the cultural, historical, natural, and other attributes in the context of the larger region.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Survey local attractions (if any) and evaluate annual number of visitors.	Task Force, Alachua County Visitors and Convention Bureau, Tourism Board, NCFRPC	Winter 1998	
b. Assess ways to enhance and protect existing attributes.	Task Force, Alachua County Visitors and Convention Bureau, Tourism Board, NCFRPC	Winter 1998	
c. Assess ways to capitalize on existing features.	Task Force, Alachua County Visitors and Convention Bureau, Tourism Board, NCFRPC	Winter 1998	
d. Assess the potential for development of new attractions.	Task Force, Alachua County Visitors and Convention Bureau, Tourism Board, NCFRPC	Winter 1998	
e. Utilize information to develop action steps to encourage investment.	Task Force, Alachua County Visitors and Convention Bureau, Tourism Board, NCFRPC	Winter 1998	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN TOURISM DEVELOPMENT

GOAL ONE	Enhance existing and attract new hospitality, cultural, recreational, and entertainment facilities on the Eastside.
OBJECTIVE TWO	Spotlight the unique characteristics indigenous to the area so as to attract more visitors to the community.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Develop signs and plaques to interpret historic and unique sites.	Historical societies, Tourism Board, site owners, Chamber	Fall 1998	
b. Work with the promotion development groups to include the unique structures and natural attractions on regional maps.	Chamber, Tourism Board, Task Force, neighborhood groups	Ongoing	
c. Develop a walking, cycling, and auto tour and a brochure to spotlight the unique and historical structures and sites that make the community authentic and valuable.	Chamber, historical societies, site owners, Tourism Board, neighborhood groups	Winter 1999	
d. Develop public service announcements and payed advertisements for local and regional TV, radio, newspapers and magazines	Task Force	Ongoing	

EAST GAINESVILLE DEVELOPMENT ACTION PLAN TOURISM DEVELOPMENT

GOAL ONE : Enhance existing and attract new hospitality, cultural, recreational, and entertainment facilities on the Eastside.

OBJECTIVE THREE : Attract more tourist related enterprise to east Gainesville.

Strategic Action Steps	Responsible Parties	Estimated Completion	Estimated Cost
a. Develop a Butterfly Garden.	Local business interests, Giovana Holbrook, Community Volunteer clubs and groups	To be determined	
b. Encourage Expo, the Children's Museum in Butler Plaza to move to Downtown or Morning Side	Regina Melzer, Susan Bottcher, Expo's Steering Committee, County Tourism Development Council, City and County Commissioners or someone to donate land	1998 Temporary site 1999 Build permanent site 2000 Open permanent site	\$500,000 \$1,000,000 \$1,000,000
c. Encourage the creation of a tourism facility based on the Eastside's natural attributes and features.	Welcome Center, City Parks and Recreation, City Cultural Affairs, County Tourism Development Council, Chamber	2000	
d. Develop ideas for new festivals and events for east Gainesville that can draw more visitors to the area.	Welcome Center, City Parks and Recreation, City Cultural Affairs, County Tourism Development Council, Chamber	Ongoing	
e. Increase the number of Parks and Greenways in east Gainesville.	Welcome Center, City Parks and Recreation, City Cultural Affairs, County Tourism Development Council, Chamber, City Planning	Ongoing	

f. Develop a working relationship between the historic community and the Alachua County Tourism Board.	Task Force, Historic Gainesville Inc., Rick Smith City of Gainesville Planner, County Tourism Development Council, Preservation Board City of Gainesville		
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Appendix A

This appendix contains information related to the community meeting that occurred on February 4, 1997. The meeting was called the *Eastside Business and Residents Exchange*. Below is a description of the events that occurred in preparation for the meeting as well as the meeting notices, press releases, invitations, agenda, participants and minutes of what turned out to be an unprecedented community event.

Sections:

- A.0 Event Planning
- A.1 Meeting Handouts
- A.2 Results of Meeting

A.0 EVENT PLANNING

At a planning retreat held by GEZDA in the spring of 1996, board members voted to carry out an eastside market study as a way to determine the redevelopment potential and needs of the area. The Board created a sub-committee to plan and organize the project.

During the same time, the City's economic development department had begun discussing plans with economic development staff from the Gainesville Area Chamber of Commerce to carry out a community roundtable meeting with business owners and east Gainesville residents to obtain their input on east Gainesville revitalization. After discussing the community roundtable idea with the GEZDA board, it was decided that the two projects could be merged and accomplished simultaneously since the community roundtable meeting could function to attract participants to the process of developing a market study and an action plan for the area. The Chamber posed the idea to the members of their Eastside Economic Development Committee. It was decided that GEZDA, the City's Economic Development Department and the Chamber Eastside Development Committee would collaborate on the project.

Bids were accepted from two professional facilitators to help plan and run the meeting. Dr. Woodrow (Max) Parker, a professional facilitator and professor of counselor education at the University of Florida, was selected for the task. For the next several months, Dr. Parker met with City and Chamber economic development staff, together with members of their respective organizations, to plan for a community meeting that would bring together Eastside business owners and residents in a public exchange of ideas. The goal for the community meeting was to obtain participation from the community that would result in the creation of an action plan for redevelopment of the area's business districts.

In order to attract as many participants as possible, a complimentary meal was provided. A press release and personal invitation from the Mayor, as shown in Exhibits A.1 and A.2 respectively, were mailed to the local media and a long list of invitees. Although 165 individuals had pre-registered, over 220 people actually attended. A list of meeting attendees is given in Exhibit A.3. In addition to local residents and business owners, participants included elected officials, lenders, educators, pastors, local government staff, representative from numerous organizations, members of the media and more. The meeting's agenda kept the evening moving at a fast pace. The agenda is provided in Exhibit A.4. A group of volunteers who had pre-registered for the meeting and participated in a preliminary briefing, functioned as tabletop facilitators during the small group discussion sessions. A list of tabletop facilitators is given in Exhibit A.5. Several handouts were used to keep communication flowing in a productive direction.

A.1 MEETING HANDOUTS

A.11 GROUP BOUNDARIES: DO'S AND DON'TS

In order to prevent participants from using the meeting as a gripe session, Dr. Parker developed the following list of do's and don'ts to help maintain a positive attitude and encourage participants to focus on the future and not the past.

DO

1. Direct your comments toward a solution to the problem.
2. Share ideas and opinions openly and honestly.
3. Listen to and respect the ideas and opinions of others.
4. Make your strengths, skills and talents for redevelopment known.
5. Make a positive contribution.
6. Be serious but have fun.

DO NOT

1. Turn the forum into a gripe session.
2. Blame or judge others.
3. Name call or put others down.
4. Use the forum to deal with old personal issues.
5. See the glass as half empty.
6. Be a stumbling block.

A.12 CAPACITY INVENTORY SHEET

Participants were given a Capacity Inventory Sheet and asked to check the skills or special talents they possessed. The sheet contained the following listing:

1. Health Care (i.e. care for the elderly, mentally ill, sick, disabled and others).
2. Office skills (i.e. typing, taking phone messages, entering information into the computer, and others)
3. Construction and repair skills (i.e. painting, tile work, bricklaying and others).
4. Maintenance skills (i.e., window washing, general household cleaning, mowing lawns and others)
5. Food Service (i.e., serving food, preparing food, bartending and others).
6. Child care (i.e. caring for children, taking children on field trips and others).
7. Transportation services (i.e. driving a taxi, driving a commercial truck, driving a tractor trailer and others).
8. Operating Equipment and Repairing Machinery (i.e. repairing radios, TVs, VCRs, repairing automobiles, repairing household equipment and others).

9. Supervision Skills (i.e. writing reports, making a budget, directing the work of others and so forth).
10. Sales skills (i.e. selling products, operating a cash register, selling services and others).
11. Music Skills (i.e. singing, playing an instrument and others).
12. Security Service (i.e., guarding properties, crowd controlling, fire-fighting and others).
13. Other Services (i.e., tailoring, moving furniture, hairdressing upholstering and others).

A.13 PROPOSED MISSION STATEMENT

Participants were given a sheet with the following draft mission statement for them to discuss and edit as they saw fit. The draft mission statement was developed in advance by the facilitator and the meeting organizers to create a starting point for discussion. The draft mission statement was worded as follows:

The Eastside of Gainesville will become a thriving business center that serves its communities by providing meaningful employment opportunities and services to its residents, increasing business startups and broadening the workforce in order to reduce unemployment, poverty and crime.

During the months following the community meeting, the draft mission statement was revised to better reflect the goals of the community. The final mission statement is found in Section 2.21 of the Action Plan.

A.2 RESULTS OF THE MEETING

By the end of the three-hour event, the group had discussed the development barriers facing the eastside, the skills available within the residents of the community, the types of new businesses they would like to attract, and the characteristics that employees should possess to help area businesses grow and prosper. The matrix below provides the results of the group discussions that occurred throughout the evening:

At the end of the meeting, attendees were asked to volunteer on a task force that would continue to meet to flesh out the evening's results and develop a plan of action for eastside business development. Over 60 attendees offered to serve on the Eastside Task Force. The volunteers included a diverse group of individuals representing neighborhoods, local businesses, area agencies, local tradesmen, government, education, health and medicine, lending institutions and others. Exhibit A.6 provides the complete minutes of the meeting.

Appendix B provides more information on the Task Force members, the issues they discussed and the results of their research.

Results of Group Discussions at Eastside Meeting

Type of Business	Location	Employees	Barriers
Cinema	SE Waldo Rd	professional, work ethics, clean, etc.	codes, zoning, residents
Retail Center		friendly, efficient, honest, multi-talented, dependable, computer skills	land use/zoning, qualified employees, \$
Child Care Center	Near Food Lion	high school education, drug free, motivated, reliable	zoning, liability
BBQ Sauce	SE Hawthorne Rd	dependable, educated, loyalty, honesty	zoning, permits
Mini-Mall			
Hardware Store	old Popeye's	reliable, honest, motivated, willing to learn	local regulations, financing, trained employees,
Grocery Store w/pharmacy	Hawthorne & Waldo	community oriented	engineering, environment
Strip Center		from community	finance, marketing, making area attractive
Movie Theater			finding a sponsor, competition
Manufacturing plant	Waldo Rd	trained employees	trained employees
Strip Center, or Upscale Housing			
Music and Performing Arts Academy	Main St & Depot Avenue	honest people, good attitudes	money
Strip Center	Waldo & Hawthorne		\$, purchase of property, access, zoning
Community Shopping Village		service oriented	market analysis, safety, zoning, design
Movie theater	Waldo Road		zoning
Strip Center/Target or Wal-Mart	Hawthorne Road		
Strip Center w/ small businesses	Hawthorne Road	community oriented, dependable	
Mini-Mall	Hawthorne Road		zoning, codes, capital
Retail Complex	Waldo & University		
Manufacturing Plant (solar panels)	Airport Industrial Park		environment, trained workforce, taxes
Housing & Shopping Center	Cedar Grove		crime, zoning

Community Meeting Will Focus On East Gainesville Development Plan

Monday, January 13, 1997

**Contact: Conchi M. Ossa, Econ. Dev. Dir.
City of Gainesville
(352) 334-5012**

Gainesville—The City of Gainesville's Enterprise Zone Development Agency (GEZDA), in cooperation with the Gainesville Area Chamber of Commerce Eastside Committee, is hosting a community meeting called *The East Gainesville Business and Residents Exchange* on Tuesday, February 4th. The community meeting is one component of a market area study being carried out by GEZDA to help turn the area into the thriving business center it was decades ago.

The meeting will bring together eastside residents and business owners and guide them in the creation of an Enterprise Zone/East Gainesville Economic Development Plan. The plan will describe the strengths and weaknesses of the area from a business perspective, the goals and objectives that must be met to revitalize the business community, and an action plan for implementation that will lead to a reduction of unemployment, poverty and crime. "A plan of this sort needs to be written by the community itself, not government staff who don't live in nor depend on that community for employment," says Edward L. Jennings, Mayor-Commissioner of Gainesville. "I urge the eastside community to attend the meeting and take advantage of the opportunity to express their views on how to help attract new businesses and jobs to the area."

It is expected that a task force will be formed at the meeting that will return for two or three subsequent sessions to continue the discussion and develop the final document. Dr. Woodrow (Max) Parker, Professor of Education at the University of Florida, has been chosen to facilitate the meeting and work with the task force to complete the development plan.

Meeting notices and invitations have been mailed to over 1300 enterprise zone businesses as well as church and civic leaders. A complimentary dinner will be provided to all registered attendees. Four local banks—Gainesville State, Barnett, SunTrust and First Union—are helping to finance the market area study and the community meeting by donating matching grants to the funds appropriated by the City Commission for the project. The banks have expressed interest in working with the City's Economic Development office to develop a targeted loan program for east Gainesville and Enterprise Zone business development; however, they have stressed the importance of having a market area analysis and development plan to justify and guide their efforts.

The East Gainesville Residents and Business Exchange will be held in the cafeteria at Williams Elementary School located at 1245 SE 7th Avenue, Gainesville, starting at 5:30 pm on Tuesday, February 4. For more information or to register for the meeting contact the City's Economic Development office at 334-5012 or the Gainesville Area Chamber of Commerce at 334-7100.

Exhibit A. 2 MEETING INVITATION

*The Honorable Mayor-Commissioner Edward L. Jennings, Sr.
cordially invites you to attend the*

*East Gainesville Business and
Residents Exchange Meeting*

Tuesday, February 4, 1997, 5:30 - 8:30 PM

Williams Elementary School Cafeteria

1245 SE 7th Avenue, Gainesville, Florida

*Come discuss your ideas for helping East Gainesville
and the Enterprise Zone grow and prosper.*

A complimentary dinner will be provided.

RSVP 334-5012 or 334-7100

*A Joint Project of the City of Gainesville and
the Gainesville Area Chamber of Commerce*

Exhibit A.3

EASTSIDE BUSINESS AND RESIDENTS EXCHANGE PARTICIPANTS

Mary Beth Ahems
Deborah Askren
Betty J. Blair
Maryetta Baker
Jerry Barnes
Melanie Barr
Carl A. Baskin
David Beaulieu
Ivy M. Bell
Gloria Bennett
Michelle Benoit
Stephen Binder
Kali Blount
Sue Blythe
Susan Bottcher
Wayne Bowers
Michael V. Bowie
Tracey Bradley
Arthur Brewer
Leveda Brown
Mike Brown
Richard Brown
Alena K. Buggs
Alan Bushnell
Gussie Butler
Beulah S. Butler
Keifer Calkins
Sande Calkins
Randy Camp
Rod Canon
Bertha Carter
Tina Carter
Larry Carter
Randy Carter
Jack Carter
Lillian Castro
Leon Cato
Betty Cato
Nicholas Causey
Ricardo Cavalino
Jean Chance
Rick Chance
Jean Chance
Charles Chesnut
Cynthia Chesnut
Bonnet Clark
Chuck Clemons
Lee Clowers
Jacquelyn Collins

Clarence Collins
Alice Colson
Tom Coward
Ronald Crowell
Donald Cue
Judy Daemer
Gary Daemer
Roland Daniels
Beth Davis
Dan Davis
Eve Debose
Bruce Delaney
Essie Drayton
Dr. Rick Dubas
John Dukes, III
Sara Zia Ebrahimi
Susan Edmonds
Doris Edwards
Karen Edwards
Larry T. Ellis
Pete Enwall
Debbie Fields
Ken Fonorow
J. T. Frankenberger
Martha Franklin
Jan Friedberg
Allison Guckenberger
William George
Alice M. George
Sam Goforth
Betty Golden
Vian M. C. Guinyard
Richard R. Gutekunst, Ph.D
Richard Hamann
Pegeen Hanrahan
Kenneth Harden
Dan Hargrove
Jim Hencin
Sherwin Henry
Elmer Henry
David Herkalo
Addie Hill
Ralph Hilliard
Giovanna Holbrook
Cornelia Holbrook
Linda Hollman
Fran Holm
Doug Hornseck

Alice M. Hostetler
Denise Hutson
Blanche Jackson-Robbins
Ed Jennings, Jr.
Heidi Jensen
Eric Jewell
Karen Johnson
Rob Johnson
N.B. Jones
Dana Jordan
Lourdes Jumcadella
Marty Kappelman
Leonard Kearse
Delores Keith
David Keough
Dollie King
Mike King
Diana Kurtz
Kurt Larsen
Leza Lemaster
Braxton Linton
Rodney Long
Juanita Love
Dick Mahaffey
Daniel Mahin
Mary Marshall
Wayne Mason
Dave Mays
Barbara McDade
Jeannie McDonald
Dorothy McNish
Lyn McRee
Scott Medley
Regina Melzer
Andrew R. Mickle
Catherine Mickle
Susan Mikolaitis
Tim Miles
David Miller
Charles Mills
Clarence Mills
Rose Mills
G.W. Mingo
Cindy Montalto
Barbara Moore
Ida Moore
Rick Mulligan
Jane Myers
Herman Myrick

Johanna Nordman
Meg Niederhofer
Warren Nielsen
Officer C. O'Neal
Anne Orlando
Dominic Orsini
Chandler Otis
James Owen
Jerry Painter
Dr. Max Parker
Clifford T. Patrick
Robert Pearce
Alfered C. Peoples
Keith Perry
Fredrick Peterkin
Dianne Pevonka
Dana S. Powers
Marshall Pratt
Gloria Purnell
Janet Pwan
Yvonne C. Rawls
Rahim Reed
Ed Regan
Ken Rembert
Nath Rembert
Saul Rentz
Alice Reuman
Lucille H. Rhim
David Richardson
Brooke Rimmer
Jennifer Rippner
Sally Rist

Bill Robinson
Broderick Robinson
Bob Rohrlack
Barbara Rotundo
Mary Rowe
Ulysses Russ
Fred Rwebyogo
Mary Rwebyogo
Tom Saunders
Stephanie Seawright
Clevern Sharp, Jr.
Mara Shomer
Noreen Sigona
Gary Simpson
Edward W. Sledjeski
Doug Smith
Lauren Spaulding
Laurence Stabler
Dick Stokes
Rose Stowbridge
Jaquelin Strappy
Islay Strater
Dr. Hart Stringfellow
Bobby Summers
Linda Taylor
Aneash Thakur
Wanda Thomas
Gladys T. Thompson
Carolyn Tierney
Kimberley Trombly
Shanti Vani
Thomas Vetica

Kathy Viehe
Carol Villemaire
Janice Vinson
Carl Walls
Cynthia Wamsley
Bill Warinner
Minnie Webb
Doris Webb
Natalie Webb
Faylene Welcome
Fredrik Wetterquist
Albert White
Belzoria T. White
Susie M. White
Omega Wilcox
Ovela Williams
D.R. Williams
Carl Williams
Janie Williams
Joseph Williams
Rhonda Williams
Bruce D. Williams
Frances Williams
Rosa B. Williams
Dwight D. Wilson
Pat Whining
Robert L. Woody

Exhibit A.4 MEETING AGENDA

- I. Introduction to the Forum - 5:30pm - 6:30pm
 - A. Registration of participants and small group/table assignments
 - B. Welcome and historical perspective
 - C. Invocation - Reverend Eugene Gaaney, Pastor, First Missionary Babtist Church - Gainesville, Florida
 - D. Dinner and Warm-up - Dr. Max Parker
 - E. The Mission Statement - Mr. Albert White, and Mrs. Conchi Ossa
 - F. Overview of Rationale and Objectives of the Forum - Dr. Max Parker
 - 1. Create a flow of communication between residents and business owners to develop an action plan for business re-development.
 - 2. Initiate partnerships between residents and the business community.
 - 3. Identify community assets (skills, talents, abilities, and interests) of individuals in East Gainesville.
 - 4. Explore ways other individuals, institutions and organizations can assist with business redevelopment in East Gainesville.
 - G. Instillation of Hope: Two Success Stories of Business persons from East Gainesville: Mr. John Dukes and Mr. Tom Coward
 - II. The Group Task - (6:30 - 8:22)
 - A. Scenario: What if you had the funds to start a business? (40 min.)
 - 1. What business would you start and why?
 - 2. Where would you locate your business and why?
 - 3. What challenges or barriers would you encounter and what resources would be used to overcome the barriers?
 - 4. What are the five most important considerations to take into account?
 - 5. What characteristics would you want your employees to have?
 - 6. How would your business, make use of the talents, skill, special abilities, and strengths of the residents?
 - 7. How could your business serve the community?
- Small group reports of business ideas (20 min.)
- B. Discussion of Action Plan Development (30 min.)
 - 1. What key actions are needed?
 - 2. Who will perform the actions?
 - 3. What challenges will be encountered?
 - 4. What resources will be needed?
 - 5. How will the plan be evaluated?

*Small group reports (15 min.)

C. Select an ad hoc committee to do the following: (7 min.)

1. Discuss the impact of the forum.
2. Discuss the extent that the goals and objectives of the forum was achieved.
3. Develop a mission statement for community redevelopment.
4. Continue capacity building (identifying talents, skills and special abilities of residents).
5. Using information from the Business Forum, develop an action plan for community redevelopment.
6. Write a final report based on information generated from the Business Forum.
7. Send a newsletter informing all Forum participants of activities following the Forum.

III. Wrap-up of the Business Forum - (8:22 - 8:30)

Mr. Albert White and Mrs. Conchi Ossa

Exhibit A.5

LIST OF GROUP FACILITATORS FOR TABLE TOP
SESSIONS

NAME	ORGANIZATION
Marie Small	Fla. Jobs and Benefits
Cleve Sharpe	Businessman
Keifer Calkins	Resident/Bus. East Gainesville
Richard R. Gutekunst	UF Health Science Center
Earl R. Young	100 Black Men of Greater Gainesville
Carol Villemaire	CPA - member of GEZDA
Ivy M. Bell	Alachua County Planning & Dev.
Pete Enwall	GEZDA/Chamber
Fred Rwebyogo	AGC, Inc./Member Chamber
Rita McMillen	UF/Marketing Dept.
Jeannie McDonald	Property Onwer/Manager
Lee Clowers	Fla. Jobs & Benefits
Tom Coward	Thomas Coward Realty
Mike King	Barnett Bank
John Dukes III	D. Buggs Exterminators
David Miller	C.L. Brice, Inc./Chamber Eastside
Ed Jennings, Sr.	City Comm.
Albert E. White	Chamber of Commerce
Conchi Ossa	City of Gainesville
Robert Woody	Dept. of Corrections

Exhibit A.6

MINUTES OF THE EASTSIDE BUSINESS AND
RESIDENTS EXCHANGE MEETING

The kickoff meeting was titled the GEZDA/Eastside Business Forum. Both the business and non-business community alike were invited and encouraged to participate. Dr. Max Parker from the University of Florida was the facilitator at the first meeting. After discussing the expectations, goals, objectives, and other related issues Dr. Parker provided a thought-provoking scenario which he used to create discussion on the needs of the Eastside. His scenario was the following:

Suppose you had the funds to start a business.

1. What business would you start and why?
2. Where would you locate your business and why?
3. What are the five most important considerations to take into account?
4. What qualities or characteristics would you want your employees to have?
5. What are the threats or barriers to success?
6. How could the community help your business succeed?
7. How could your business help and serve the community?

The participants of the forum then discussed these questions among themselves and came up with the following list of business ideas along with the location, types of employees, and barriers to be overcome.

5:45 p.m.: Albert White called the meeting to order. He discussed the success of the Eastside Business/Residents Exchange that took place on 2/4/97.

Dr. Max Parker also thanked everyone for coming and stated that the first meeting was a complete success. Now it is time to begin the real work. He stated that:

1. There are businesses in east Gainesville already.
2. What businesses should be started in east Gainesville? He identified the businesses that were suggested at the first meeting, a copy of which everyone had.
3. How do we transform this vision into a reality? He asked everyone to keep these ideas in mind as the meeting continued.

He then discussed the objectives for the evening. The first objective is the discussion of a Mission Statement. He indicated that in order to begin, we must have the end in mind. The second objective is to organize subcommittees, and the third objective is to keep the energy going.

He referred the participants to the Mission Statement included in their handout. He indicated that for a Mission Statement to be effective, real input from those represented is necessary. Questions to be considered are Conchi Ossa pointed out the various handouts that had been

given and gave some general instructions on issues related to the meeting. She asked that each table select a recorder to assist the table's facilitator and to keep track of all comments. There were 23 tables with 8-10 people per table.

During dinner, Dr. Parker introduced and thanked facilitators, gave a brief pep talk, and discussed the communication process. He referred the participants to the "Dos and Don'ts" sheet provided at each table and discussed group boundaries. He urged everyone not to be stumbling blocks. He then instructed each group to complete their capacity inventory. Albert White thanked the sponsors and read the Mission Statement.

6:20 p.m.: Albert White thanked Barbara Buys, Williams Elementary principle. She then thanked everyone for attending.

6:25 p.m.: Dr. Parker began addressing the group. He asked everyone to locate their Capacity Inventory sheet and share special skills and talents with their group. He acknowledged that dinner was not over, but that the group needed to move forward. Each facilitator then came to the microphone and shared the special skills and talents that were a part of their group. The results of the Capacity Inventory were all encompassing. Most groups had a variety of skills and talents ranging from bank executive to construction worker. There were also college students, educators, managers, attorneys, service workers, small business owners, secretaries, etc.

6:47 p.m.: Dr. Parker discussed these skills and talents, pointing out that east Gainesville is a community rich in diversity and resources. It is up to the citizens to raise the quality of life in east Gainesville. He discussed the need for "instillation of hope" in this community.

John Dukes, III, of Dr. Buggs Pest Control, spoke about his business and experience in being a part of east Gainesville, and what it takes to be a success. He emphasized hard work and the desire to be successful in your own community.

Tom Coward spoke about his experience in the real estate business for 14 years in east Gainesville. He emphasized the need for available funds for businesses to get started. He also stressed the need for support from the entire community.

6:55 p.m.: Dr. Parker then moved onto the next phase of the program. He asked the participants to think about where the community is and where it wants to go. He instructed each group to agree on a business they would start in east Gainesville if the funds were available. Each group then worked on this for 35 minutes.

7:30 p.m.: Groups put their report results on the wall and then facilitators gave reports.

8:20 p.m.: Dr. Parker asked the group to think about, "Where do we go from here?"

Conchi Ossa then spoke to the group about the next step in the process. She pointed out that all the businesses the groups had identified were "for profit" businesses, indicating the

participants' belief that the eastside has the market and buying power to support these businesses. She stated that this forum was not about government, but about real economic growth and business development in this community. She stated that the next challenge is to convince the investor.

Dr. Parker then asked the facilitators to provide him the results of their work. He indicated that this meeting would be continued by a Task Force that would continue to meet several more times and formulate a business development plan for the Enterprise Zone and Eastside community. He asked that all interested volunteers sign up to be on the Task Force. Dr. Parker reiterated that the goal of this effort is to Develop a Community Action Plan that would successfully attract businesses and new employment opportunities to the east Gainesville.

8:25 p.m.: Albert White then thanked everyone and stated that this was a very positive, proactive meeting and turnout.

8:30 p.m.: The meeting was adjourned.

ATTENDANCE

There were **168** pre-registered participants.

Only **110** of the pre-registered participants showed up.

An additional **117** non-registered participants showed up and signed in.

There were a total of **227** participants.

We have names and addresses for **207** participants who filled out the attendance roster.

Of those 207, **105** indicated a desire to be on the Task Force.

A draft mission statement was proposed to the group for consideration. After reviewing the proposed mission statement and discussion about the community's vision for its future eight sub-committees were formed so that specific goals could be specified and action plans could be developed in detail. The eight communities were as follows:

- Land Use Map
- Mission Statement
- Education & Employment
- Marketing & Public Relations
- Barriers to Overcome
- Financing & Investor Identification
- Market Data
- Neighborhood/Community Development

The meeting was adjourned and participants were told that they would be notified by mail of the date of the follow-up meeting to continue the group's work.



Appendix B

This appendix consists of information related to the East Gainesville Development Task Force, their meetings, sub-committees, research and findings. Also included are the names of the individuals who participated in each sub-committee as well as the minutes of all meetings.

Sections:

- B.O East Gainesville Development Task Force Meetings
- B.1 Sub-Committee Research and Findings
- B.2 Task Force Meeting Minutes
- B.3 Eastside Task Force Sub-Committee Participants

B.O EAST GAINESVILLE DEVELOPMENT TASK FORCE MEETINGS

At the end of the East Gainesville Business and Residents Exchange meeting held on February 4, 1997, attendees were asked to indicate their interest in continuing to meet to carry out the evening's discussion and help develop an action plan for east Gainesville redevelopment. Approximately 60 individuals indicated their interest in participating.

The first follow-up meeting was held on March 5, 1997. The announcement below was mailed to all interested parties.

Thank You for Your Participation in the Recent East Gainesville Business and Residents Exchange Meeting

We are now ready to begin working on the development of your community action plan to help east Gainesville attract more employers and jobs.

***Please join us at the first
East Gainesville/Enterprise Zone
Task Force Meeting***

March 5, 1997
Main Library Conference Room (downtown)
401 E. University Avenue, Gainesville
5:30 - 7:30 p.m.

The agenda of the March 5th meeting consisted of the following topics:

- Overview of previous meeting
- Rationale and objectives for the Task Force Meetings
- Community input, roles, and functions
- Discussion of Sub-Committees
- Sub-Committee action plan development

Attendees agreed to create the following eight sub-committees:

Market Data Analysis	Land Use Map Creation
Education & Employment	Marketing & Public Relations
Financing & Investor Identification	Mission Statement
Neighborhood Development	Barriers to Overcome

Each attendee chose a sub-committee and began participating in small group discussions on their pertinent issues.

B.1 SUB-COMMITTEE RESEARCH AND FINDINGS

Functioning collectively as the Eastside Task Force, the sub-committees continued to meet bi-weekly during the next six months. Meetings were held at either the Martin Luther King, Jr. Multi-Purpose Center or at the Williams Elementary School Cafeteria on Wednesday evenings from 5:30 to 7:30 pm.

The sub-committees were asked to work towards answering the following questions:

- What key actions are needed?
- Who will perform actions?
- What challenges will be encountered?
- What resources are needed?

They were also asked to determine their “work product”--those projects or documents that they would work towards or produce to address the needs and challenges they identified for their area of focus.

The pages that follow provide a list of the data and other material produced and/or obtained by each subcommittee as they worked toward their work product and the ultimate goal of developing their section of the action plan. All documents are on file and available for public inspection at the City of Gainesville, Economic Development Department, 200 E. University Avenue, Room 402, Gainesville, Florida 32601, (352) 334-5012, Monday through Friday, except holidays, from 8:00 a.m. to 5:00 p.m.

B.11 Mission Statement Sub-Committee

1. 3/19/97 Sub-Committee meeting notes
2. Copy of Mission Statement

B.12 Neighborhood/Community Development Sub-Committee

1. 3/19/97 Sub-Committee meeting notes
2. 4/16/97 Sub-Committee meeting notes
3. 4/30/97 Neighborhood Character Issues
4. 4/30/97 Sub-Committee meeting notes
5. Information about Lincoln Estates Development
6. Article about Neighborhood Redevelopment from Nations Cities Weekly
7. Information from Center for Livable Communities about Village Homes
8. The Neighborhood Newsletter, by Community Outreach Partnership Center, May 1997
9. 5/28/97 Sub-Committee meeting notes
10. Demographic information from UDS study
11. "Trash - It Rally" handout
12. "Project Green Grass" handout
13. Neighborhood Improvement Project handout
14. Home Owner Resource Guide handout
15. Historical Preservation handout
16. "Trash - It Rally" potential schedule of events
17. "Project Green Grass" potential schedule of events
18. Butterfly Conservatory proposal

B. 13 Education And Employment Sub-Committee

1. Education & Employment information compiled by City Economic Development Department
2. Article about “skilled craft”
3. Article about Magnet Schools
4. Article about Prepared Workforce
5. Information about JobLink
6. Information about Employer Incentives Under WAGES
7. Information about Work Opportunity Tax Credit
8. Proposed Regional 97-98 Targeted Occupational List
9. Tech Prep flow chart
10. Employment Fact Sheet (blank form)
11. 97-98 Changes to Targeted Occupational List
12. East Gainesville Alachua County Schools handout

B.14 Barriers Sub-Committee

1. 3/19/97 Sub-Committee meeting notes
2. Resurfacing locator map
3. Press release from Senator Carol Moseley-Braun about Brownfields
4. 5/14/97 Sub-Committee meeting notes
5. 5/28/97 Sub-Committee Solutions and Suggested Projects
6. Sub-Committee Goals and Objectives

B.15 Financing And Investor Identification Sub-Committee

1. 4/16/97 Sub-Committee meeting notes
2. Sub-Committee Goals and Objectives
3. Sub-Committee Problems and Solutions

B.16 Marketing And Public Relations Sub-Committee

1. 5/14/97 Sub-Committee meeting notes
2. East Gainesville Development Task Force logo

B.17 Land Use Map Sub-Committee

1. Sub-Committee Goals
2. Sub-Committee Progress Report

B.18 Market Data Sub-Committee

1. Copy of Urban Design Systems Market Study of east Gainesville
2. Employment/Income information compiled by City Economic Development Department
3. 4/30/97 Sub-Committee meeting notes
4. 5/28/97 Sub-Committee meeting notes
5. Development Projects in east Gainesville, compiled by City Economic Development Department
6. Eastside Economic Development Forum Project List, Ed Jennings, Jr.
7. Traffic Counts from UDS study
8. Demographic information from Council for Economic Outreach

B.2 TASK FORCE MEETING MINUTES

B.12 Minutes of March 5, 1997 Meeting

Location: Alachua County Library Headquarters

At 5:45 p.m. the meeting was called to order.

Albert White thanked everyone for attending and for coming to this follow-up meeting. There are areas to consider as we get underway:

1. There are businesses already in east Gainesville
2. What business would we start in east Gainesville (he referred everyone to the handout from the last meeting which outlined businesses the community wanted)
3. How to transform the vision into a reality

What are the objectives for tonight?

1. Mission Statement: must begin and end with the mission statement
2. Organize sub-committees
3. Keep the energy going

The Mission Statement needs input from all members of the group. The mission statement that was provided at the first meeting was only a guideline. Conchi Ossa asked everyone to get into small groups and discuss the mission statement.

6:05 p.m.: Dr. Max Parker asked the group to consolidate their ideas about the Mission Statement.

6:15 p.m.: Dr. Parker asked each group to read their ideas for the mission statement. These ideas will then be given to the mission statement sub-committee who will then finalize it. Dr. Parker asked the group to think about how to make the mission statement happen.

6:20 p.m.: Ms. Ossa discussed the sub-committees that were going to be formed. She started by stating this group would not utilize "planning as usual". The goal of this taskforce will be action. The people want businesses on the eastside, and this group will find ways to make that a reality. She went over with the group the sub-committees that were to be formed and some ideas about the goals they should pursue. She stated that each sub-committee will have a work product. Everyone moved into the following sub-committees:

1. Mission Statement
2. Land Use Map
3. Finance/Investor Identification
4. Marketing & Public Relations

5. Market Data
6. Barriers to Overcome
7. Education & Employment

In addition to these sub-committees, the group decided to form a Neighborhood/Community Development subcommittee. Ms. Ossa asked that everyone try to even out the groups, as some were short on members. She informed everyone about the times that had been set up for future meetings and advised the group that this was their time and that they could operate however they chose.

6:45 p.m.: Dr. Parker instructed everyone to get acquainted and ask themselves some questions:

1. What does each subcommittee need to do first?
2. Who will do what?
3. What are the challenges?
4. What resources are needed?
5. When, where and how will the groups meet?

Dr. Parker indicated to the group that the intent was to work in subcommittees, but to remain a cohesive group. The future meetings have been set up to facilitate this process. There was a discussion about meeting times. It was decided that the meetings would be as scheduled.

7:15 Wrap up. Conchi Ossa asked the groups to choose a speaker for the next meeting. She also indicated to the group that she had a lot of available resources and would assist in any way.

B.13 Minutes of March 19, 1997 Meeting

Attendees were asked to form into their sub-committees and begin discussing their work product. The following reports were given by a representative of each sub-committee at the end of the meeting:

Land Use Map Sub-Committee

- Develop land use map of area showing zoning for the existing & new businesses that are being targeted.
- Create a list of businesses that are already in the area.

Goals : At the meeting on 3/19/97, the group stated that their work product would be to map out on a city map all existing businesses in the eastside. The target boundaries are NW 13th Street to the west, Newnans Lake to the east, Paynes Prairie to the south and NW 53rd Avenue to the north. The group will identify the location and type of all businesses located in this zone, as well as identify locations for new businesses.

Mission Statement

- Develop a Mission Statement to guide the effort.

Education & Employment

- Employment opportunities from existing and targeted businesses.
- Training available to give local residents the needed skills to get those jobs.

Goals: At the meeting on 3/19/97, the group stated that they would compile a resource guide listing educational and training programs as well as the location of these programs. The group hopes to compile this information to make the community aware of the resources that are in existence, as well as facilitate job creation.

Marketing & Public Relations

- Address community image issues and how to change them.
- Media support.
- Brochures.

Goals: At the 3/19/97 meeting, the group stated that they wanted to communicate within the eastside community and to the larger city as a whole. They gave several ideas for improving the image and making the eastside more accessible, such as a website, and frequent and positive communication with the media. They stated their project was going to be a video which could help recharacterize the area. Such a video would be a vision, showing not only the area as it exists, but also what it can and will become.

Barriers to Overcome

- Infrastructure problems, including roadways and utilities.
- Environmental contamination.
- Others.

Goals: At the meeting on 3/19/97 the group identified several barriers to development in the eastside, including codes, roads, crime, garbage, utilities, environmental contamination, and green space. Their goal is to define and implement sustainable solutions to these problems. They hope to look beyond the conventional ways of dealing with (or not dealing with) these problems to come up with creative solutions. The group also suggested establishing a single source of information, such as a telephone number.

Financing & Investor Identification

- Identify financing vehicles and local groups of investors.

Goals: At the meeting on 3/19/97 the group discussed the identification of institutions willing to lend to business prospects in the eastside. The group wanted to go beyond traditional bank lenders because for many minority businesses, collateral is a problem. Their goal is to create a business trust fund to help collateralize businesses.

Market Data

- Develop area fact sheet that shows demographics and buying power and ability to support businesses.

Goals: At the meeting on 3/19/97 the group stated they would use a demographic study to examine the area. Their goal is to take that information and try to interpret it positively as a way to attract business and reinforce existing businesses. They were also going to look into using the information that new businesses such

as Walgreens used when they decided to move to the eastside. They will create a report from this information.

Neighborhood/Community Development

Goals: At the meeting on 3/19/97 the group discussed neighborhood issues and a vision for residential growth. They indicated that neighborhood developments such as Cedar Grove better serve the community because clustering is avoided. It was suggested that a Codes Enforcement course be created to educate residents and help them maintain their property. East Gainesville has traditional neighborhoods and is rich in diversity. Their goal is to provide a report on how neighborhoods affect the business climate, and how to create neighborhoods that will increase business.

B.14 Minutes of the April 16, 1997 Meeting

A presentation was given by City staff on the Cedar Grove project. The presentation was extremely comprehensive and was followed by an extensive question and answer session.

Following the presentation, Ms. Ossa asked the subcommittees to join together to discuss their projects. She introduced some new members to the group and asked that a new subcommittee be formed, Green Development/Alternate Energy Uses. This group was part of the Sustainable Alachua County, Inc., Economy Focus Team. Since many efforts of this group were being duplicated by the Eastside Taskforce, they decided to join the Taskforce. For about the next hour, the groups met.

At about 7:20 p.m., Dr. Max Parker asked that the groups each give a report on their progress. The reports were given as follows:

Marketing and Public Relations

Scherwin Henry spoke on behalf of the group and asked that each subcommittee give their group a report on what they were doing. Their goal was to improve the image of the eastside and generate publicity for the group and their efforts. In order to accomplish this goal, they need input from the other subcommittees.

Land Use Map

Fredrick Peterkin showed the group the maps that City planning staff had put together. One of the maps indicated the City's zoning restrictions. Another map plotted existing businesses from 13th Street eastward, in the City limits only. The next step their group will take is to color code the existing businesses by type. Giovanna Holbrook (Neighborhood Development) suggested the Taskforce invite real estate people to the meetings to show them what is being done, what businesses exist and the potential for new businesses to locate. Bill Warinner (Marketing & Public Relations) stated that the group can change the image of the eastside by showing what is already there and then taking that information and showing what can be done.

Education and Employment

This group indicated they are still gathering information on statistics and demographics in order to ascertain the need. With this information, they can find ways to meet that need. It was suggested that the group get involved with mentors to set up a mentoring program for people on the eastside.

Barriers to Overcome

Annie Orlando stated that they are continuing to explore barriers that exist in the community and have found that the biggest barrier may be attitudes. They cited additional

barriers that they are looking at, such as utilities, environmental concerns, how to stop pollution, green space, etc. At the next meeting, they will begin to delineate solutions and plan projects to implement solutions.

Neighborhood Development

Keifer Calkins reported that the group was looking at a comparison of the Cedar Grove development and the Lincoln Estates Development. They are trying to identify what makes a good neighborhood and how to create and develop good neighborhoods. They are also comparing neighborhoods on the east and west side.

Finance and Investor Identification

Fredrick Wetterquist stated the group was continuing to investigate the creation of a Business Trust Fund. They are researching the existence and success of other such groups. Conchi Ossa suggested the group look at the possibility of creating a manufacturing business incubator.

Green Development/Alternate Energy Uses

Dick Stokes stated the group would be looking at ways to put a “green spin” on development. The group will also be looking at ways to develop business opportunities by bettering the environment.

Market Data

John Dukes, III indicated the group did not have much to report as only 2 members were present.

Mission Statement

The Mission Statement subcommittee did not give a report.

Following the group reports, Ms. Ossa restated the need that was expressed by many of the groups, which was to report to each other on their efforts. She stated the group as a whole must come together and discuss their efforts in order for the taskforce to work. It was asked that the groups prepare reports to share with all the members. She stated that her staff would type, copy, etc. these notes if they were provided. She also asked that each group choose a spokesperson/group leader who would be responsible for reporting to the taskforce as a whole. She would like to put together a meeting of group leaders.

B.15 Minutes of the April 30, 1997 Meeting

The meeting began at 5:30 p.m. with Dr. Max Parker addressing the group. The first issue discussed was the need for a new meeting location. People gave various suggestions. Dr. Parker asked for a designee to find a new meeting location. Ivy Bell suggested Mt. Carmel Church as a meeting location. Dr. Parker asked her to investigate that location, and others if it was unavailable.

Dr. Parker then asked the groups to set a specific agenda each evening in order to stay focused. He then stated that each group will continue to give reports at the end of each meeting.

Conchi Ossa then gave a presentation on the Gainesville Enterprise Zone and the benefits associated with locating in that zone. She announced an enterprise zone workshop taking place on May 14, 1997 and handed out a flyer.

Ms. Ossa also discussed various projects that have occurred on the eastside. She indicated that while there was a perception that nothing ever happened on the eastside, in fact, money is being spent on developments

She spoke about the Community Development Block Grant (CDBG) facade improvement program that she was developing and asked the group for support. She indicated that if the funds are awarded, the program will impact east Gainesville in a very positive way.

Ms. Ossa indicated that she would be hiring an intern for the summer to work with the subcommittee facilitators to prepare a report of their goals and accomplishments. Following the meeting tonight, she asked that group leaders meet with Ms. McMullen to sign-up. She stated that the intern will only be here through August, and asked that each group keep this in mind as a deadline.

Dr. Hart Stringfellow of the Green Development Alternate Energy Uses subcommittee addressed the group and asked if a problem has clearly been defined. Tom Coward (Finance & Investor Identification) indicated that the Eastside experienced multiple problems and the subcommittees were looking at the different issues.

Dr. Parker once again asked the group to set an agenda for the evening, and then the group split into subcommittees.

After subcommittee discussions, each group subcommittee leader met with Ms. McMullen to sign up as a subcommittee spokesperson and give availability for a meeting time to be scheduled in the near future. Ms. Ossa's summer intern will be working with the Taskforce as a whole, and specifically with the subcommittee spokespeople to develop a final work product. A meeting will be scheduled with the new intern and the spokespeople very soon to begin formulating each subcommittee's final report/project.

B.16 Minutes of the May 14, 1997 Meeting

The meeting began at 5:40 p.m. with Conchi Ossa addressing the group. She introduced Joshua Orrell, the summer intern that was hired to work with the taskforce in developing an action plan. He starts on May 28, 1997 which is the next regularly scheduled taskforce meeting. Ms. Ossa announced to the group that the subcommittee spokespeople will meet on the 28th at 4:00 to meet with Mr. Orrell.

At 5:45 p.m., Teresa Scott, City of Gainesville Public Works Director gave a presentation. She began by discussing the differences in the eastside and the westside. She stated that much of the public infrastructure improvements recently done in the northwest side of Gainesville have been done and funded by private developers, not the City. She explained that she has only been with the city a few months and is working towards making the Public Works Department more proactive in solving problems. At this point, the system is primarily complaint driven. She stated that there is a great need for a communication network, as a way to educate the public and to involve public works in solving problems. She then discussed various public works issues, including solid waste, traffic sign maintenance, street sweeping, sidewalk improvement, street repair, and stormwater. She stated the City is moving towards creating a more walkable community and that her department is involved in that process. Ms. Scott explained that her short term goals involve inventory and prioritizing. She stated she is very open to public input and encourages those with concerns to contact her office. She provided a handout which listed numbers to call for complaints and concerns. That hand out will be provided to the entire group at the next meeting. She then participated in a question and answer session.

At 6:10 p.m. the group broke into sub-committees.

At 7:15 p.m. Conchi Ossa addressed the group and reminded them to work towards developing a final product. She stated that the groups will need to develop an action plan which includes: action steps, defining those responsible for steps, funding, date of completion, and a measure of success. She stated that Mr. Orrell will be working with the groups to create these plans. The groups then reported on their progress.

Market Data

This group is looking at crime statistics, schools, existing businesses as well as planned businesses. They are looking to provide the information necessary for the Marketing Subcommittee to utilize in their brochures and promotional materials.

Land Use Map

The group discussed code enforcement issues, and looked at the problems involved with developing an area. They discussed the reality of placing businesses on the eastside and discussed barriers associated with codes and zoning.

Marketing and Public Relations

The group pointed out their successes including various newspaper articles and TV-20 news coverage. The group recognized and thanked Lillian Castro of the Gainesville Sun for participating and helping the effort. As a group they are creating a press release and as individuals they are writing letters to the editor. They are looking at various free publicity such as PBS and public radio. The group has come up with the slogan "The Sun Rises in East Gainesville" and subcommittee member, Bill Warinner has created a logo which will go on t-shirts. They are also going to look for funds from various sources and support from organizations such as the Chamber of Commerce, city, and county as a way to publicize their efforts.

Neighborhood Development

The group discussed the general issues that affect neighborhoods and is attempting to delineate specific problems and solutions. One area in particular they are examining is schools. They are working on developing a time-line for creating solutions.

Barriers to Overcome

The group had a special guest, David Richardson from GRU discuss the issue of utilities. Mr. Richardson provided information to support the fact that utilities in east Gainesville are not substandard, and that instead, the systems are in place and are easier to access than on the westside. The group learned that utilities are not as great a barrier as they believed.

Education & Employment

The group has divided further into sub-groups and is looking at three main areas: Community Education, Entrepreneurship, Home-Based Employment. The group is looking into these issues specifically to enhance the creation of a resource guide.

Finance and Investor Identification

Only one member of this sub-committee was present. He did not give a report.

Mission Statement

At the last meeting the Mission Statement sub-committee provided the group with a Mission Statement they prepared based on the first meeting and input from other groups. Ms. Ossa read the statement aloud and asked the group for a vote to adopt the statement. It was moved by Bill Warinner and seconded by Dr. Rick Dubas to adopt the statement. The motion passed unanimously.

The meeting was adjourned.

B.17 Minutes of the May 28, 1997 Meeting

The meeting began at 5:45 p.m. with Conchi Ossa addressing the group. A presentation had been scheduled for a member of the Gainesville Police Department COPS Team to speak to the group about crime on the eastside. The COPS Team was late, so the meeting began with Conchi Ossa reintroducing Joshua Orrell, the summer intern that was hired to work with the taskforce in developing an action plan. Mr. Orrell is now officially on board, and can be reached through the Economic Development Department of the City of Gainesville at 334-5012. Ms. Ossa then announced to the group that Edwin Reed from the Allen AME Church in Queens, New York has agreed to come and speak to the community on June 30, 1997. The presentation will be at 6:00 at the Hippodrome, with a light reception at 5:00. Invitations will be mailed out within the next week. Scherwin Henry, member of the Marketing and Public Relations Subcommittee, announced that May 29, 1997 from 9:15-10:00 a.m. members of his group will be participating in a live call in talk show on AM 850. He encouraged everyone to participate by listening and calling in. He stated that his group is working on more of this type of publicity and encouraged the group as a whole to do the same. Ms. Ossa announced that a letter to the editor from Susan Edmonds, also a member of the Marketing and Public Relations subcommittee, had been published in the Gainesville Sun extolling the benefits of east Gainesville. Ms. Edmonds apologized to the group for specifying northeast Gainesville, as opposed to east Gainesville in general.

Included in the handout for this meeting was an example of an action plan. Ms. Ossa discussed the action plan and how the groups should be creating one. She stated that everyone will need to: 1.) define a problem or condition utilizing the Mission Statement, 2.) define the scope of work, 3.) list the findings associated with the problem, and 4.) create an action plan. The action plan will consist of Goals, Objectives, and Action Steps. She stated that everyone needs to utilize past brainstorming sessions to create at least one goal. From that one goal the group will be asked to define the objective and to create very specific action steps to achieve the goal. The deadline for this work is the end of August. For tonight's agenda, Ms. Ossa asked everyone to focus on a goal for the action plan. She suggested taking quiet time to think about a goal and objective, and then to share those ideas with the group as a whole.

Ms. Ossa stated that at future meetings, the subcommittee facilitators will be meeting prior to the regularly scheduled meetings at 4:30. She stated that the groups need to provide information to complete the action plan format she provided. She is going to add a space on the handout for "resources" to be included as part of the plan. Ms. Ossa reminded the group that the action plan is really about implementation and putting their ideas to work, and that now is the time to move in that direction.

At 6:05 p.m. , Sgt. Wayne Ash, the COPS Team member arrived and gave his presentation. He started by stating that he has been a member of the Gainesville Police Department for 12 years and is currently a member of the Community Service Team on the eastside. Ms. Ossa stated that the group is interested in hearing about the perception

of crime on the eastside, and how it compares to crime in west Gainesville. Sgt. Ash stated that one must be very careful when looking at crime statistics because many factors come into play. First of all, one must look at the types of crimes being committed and what is creating the conditions. He stated that in order to compare crime in east Gainesville to crime in west Gainesville, expectation is an important factor. People in our community report what is happening which affects the crime statistics. A greater police presence in the form of COPS Teams also increases the number of crimes that are reported. Albert White stated that the media has made the eastside look bad. He asked Sgt. Ash to discuss whether the perception that has been created is true, and if crime is really greater in east Gainesville. Sgt. Ash responded by stating that the difference is marginal. He then compared two areas, one on the east and one on the west and gave numbers for crimes committed in a three month period. The aggregate numbers on the east side were only slightly higher than on the west side. Once again he stated that the presence of COPS Teams on the east side means more crimes are likely to be reported. He stated that with more reporting comes greater solvability and that while the COPS Team presence is good for the community. However, he recognized that the media portrays a greater police presence in a community as negative. The COPS Team is attempting to raise the quality of life in the community and provide a positive image, in that they come to the community to solve problems. Someone asked what is the highest crime committed on the eastside. Lieutenant Alena Buggs stated that assault was the most committed crime. Someone else asked what the response time is for most calls. Lt. Buggs stated that all calls are dispatched based on priority, no matter what part of the city they are located in. Sgt. Ash stated that at any given moment there are only 13-15 Gainesville Police officers covering the entire city limits. Most people in the group were very surprised to learn this. They realized that response time is great in all areas of the city especially at night when there is a lot of activity in the downtown area. The presentation ended at 6:35.

Conchi Ossa addressed the group by asking if anyone present felt that the presence of jails on the eastside hurt the image of east Gainesville. Two members of the group raised their hand. Ms. Ossa then asked if the group met at the Gainesville Job Corps, would the members attend the meetings. Most people said yes, they would agree to go there. Ms. Ossa stated that it was important to have the presentation because many people have a misconception of crime on the eastside, and that she herself had a bad impression of the Gainesville Job Corps. Lt. Buggs stated that it was up to the taskforce to overcome those negative perceptions. She stated that people should remain neutral about a location, and that they should seek out information, especially about areas in their own community. Aneash Thakur of the Land Use Map subcommittee stated that an objective of the taskforce as a whole should be to change negative perceptions. Albert White suggested the group should travel east Gainesville together to get more information on the area and the resources that are available. The group then met in their subcommittees.

At 7:20 p.m. the subcommittees gave the following reports:

Neighborhood/Community Development

The group stated that in an attempt to become more focused, they have dropped codes enforcement and streets as major objectives. They are working towards one goal of stabilizing the existing neighborhoods. Their objectives include: creating a "How to" guide for neighborhoods, single family home ownership, historic preservation, and the development of a community gardens/cultural center. Each person in the group has been assigned to work on one of the objectives.

Barriers to Overcome

Jim Hencin stated that their past discussions have been included in this weeks handout. The group went through the list they had previously created and tried to narrow the focus. They are attempting to identify a realistic priority. At the next meeting they will begin formulating an action plan.

Land Use Map

The group's goal is to develop graphics to assist the city and citizens in discovering the economic potential of east Gainesville. They are going to create a map with overlays which will illustrate where businesses are located and what the potential is for new businesses. They are going to show zoning for businesses and mixed use. They hope to create an overlay which will include GRU infrastructure. They hope to display the map and literature at various locations in the city such as the Chamber of Commerce so that businesses and citizens will have access.

Marketing & Public Relations

The goal of this group is to spread positive propaganda about the eastside. Currently they are working with WUFT Channel 5 and with the College of Journalism to create positive news stories to disseminate information to the public. They are also scheduled to speak on a local talk show on AM 850 on May 29, 1997 at 9:15 a.m.

Education & Employment

This group is looking at the programs that are already in place and ways to notify the public about what is available. They are investigating ways to assist people in starting home-based businesses. They are going to create an Education & Employment Resource Guide to distribute to the community.

Market Data

This group is going to work primarily with the Public Relations subcommittee in developing a pamphlet. They are looking at various information such as census data, traffic studies, exit interviews and they are going to work with the Chamber of Commerce Eastside committee to make investors aware of the untapped markets on the eastside. They are also going to facilitate the creation of a Business Council for the Enterprise Zone/Eastside businesses to organize and gain exposure.

The next meeting is June 11, 1997 at 5:30 p.m. The facilitators will meet at 4:30 p.m. The meeting was adjourned at 7:30 p.m.

B.18 Minutes of the June 11, 1997 Meeting

At 5:40 p.m. the meeting began with a presentation by Tom Saunders, Community Development Director for the City of Gainesville, and Lisa Bruns, Code Enforcement Manager, City of Gainesville. Mr. Saunders began by stating that the code enforcement office is preparing to undergo some significant changes. The first change is to add one more code enforcement officer (bringing the total to 7) and to have each officer responsible for a specific area of the City. Currently, each officer handles a certain type of violation for a large area. The next change is to implement a system of civil citations, which will force people to correct the violation or go to court. This change is being made to achieve a greater level of compliance. The final change involves demolition of vacant and dilapidated buildings and lot clearing. The code enforcement office has a tremendous back log of properties that need to be cleaned up and buildings that need to be demolished. Currently, the funding is not available, and the department is going through these properties individually to assess the problem. The City tends to work towards rehabilitation and renovation as opposed to demolition.

Mr. Saunders then introduced Lisa Bruns, who has only been with the City a few days. Ms. Bruns listed the various issues the code enforcement office is responsible for:

1. Abandoned vehicles
2. Dangerous buildings
3. Hazardous land
4. Structural/housing codes
5. Outdoor storage
6. Dilapidated buildings, insect/rodent problems
7. Land Development Code: includes zoning, permitting uses, building permits, home occupational permits, parking permits, signs, peddler permits, special events, etc.

Ms. Bruns informed the group that there is not a commercial standards code in place and that businesses are only required to comply with the land development code. She stated that she is looking at the system currently in place and is working with Mr. Saunders to implement changes to enhance code compliance. Ms. Holbrook suggested that code enforcement should send out flyers stating who the violators are, and that when people don't comply with the rules it hurts the entire neighborhood. Annie Orlando stated that she has had a difficult time dealing with the building inspection department and that the bigger issue involves the City being able to work with the citizens. She stated that some people want to be in compliance, but the system makes it too difficult. Mr. Saunders stated that he is trying to solve these problems and that his department needs direct feedback from citizens. Lisa Bruns stated that she would like to see code enforcement become more proactive, currently they operate primarily on a complaint driven system. There was a discussion about the issue of trash and it was stated that littering is not really a code enforcement issue, but instead is a criminal violation that is extremely difficult to enforce. Ms. Bruns stated that the number to call to report a violation is 334-5030. Mr. Saunders stated that the number for Community Development is 334-5022.

At 6:15 p.m. Ms. Ossa addressed the group and stated that tonight everyone needed to discuss the best way to develop a final document. The group as a whole needs to decide where the focus is going to be and how to work together to develop that focus and create an action plan. The sub-committees must decide on goals and then the group as a whole must decide how to reach those goals. Ms. Ossa stated that she is open to feedback and would like the group to decide the direction they want to go. The dilemma is bringing the entire group back together again. Dr. McDade suggested that the group go back to the Mission Statement and think about how each sub-committee is working toward that mission. Ms. Holbrook stated that each group must state objectives, chose the most important and decide how to tie those objectives together with the larger goal. Bertha Carter stated that Ms. Ossa was railroading the group and that the original group should be participating in the process, and that it should be done by the citizens. Ms. Ossa stated that she is asking the group as a whole how they want to prepare this document, and how they want to organize so that they can reconvene. Many people suggested inviting the group of 200 present at the original meeting together to approve the document that the taskforce prepared. Scherwin Henry stated that the group should do a neighborhood walk and talk to the citizens to get direct feedback. He suggested doing a survey, perhaps getting students from UF involved to develop a survey and present it to citizens. Another member of the group suggested using neighborhood watch organizations which are already present to get feedback. Ms. Ossa stated that many neighborhood organizations were invited to participate. Dr. Dubas suggested that the facilitators get together with their group and then present what they have accomplished. Ms. Ossa stated that the sub-committees should prepare a report with problems and solutions, and from there, the larger group can decide on goals. Sue Blythe suggested holding a summit, similar to the recent SAC, Inc. Summit, to present the ideas and objectives. She stated that each sub-committee could prepare a presentation. A member of the group asked why a deadline was necessary. Ms. Ossa stated that there needs to be a final product and that the group needs to present a document to the community for implementation. Dick Stokes stated that he has only been to two meetings and that he thinks the group needs to define goals and that something should be put together soon. The group cannot always talk about what is going to be done or what needs to be done. He suggested each sub-committee write a page outlining problems and solutions in order to organize the effort and produce something tangible. Most people liked the presentation idea and thought the facilitators should be responsible for preparing a presentation plan. Edward Jennings, Jr. stated that the facilitators can bring the larger group back together.

Ms. Ossa stated that as homework, each group should prepare a one page report, using the handout provided as an example.

The facilitators will meet at 4:30 p.m. on June 25, and the regular meeting will begin at 5:30 p.m.

B.19 Minutes of the June 25, 1997 Meeting

The meeting began at 5:35 p.m. with Conchi Ossa announcing to the group that Marketing and Public Relations Subcommittee member Susan Edmonds is having a gathering at her home on Friday, June 27, 1997 from 5:30-7:30 p.m. for the taskforce members.

Ms. Ossa announced to the group that Walgreens was supposed to give a presentation at tonight's meeting, but they were unable to attend. She stated that this would be beneficial to the group because they really need this time to move forward. Ms. Ossa then went over the handout and stated that the final project will be two-fold. The group will produce a document which will contain the action plan, and the City will put together a large volume with all the information about the group and the process. Ms. Ossa then went over the definitions of Goals, Objectives and Action Steps, to assist the group in actually writing the plan. Ms. Ossa went over the thinking process involved in developing the plan. First, each person needs to think about the Goal which is the "big picture". The next level of thinking is Objectives, which involves defining how to accomplish the goal. The third level of thinking is Action Steps which are concrete actions that specifically define how the objective will be achieved. She stated that 6 main themes have been addressed by all the groups which are:

1. Business Expansion, Attraction & Retention
2. Education & Employment
3. Government Services
4. Marketing & Public Relations
5. Neighborhood Improvement/Development
6. Quality of Life

She stated the subcommittees need to focus on these main areas and come back together to produce a plan. These areas will serve as a starting point for production of the plan. The facilitators will work with the groups to create the goals, objectives and action steps. Each group then gave a report on their findings. Starting at the next meeting the groups will boil down their findings into the 6 main areas listed above.

Neighborhood Development

The group decided on various projects that each member would work on individually. A copy of their findings and project ideas are attached.

Barriers

The group identified 5 major problems and a goal associated with each one:

1. Neighborhood Blight
Goal: Clean Up Neighborhoods
Objectives: Demolition of vacant buildings, clean-up yard trash, public salvage/waste collection sites

2. **Crime**
Goal: Organize Neighborhood Crime Watches
3. **Image**
Goal: Improve Image
4. **Government**
Goal: Improve access to local government
5. **Infrastructure**
Goal: Improve the existing infrastructure

Ms. Ossa pointed out to the group that many of these problems and goals were related to government services. This was one of the main areas the group as a whole will be looking at when developing the Action Plan.

Land Use Map

This subcommittee was primarily an “action” group from the beginning. Their goal was to create maps that showed existing businesses and available business space. They produced a set of maps that will serve to provide a graphic presentation for the group and community to utilize in discussions of the eastside. They had achieved the “goal” they set out to accomplish as a subcommittee. Ms. Ossa stated that now the group needed to move to the next level of thinking. If the goal is to bring more businesses to the eastside, the maps need to be utilized to accomplish that goal. The members of this subcommittee will be instrumental in fulfilling the goal of Business Attraction and Retention.

Market Data

This group used a marketing study performed on the eastside in 1996 to analyze characteristics about the area. One member of the group did a survey of the new developments on the eastside and also looked at the crime rates. The numbers prove that the reality is not as bad as the perceptions. Another member of the group looked at school data and analyzed what educational programs exist on the eastside. This information can be used to promote schools and the area. Another group member analyzed the raw numbers that were associated with the various studies that have been done. He took this information and translated it into a report that would be used to convince businesses to locate to the eastside. The group wants to use the information that was gathered to help improve the image of the eastside and to attract businesses to the area.

This report was followed by discussion of how to bring businesses to the eastside. Ms. Ossa stated that the eastside needs to improve it’s work force in order to attract industry. Mr. Jennings stated that basic services need to come to the eastside. There was debate over which type of jobs are more important. Ms. Holbrook stated that the area needs improved education and job training.

Marketing & Public Relations

The groups main goal is to dispel the inaccurate perception of the eastside and to look at ways to facilitate necessary improvements. They are working to implement a marketing package for their portion of the Action Plan.

Education & Employment

This group is working to improve the communication within the community to make people aware of the opportunities and to facilitate the creation of new opportunities. They are looking at problems associated with employment and education, such as transportation and child care. Their goal is to create a resource guide of the educational and employment training opportunities available in the community, including cost, location, etc.

Financing/Investor Identification

This subcommittee only has one member and his goal is to create a "Business Start Up Trust Fund". This fund will not be designed to take the place of banks, but it will be used to help businesses by acting as a co-signer. It will also serve very small businesses that only need a small amount of money to get started.

At 7:00 p.m. Ms. Ossa stated the group should look over the handouts that were given to the facilitators. Everyone broke into subcommittees to discuss the goals and objectives that were presented. She stated that the members need to think about the goals and objectives in order to formulate the action plan. At the next meeting the focus will change to the 6 major themes that were presented at tonight's meeting.

B.110 Minutes of the July 9, 1997 Meeting

The meeting began at 5:45 p.m. with Conchi Ossa announcing to the group that Perry Maull the Regional Transit Director for the City of Gainesville was going to give a presentation. Mr. Maull began by stating that RTS is undergoing some changes that are both positive and negative. Mr. Maull stated that he is not expecting to receive any funding from the federal government this year, and is having to cut the RTS budget by \$600,000 as a result. He stated he is trying to look at the budget cuts as an opportunity to do some restructuring within his department, and is looking at ways to better spend the money that is allocated from the City. He stated that the \$600,000 represents approximately 13% of his budget and that as a result of these cuts, he is going to scale back service, which he hopes will actually meet the needs of the public more efficiently. He stated that light routes are going to be converted to flexible routes which will eliminate the system of buses "wandering around town". Another change he discussed in conjunction with route changes is a new fare policy. He is going to propose charging \$2.00 for an all day pass which will eliminate transfer fees and make the bus system more user friendly.

Mr. Maull informed the group that RTS is also experiencing some positive changes in his department with the receipt of a grant. He explained that in cooperation with the North Central Florida Regional Planning Council RTS has received a grant to implement a van-pool program. The program will be set up so that users pay all the operating expenses and the transportation is provided by volunteers. He stated that the rate for lease of a van will be approximately \$500.00 per month which will include all insurance and maintenance. He stated that in Brevard County, where he worked previously, programs such as these were often utilized by commuters to travel to and from work, and were extremely successful. He stated that he has been working with Ms. Ossa to use these grants to help provide transportation to people coming off welfare. The main barriers for those coming off welfare are transportation to and from work and child-care. He stated that this is a very sustainable program that will serve people on a neighborhood level. He stated he is going to receive funding from the state to set up the program, as well as a grant from the Department of Transportation to market the program on a regional level. He stated that the volunteers are primarily recruited by self selection and the program is set up to be entrepreneurial and will not be run by government. Mr. Maull stated that in addition to the aggressive promotion of this program, he is also going to be working diligently to inform the public about RTS services once the fall routes are approved. He urged the taskforce members to give input to his department, as he is trying to implement a reliable, efficient transit system.

At 6:10 p.m. Ms. Ossa stated that her office had been working very hard on the action plan and that Mr. Orrell has been meeting with the facilitators to draft the goals and objectives. She stated it will be up to the group to define the action steps and that none of the work they have done will be lost since it will all be included in the final volume. She explained that the charts the groups are completing will act as "to do lists" and that each objective could really be an entire project in itself. Ms. Ossa asked that the taskforce

review the goals and objectives to verify accuracy and to begin discussing action steps for each objective. She suggested that the taskforce break up into small groups for these discussions. Mr. Calkins stated members of his group had created "mini" action plans for each of their projects and he questioned how this information will fit into the plan. Ms. Ossa stated that each of those projects could be an action step and the group will be responsible for defining who would carry out that step; that person would utilize the "mini" plan prepared by his group as a guide to complete the action step.

Ms. Ossa stated that the group will need to meet for at least two more meetings after July 23rd and decided on August 6th and August 20th. She stated the goal should be to complete the action steps by the 6th so that the draft can be reviewed and finalized on the 23rd. There was a great deal of discussion by the taskforce members regarding how to present the plan to the community, however it was agreed that there needs to be another meeting similar to the original "Community Roundtable".

Ms. Ossa stated that subcommittees that have been dissolved should work on those issues that pertain to their interest. She reiterated that at the next meeting (July 23rd) the taskforce will need to create and finalize Action Steps, and on August 6th Ms. Ossa will have a draft of the Action Plan to present to the group.

At 6:15 p.m. the group dispersed into their committees and commenced the evening's work.

B.111 Minutes of the July 23, 1997 Meeting

At 5:45 p.m. Ms. Ossa announced that the meeting would start. There was a much lower attendance than usual. She stated that tonight would be the last chance to look at the Action Steps, and at the next meeting the group will be presented with a draft of the plan. She asked that the group spend some time deciding what the Action Steps should be and provide them to her within the next week. She explained that a difficult portion of the plan was the cost estimate. Many of the items have an unknown or indeterminable cost associated with them. There was discussion among the group whether or not to include cost, and how to make it meaningful. It was decided that if the cost was known, or a reasonable estimate was available, it would be included. If the cost was unknown, the column would be left blank rather than filled with arbitrary numbers.

Ms. Ossa stated that the group needed to think about four issues. The first issue concerns the time frame the action plan will encompass. Many of the action steps are scheduled to be completed by the end of the year. She asked the group to decide whether this plan would be a one, two, three, four or five year plan. There was a great deal of discussion about this issue. Annie Orlando stated that the group needs to decide how to prioritize the various steps, and then look at the plan as a whole and decide a time frame.

The next issue for the group to resolve is leadership in the plan implementation. Ms. Ossa stated that it is essential for there to be a lead organization to maintain oversight. Ms. Ossa pointed out that there are many organizations involved in the implementation and someone will need to be accountable for maintaining contact and moving forward. There was a great deal of discussion concerning this issue. It was suggested that a board could be appointed to oversee the implementation. Someone else suggested the Economic Development Department could be responsible. Ms. Ossa stated that her department does not have the ability to implement the plan. She explained that she could assist with staff support, but the implementation will need to be carried out by some other organization. She explained that GEZDA started the Taskforce by having the dinner meeting and that they were provided \$5,000 worth of funds to cover the cost of having the meeting. She explained that the group will need to seek out other sources for funding to implement the plan. Fredrick Wetterquist inquired as to how much funding the Council for Economic Outreach received from the City. Ms. Ossa stated that they received \$100,000. He stated that if the City funds that group (which is unsuccessful in his opinion) then they should fund this project which will have a tangible impact on the community. He suggested the group should go before the City Commission to request funding for a full time staff person to carry out the plan. Ms. Ossa stated that idea has been suggested and discussed with the Commissioners.

Annie Orlando suggested that the group should elect a steering committee to decide these issues and give the group some direction. Ms. Ossa stated that the group could elect a board who could take on priorities and define the structure. Ivy Bell suggested that such a structure should be included in the plan. This would make the plan more complete, give it direction and aid the funding process. There was discussion regarding how to obtain

funding for the plan. Ms. Ossa stated there are many options for the group. She explained that by forming a community development corporation, the group would be eligible for a great deal of funding opportunities. She agreed that the group should include in the plan a definition of the structure, and asked Ivy Bell to spearhead the writing of that portion, and that it should be a vital part of the plan.

Scherwin Henry stated that the group needs to become more intense in finalizing this plan, and suggested that the group meet every Wednesday until it is complete. He explained this would be necessary to complete the plan and have it prepared for presentation to the community. He also agreed with the idea of forming a steering committee.

Ms. Ossa recapped the issues the group needs to consider before finalizing the plan:

1. Time frame for plan
2. Definition of eastside (after a great deal of discussion, it was pointed out that this issue had been defined early on)
3. Lead organization

Ed Jennings, Jr. suggested that the group should focus on completing this level of the plan. He stated that going beyond the grass roots level to form a corporation is far in the future. Right now the group needed to move forward so that they could finalize the plan and go before the City Commission to request funding for this budget cycle.

Ms. Ossa stated that the group needs to get to work on finalizing the action steps so that she can come prepared with a draft to the next meeting. She suggested that the steering committee should come from the Taskforce and the group agreed. She stated that the committee should decide when and how to present the plan to the community. She stated that in order to have another dinner meeting like the first meeting, she will need a minimum of six weeks to prepare. She stated that after the first draft is complete, the group could go forward with having that meeting to present the plan to the community. She stated that the steering committee could also present the plan to the City Commission, County Commission, School Board, etc. However, she stated these presentations should take place after the dinner meeting. She explained the importance of having that big meeting to facilitate the community supporting the plan. She stated that the plan will not be able to be implemented successfully without the support of the community. She suggested the group decide on a steering committee at tonight's meeting.

Ms. Ossa stated her department could assist in some printing costs to create leaflets for the group. Bill Warinner stated that Annie Orlando was printing some shirts for the group which would be available at a cost of \$10.00 each. Ms. Orlando is printing the shirts at cost and will not be making a profit. This brought up another issue for the group to consider. There was a great deal of discussion about how to handle the collection of money. Bill Warinner stated that at this point, he would be willing to be responsible. Annie Orlando stated that the group will need to elect a treasurer and open a bank account, etc. She expressed the importance of moving to the next level since money was

going to be involved. She stated that it is imperative that the group designate and decide who and how to handle funding and financial issues.

At this point the group began electing members of a steering committee. The following people were chosen: Bill Warinner, Annie Orlando, Scherwin Henry, Keifer Calkins, and Ed Jennings, Jr. The committee will meet as a group tonight and prior to the next Taskforce meeting. They stated the dinner meeting should be six weeks from tonight. The group agreed and it was decided that the big dinner meeting will be September 4th. The group could then present the plan to the City Commission on the 8th and the County Commission on the 9th. The group then began working on the action steps.

The steering committee will meet again August 4th in room 408, City Hall, and the Taskforce will meet again on August 6th.

B.112 Minutes of the August 6, 1997 Meeting

The Steering Committee met at 5:00 p.m. to continue their discussions from their August 4th meeting and to prepare for the meeting tonight. Two main issues they needed to discuss with the Task Force as a whole was the upcoming dinner meeting and the definition of the eastside.

At 5:40 p.m. Bill Warinner addressed the group and called attention to the t-shirts with the Task Force logo that Annie Orlando made at her shop. The shirts were on sale for \$10.00 each.

Conchi Ossa then welcomed everyone and stated that the first draft of the Action Plan was ready for the group to review. She stated that she had enough copies for two per table and that people would have to share. Ms. Ossa stated that in preparing the plan, some assumptions were made. Section I of the plan includes the purpose, definition, objective, and the scope of work. She explained that this effort was started by GEZDA, which is the organization that put together the dinner meeting in February 4, 1997. She explained that the details of that meeting will be included in an appendix, so as to make the plan easier to read. Ms. Ossa then stated she included a section about the newly formed steering committee. In that section, the following areas need to be filled in by the Task Force:

- 1.) Time frame for implementation of the plan,
- 2.) What will be used to measure success (Ms. Ossa explained that she assumed the Mission Statement would fulfill that purpose, but it was up to the group to decide),
- 3.) What method of communication will be used to relay successes achieved,
- 4.) How often the plan will be revised,
- 5.) What organization will be responsible for implementation (Ms. Ossa stated that she described an Eastside Implementation Team, EIT, in this section, but the group will need to decide what that team will actually be).

She stated that in section 4, the group needs to give more description about the implementation, as she mainly included assumptions. She pointed out that there is a section that lists all organizations involved in the implementation of the plan. The priorities will need to be defined by the Task Force, in order to make presentations to the community and to facilitate funding, the group will need to have clearly defined priorities. Section II of the plan contains findings that were provided by the Task Force. The meeting minutes will be included in the appendix. She reiterated the need for the group to fill in the blanks, and complete the plan as they see fit.

Ms. Ossa explained that at a recent City Commission meeting, the Commission voted 4:1 against the funding of a staff position dedicated to eastside development. However, she did state there is a contingency fund with funds for groups such as the Task Force. There is a budget hearing on Sept. 8, 1997 that the Task Force could appear at and ask for funding. She suggested the group decide what they want to ask for and be present at that

hearing. She recommended that the group not ask for the funding of a position, since the Commission had decided against funding one, but that they could ask for funds for projects or staff support. An idea that she presented to the group was to ask for money to contract with a real estate agent to find tenants for areas on the eastside. Mr. Henry asked Ms. Ossa if it would be beneficial for the group to lobby the commissioners prior to this meeting. She stated that the group should definitely lobby, as the commissioners have shown a commitment to eastside development efforts. Mr. Peterkin stated that it was imperative for the group to lobby the Commissioners and to show up in full force the night of the budget meeting.

Ms. Ossa stated the group needed to decide on the date for the next dinner meeting. The Steering Committee had discussed this and Ed Jennings, Jr. stated he understood that the meeting would be held on Sept. 15th at the MLK Center. The group agreed on this date and location. Ms. Ossa stated that the group will have to go to the Commission meeting on the 8th to ask for funds. Mr. Peterkin stated that the group should ask for funding from the County as well. Ms. Ossa stated that the group should ask for funds from every available source. Ms. Ossa then stated that the draft she has provided needs to be read word for word and changes need to be given to her as soon as possible. The Steering Committee then took over.

Annie Orlando stated that the Steering Committee had met on 8/4/97 and decided that two main issues needed to be discussed. The first issue concerns the finances of the group. Scherwin Henry investigated checking accounts at local banks and they decided to open an interest bearing checking account at Gainesville State Bank. He indicated that three signatures are required and that since the group has not yet formed a corporation, the bank requires social security numbers and personal liability. Three members of the Steering Committee will sign, and two of those signatures will be required to write checks. Mr. Henry stated that this is just an interim situation until incorporation occurs, since the group is collecting money for the shirts. Mr. Peterkin suggested Mr. Henry talk to the bank president and ask for the fees to be waived. Ms. Ossa stated that the banks did contribute to the first meeting, so they may be interested in supporting the effort.

Ms. Orlando stated that opening the bank account opened up the issue of what direction the group was heading. It appeared they were moving towards becoming an independent organization and they are researching the best way to get set up. Currently they are looking at incorporation. After that, they will look at obtaining non-profit status, which Ms. Orlando stated is a long and difficult process. Ms. Ossa will provide a letter of verification for the bank and for the purposes of incorporation.

Keifer Calkins asked what the format is going to be for the Sept. 15th meeting. Ms. Orlando stated that the steering committee would probably speak and then each group could present their portion of the action plan. Everyone will have to get prepared to present the plan at the meeting. The group discussed the time of the meeting and decided on 5:30 p.m. to 8:30 p.m. The steering committee will work on drafting an agenda for that meeting.

Following the Sept. 15th meeting, the group will prepare to present the final document to the City Commission on Sept. 22nd and to the County Commission on Sept. 23rd. Other groups also need to be included, and the Steering Committee will work on a schedule. Ms. Ossa suggested that the group also present the document to GEZDA at their meeting on August 21, 1997. The Steering Committee will meet every other Wednesday at 4:30 p.m. in City Hall.

Ms. Orlando stated that the next item to discuss is the boundary for the "eastside". It was originally decided to have the western boundary be 13th Street as opposed to Main Street. Ed Jennings Jr. and Bill Warinner gave opposing opinions on the issue. There was extensive discussion regarding this issue. Finally a motion was made to decide the issue.

MOTION: It was moved by Fredrick Peterkin and seconded by Scherwin Henry to make Main Street the western boundary of the eastside for the purposes of the Task Force. The Motion passed with a 10:6 vote.

Ms. Orlando stated the final issue for discussion is a name for the group. Many suggestions were made, including, East Gainesville Improvement and Development, East Gainesville Development Task Force, Eastside Progress Committee, East Gainesville Alliance, East Gainesville Coalition, Eastside Progress Development. After narrowing down the list through a series of votes, the group voted East Gainesville Development Task Force as the official name.

At 7:00 the group went to work reviewing the action plan. Jan Sleen from the Loftin Center made an announcement to the group that classes were starting and asked that the members spread the word about the program. She distributed fliers.

Ed Jennings Jr. then addressed the group and stated that they needed to answer some questions in the plan:

1. What is the time frame for implementation of the plan?
The group decided on 5 years.
2. How will the group communicate their successes?
The group decided on an annual report which will be prepared in May of each year.
3. How often will the plan be revised?
The group decided on a yearly revision to take place in accordance with the annual report
4. Will the group use the Mission Statement as a benchmark to measure success?
The group decided yes.

Ms. Ossa then asked everyone to read the draft word for word and give her feedback as soon as possible. By September 8th the group will have to have its priorities in order. They decided to have a final report completed by October 1, 1997. The Steering Committee will work on a timeline. Mr. Peterkin volunteered his services for help on presentation material. The meeting was adjourned at 7:30 p.m.

B.113 Minutes of the August 20, 1997 Meeting

The meeting was begun by Annie Orlando who spoke for steering committee. It was announced that Mr. Orrell would no longer be working on the project after September 5th. Mrs. Orlando reported that the steering committee had met and discussed budget needs and organizational options for the East Gainesville Development Task Force. Mrs. Orlando explained that the steering committee was considering the option of becoming a city board. Under such circumstances, the Sunshine Laws would prevent Keifer Calkins and Ed Jennings Jr. from serving as board members. In the event that the East Gainesville Development Task Force should become a board it was requested two additional members be elected to the Steering Committee. After some discussion Fredrick Peterkin and Josh Orrell were elected. Conchi Ossa asserted that Mr. Orrell would not be able to vote until the end of his term as intern on September 5th.

Next the groups discussed the organizational options available to the East Gainesville Development Task Force. Three options were considered by the assembled Task Force; private work group, public board, or sub-committee of GEZDA. The pros and cons for each option were discussed and most members were involved in the active debate. After a lengthy discussion period a vote was called and each potential option received equal number of votes. Resolution of the issues was left up to the Steering Committee.

The group was reminded of the approaching September 15th meeting and Mrs. Orlando asked for volunteers to serve on a food committee for that meeting. The meeting was adjourned.

Those people who volunteered were:

Ivy Bell
Susan Edmonds
Regina Melzer
Lucille Rhim
Scherwin Henry

B.114 September 15, 1997 Meeting

Invitations to the September 15, 1997 meeting were mailed to a large list of individuals. Below is a sample of the invitation.

***The East Gainesville Development Action Plan
is almost complete!***

Last February, over 220 people attended an eastside community meeting to discuss business development and job creation in east Gainesville. Since then, a group of volunteers have worked as the Eastside Task Force to create the East Gainesville Development Action Plan.

***YOU CAN PROVIDE YOUR FINAL INPUT BEFORE
THE DOCUMENT IS COMPLETED!***

*Please come to the
East Gainesville Development Task Force
Community Input Meeting*

*Monday, September 15, 1997, 5:30 - 8:30 p.m.
Martin Luther King, Jr. Multipurpose Gymnasium
1028 NE 14 Street, Building D, Gainesville, Florida*

A Light Meal Will Be Provided RSVP 334-5012 by September 8th

East Gainesville Development Task Force Community Input Meeting Agenda

Meeting Date: Monday, September 15, 1997
Meeting Place: Martin Luther King, Jr. Center
Meeting Time: 5:30 p.m.-8:30 p.m.

I. Reception - 5:30 p.m. - 6:00 p.m.

- A. Registration of participants
- B. Food and drink

II. Introduction - 6:00 p.m. - 6:15 p.m.

- A. Welcome by Ed Jennings, Jr.
- B. Invocation - Rev. Thomas A. Wright, Pastor, Mount Carmel Baptist Church - Gainesville, Florida
- C. Historical perspective by Conchi M. Ossa, City of Gainesville Economic Development Director
- D. Invited comments by:
Carol Villemaire, Gainesville Enterprise Zone Development Agency
Ed Jennings, Sr., City of Gainesville Commissioner
Penny Wheat, Alachua County Commissioner

III. The East Gainesville Development Task Force - 6:15 p.m. - 6:25 p.m.

- A. Introduction of members and thank you to supporters by Ed Jennings, Jr.
- B. Current direction and organization of the Task Force by Ed Jennings, Jr.

IV. The Action Plan - 6:25 p.m. - 7:25 p.m.

Overview of the Action Plan and Mission Statement by Josh Orrell

- A. Business Expansion, Retention and Attraction by Annie Orlando
- B. Neighborhood Improvement and New Development by Keifer Calkins
- C. Marketing and Public Relations by Doris Edwards or Bill Warinner
- D. Education and Employment by Fran Holm

- E. Government Services by Fredrick Peterkin
- F. Tourism Development by Regina Melzer
- V. Prioritization of the Action Plan - 7:25 p.m. - 8:10 p.m.**
 - A. Break into sub-committee groups for prioritization of action items
 - B. Fill our Volunteer Information Sheet and hand in to facilitators
- VI. Conclusion - 8:10 p.m. - 8:25 p.m.**
 - A. Presentation of the prioritization results
 - B. Announcement of the next meeting and project
 - Where: Williams Elementary School
 - When: October 20, 1997, 6:00 p.m.
 - C. Thanks and adjournment

Eastside Development Task Force Meeting Minutes 9/15/97

The meeting began at 5:30 p.m. with a light reception. At 6:00 p.m., Ed Jennings, Jr. introduced himself and welcomed everyone to the meeting. Mr. Jennings introduced Reverend Thomas A. Wright from Mount Carmel Baptist Church in Gainesville, who opened the meeting with a prayer and invocation. Then Mr. Jennings introduced Conchi Ossa, the City of Gainesville Economic Development Director, and thanked her for her support and leadership in helping the Task Force. Ms. Ossa then addressed the audience by stating this meeting was not the end, but really a beginning. She emphasized that the Task Force's work was not just another government project, but a plan to be implemented by the people. She explained that the Gainesville Enterprise Zone Development Agency (GEZDA) Board produced a market study of the eastside. Following the market study, the Board, along with the Chamber of Commerce, organized a community meeting which took place on February 4th. Following that meeting a group of approximately 40 volunteers formed the Task Force and continued to meet for six months. Ms. Ossa stated that at this meeting the group is presenting their work to the community and asking for assistance and support in order to implement the Action Plan.

Mr. Jennings then introduced Carol Villemaire, Chair of the GEZDA Board. Ms. Villemaire stated that one year ago, the Board discussed putting together a community meeting. She stated that at that time they never dreamed that so many people would become involved. She explained that the Task Force has far exceeded the expectations of GEZDA and the Chamber of Commerce. She explained that everyone has done great work, but now it is time to get involved and take action.

Mr. Jennings then thanked the City for staff support that it has provided to the group. Commissioner Ed Jennings, Sr. then thanked everyone for staying involved and participating in the process. He stated that results won't happen over night, but that changes can and will be made. He thanked the Task Force and the City staff once again.

Ed Jennings Jr. then explained to the group that the Task Force has been lobbying City and County Commissioners for financial support. Penny Wheat of the County Commission was especially receptive to their request. Mr. Jennings then introduced Ms. Wheat.

Ms. Wheat then stated that if government did what they were supposed to do, groups such as the Task Force would not be necessary. She stated she was proud to be a part of this effort and she pledged her support to implement the Action Plan.

Mr. Jennings then introduced the Task Force Steering Committee, which has been elected by the group as a whole: Annie Orlando, Chair, himself, Vice-Chair, Keifer Calkins, Fredrick Peterkin, Scherwin Henry and Josh Orrell.

Scherwin Henry then addressed the audience and stated that there was a great deal of work still to be done. He explained that the Steering Committee has gone to the City and County Commissions in order to secure funding. He explained that one of the goals of the Action

Plan was to hire an executive director to oversee implementation of the plan. Funding as well as community partnerships will need to be established in order to make the plan a success.

Ed Jennings Jr. then introduced Josh Orrell and stated that he came on board through his work as a summer intern for Ms. Ossa to work on the Action Plan. Mr. Orrell then gave an overview of the plan by giving a slide show. He stated that the group has identified problems and solutions, developed a motto and logo, and a Mission Statement. He stated that there are many parts to achieving the goal of the mission statement. The action plan is very specific and should be used to achieve that goal. He asked for grass roots support in order to accomplish the goals set forth. Then the members of the steering committee gave an overview of the different sub-committees that were developed and the issues they worked on. Following the overview, the group will break up and prioritize the goals already set forth.

Annie Orlando went over the action steps identified by the Business Expansion Sub-Committee.

Keifer Calkins went over the goals listed in the Action plan of the Neighborhood Development Sub-Committee.

Doris Edwards discussed the action steps identified by the Marketing and Public Relations Sub-Committee.

Fran Holm discussed Education and Employment.

Fredrick Peterkin discussed Government Services.

Regina Melzer discussed Tourism.

Mr. Jennings Jr. then asked everyone to choose an area of interest and discuss the action steps associated with that area. The groups met for approximately 45 minutes discussing and prioritizing the action steps.

Mr. Jennings then thanked the Reichert House for their assistance and participation in tonight's event. He then thanked the Chamber of Commerce for all their help and support. Albert White from the Chamber then spoke about the Chamber's involvement and thanked everyone for participating. Mr. Jennings then recognized Doris Keith, who had recently passed away. Ms. Keith had been an active member of the Task Force and she will be missed.

The Steering Committee gave the following reports of the prioritization of the action steps.

Josh Orrell reported that those interested in Tourism prioritized the action steps as follows:
1. Assess ways to enhance and capitalize on local tourist attractions.

2. Encourage additional signs for historic and unique sites in East Gainesville.
3. Develop advertising for East Gainesville.
4. Help Children's Expo find a permanent location on the Eastside.
5. Create Walking, Cycling, and Auto Tour Guide for east Gainesville.
6. Assess potential for new tourist attractions.

Fredrick Peterkin discussed the action steps prioritized for the Government Services Sub-Committee:

1. Create a safer East Gainesville for its residents.
2. Create list of deteriorating infrastructure to be repaired.
3. Provide regulatory relief for the development of property.
4. Increase the number of police per capita and support successful police programs.
5. Establish single points of contact within city and county government to improve citizens access to governmental services.
6. Support and encourage new and innovative changes occurring at RTS.

Scherwin Henry reported that the Marketing and Public Relations group decided on the following priorities:

1. Improve the visual appeal of east Gainesville.
2. Produce slide and video presentations which promote east Gainesville.
3. Work to get an Eastside house in the "Parade of Homes" annually.
4. Work to get a newspaper and magazine series on history and pride in east Gainesville.
5. Do TV, radio, and print ads for east Gainesville.
6. Create discounts or bonuses for Eastside residents who shop on the Eastside.

Karen Edwards gave the following report for Education & Employment priorities:

1. Enhanced and expanded academic and vocational education for both college bound and non-college bound students.
2. Encourage the establishment of neighborhood child care and adult day care centers.
3. Encourage the development of low cost transportation for unemployed and low income residents trying to work.
4. Create document and presentations on available training programs and opportunities for those seeking employment.
5. Support career counseling and academic planning for all students and parents.
6. Seek new vocational scholarships and grants.

Ivy Bell reported that the Neighborhood Development Sub-Committee chose the following priorities:

1. Create Neighborhood Association in Eastside neighborhoods where they do not exist and reinforce those that do.
 - a) Trash-It Rallies.

- b) Activate / reactivate neighborhood crime watch organizations.
- c) Create community garden.
- 2. Expand COPs, Youth Services, Crime Watch and other successful programs in the area.
- 3. Support efforts of non-profit organizations that assist in creating affordable homes.
- 4. Promote the development of a multipurpose senior center.
- 5. Project "Green Grass"
- 6. Create home maintenance guide / how to guide for neighborhood improvement.

The Business Expansion Sub-Committee had several priorities. Fredrick Wetterquist stated the following:

- 1. Provide information to those interested in investing in the Eastside.
- 2. Create documents and presentations on Eastside market information.
- 3. Establish Eastside Business Owners Association.
- 4. Initiate annual Gainesville Area Chamber of Commerce, Eastside Business Owners Association, City and County Commission meeting for the purpose of creating a joint strategy for continued economic growth.
- 5. Improve police protection for area businesses.

Annie Orlando stated the following priorities:

- 1. Establish Eastside Business Owners Association
- 2. Eliminate eyesores.
- 3. Encourage owners to clean, paint, and improve building facades.
- 4. Monitor and interview business opening and closing in the Eastside.
- 5. Improve police protection for area businesses.

Ed Jennings Jr. then addressed the audience and asked the question, "Where do we go from here?" He stated the main focus at this point was to secure funding, and he encouraged those interested to lobby their commissioners. He stated that the next meeting of the Task Force would take place on October 20, 1997 at 6:00 p.m. at Williams Elementary School. On October 25th there will be a clean up day to "Adopt a Highway". This event will be the first action step undertaken. It was chosen so that real benefits could be experienced right away. More details will be made available on October 20th.

Annie Orlando then addressed the audience and stated that this meeting was an attempt to bring information to the community and it is the first step in creating a network. While this is the end of the first phase, it is the beginning of the second phase. She stated that the group is working to become incorporated and to attain non-profit status. She encouraged everyone to attend the meeting on October 20th, and thanked them for their participation.

The meeting was adjourned.

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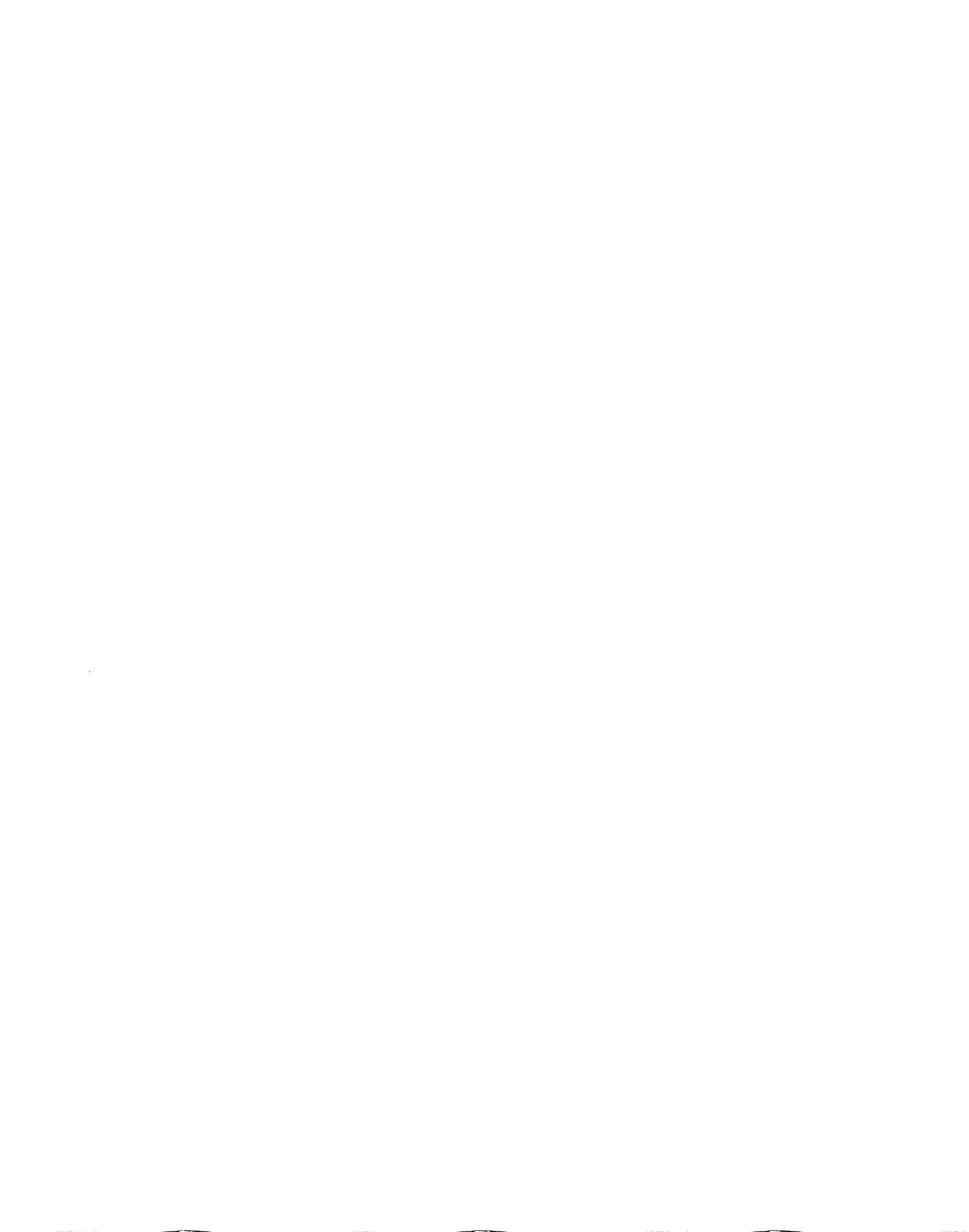
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Appendix C

This appendix consists of special presentations given at Task Force meetings to provide the Task Force with information which would be helpful to developing the Action Plan.

Sections:

- C.O Conchi M. Ossa, City of Gainesville Economic Development Director, April 30, 1997
- C.1 Teresa Scott, City of Gainesville Public Works Director, May 14, 1997
- C.2 Sgt. Wayne Ash, City of Gainesville Police Department, May 28, 1997
- C.3 Tom Saunders, City of Gainesville Community Development Director, and Lisa Bruns, City of Gainesville Code Enforcement Manager, June 11, 1997
- C.4 Edwin C. Reed, Chief Financial Officer of the Allen AME Church in Queens, New York, June 30 and July 1, 1997
- C.5 Perry Maull, City of Gainesville Regional Transit Systems Director, July 9, 1997

**C.0 CONCHI OSSA, CITY OF GAINESVILLE ECONOMIC
DEVELOPMENT DIRECTOR, APRIL 30, 1997**

Conchi Ossa gave a presentation on the Gainesville Enterprise Zone and the benefits associated with locating in that zone. A description of all the enterprise zone benefits is provided in Appendix D of this document.

Ms. Ossa discussed the facade improvement program that was currently being created through the Gainesville Enterprise Zone Development Agency (GEZDA). She explained that GEZDA had applied for a \$50,000 grant from the Community Development Block Grant program. If awarded, the funds would be used as "mini grants" which businesses located within a target area of the enterprise zone could apply to receive to help improve the appearance of their buildings and the overall appeal of the area.

**C.1 TERESA SCOTT, CITY OF GAINESVILLE PUBLIC WORKS
DIRECTOR, MAY 14, 1997**

Teresa Scott, City of Gainesville Public Works Director began her presentation by discussing the differences in the eastside and the westside. She stated that much of the public infrastructure improvements recently done in the northwest side of Gainesville have been done and funded by private developers, not the City. She explained that she has only been with the city a few months and is working towards making the Public Works Department more proactive in solving problems. At this point, the system is primarily complaint driven. She stated that there is a great need for a communication network, as a way to educate the public and to involve public works in solving problems. She then discussed various public works issues, including solid waste, traffic sign maintenance, street sweeping, sidewalk improvement, street repair, and stormwater. She stated the City is moving towards creating a more walkable community and that her department is involved in that process. Ms. Scott explained that her short term goals involve inventory and prioritizing. She stated she is very open to public input and encourages those with concerns to contact her office. She provided a handout with the following phone numbers to call for complaints and concerns.

PUBLIC WORKS DEPARTMENT'S GENERAL PHONE # 334-5070

To report or discuss particular areas of concern:

Solid Waste Pick-up	334-5040
Traffic Sign Maintenance	334-2150
Traffic Signal Maintenance	334-2155
Traffic Engineering Issues	334-5074
Street Sweeping	334-2161
Potholes, Broken Curb	334-2161
Stormwater Issues	334-5072

C.2 SGT. WAYNE ASH, CITY OF GAINESVILLE POLICE
DEPARTMENT, MAY 28, 1997

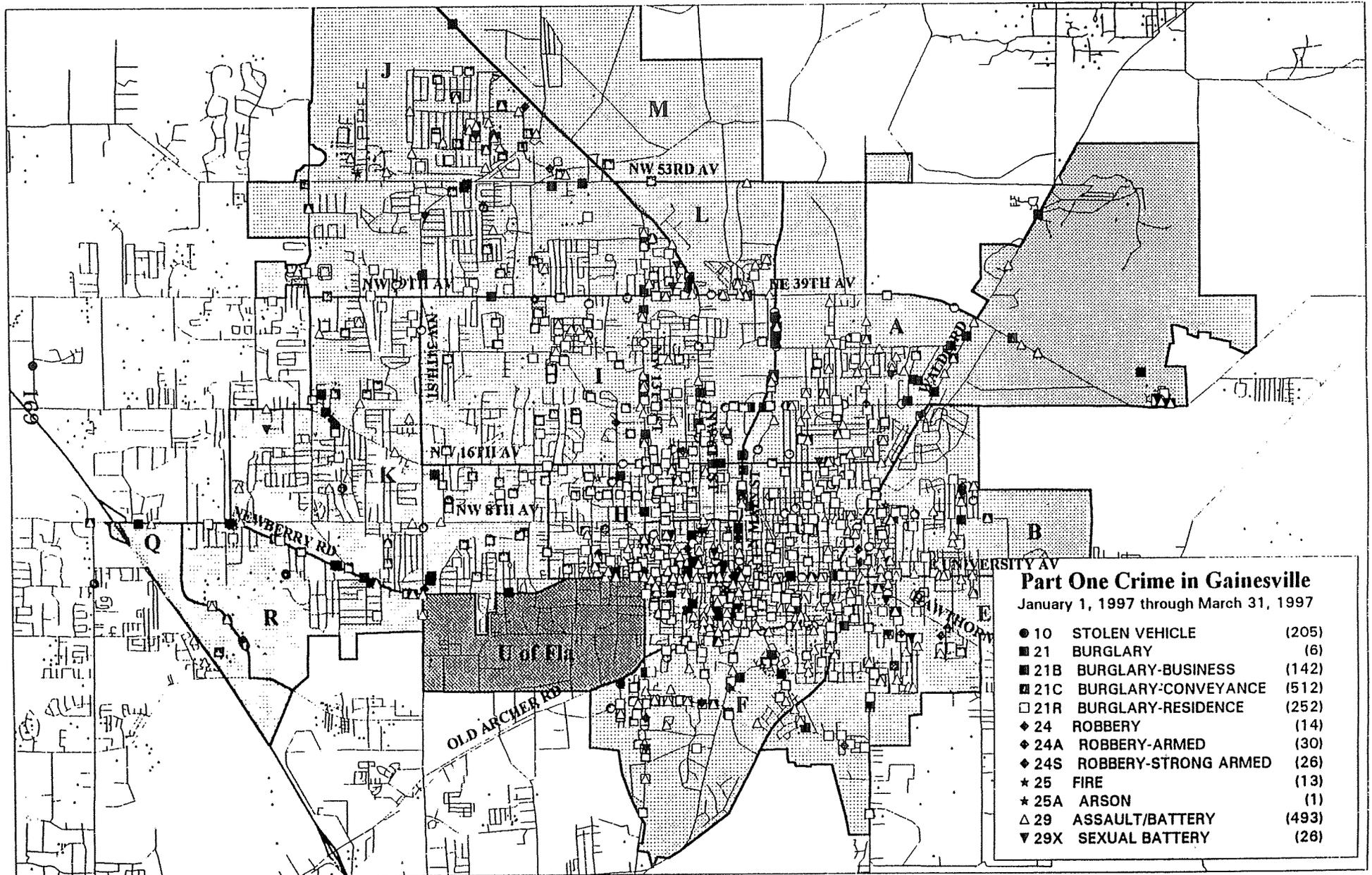
Sgt. Wayne Ash, the COPS Team member started his presentation by stating that he has been a member of the Gainesville Police Department for 12 years and is currently a member of the Community Service Team on the eastside. Sgt. Ash stated that one must be very careful when looking at crime statistics because many factors come into play. First of all, one must look at the types of crimes being committed and what is creating the conditions. He stated that in order to compare crime in east Gainesville to crime in west Gainesville, expectation is an important factor. People in our community report what is happening which affects the crime statistics. A greater police presence in the form of COPS Teams also increases the number of crimes that are reported. He compared two areas, one on the east and one on the west and gave numbers for crimes committed in a three month period. The aggregate numbers on the east side were only slightly higher than on the west side. Once again he stated that the presence of COPS Teams on the east side means more crimes are likely to be reported. He stated that with more reporting comes greater solvability and that while the COPS Team presence is good for the community. He recognized that if the media portrays a greater police presence in a community it is perceived as negative. The COPS Team is attempting to raise the quality of life in the community and provide a positive image in that they come to the community to solve problems. Lieutenant Alena Buggs stated that assault was the most committed crime in the eastside. Lt. Buggs stated that all calls are dispatched based on priority, no matter what part of the city they are located in. Sgt. Ash stated that at any given moment there are only 13-15 Gainesville Police officers covering the entire city limits.

PERCENTAGE OF CRIMES IN EAST GAINESVILLE ZONES/ COMPARISON WITH SELECTED ZONES NOT IN EAST GAINESVILLE

Crime	Citywide -100%	District "A" E of Main St. N of NE 16th Ave	District "B" N of 8th Ave-E of Waldo Rd	District "C" Main to Waldo Rd E.Univ to NE 16th Ave	District "E" S of E. Univ. E of Will Rd.	District "H" S of NW 16th Ave; E of NW 22d ST.	District "J" N of NW 39th Ave; W of US 441; E of NW 43d St.	District "K" N of W.Univ Ave/ ewberry Rd;E o NW 55th St; S of 39th**
Stolen Vehicle	205	(27) 13.2%	(14) 6.8%	(18) 8.8%	(4) 1.95%	(11) 5.4%	(9) 4.4%	(13) 6.3%
Burglary	6	0	0	0	0	(1) 16.7%	0	0
Burg-Business	142	(20) 14.1%	(9) 6.3%	(7) 4.9%	(12) 8.5%	(3) 2.1%	(10) 7.0%	(15) 10.6%
Burg-Conveyance	512	(33) 6.4%	(15) 2.9%	(37) 7.2%	(32) 6.2%	(44) 8.6%	(32) 6.3%	(36) 7.0%
Burg-Residence	252	(27) 10.7%	(23) 9.1%	(27) 10.7%	(35) 13.9%	(18) 7.1%	(27) 10.7%	(14) 5.6%
Robbery	14	0	(4) 28.6%	0	(1) 7.1%	(1) 7.1%	(1) 7.1%	0
Robbery-armed	30	(2) 6.7%	(2) 6.7%	(1) 3.3%	(5) 16.67%	(3) 10%	(3) 10%	(1) 3.3%
Rob-strongarmed	26	0	0	0	(2) 7.7%	(1) 3.8%	(3) 3.8%	(3) 3.8%
Fires	13	0	(2) 15.4%	0	(1) 7.7%	(2) 15.4%	(1) 7.7%	0
Arson	1	0	(1) 100%	0	0	0	0	0
Assault/Bat	493	(70) 14.2%	(46) 9.3%	(20) 4.0%	(63) 12.8%	(25) 5.1%	(37) 7.5%	(20) 4.1%
Sex Battery	26	(5) 19.2%	(2) 7.7%	0	(5) 19.2%	0	(5) 19.2	(2) 7.7%

Part One Crime in Gainesville

January 1, 1997 through March 31, 1997

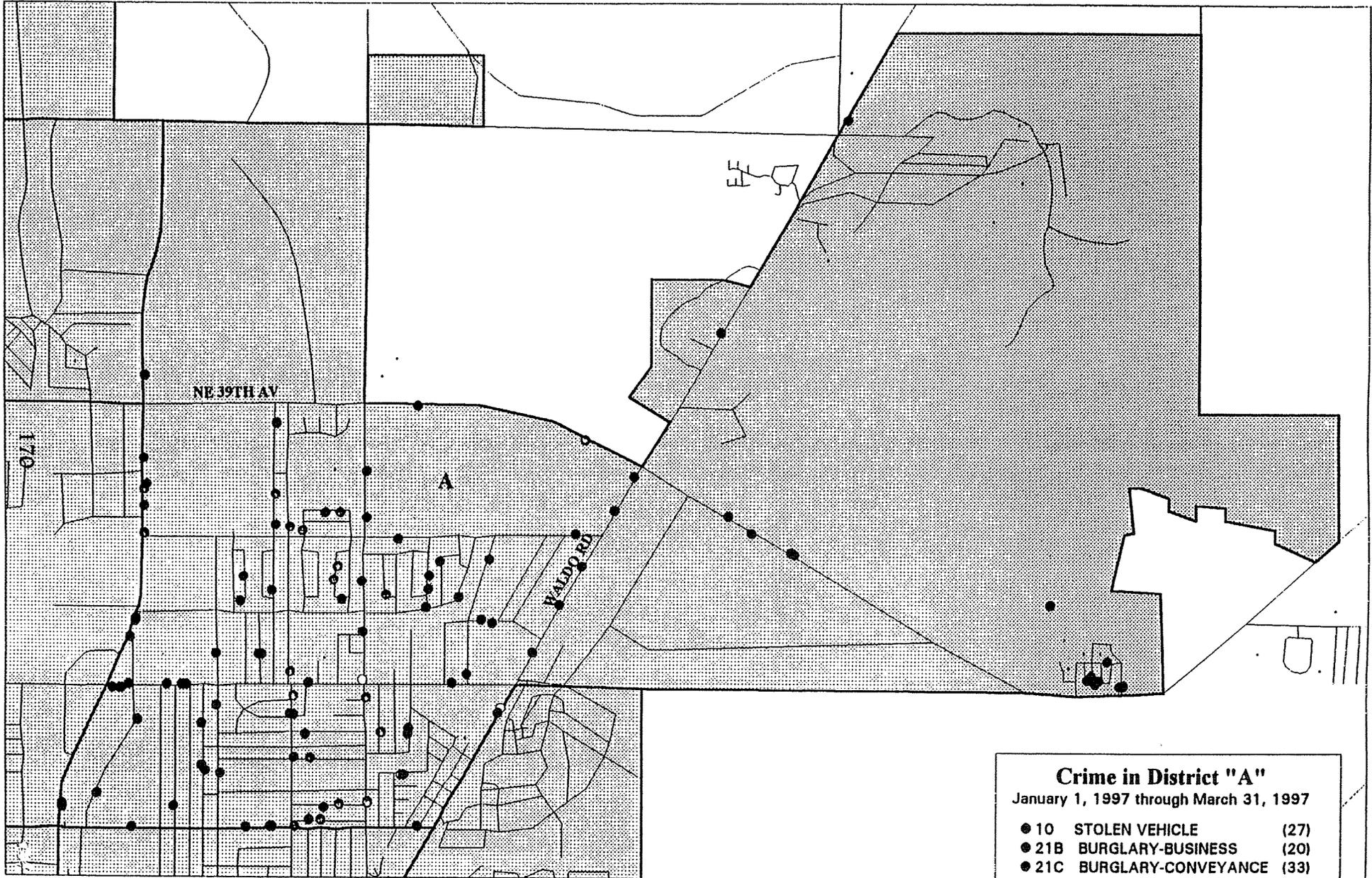


Part One Crime in Gainesville

January 1, 1997 through March 31, 1997

● 10	STOLEN VEHICLE	(205)
■ 21	BURGLARY	(6)
■ 21B	BURGLARY-BUSINESS	(142)
■ 21C	BURGLARY-CONVEYANCE	(512)
□ 21R	BURGLARY-RESIDENCE	(252)
◆ 24	ROBBERY	(14)
◆ 24A	ROBBERY-ARMED	(30)
◆ 24S	ROBBERY-STRONG ARMED	(26)
★ 25	FIRE	(13)
★ 25A	ARSON	(1)
△ 29	ASSAULT/BATTERY	(493)
▽ 29X	SEXUAL BATTERY	(26)

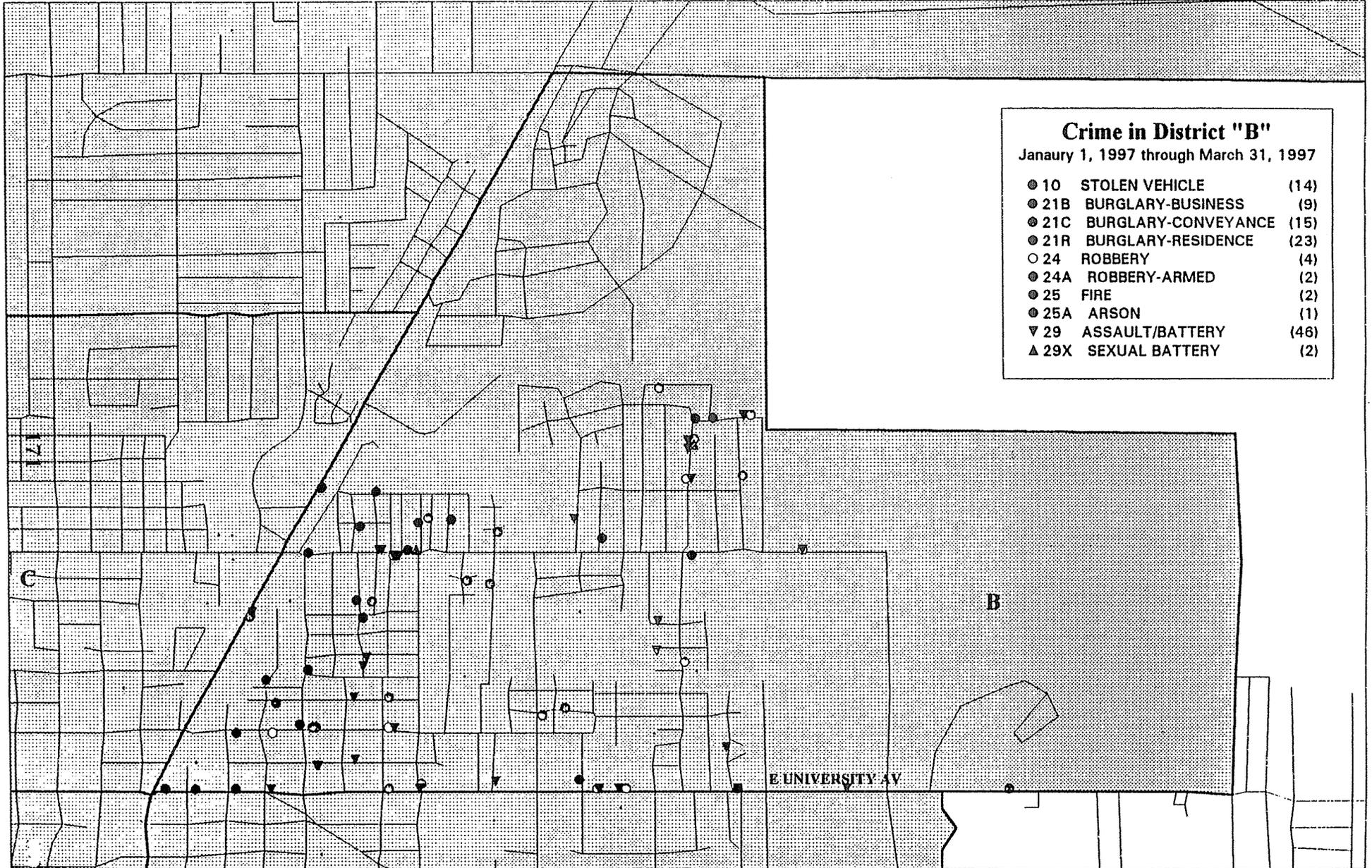
"A"



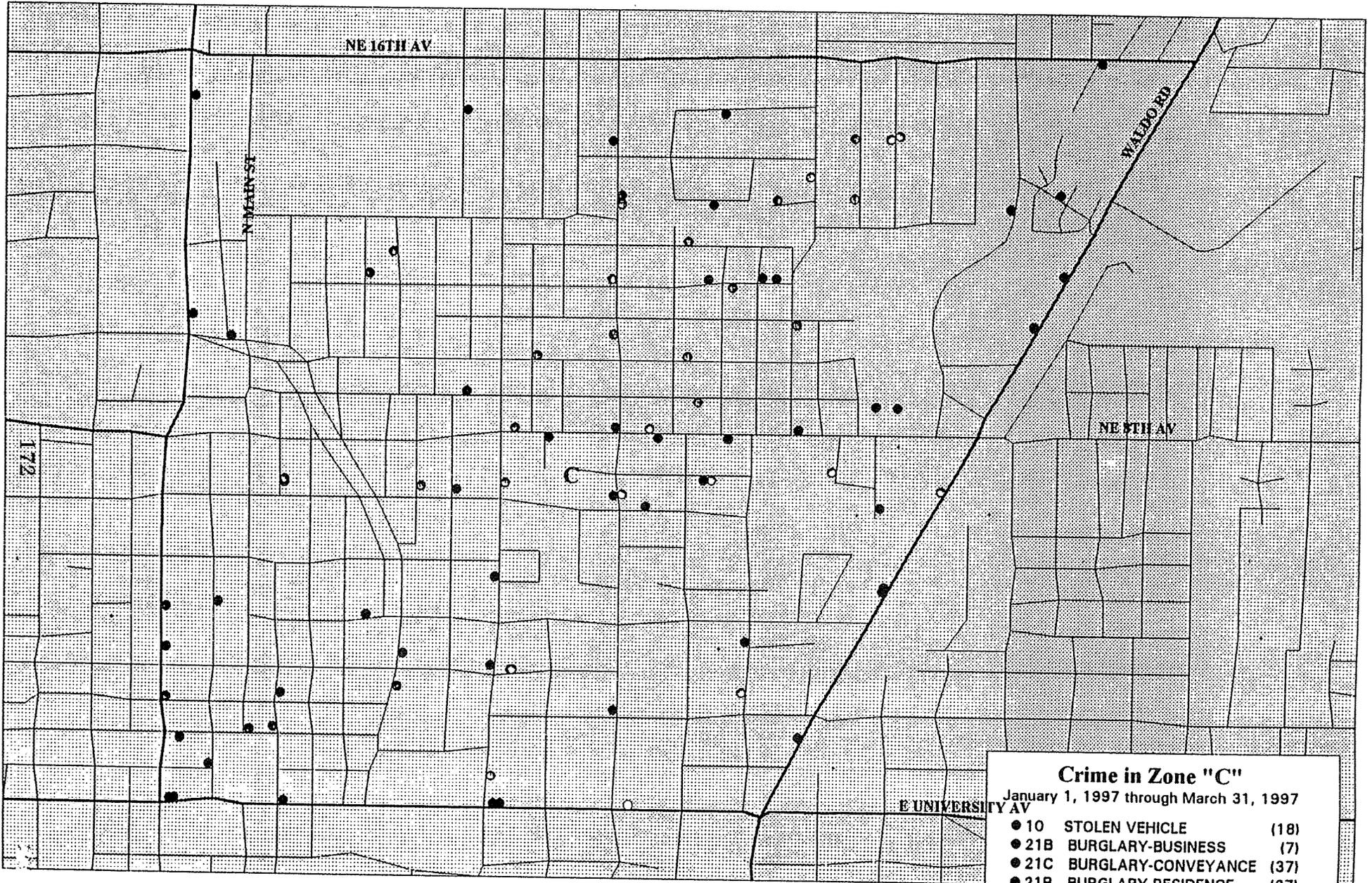
Crime in District "A"
January 1, 1997 through March 31, 1997

● 10	STOLEN VEHICLE	(27)
● 21B	BURGLARY-BUSINESS	(20)
● 21C	BURGLARY-CONVEYANCE	(33)
● 21R	BURGLARY-RESIDENCE	(27)
○ 24A	ROBBERY-ARMED	(2)
● 29	ASSAULT/BATTERY	(70)
● 29X	SEXUAL BATTERY	(5)

"B"



"C"

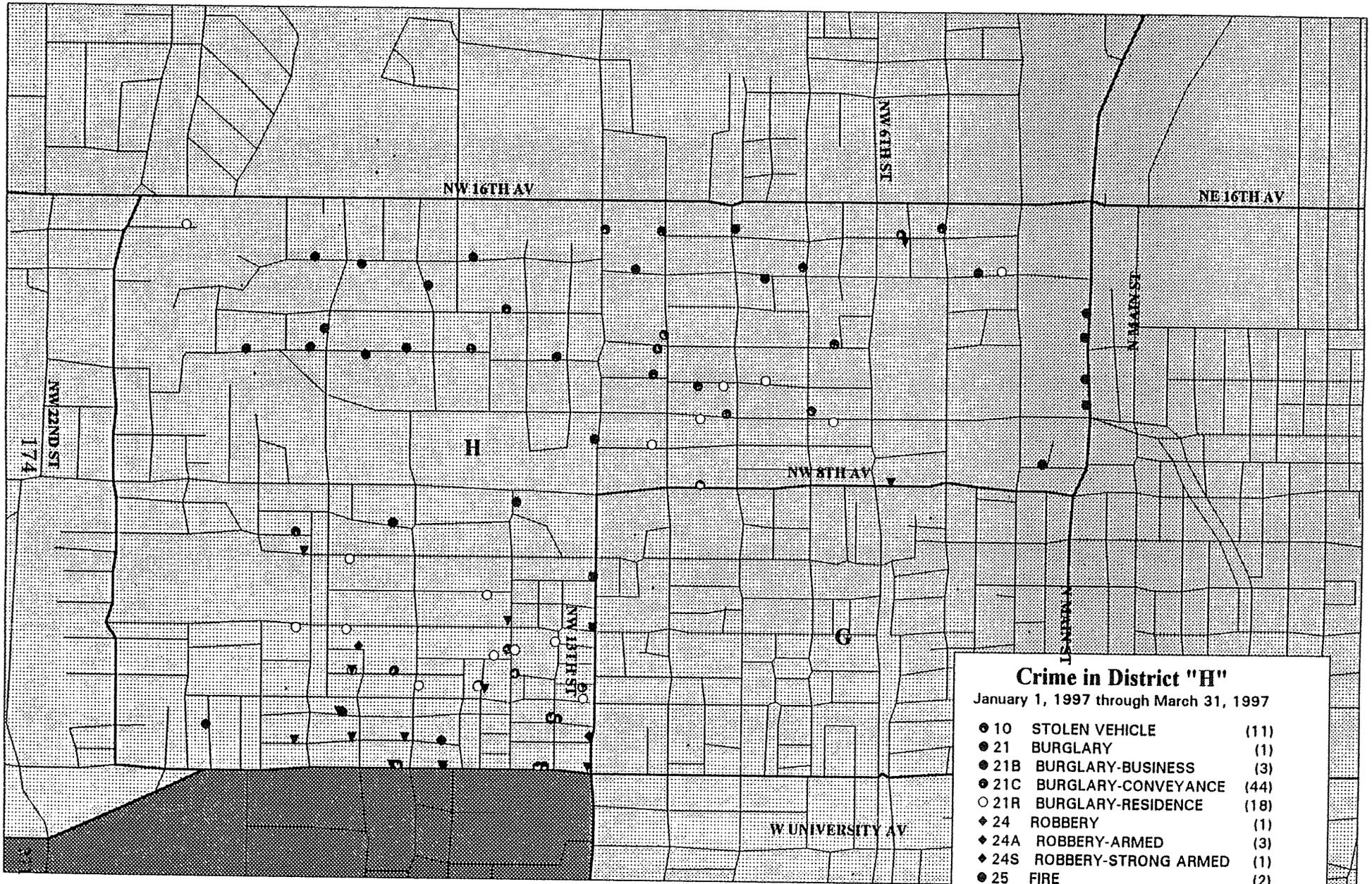


Crime in Zone "C"

January 1, 1997 through March 31, 1997

- 10 STOLEN VEHICLE (18)
- 21B BURGLARY-BUSINESS (7)
- 21C BURGLARY-CONVEYANCE (37)
- 21R BURGLARY-RESIDENCE (27)
- 24A ROBBERY-ARMED (1)
- 29 ASSAULT/BATTERY (20)

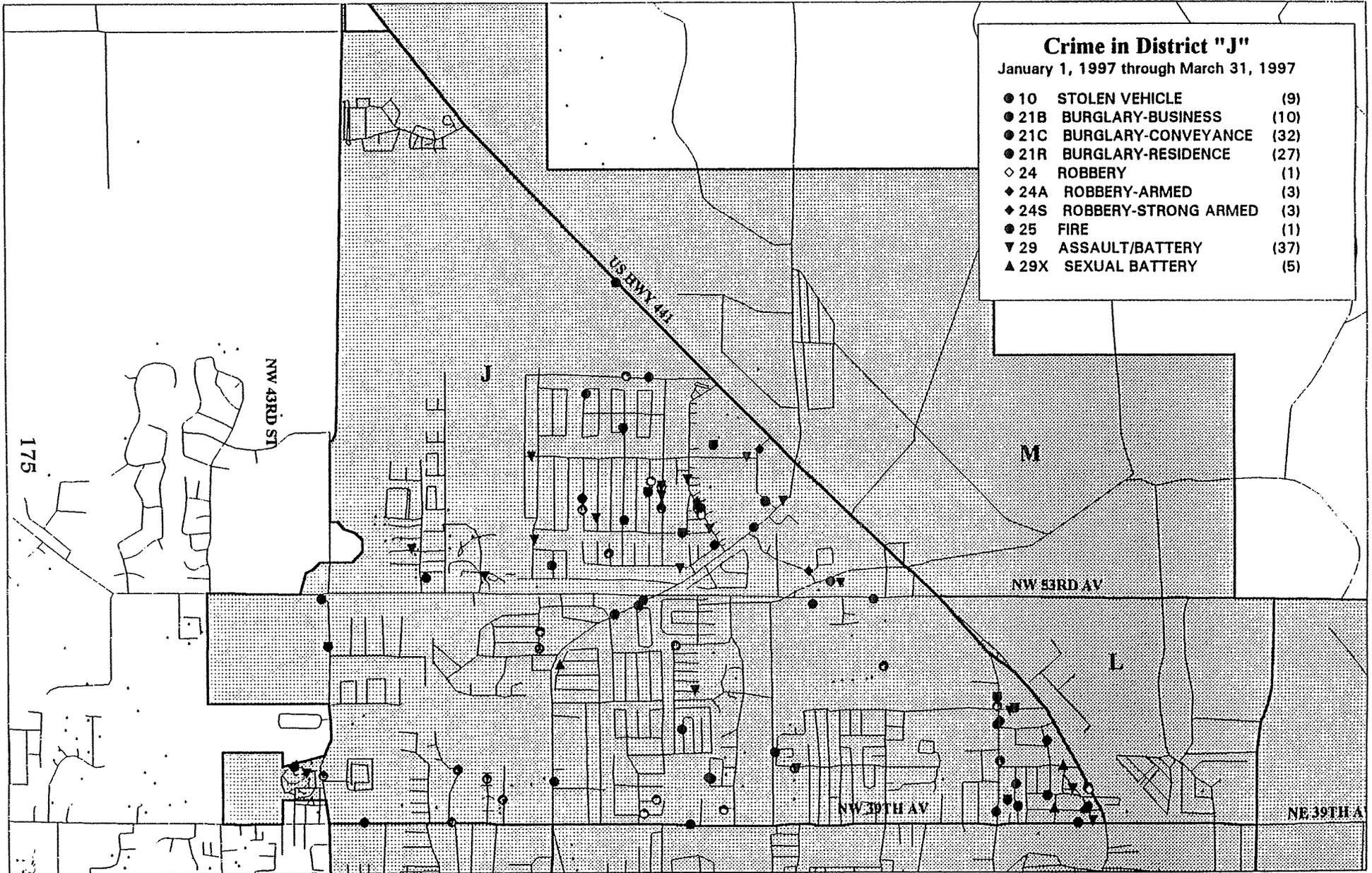
"H"



Crime in District "H"
January 1, 1997 through March 31, 1997

● 10	STOLEN VEHICLE	(11)
● 21	BURGLARY	(1)
● 21B	BURGLARY-BUSINESS	(3)
● 21C	BURGLARY-CONVEYANCE	(44)
○ 21R	BURGLARY-RESIDENCE	(18)
◆ 24	ROBBERY	(1)
◆ 24A	ROBBERY-ARMED	(3)
◆ 24S	ROBBERY-STRONG ARMED	(1)
● 25	FIRE	(2)
▼ 29	ASSAULT/BATTERY	(25)

"J"



Crime in District "J"

January 1, 1997 through March 31, 1997

● 10	STOLEN VEHICLE	(9)
● 21B	BURGLARY-BUSINESS	(10)
● 21C	BURGLARY-CONVEYANCE	(32)
● 21R	BURGLARY-RESIDENCE	(27)
◇ 24	ROBBERY	(1)
◆ 24A	ROBBERY-ARMED	(3)
◆ 24S	ROBBERY-STRONG ARMED	(3)
● 25	FIRE	(1)
▼ 29	ASSAULT/BATTERY	(37)
▲ 29X	SEXUAL BATTERY	(5)

C.3 TOM SAUNDERS, CITY OF GAINESVILLE COMMUNITY DEVELOPMENT DIRECTOR, AND LISA BRUNS, CITY OF GAINESVILLE CODE ENFORCEMENT MANAGER, JUNE 11, 1997

The meeting began with a presentation by Tom Saunders, Community Development Director for the City of Gainesville, and Lisa Bruns, Code Enforcement Manager, City of Gainesville. Mr. Saunders began by stating that the code enforcement office is preparing to undergo some significant changes. The first change is to add one more code enforcement officer (bringing the total to 7) and to have each officer responsible for a specific area of the City. Currently, each officer handles a certain type of violation for a large area. The next change is to implement a system of civil citations, which will force people to correct the violation or go to court. This change is being made to achieve a greater level of compliance. The final change involves demolition of vacant and dilapidated buildings and lot clearing. The code enforcement office has a tremendous back log of properties that need to be cleaned up and buildings that need to be demolished. Currently, the funding is not available, and the department is going through these properties individually to assess the problem. The City tends to work towards rehabilitation and renovation as opposed to demolition.

Mr. Saunders then introduced Lisa Bruns, who has only been with the City a few days. Ms. Bruns listed the various issues the code enforcement office is responsible for:

1. Abandoned vehicles
2. Dangerous buildings
3. Hazardous land
4. Structural/housing codes
5. Outdoor storage
6. Dilapidated buildings, insect/rodent problems
7. Land Development Code: includes zoning, permitting uses, building permits, home occupational permits, parking permits, signs, peddler permits, special events, etc.

Ms. Bruns informed the group that there is not a commercial standards code in place and that businesses are only required to comply with the land development code. She stated that she is looking at the system currently in place and is working with Mr. Saunders to implement changes to enhance code compliance. She stated that she would like to see code enforcement become more proactive, currently they operate primarily on a complaint driven system. There was a discussion about the issue of trash and it was stated that littering is not really a code enforcement issue, but instead is a criminal violation that is extremely difficult to enforce. Ms. Bruns stated that the number to call to report a violation is 334-5030. Mr. Saunders stated that the number for Community Development is 334-5022.

C.4 EDWIN C. REED, CHIEF FINANCIAL OFFICER OF THE ALLEN AME CHURCH IN QUEENS, NEW YORK, JUNE 30 AND JULY 1, 1997

Conchi Ossa, Economic Development Director for the City of Gainesville welcomed and thanked the audience for attending this special presentation. She introduced Edwin C. Reed, Chief Financial Officer of the Allen African Methodist Episcopal Church, in Jamaica New York. Mr. Reed is here tonight to talk about the tremendous revitalization that has been carried out by the church in their community. The church is located in the borough of Queens and is home to approximately 9,000 members. The church is led by Congressman Reverend Floyd H. Flake. Ms. Ossa told the audience that she had heard Rev. Flake speak at a conference in Washington, D.C. and she was so inspired she invited him to the Gainesville community. The Reverend was unable to attend, but he sent Mr. Reed in his place. She then welcomed Mr. Reed with a round of applause.

Mr. Reed thanked Ms. Ossa for her introduction and for the assistance of her staff in bringing him to Gainesville. Mr. Reed stated it was a pleasure to be here and that he was going to take this very exciting opportunity to share what his church has been able to accomplish in their community with the hope that Gainesville could achieve similar results.

Jamaica New York is an exciting and unique community. Allen AME church's accomplishments are special, but not unattainable by other communities. Tonight's presentation will be an example that says "we've done it and so can you". The only thing standing in the way of Gainesville would be not having the courage to move forward boldly. Mr. Reed stated that Allen AME Church is pastored by the Reverend Congressman Floyd H. Flake. Mr. Reed states this because the Reverend was not always the Congressman. Rev. Flake was elected in 1986 but he came to Jamaica in 1976, so he had been in Jamaica for 10 years. He became Congressman because he had worked for ten years. Mr. Reed stated that neither he nor Rev. Flake had started out with an interest in politics. Mr. Reed was working in corporate America and being paid well. He stated that he is a capitalist and that he graduated from Harvard Business School because he believed that profit making businesses were good for the economy and they had a lot to offer. He wants to see the economic system that America is trying to sell overseas operate here at home.

Rev. Flake came to Jamaica in 1976 with the vision to spend his time as a member of the clergy working to serve the needs of the community. The first project that he got involved in and the first need to be solved was senior citizen housing. When he looked at his church there was a multitude of senior citizens and there was not one place for them to go to live in dignity. He went to Washington and talked to HUD and he was able to secure one of the largest 202 housing projects in the country. The project had 200 units. Today the average is between 20 and 30 units. The complex looks as though it was built in suburban America. He stated no one wants to live in a community that is going down, that has substandard education, or that has high crime, but everyone wants to live in secure, clean neighborhoods. Community groups and governments together can make

every community that way; we are long past throw away communities, where people flee the inner city and move to the suburbs. He gave an example of Rochester New York, which is in the middle of a building boom. However, the population is declining because people move from one suburb to the next. He stated that the community cannot afford to let that happen and that Gainesville should learn to strengthen existing communities and not allow substandard communities to exist. If each community is strengthened, the whole city is a better place to live and work.

The next project for Allen after the senior citizen complex was education. Congressman Flake came from Boston University where he was a dean. He found that many students coming to the university were not prepared, and they did not have the educational foundation. They decided to combat the problem at the earliest age possible. So Allen AME started a school. The school starts at pre-K and goes through eighth grade. Mr. Reed stated that he has three children and that they all attend the Allen school. He stated that Rev. Flake talked about an educational institution. He told the congregation that a tutoring program should be started because every church that wants to open an educational institution should begin with a tutoring program. No funding is required and churches have people resources to support their young people. Rev. Flake envisioned a \$3.8 million building that would house the entire complex called Allen Christian School. They built the school from nothing, a vision but no strategy. He stated that it was very difficult getting funding. They finally got a consortium of minority banks to fund the project. No one could see the vision of where the students would come from and the banks did not believe it could be done. On opening day, there were 200 students enrolled and by the end of the first term they were at capacity at 500 students. Today there are about 525 students. Mr. Reed told the story of his son, who just went into the sixth grade. As a fifth grader, he tested out of reading for the twelfth grade. He reiterated the importance of education. He stated that there were people who believed that their students couldn't learn or accept the educational challenges of life and that is not true. The answer is opportunity, and the opportunities should be provided in the community which is what the church is all about. Provide opportunity every time a problem presents itself. He stated that when the eighth graders graduate from the Allen school, schools from all over New York City schools come to recruit their students to attend the specialized high schools.

Mr. Reed stated that these examples show that it can be done. When Rev. Floyd came to the church he took a 50% pay cut with a pregnant wife and he had one part time secretary. The first two projects were completed with that team. Mr. Reed is trying to separate the Allen Church then and the Allen Church now because people attribute the success to the Reverend being a Congressman. However, he did not start out as a Congressman and the accomplishments show that it can be done.

The third project is an affordable housing program. What Allen does is build "true family homes" that cost about \$160,000 and are available to individuals with \$30,000-\$40,000 income. They are affordable because they are sold as two family homes that one family owns and rents out the other half. In many instances, the home owner has a lower income

than the person they are renting to. This is a great deal for the community, because now private developers are implementing the concept and building the homes. This is the real key to success, because a community development corporation with government help has created an atmosphere for private development to make investments in the community. Many of the houses are in-field housing, which means there is an existing home. The people in these homes recognize the potential of the investment and they start investing which creates sustainable development. Housing values are driven up by this process. Allen does a great deal of affordable housing and is also involved in market rate housing. By having a mixture, new people are drawn into the community and all the houses in the neighborhood have increased value. Every community needs to have multi-level housing so that there is a place for people to advance without having to leave the community. To do this, the community must have the same systems that attract people to the suburbs. The number one reason people buy houses is resale which is determined by schools. The most logical person to buy a starter home is someone with children that is going to look at the quality of education. Mr. Reed stated that the community must believe in investing and that schools should be built in communities that are older. He explained that neighborhoods die because new schools have all the resources and are built in new neighborhoods and the old neighborhoods get nothing and they die. Everyone will benefit if new schools are put in dying neighborhoods because they will be revitalized. The process must be stopped. The concept of competitive advantages must be realized by community development organizations. There are advantages to being in cities, such as transportation and the proximity of services.

The next projects are smaller scale. The church started a battered women's shelter which is purely a service that is provided to the community. Allen did a proposal to put in a battered women's shelter because women's ministry was an important part of the church. When the church looked for a location, they found one in the senior citizens shelter they owned. The church is always building on their successes. They are leveraging by taking something they have already and using it to expand. They also started a youth church with 700 members. The members are under the age of 22 and the focus is on the youth culture and provides activities that are of interest to the members. The church is run by the students. The church has an after school program and there is a counseling program. The youth minister speaks to all the area schools and is involved in education in the community. The church was called by an area school and asked for a job counseling program and assistance finding non-profit programs for the students to work in and the program would provide a stipend. Allen AME has nine non-profit corporations which could benefit this program. This is another example of how the church has built on its success.

In 1986 the congregation out grew their church, which seats 750 and is now the home of the youth church. The congregation moved to the school which seats 1500 people. Now the church is building a brand new cathedral and the congregation will be moving into that church in July 1997. The cost was \$23 million and seats 2,500 people. There is a \$15 million loan from a bank which is one of the largest loans ever given to an African American church. The banks said they do not loan to churches, but Allen convinced them

to fund the "capacity expansion" which was the church. Mr. Reed gave this example to show how important it is to talk to people and how to present the ideas in order to garner support. The vision must be structured and communicated effectively to create an action. He stated that he wants some community development in Gainesville within the next six months as a result of this presentation, because otherwise he will have wasted his time. If any amount of money is spent with no return, it is wasted.

Mr. Reed discussed tithing and explained that his church is a tithing church. He reiterated the need for a return on an investment and that his church promises a return on the investment made by the congregation. Through tithing, churches have been given a plan to raise funds and make investments in their community. Allen utilizes this idea and has been very successful.

Mr. Reed discussed the concept of community development and what is necessary to make it effective. The first component is to recognize opportunity and decide to take advantage of those opportunities and make something happen. The next step is to identify resources, all resources, and recognize how to apply those resources to be effective in community development. The next step is to define a structure. This structure is the substance of the dream whereby accomplishments are realized. The final component is action. "To look is one thing, to see what you look at is another, to understand what you see is a third thing, to learn from what you understand is still something else, but to act on what you learn is what really matters". Mr. Reed stated that the biggest message of his presentation is to act. It is more productive and important for everyone to leave the presentation with a commitment to act. If you fail to act, you fail to succeed. It is much more important to be one of those who tries to do something and fails, for they are infinitely better than those who try to do nothing and succeed. Allen is a model that they try to share with the country. They share the model because it is unique, but it need not be unusual. Gainesville should have the same passion and drive to make the positive changes that Allen has made and the plan will no longer be unusual. Mr. Reed reiterated the need for vision and that success breeds success. He stated that everyone must work together and act on that vision.

He thanked the audience.

Ms. Ossa opened the floor up to questions and answers.

Q. You didn't mention your credit union, do you want to talk a little bit about that?

A. Sure. We have a credit union within the church. Membership is the church and its related corporations. We have about 800 employees throughout the corporations plus the church has 9,000 members. When you include the teachers at the school and the parents of the 500 students, it is about a half million dollar credit union. We consider that one of our untapped opportunities. As we move into the new cathedral, the credit union is going to be up front near the public entrance and the objective will be to aggressively grow that

credit union. Having a financial institution within our community and church is a viable, strong and important part of our strategy and that is where we are heading to next.

Q. What kind of presentation did you make to the school board in order to get them to agree to have your church go in and do counseling with the students?

A. In fact we didn't have any agreement at all with the school board. What happened was our very dynamic youth pastor was invited to speak to the school board a couple of times and he also went into classes and spoke at graduations for classes, and through that process he said he wanted to come back to counsel and tutor them, we just sort of evolved. Many times when Allen does something we are responding to a very specific need and we try to make sure the process of serving the need is in front of the bureaucratic mechanism. That is part of our success. As an example, the cathedral that we are building now, had been in construction a year before I started to arrange for the bank loan. Imagine starting a house and not having it financed. Many of our programs serve a need very well so, when the school board comes and starts asking questions, we know there is satisfaction with the services then life gets to be real easy.

Q. Do you have a comprehensive plan for your neighborhood, or is it done on a site by site, project by project basis?

A. We do not yet have a comprehensive plan. One of the reasons I am there is to do a strategic plan for the church, but financing the church got in the way of the strategic plan, although the plan was to make sure I got the church built first. But in inner city development it is a little bit more site by site because it is rare that we have enough land in New York to completely plan for an entire neighborhood or community. We do have a clear understanding of the kinds and degree of services we would like to provide to a neighborhood. Right now, the focus is on commercial development. Having done a lot of housing, we know that for communities to be competitive, I've got to have the same kind of commercial store capacity as suburban neighborhoods. Because if I build you a wonderful home but every store near your home is boarded up, you may be in that home, but I won't get the next person to buy it from you, and I am always looking two people down the road in terms of who is going to buy from you because that means your home's value went up and that is what everyone wants. So we are now focusing on commercial development and revamping retail strips. We did that in stores across from our school. We bought for \$500,000 a group of commercial stores that are now worth \$1.5 million. Not a bad investment.

Q. I certainly appreciate you taking time out of your busy schedule to come to Gainesville and share with us the experience you have in your church. Being a member of an African American church you know a lot of the nuances and problems that we have as a church and a community when we get ready to embark upon a major project. What would you suggest as a strategy for religious leaders to put down their religious persuasions to work toward the benefit of the community without having to worry about who gets the credit?

A. Invite me down to do the religious presentation. In all honesty, what you are approaching in the issue in terms of cooperation, we as part of everything that we did, the Congressman and I, after he got to Congress, the group of clergy that supported him aggressively when he got elected in 1986, we kept that group together and got them to form a 501c3, a non-profit and then they did over 1,000 units of affordable housing. We worked real hard. What we found is, and I am very serious about the presentation to the clergy, there is a whole lot of things going on within a church. Sometimes it helps to have an outsider come in and just talk to them honestly about church roles in development and vision. The thing I mentioned about tithing is an important part of it, pastor salary is an important part of that component, how you work together as a team. You mentioned the issue of who gets the credit. When, the funny thing that happened to our group is that once we got 1,000 units of housing for them, everybody could take credit. And what happens is you set them up to be successful and then people honestly love God and love their community, if they have a true opportunity to be successful and make a contribution based on a faith commitment and based on community development they will do it, but they have to at least have some examples of what you can gain. Because with a 501c3, it can cost a lot of money to set up, many of them start with volunteers operating and getting projects.

But you can band together; when we took our clergy in to meet with the Senator in our district, Alfonse D'Amato, they were so happy to come in and meet with the Senator, all the division that normally existed when you went in to talk about something, wasn't there anymore. There is so much power clergy can have by banding together, making yourselves known to the elected officials in your community, you have everything to gain and absolutely, positively nothing to lose. Congressman Flake, Reverend Flake can share with the clergy of his community and at least he has done something, and a lot of people think you do something you have something to lose, we don't have anything to lose. There are more opportunities out there than we will ever be able to take advantage of. So I want as many partners in this game as possible.

Q. In reference to your school, do you charge a tuition, or is the church budget responsible for absorbing the operating costs? If you charge tuition, approximately how much is that per student and what is it based on?

A. Yes we charge \$3,200.00 tuition. It is in the church budget. The church also contributes to the school \$48,000 per year. So that in effect we give every student a scholarship that is worth about \$1,000 in round terms. So yes we charge tuition, because we found that people will find the money for quality education. It is better than investing in a pool table or all the other frivolous things. We have found that people do that and the whole commitment by the church is just a commitment to education. Since the school is so very successful, we are trying to do a major fund raising campaign for additional funding. There are some interesting things happening now. Foundations from all over the country are coming just to see Allen. Now, for clergy people, that is what you call success. You can start getting the Libby Foundation, the Trump Foundation, and all these

people with major money coming out just to take a look at you. And we didn't invite them, they invited themselves. So that that is great opportunity out there. You just do it and do it well.

Q. Just a quick question, you talk about the power of churches, there were some churches in Philadelphia that banded together because they couldn't get money to build up the neighborhoods, so they pooled their money together to buy a grocery store that they actually built in the neighborhood. Would that be part of what you would suggest the churches could do here, or do you know about that situation?

A. I am not familiar with the situation in Philadelphia. (Tape #2) It is extremely important for us to try not to reinvent the wheel, but to do what has made America successful. Investment works. Now, I will be honest. Everyone must come in with full disclosure, exactly what you are going to do, when you are going to do it, and then get it done. I don't care what size project it is, the first time without a doubt, get it done. When you set up realistic schedules and time frames, it will become more realistic. When you call the city and county to donate structures that are now sitting vacant and off the tax rolls, the city and the county will donate the structure that is sitting there vacant, off the tax rolls. We're all in this together; it's a partnership. Because if we have that we can bring in a grocery store chain, and the community will be responsible for training people and being sure there is good quality management and the people inside managing are going to have fresh produce, high quality goods, reasonable prices, great hours, good service, and people will flock there. Because everybody in every neighborhood buys food right now, they just buy it outside. No matter what your income level is, you still have to eat.

Q. Could you give us about a five minute overview of how one would go about getting a senior citizen project together?

A. It won't even take five minutes. Basically what happens on senior citizen projects is that they are RFPs. You can go directly to HUD and ask them for information on 202 projects. They will normally provide a schedule as to when the proposals have to be in. RFPs most likely will need a consultant because in all honesty, 202 housing is kind of a club, it is in New York. And the people on the inside know every project across the city, they know at least three or four architects involved and they know the people in HUD and they are all involved, there are a couple of builders that specialize in these types of projects. So you want to get involved in that. Request a history of who has gotten the projects for the last ten years, and where have they been built. Also ask HUD if your community been treated fairly in that process. Just ask the questions, and wait for the answer.

Q. You made mention of a storefront retailer that you had bought.

A. For many of the businesses that we already rent and own in the commercial strip, we have members of the congregation moving into them. I like to tell the story, when we got elected to Congress and we looked for office space, the first thing that happened was

a group of four people within the church bought a building, fixed it up to our specifications, and we arranged a deal where they could pay back their entire investment in about three and half years, and we were still below market for any other Congressional office in New York. Those are the kinds of deals we do. So that we are always looking for local entrepreneurs. We were there for like eight years, they made a ton. That they make money is fine with me (repeated) , as long as the costs that I am incurring are reasonable and within the context of the competitive system that I am in. The only difference in all honesty is that I knew what their costs were, most times I would have paid the rent even if they made two tons of money, I just wouldn't have known. You have to recognize that. Sometimes people are making two tons of money on you, and you just didn't know it.

Q. Are you familiar with the local currencies that are happening around the country...(ineligible)...

A. No, that is a new one on me. Yeah, when you say currency, one of my jobs back in the trade guarantee involved pounds, marks, etc. But no, I have not seen any local currency. I would like to have more information, it could be an interesting concept. Remember in the end, when I go to the bank and I always like to use a bank, because they are very predictable and all basically think the same way. Investment banks are more difficult, they are a little more creative. But banks think the same way and if I go to the bank they are not going to want anything other than U.S. mint.

Q. Are all of your organizations not-for-profit, or do you have for-profit groups?

A. I have two for-profit corporations. One is a transportation corporation that has four city cruiser buses and we rent them out. We bought them originally because the church goes on a lot of trips and then after we started going on trips, we bought the busses. And the prison system needed a way to transport very low level criminals, so that they now provide the foundation for my for-profit corporation, they pay all the fixed costs. Now that for-profit corporation, I am sorry to say, in it's years of operation has never made a substantial profit. I am working very hard on that. Probably take another 15 years, but I will get there. I am working on it. That is our major one. Then I have a management company that is a for-profit corporation and what it is going to do is take over the management of our senior citizen complex. But there is a whole lot of details I am looking at in terms of the economics of that. Again, I like to do good deals. Yes, we do for-profit.

Q. I want to know if you have a racial mix in your work force and in your residences.

A. In the work force, yes, you have probably 60-65% African American and the rest are whites, Hispanics, Asian Americans. I just hired in my office a young lady from the Philippines last week, so we do get a nice mix because we hire people based on expertise. What we do find in the community is that we have a lot more people from the community coming forth with expertise that everyone used to say didn't exist, so we have a sincere

base of people. I just hired a young lady in my office about a year and a half ago, who has a CPA and a law degree. Wonderful person, right in the neighborhood. Then when the officers saw her resume and they asked what I had to pay her and I told what I had to pay to get her, they said isn't she too expensive, which is what they said when I came in, I said to them no, ignorance is expensive, she is cheap. That is the difference. Our community is 90% Black, with 10% non-Black in the area around the church. We experienced white flight back during the early 70's when the community converted to a strictly black community. The thing that they write about now is that the community where Allen AME church resides now has a higher per capita income than the white communities around it. So you know, we are going to make our investment. No longer are we going to see a community die. And I have people coming in, moving in all the time, they can't wait to get into Jamaica Queens, and I don't blame them, it is a wonderful community and it is getting better day by day.

Q. So which is the unit of local government there that functions, you mentioned Jamaica, is that you city government, or Queens, I am trying to make a parallel similar to Gainesville, we have city government, county government.

A. Let me explain New York City. New York City is one city. There are five boroughs in New York: Manhattan, Queens, Brooklyn, Bronx, Staten Island. Even though you have five boroughs they are all still a part of New York City. They elect city council people who represent you in city government and we all elect the mayor together. We also have borough presidents so that they are elected borough wide and they assist various people to do various projects. We are close to everybody. I mean we work every part of the system. I'll go down and see a city commissioner just as soon as I'll go over and talk to the borough president, just as quickly as I'll talk to the city councilman, or the state legislator or the state representative or state senator. We talk to them all, but even before we talk to them all, we work. That is really what we do so that by the time we finish working we don't ever base anything that we do first on politics. Even though he is elected, we do everything as a project that would be a stand alone effective project. And then we put politics on top of it. Now sometimes political people can help with the foundation, they can do some things, like donate the vacant store, but we normally put politics on top of everything else that we have done.

Q. I just want to get a feel for where you all are developing at in Jamaica, I am from there. I am from 106th and Sumpton (?) Blvd.

A. Yes indeed, do you know where South Road is, Yes, in Sumpton (?), we have redeveloped all that, but that is not where we are. Our main corridor is at Lindon and Merrick Blvd. Do you know where the Brunson Burger is, that is where the school is. If you go down to (?) remember all that vacant land? (By IS 8). IS 8 that is down where the new cathedral is. If you look at the old church as being the center, and you walk in one direction, you get the new cathedral, in another direction you get the senior citizen building, the next direction you get the school, another direction you get the commercial stores, it's all over.

Q. I have two questions I would like to ask. First of all, I want to ask about the youth facility you were talking about. Secondly, in my church I have some youth that are on the move for people that are from the (ineligible). For the young teenagers, and the name of it is called the Highest Power. Now, right now at this particular time we have a theater that has been donated to us, but we are trying to get some support in our community. What would you do to make this project go through.

A. Okay, let's do the one about support for the theater first. One of the things that I always encourage people to do in, did I mention about writing for the annual report for the bank? Okay I have to remember where I am in every presentation. Okay, three things you want to write for from the bank: annual report, report on corporate giving, (ineligible), which is where they lend their money in terms of housing. Now, the second report which is corporate giving will give you a sense of where they are giving their money. Now I pick banks because banks are federally chartered and they have to produce all that information but the same thing is true of utility companies; our utility companies in New York give a lot of money to the arts. I serve on Chase Bank community advisory board. You know, Chase bought up Chemical Bank and became the largest bank in the country. Part of what we are doing now with that institution is the \$18.1 billion investment in communities. So that they are putting out lots of money and that is going to happen each year. Banks consolidate and banks are going to consolidate so you can go to them and ask for the paperwork necessary to ask for a grant and you write a proposal. But look at banks, utilities, all those kinds of institutions can help you in that regard. The other one was battered women's shelter. Our battered women's shelter is a funded program, it is funded by the state of New York. What we do is we offer residence service for those battered women. Basically what happened is a request for proposal and what you want to do is go to the city and this is where government can assist, and let them tell you out of what pot they fund things like this, and then come in and say this is what my ministry is and this is what I would like to do. Then you start going through that process of saying, document why there is a need and then try to ask for funding for those types of proposals.

Q I want to be like the other corporations, we want to invite ourselves to come to visit Allen. I am sure we'll have a contingency that would like to go on a fact finding mission and I know we are coming to Allen. I can assure you that somewhere down the line we will have a group of people coming to visit. We just need to know how we should get in contact with the right people to come. We certainly like to see what you all do.

A. Here I am. All you have to do is call and we'll arrange a mutually convenient time. We now do probably on average two tours a month of Allen and that doesn't include the clergy coming in. That is just people sending delegations, we are more than happy to share the model, with just a little bit more time we are going to start writing all of this so that it can be published in a format to help people. We encourage people to come to see the glory of God and in that community and say I am going to act too. That is the only requirement when you come, you have to come back and act. Please, it pains my spirit if I

come down here and in six months to a year later, everyone is sitting around talking. All right. How long have you been talking already?

Q. What are you doing to capitalize on your old church building? Did you tear it down, are you using it?

A. We never tear down buildings. And the reason we never tear down buildings is we maintain them well year by year, day by day. That facility, as I indicated, is now the youth church. So when I move all the offices out, the pastors office and the supporting staff out of there, we are going to take that and turn it into a full scale recreational center for youth and adults. We are going to have intergenerational stuff so that one of the things, the vision is that we have the old church, we have the youth church, but now we want to make sure that we have those two generations doing something together. We don't want to grow two communities, two generations apart from each other, we want to bring them together and we are working now to do that.

Q For all your development activities, the codes department, all the city and county regulations, did you find that an easy process to go through, or is it difficult?

A. It is difficult and necessary. And one thing that you have to understand in community development is that people have a lot more opportunity to exhibit flexibility than they are inclined to do. Some people in government, well only in New York, in New York people in government can be lazy. I know that doesn't happen in Gainesville. But in New York occasionally they happen to get lazy and they find it a lot easier to say no than to think about something. And I am sure that your elected officials are all very helpful. What I have found that works, and I just went through it. This is a cute story. My pastor came to me, now the building is going to be finished in July. He had a conference that was in April. And he said he wanted to be in his church for the conference. Now, the church at this stage, even today is a full construction site. In April, it didn't have doors on it. In the church sanctuary, it was a concrete floor nothing else, no pews, no chairs, nothing, just scaffolding. So he said "Edwin I want to go into the church". I said "sir, are you sure?" and he said "it is the only facility around here that is big enough". And so he said "I have to go in". I made one mistake. Before he went to the conference, he said he wanted to go in the Sunday before to get a feel for it. So I went down to the building department and did a whole lot in short period of time and got them to issue a temporary place of assembly. Now this is before you get a certificate of occupancy, even a temporary certificate of occupancy. Wouldn't have qualified for either of those. In most cases they just tell people there is no such thing as a temporary place of assembly and they go away. But we know that it existed, we did our homework, we got all the paperwork. Somewhere along the line the deputy superintendent got upset about this, I don't know why, I don't know how, it was the strangest thing I have ever experienced in my life. So when I went back for the major one, we were expecting 2100 people, he said "Nope, the building is not ready, you can't have it". I said "here are the parameters on what you did the other one, you know we have fire guards, we have this we have that, we have safety, etc." He said "nope, you are not going in there at all period". Then I called the borough

president, I called the mayor's office, I called the US Senator, by the time I went back on Friday, he said "Mr. Reed, when you get ready for your permit, please come see me so that we can work together on this". I looked at him and smiled and I said "yes sir", because I couldn't believe he was the same person that threw me out of his office. He said "Well, we'll issue it, but the fire department has to take a look at the place". And this was Thursday afternoon at 4:30, Friday morning at 9:00 I called the fire department I had him there at 12:00. First of all there is no issue of fire because the building is all brick and stone. The guy walks in to the building and says, "there is not even an issue of fire here" and then he spent the next hour saying "gee wiz, how did you get that ceiling installed?" I said, "my brother, if you will call in your report, I'll explain it all to you". But we got our permit. But yes, it can be painful, the short answer, yes, but there are ways to accomplish anything that needs to be done. As long as the requirement makes sense and people will be just a little flexible, you can make it all work.

Q. What do you do for people in your community who are unemployed or disabled and particularly as the Congress in its wisdom shuts down the welfare system. What are you going to do as you have more unemployment?

A. That is going to be a challenge. Let me say on the front end, if government abdicates its responsibility, there is not a community development organization in the country that can take that on, and I say that very sincerely, but I was a part of Congress, if you are going to take the welfare system and dismantle it, take away all the money and say "oh community service organizations, you can get that job done", that is impossible. What New York did was take all our mental hospitals and this whole concept of deinstitutionalization, and closed them all down. All the people did nothing more than stand out on the streets and flooded the streets. About three years later, we passed all the legislation necessary where we do mental health counseling in the community. But welfare will probably end up being the same thing when people see that it doesn't work. In terms of unemployment, we do have an unemployment ministry within the church, we do job postings, in terms of the handicap, all of my new facilities are completely handicap assessable. We are doing more and more with our senior citizens, kind of a whole handicap ministry since those are frail elderly. We have a senior transportation corporation and they have the capacity to bring out handicap to the senior citizens complex and do many things for them. So we are always looking at programs to serve that part of the market place.

Okay, I would like to say thank you. I have enjoyed this immensely.

Ms. Ossa thanked Mr. Reed and addressed the audience. She stated that the Gainesville community is being challenged to action, and so in six months we will be receiving a call and we will have to answer the question of what has been done. She informed the audience that tomorrow, 7/1/97, there is going to be another meeting with Mr. Reed at 9:00 a.m. in the City Commission auditorium to have another question and answer session.

Kali Blount addressed the audience and stated that there is going to be a ministers dinner on July 14, 1997 at 7:30 p.m. at Mom's Kitchen which is open to clergy people in the entire greater Gainesville metropolitan area and asked that those in the audience inform their clergy people if they are not here tonight to come and share plans and ideas for development of Gainesville through the churches.

C.5 PERRY MAULL, CITY OF GAINESVILLE REGIONAL TRANSIT SYSTEMS DIRECTOR, JULY 9, 1997

Perry Maull, Regional Transit Director for the City of Gainesville began his presentation by stating that RTS is undergoing some changes that are both positive and negative. Mr. Maull stated that he is not expecting to receive any funding from the federal government this year, and is having to cut the RTS budget by \$600,000 as a result. He stated he is trying to look at the budget cuts as an opportunity to do some restructuring within his department, and is looking at ways to better spend the money that is allocated from the City. He stated that the \$600,000 represents approximately 13% of his budget and that as a result of these cuts, he is going to scale back service, which he hopes will actually meet the needs of the public more efficiently. He stated that light routes are going to be converted to flexible routes which will eliminate the system of buses "wandering around town". Another change he discussed in conjunction with route changes is a new fare policy. He is going to propose charging \$2.00 for an all day pass which will eliminate transfer fees and make the bus system more user friendly.

Mr. Maull informed the group that RTS is also experiencing some positive changes in his department with the receipt of a grant. He explained that in cooperation with the North Central Florida Regional Planning Council RTS has received a grant to implement a van-pool program. The program will be set up so that users pay all the operating expenses and the transportation is provided by volunteers. He stated that the rate for lease of a van will be approximately \$500.00 per month which will include all insurance and maintenance. He stated that in Brevard County, where he worked previously, programs such as these were often utilized by commuters to travel to and from work, and were extremely successful. He stated that he has been working with Ms. Ossa to use these grants to help provide transportation to people coming off welfare. The main barriers for those coming off welfare are transportation to and from work and child-care. He stated that this is a very sustainable program that will serve people on a neighborhood level. He stated he is going to receive funding from the state to set up the program, as well as a grant from the Department of Transportation to market the program on a regional level. He stated that the volunteers are primarily recruited by self selection and the program is set up to be entrepreneurial and will not be run by government. Mr. Maull stated that in addition to the aggressive promotion of this program, he is also going to be working diligently to inform the public about RTS services once the fall routes are approved. He urged the task force members to give input to his department, as he is trying to implement a reliable, efficient transit system.

Appendix D

This appendix provides information on the agencies and organizations that offer services to area businesses. These organizations are referenced in the action steps as implementation partners who will help to carry out the Action Plan.

Sections:

- D.O Business Development Organizations
- D.1 Business Assistance Programs
- D.2 Business Incentives
- D.3 Programs Offered Through City of Gainesville Departments

D.0 EXISTING BUSINESS DEVELOPMENT EFFORTS

D.01 GAINESVILLE ENTERPRISE ZONE DEVELOPMENT AGENCY

The Gainesville Enterprise Zone is a state-designated area targeted for economic revitalization. It offers financial incentives to businesses to encourage private investment and increase employment opportunity for the area's residents. The program became effective July 1, 1995 and is effective for ten years from that date.

The program offers tax saving benefits to businesses located in the Enterprise Zone that employ zone residents, rehabilitate real property, or purchasing new business equipment. Companies can receive credits on their state sales and state corporate income tax. In addition, local incentives include a 50% discount on building permits, development fees and occupational licenses. Most of the tax savings require that part time or full-time, permanent employees be employed for at least three full calendar months before the business is eligible to receive benefits.

The enterprise zone, which comprises 10 square miles in three non-contiguous areas, encompasses a large part of the central city district, stretching from College Park to the northeast along Waldo Road north to the Airport Industrial Park (see Illustration 1 page 6 and Map 1 in Appendix E). The three areas are designated as follows:

- Area 1 - North Main Street
- Area 2 - Airport/Waldo Road
- Area 3 - Downtown/Central City

All applications for the Enterprise Zone programs must be certified by the Gainesville Enterprise Zone Coordinator. Applications can be obtained from the City of Gainesville Economic Development office located at 200 E. University Avenue, Room 402, Gainesville, Florida, 352/334-5012.

See section D.21 for business incentives offered through GEZDA.

D.02 GAINESVILLE COUNCIL FOR ECONOMIC OUTREACH

The Gainesville Council for Economic Outreach (CEO) is a non-profit economic development organization that functions to diversify the economic structure of Gainesville and Alachua County by assisting existing industry expansions and attracting new business and investment opportunities. CEO promotes local economic development in the following ways:

- Serves as the primary contact for new and expanding companies looking for site selection assistance.
- Maintains a comprehensive database on existing industrial sites and buildings in the area.

- Provides labor and training information, permitting support and other business development needs.
- Offers comprehensive demographic data and economic analysis to companies seeking information.
- Assists established businesses with expansion plans.
- Increases awareness of Alachua County as a business location through investment missions, direct mail campaigns, advertising, public relations activities and trade shows.

For more information contact the Council directly at:

Gainesville Council for Economic Outreach
 510 E. University Avenue
 Suite D
 Gainesville, FL 32601
 (352)378-7300 Voice
 (352)378-7703 Fax
 Web Page Address: <http://www.gceo.com>

D.03 THE GAINESVILLE AREA CHAMBER OF COMMERCE

The Gainesville Area Chamber of Commerce affords members the opportunity to improve their business and their community by working together toward common goals. It is seen as the leading business organization in Alachua County.

The Eastside Economic Development Committee of the Gainesville Area Chamber of Commerce was created in 1995 to bring together eastside minority business owners to discuss ways to revitalize the business environment in the target area. However, the membership of the Eastside Committee has grown to include residents, educators, lenders, attorneys, realtors, government officials and other interested individuals.

The Chamber's Eastside Committee has worked to increase awareness of the need for economic development on the eastside. Eastside Committee members and staff have talked with potential businesses about locating on the eastside, communicated with the Florida Department of Transportation on needed road improvements, encouraged the creation of an eastside business association, and worked with the City and other organizations on eastside beautification projects. They have also provided assistance to new and expanding companies, such as Shands Hospital and Walgreens, in locating and expanding facilities on the eastside as well as other parts of Gainesville and Alachua County.

For more information, contact the Chamber directly at:

Gainesville Area Chamber of Commerce
300 East University Avenue, Gainesville
P.O. Box 1187, Gainesville, Florida 32602-1187
(352)334-7100
Fax: (352)334-7141
Business Development: (352)334-7111
Membership & Marketing: (352)334-7130
Education & Business Services: (352)334-7100 x312
Public Affairs: (352)334-7135
Web Page Address: <http://www.gainesvillechamber.com>

D.1 BUSINESS ASSISTANCE PROGRAMS

D.11 UNITED GAINESVILLE COMMUNITY DEVELOPMENT CORPORATION (UGCDC)

Administers the Enterprise Revolving Loan Fund and the Small Business Administration Micro-Loan Program. Qualified small businesses can obtain loans in the range of \$2,000 to \$50,000 for starting or expanding a business. For more information call (352) 376-8891.

D.12 COMMUNITY OUTREACH PARTNERSHIP CENTER

The community Outreach Partnership Center focuses on providing assistance to businesses located in east Gainesville through three main initiatives: economic development, housing and neighborhood development, and social services.

Through the creation of a Community Development Cooperative which functions as a small business incubator and support center, the COPC can assist businesses with feasibility studies, business plans, and targeted research.

For more information on the services provided by the COPC visit their office located at 817 SE 11 Street, Gainesville, FL 32601 or call (353) 846-2588.

D.13 NORTH CENTRAL FLORIDA REGIONAL PLANNING COUNCIL

Offers the Small Business Administration 504 and 7(a) loan programs. The 7(a) loan program can be used by new and expanding businesses for working capital as well as fixed asset purchases. The 504 loan program is primarily for existing, growing businesses that need capital for fixed asset purchases only. Loans in the range of \$50,000 to \$1,000,000 are available to qualifying businesses. For more information call (352)955-2200.

D.14 UNIVERSITY OF FLORIDA SMALL BUSINESS DEVELOPMENT CENTER

Provides free confidential information and advice to new and existing businesses. Services include assistance with business plans and feasibility studies. The SBDC also helps business owners learn how to keep proper accounting records and prepare a loan request package. In addition, the SBDC offers seminars and provides information on how to start a business. For more information call (352)377-5621.

D.15 NORTH FLORIDA TECHNOLOGY INNOVATION CORPORATION

Provides assistance to new and developing technology-based companies with comprehensive business and technical services, educational programs, assistance in accessing seed and venture capital, and access to office, laboratory, and light manufacturing space. For more information call (352)462-0498.

D.2 BUSINESS INCENTIVES

D.21 PROGRAMS OFFERED IN THE ENTERPRISE ZONE

Sales Tax Credit For Job Creation. Allows a 5, 10, or 15% monthly sales and use tax credit to businesses located in the Enterprise Zone on wages paid to new permanent, full-time or part-time employees who have been employed by the business for at least 3 full-calendar months and are residents of the Enterprise Zone. Applicants may receive the credit for up to 12 consecutive months on each qualified employee.

Jobs Tax Credit On Corporate Income Taxes. Allows businesses located in the Enterprise Zone a 10% corporate income tax credit for wages paid to new employees who have been employed by the business for at least 3 months and are residents of the Enterprise Zone. If 20% or more of the permanent, full-time employees of the business are residents of the Zone, the credit is 15%.

Sales Tax Refund For Business Machinery & Equipment. A refund is available for sales taxes paid on the purchase of certain business property such as office equipment, warehouse equipment, and some industrial machinery and equipment which is used exclusively in the Enterprise Zone for at least 3 years.

Sales Tax Refund For Building Materials. A refund is available for sales tax paid on the purchase of building materials used to rehabilitate real property located in the Enterprise Zone. From completion of construction (date a certificate of completion is issued) the applicant has up to 6 months to apply. Only the property owners are eligible, not the building contractors.

Property Tax Credit. Allows new or expanded businesses located in the Enterprise Zone a credit on Florida corporate income tax equal to 96% of ad valorem taxes paid on the property, if the new or expanded business has hired 5 or more new, full-time employees. (The assessment rate varies by county.) The 5 new employees hired do not have to be residents of the Zone.

Community Contribution Tax Credit. Allows businesses anywhere in Florida a 50% credit on Florida corporate income tax or insurance premium tax for donations to a state-approved community development project. Donations must be made through an eligible nonprofit corporation conducting an approved community development project.

Sales Tax Exemption For Electrical Energy. Allows a 50% sales tax exemption on municipal utility tax and state electric energy sales tax to qualifying businesses located in the Enterprise Zone on the purchase of electrical energy. If 20% or more of the permanent, full-time employees are residents of the Enterprise Zone, the state sales tax exemption is 100%.

50% Discount On Local Fees And Licenses. New and existing businesses located in the Gainesville Enterprise Zone are eligible to obtain a 50% discount on their occupational license tax, building permits, and development fees.

Enterprise Zone Business Facade Improvement Grant Program. A special program offered to a section of the enterprise zone to encourage improvement of commercial facades. An application must be filed between September 1 through December 31, 1997 as this is a one time program.

D.22 PROGRAMS OFFERED THROUGH THE STATE OF FLORIDA

Quick Response Training. The State-administered program provides quick, effective training which is specifically tailored and designed to meet the requirements of the company. Training is provided by quality institutions such as school districts, universities, community colleges and technical centers. Grants normally range from \$500 - \$800 per person trained.

Economic Development Transportation Fund. Administered by the Florida Office of Tourism, Trade, and Economic Development. This grant program provides up to \$2,000,000 for the construction or improvement of transportation infrastructure such as roads and traffic signals.

Qualified Targeted Industry Tax Refund Program. This program provides a tax refund of up to \$5,000 per new job created in Florida through the expansion of existing businesses or the location of new-to-Florida businesses. To qualify, a company must create 100 new jobs (10 percent increase for expanding companies), pay an average of at least 115 percent of area wages, have significant impact on the community, show its necessity and have local support.

Florida Jobs and Benefits Center. At no cost to the company, this state employment agency will recruit, screen, test and refer quality applicants for hiring consideration.

Tax Exemptions. By constitution, Florida has no state personal income tax. Additionally, there is no state-level property tax. Certain new businesses are eligible for a sales tax exemption for manufacturing or processing equipment. For expanding businesses, partial exemptions are possible. Equipment and machinery used in recycling is exempt.

In addition, food, medicine, boiler fuels, containers/packaging/materials in a final product, research and development costs, cogeneration of electricity, and the motion picture/television industry are exempt.

Florida's Job-Sitting Act. Provides for a consolidated procedure for major projects to obtain all environmental permits and land use approvals within 90 days of receipt of a completed application.

International Exemptions. Foreign source dividends are deleted from the corporate income tax base. Certain international transactions are exempt from the documentary stamp tax. International banking transactions are not subject to the intangible personal property tax.

Industrial Revenue Bonds. For manufacturers, IRB financing is available for property acquisition, cost of construction, machinery/equipment costs, and certain soft costs. The limit for an IRB issue is \$10,000,000.

D.3 PROGRAMS OFFERED THROUGH CITY OF GAINESVILLE DEPARTMENTS

The City of Gainesville was established in 1854 and incorporated in 1869. Since 1927 it has operated under a Commission-Manager form of government. Under this form of government, an elected City Commission appoints a professional manager who is responsible for the operation and management of all facets of city government and the implementation of policy directives of the Commission.

D.31 COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department provides long-range strategies for the City's growth and the preservation of the natural environment. They preserve and enhance the quality of existing neighborhoods and businesses through selected assistance in preservation, housing rehabilitation, redevelopment, special studies, and any needed changes in development regulations. Staff reviews development plans, zoning proposals, and other petitions presented to the Development Review Board, City Plan Board, and Board of Adjustment. They prepare the state-mandated Comprehensive Plan, assist in the preservation of the City's Historic Districts, oversee all code enforcement functions and administer the Community Development Block Grant program. This department also provides GIS map preparation and graphic services for use by the various boards and committees. For more information contact the Community Development administration office at (352)334-5022.

D.311 Planning Division

The Functions of the Community Development Planning Division include the following:

- Comprehensive Planning
- Petition and Site Plan Review
- Historic Preservation
- Citizen Information
- Special Area Studies
- Concurrency Management

Additionally, the Division gets involved in annexation strategies and policies, capital improvement planning, and operates the First Step Center which offers site plan review assistance. For more information, contact First Step at (352) 334-5055.

D.312 Code Enforcement Division

The Code Enforcement Division is responsible for the enforcement of codes, ordinances and policies relating to existing housing conditions, neighborhoods, and the environment, with focus on the following:

- Minimum Housing Code
- Land Development Code
- Hazardous/Perilous Lands
- Junk/Abandoned Vehicles
- Alcoholic Beverage Licensing
- Right-of-Way Obstructions
- Special Event Licensing
- Peddlers Ordinance
- Sidewalk Cafes

For code enforcement information call (352)334-5030.

D.313 Housing Division

The Housing Division provides a wide variety of programs which implement neighborhood redevelopment and revitalization strategies. Gainesville's State Housing Initiatives Partnership (SHIP) program is administered by the Housing Division. The division is also responsible for the development of the Cedar Grove II subdivision. All programs are geared toward residents of Gainesville whose incomes are 80% of the area median income or below (adjusted for family size) who wish to purchase a home. A call to the Housing Division at (352)334-5026 will start the application process. After a "pre-application" is submitted, an eligible citizen will be placed on the waiting list for services. The following programs and services are some of the offerings of the Housing Division:

Rehabilitation of single family homes for low-income residents of Gainesville. The program provides financial and technical assistance for the repair of any Housing Code violation. Examples of work which might be covered include: replacing a roof, adding

central heat, fixing leaks in plumbing, repairing faulty wiring or rewiring, making structural repairs, replacing or repairing doors and windows, and weatherization.

Rental rehabilitation. This program provides financial and technical assistance to investor/owners for the rehabilitation of rental property. The owner must be willing to commit to renting to low-income tenants for a period of 10-15 years. Matching grants are available.

House recycling program. Donated or purchased, boarded property is rehabilitated and sold to low-income, first-time home-buyers. This program is offered in the Pleasant Street and Porters neighborhoods. Up to \$4,000 is available for down-payment and closing costs for first-time home-buyers. Single parents are also eligible.

Pre-qualification for purchase of a home. A first-time home-buyer can meet with a Housing Division counselor to learn about the process of purchasing a home, including how to deal with a lender or realtor, deciding on a price range, and other aspects of buying a home.

My-home orientation tours. After purchasing a new home through the Housing Divisions' program, a homeowner may be guided through his/her new home and provided with information on how to operate and maintain the home and equipment.

Special Needs Housing Program. The Housing Division offers a competitive grant application program for non-profit housing providers who offer housing services to the homeless, elderly, handicapped, battered women, or other designated special needs populations. The grant must be used for bricks and mortar.

Purchase Rehabilitation Program. Homes that are purchased through the City's housing program are eligible for minor repairs after purchase. Homeowners must apply within 12 months after purchasing a home.

Emergency Repair Program (ERP). This program is available to homeowners who are on the City's waiting list for Housing Rehabilitation. If repairs are needed to correct dangerous conditions, they can be accomplished by the ERP. This program addresses health and safety problems such as dangerous wiring, lack of heating, roof leaks, or serious structural or plumbing problems.

Natural Gas Conversion Program. The Housing Division is providing conversions of LP gas equipment to natural gas or new natural equipment to qualified resident homeowners. This program is available only in one neighborhood at a time designated by the Gainesville Regional Utilities Gas Department and the City's Housing Division.

Mortgage Foreclosure Intervention Program. Applicants must meet previously stated income limits. A family must own and occupy the home as a principal residence and the

house must be located within the corporate limits of Gainesville. The mortgage on the residence must be at least 3 months in arrears, and there must be extenuating circumstances for the payment delinquency. The program provides repayable low-interest loans of up to \$3,000 to make the mortgage current.

Cedar Grove II. The City of Gainesville Housing Division is acting as the developer of a 35-acre subdivision near Waldo Road and NE 16th Avenue to meet the demand for the City's high quality affordable housing. The Housing Division is working to stimulate new home construction for the low to moderate income home-buyer earning up to 120% of the area median income. The City was awarded a \$1 million grant from the U.S. Department of Housing and Urban Development (HUD) to upgrade the infrastructure and build an access road from Waldo Road to the site. Approximately 135 architect-designed homes will be built over a five-year period. Sales prices will be in the \$60,000 to \$80,000 range. Donation of the land to the home-buyer and low-interest second mortgages will subsidize the costs. Down-payment assistance will also be available to qualified buyers.

D.314 Community Development Block Grant Division

The Block Grant Division is responsible for the management of Community Development Block Grant (CDBG) and HOME Investment Partnerships Program Grant Funds (HOME). The Division ensures that each project the City undertakes using these funds complies with national program objectives, federal grant regulations, and local plans and policies. In FY 1997, the City received \$1.6 million under the CDBG program and \$619,000 in HOME funds. Examples of projects funded include homeowner housing rehabilitation, recreation center renovations, meals-on-wheels, and emergency shelter for the homeless. For more information, call (352)334-5031.

D.315 Community Redevelopment Agency

This agency was created to establish the Central City District as a focal point for the community by stimulating economic development, improving physical characteristics and increasing the activities in the Gainesville downtown district. The Agency's policies are set by a five-member board consisting of the five Gainesville City Commissioners. The Agency's executive director handles the day-to-day activities of the organization and oversees the administration of the Agency's tax increment districts.

Tax Increment Districts. Tax increment districts were created to earmark funds for three depressed areas as a measure to help reverse deterioration of the Eastern portions of the city. The three areas are shown in Map 1, Appendix E, and focus on downtown, College Park, and the Fifth Avenue/Pleasant Street area. The Community Redevelopment Agency created advisory boards to represent each of the three tax increment districts. The three advisory boards are called: 1) Downtown Redevelopment Advisory Board, 2) Fifth Avenue/Pleasant Street Redevelopment Advisory Board, 3) College Park/University Heights Redevelopment Advisory Board.

Tax increment financing (TIF) is a popular method used to redevelop urban areas through public improvements which promote private sector activity. In tax increment financing, property values in a certain defined area are capped at the assessed value for a particular base year. Thereafter, any tax revenues due to increases in value in excess of the base year are dedicated to the redevelopment area. The municipality and the county both continue to receive property tax revenue based on the frozen value. This revenue is available for general governmental purposes. The TIF revenues can be used immediately, saved for particular projects, or can be bonded to maximize the funds available. Any funds received from a TIF, however, must be used for the redevelopment of the area and not for general government purposes. They must also be devoted to a particular use during the same fiscal year in which they were collected

Gainesville's tax increment districts have functioned to create public/private partnerships between the City and property owners. The funds have made it possible to develop special programs for redevelopment that have attracted new businesses and employment opportunities. The effort has worked to improve the appearance of the areas and create a more attractive, historic ambiance for businesses and residents.

Downtown Redevelopment Advisory Board

The major objectives of the Downtown Redevelopment Plan, developed by the Downtown Advisory Board, are to encourage redevelopment through private investment in the form of new construction, improving physical and aesthetic character and expanding activities in the downtown. Ideally this will provide a diverse and health economic base and will attract people to the downtown. The Downtown Redevelopment Advisory Board has assumed responsibility on the part of the CRA to encourage building design and uses that will contribute to the goals and objectives of the redevelopment plan.

Towards that end, the Downtown Board has created several redevelopment programs for their district as defined below:

Facade Improvements

The Facade Improvement Program for new construction is intended as a mechanism for new development to comply with the Advisory Design Guidelines by offering to fund the construction of elements of the facade in part or whole through loans or grants where, but for said funding, the proposed new construction would not be financially attractive.

Commercial / Retail Use Incentive

This program intends to implement the goals of the redevelopment plan by attracting new retail and service businesses which increase the market share¹ and/or market range² for downtown, by offering grants. Uses encouraged under this program include but are not

¹ For purposes of this program, market share means the percentage of people (by census tract) which come to downtown for goods, services, etc.

² For purposes of this program, market range means the area upon which downtown significantly draws its market (60% to 80% of its market as a rule of thumb)

limited to general merchandise stores, food stores, apparel and accessory stores, home furniture, miscellaneous retail, hotels and motels, amusement and recreation services, motion pictures, museums, art galleries, and botanical and zoological gardens.

Residential Use Incentive

This grant program is intended to offer an incentive from the Community Redevelopment Agency (CRA) to construct new residential units. This program recognizes that increasing residential uses downtown has a value in and of itself by encouraging the 24 hour life of the area.

Development of City-owned Surface Parking Lots

This program recognizes that where surface parking lots provide a valuable service, they are generally an inefficient use of downtown real estate. Consequently, the DRAB will consider requests by developers to utilize those lots, and/or will evaluate lots for possible development.

Mixed Use Building Improvements

This grant program is intended to offer an incentive from the Community Redevelopment Agency (CRA) to downtown building owners and tenants to encourage the renovation of above ground floor spaces of existing buildings and to encourage a mix of uses within that building. This program recognizes that renovating spaces which are above existing commercial retail spaces is more costly than normal renovations because the existing buildings were not designed to meet current fire separation or other code requirements.

Commercial Unit Rehab Improvements

This grant program is intended to offer an incentive from the Community Redevelopment Agency (CRA) to downtown building owners and tenants to encourage the renovating and occupying existing first floor storefronts. This program recognizes that renovating existing spaces within historic buildings is often more costly than renovating and occupying spaces in more modern strip shopping centers and malls.

Fifth Avenue/Pleasant Street Redevelopment Advisory Board

Commercial Building Improvement Program

This program is a mechanism for providing grants to existing businesses on NW 5th Avenue from NW 3rd Street to NW 13th Street as a first step toward revitalizing the corridor. Grants provided under this program are intended to reward existing businesses for serving the Fifth Avenue and Pleasant Street neighborhoods by funding certain improvements to the exterior of buildings thereby benefiting the entire neighborhood.

Fencing Grant Proposal

The Pleasant Street Historic District was established in 1988 when it was placed on the national register of historic places. To maintain the 1800's character, a fencing program was created in 1994 to defray some of the expenses of producing a consistent, uniform look for the Pleasant Street neighborhood. Fencing will promote unity within the

neighborhoods, add to the aesthetics and historic character of the Pleasant Street and Fifth Avenue areas.

College Park/University Heights Redevelopment Advisory Board

Below are the projects being developed for the College Park University Heights area:

Challenge Grants

Challenge grants are being created to encourage partnerships between private developers and the City / CRA for installation of street-scape/pedestrian/bicycle improvements to be constructed in conjunction with and complementary to new development.

Building facade improvements

A special grant program for building facade improvement is being developed primarily for businesses located along University Avenue.

Street-scape/Pedestrian Enhancement

A program is being created to enhance the pedestrian areas and street-scape along University Avenue.

D.316 HISTORIC PRESERVATION DISTRICTS

Map 1, Appendix E, shows the NW 5th Avenue and Pleasant Street Historic Preservation Districts. In addition to the City of Gainesville housing and enterprise zone programs, owners of property located in these historic preservation districts have access to other incentive programs designed to facilitate revitalization.

Federal Rehabilitation Tax Credit

Tax incentives for historic preservation are available from both federal and local government sources. The first and most prominent is the Federal Rehabilitation Tax Credit from which an eligible property owner can receive a credit calculated as 20% of the qualified rehabilitation costs of the project. A lesser known provision of the same act provides a 10% credit for substantial rehabilitation of non-historic structures constructed before 1936. The taxpayer qualifies for the tax credit under this second provision only if the building is used for industrial or commercial (nonresidential) purposes subsequent to its rehabilitation.

The Tax Treatment Extension Act of 1980

The Tax Treatment Extension Act of 1980 also permits income and estate tax deductions for charitable contributions of partial interests in qualified historic properties. The deduction is equal to the value of the charitable contribution. This deduction also has ramifications for the local property tax bill by reducing the market value of the property. The Florida legislature has enabled reduced assessments of historically significant property when development rights have been conveyed or historic preservation restrictions have been covenanted (FPS 193.505). By conveying development rights to the government or

entering into a covenant for not less than ten years, a property's assessed fair market value and, subsequently, property tax can be reduced. Easements are problematic, however, because they take taxes out of the local government coffers and, thus, may not be politically popular.

Ad Valorem Tax Exemption for Historic Properties

The city (and by mid-May 1996, Alachua County) has also enacted the Ad Valorem Tax Exemption for Historic Properties which grants tax exemptions for national and local register properties. Exemptions are for 100% of the assessed value of improvements made after the exemption is granted and for a period of up to 10 years. The locality must authorize by ordinance the exemption and the Historic Preservation Board will have review responsibility of both interior and exterior work.

Historic Preservation Grants

Grants are also available to assist redevelopment efforts. The National Trust for Historic Preservation has several sources of funding to assist localities in developing and implementing a preservation plan. The Preservation Services Fund is designed to encourage preservation at the local level by providing seed money for preservation projects. The grant range is \$500 to \$5,000 while most average \$1,000 to \$2,000 and the money is usually awarded to consultant services, preservation education, and co-sponsored conferences. The National Preservation Loan Fund (NPLF) provides loans of up to \$150,000 at lower-than-market rates (usually at prime). These funds are generally awarded as below-market rate loans but loan guaranties, lines of credit, interest subsidies and participation agreements with other lenders may also be available. NPLF awards can be used to acquire, stabilize, rehabilitate, or restore a historic property for use, lease, or resale; establish or expand a revolving fund either to acquire and resell properties or to make loans for acquisition and rehabilitation costs. Also available is the Inner Cities Venture Fund which provides a combination of grants and loans to communities for the sole purpose of rehabilitating historic properties. These sources of funding are competitive but are not available every year.

D.32 GAINESVILLE PUBLIC WORKS DEPARTMENT

The Public Works Department is responsible for the maintenance of City roadways, drainage facilities and sidewalks. Currently the Department maintains over 800 lane miles of paved City roadways. Each year the Department uses approximately 400 tons of asphalt to repair nearly 1800 pot holes, remove and replace 3000 linear feet of tree damaged sidewalk, repair 750 linear feet of tree damaged curb and gutter, construct 1500 feet of new sidewalk, and repair and reconstruct 50 damaged drainage facilities each year. Other services provided by the Department include providing street sweeping to all public, paved streets with curbs and gutters, as well as providing mosquito control services throughout the entire City utilizing the integrated pest management approach.

The Department maintains 33 City-owned buildings by providing mechanical services, plumbing, electrical, painting, and carpentry work. It also provides janitorial services to most City buildings. The Department provides engineering services in the development of

roadway, drainage, building, and site plans. It also administers the Federal Emergency Management Agency's Flood Insurance Program regarding flood zone determination, community certifications, and development compliance to continue the eligibility of Gainesville residents for Federal flood insurance.

D.33 GAINESVILLE POLICE ENFORCEMENT

The area is served by two law enforcement agencies: the Gainesville Police Department (GPD) and the Alachua County Sheriff's Office. Both agencies are dedicated to preventing and reducing crime to a rate that provides a sense of security and well-being for the citizens of our community. Uniform police services are provided around the clock in order to respond to citizen calls for service and, when appropriate, to anticipate potential criminal activity based on researched data analysis.

D.331 Operation Bureau

The Operation Bureau is the largest entity within the Gainesville Police Department with over 150 personnel. The Bureau has first police responder responsibilities to the citizens of this community, 24 hours a day. It is comprised of the Uniform Patrol Division, COP teams, Tactical Operation Division, and Support Units.

D.332 Uniform Patrol Division

Made up of three shifts: Days (0730-1730 hours), Evenings (1645-0245 hours), and Midnight (2200-0800 hours). Their primary function is to provide around the clock high visibility police service and, when appropriate, to anticipate potential criminal activity gleaned from crime analysis information and initiate a directed patrol response. Annually, the Division responds to approximately 100,000 calls for service. In addition members are also responsible for the security of the Gainesville Regional Airport in accordance with FAA regulations.

Augmenting this service delivery are civilian Police Service Technicians (PSTs) who respond to non-emergency incidents such as traffic accidents, traffic control, initiate (after the fact) criminal investigations, and issue parking tickets. In performing these tasks it allows sworn officers to concentrate pro-actively on identified crime patterns and/or emergency situations. In addition the PSTs assist not only the division but the Criminal Investigation Bureau by providing non-major case crime scene processing i.e., burglary conveyance/residence, auto theft, etc. PSTs also oversee the state certified school crossing guards who provide services for our City schools.

D.333 Community Oriented Police (COP) Division

The purpose of Community Oriented Policing is to build a community-based partnership, where the police, the communities they serve, and other agencies band together in mutual trust, so that together they can address contemporary concerns - crime, fear of crime, illicit drugs, social and physical disorder, neighborhood decay, and the overall quality of

life in the community. The goal is to control crime, reduce the “fear of crime”, to maintain law and order and to improve the community’s “quality of life”.

The COP Teams are divided into east and west sides of the City with 12 separate geographical communities varying in physical size and population currently being served by the unit. Each area has officer(s) that are permanently assigned to work closely with the citizens to resolve problems and concerns that detrimentally affect the overall quality of life. In addition, to responding to calls for service, COP officers are expected to attend neighborhood crime watch, youth, and other community meetings within their assigned areas in order to keep abreast of community concerns. This interfacing allows the officer a venue to assist in educating the neighborhoods on the latest crime prevention techniques which furthers the agency’s philosophy that preventing a crime is more important than solving one.

D.334 Tactical Operation Division

The division is comprised of the Special Operation Unit (SOU), Police Canine (K-9), Traffic Unit, Joint Aviation Unit, Mounted Unit, and the Special Response Team (SRT) which are support groups to the aforementioned primary service delivery elements of this Bureau. These Units are highly trained personnel assigned specialized tasks that can not be readily handled by the Bureau’s shifts or COPs teams.

Special Operations Unit. This unit is the covert plain clothes arm of the Operations Bureau. Their primary responsibility is for vice and Part I crime problems. In concert with information obtained from the Crime Analysis Unit, Shifts, and COP teams the Unit pro-actively target area specific crime problems such as robbery/burglary stakeouts and street level prostitution which require extended commitment of personnel hours. The Unit is also tasked with monitoring of adult entertainment establishments (nude bars, and lingerie shops) for their compliance to all restrictions and laws governing their permitting.

Canine Unit (K-9). Provides trained dogs to enhances the effectiveness of the officers in the field with their ability to track missing persons or locating discarded evidence of a crime. In addition they minimize the dangers to the officers associated with those tasks performed in searching for escape prisoners, searching burglarized building for suspects, and apprehending fleeing suspects.

Traffic Unit. Responsible for the monitoring and soliciting citizen cooperation in complying with state motor vehicle laws. The emphasize of their duties is to target hazardous moving violations (speeding, running red lights, careless driving) and strict enforcement of DUI in an effort to improve the overall quality of life of our citizens while traveling the streets of the city.

Joint Aviation Unit. Combines personnel and equipment from the Gainesville Police Department and the Alachua County Sheriff’s Office. Currently, the Unit has two helicopters. The Unit, at this time, is not fully operational and is in the process of developing comprehensive operating procedures. Personnel and equipment are being

utilized on mission specific flights in support of operations from both agencies. The future of the JAU will rest on community evaluation and the justification data over time as it relates to use versus cost by both agencies.

Special Response Team. Consists of Departmental personnel with special skills, training, and equipment to meet the challenge of resolving high risk situations/incidents. High risk situations/incidents require an immediate response by specially trained and equipped officers to enhance successful resolution. SRT supports all areas of the Department and will respond to any request made by Division/Unit Commander during a "special threat" situation. A special threat situation exists when an event exceeds the capabilities of standard police resources. "Special threat" situations include:

- a. Barricaded Subjects
- b. Sniping Incidents
- c. Hostage Situations
- d. Search and Arrest Warrants
- e. Security Situations (protection and/or escort of government officials/VIPs)
- f. Other situations which would, by their very nature, dictate a special response by a trained tactical team

Mounted Unit. A new and innovative unit due to be operational in early 1998. This unit will consist of two horses and riders trained to perform enforcement activities. These activities will include conventional enforcement in a pro-active nature, deployment in crowd control and order maintenance situations and some community relation functions. The horses will be used primarily in the downtown area.

D.335 Investigations Bureau

The Investigative Bureau is comprised of the Criminal Investigations Division (CID), the Forensic Crime Unit (FCU), and the Special Investigations Unit - Narcotics (SIU).

Criminal Investigations Division. CID is where follow-up investigations of primarily felony cases are conducted. The primary goals are to identify and apprehend criminals and to present prosecutable cases to the Office of the State Attorney; to recover stolen property; and to provide service to victims of crime. Occasionally, we may be requested to provide enhanced investigative efforts on non-felony cases at the request of the City Manager or Chief, and/or assist with internal investigations.

Forensic Crime Unit. This unit responds to crime scenes, handles the collection of evidence, and in conjunction with CID detectives, prepares same for prosecutable cases to the State Attorney's Office using a myriad of state-of-the-art equipment, such as the E-Fit (Electronic Facial Identification Technique) Composite Computer Software Program. The Unit's latent fingerprint examiners are instrumental in providing enhanced investigative efforts to all CID's cases.

Special Investigations Unit. This unit is tasked with narcotics enforcement and interdiction at multiple levels. This includes the entire spectrum of drug activity from investigating street-level drug dealers through major drug traffickers. The Unit also is responsible for the investigation of different vice crimes including, gambling, prostitution and prescription fraud. SIU works in concert with the local DEA office, the Florida Department of Law Enforcement (FDLE), the Federal Bureau of Investigations (FBI) and many different agencies throughout the state of Florida and other parts of the United States. A key element in the success of SIU has been the State Attorney's ability to grant SIU Agents the authority to conduct narcotic investigations throughout the 8th Judicial Circuit.

D.336 Neighborhood Services Bureau

The mission of the Neighborhood Services Bureau (NSB) is to form a partnership with the citizens of Gainesville to prevent crime. Citizens and police officers mutually identify problems in the community and work together to create viable solutions. Through this type of cooperation, GPD operates with increased efficiency, and citizens enjoy an increased sense of community awareness and an enhanced quality of life.

NSB is comprised of smaller units: Crime Prevention and Youth Services (which includes the School Resource Officers). Each unit utilizes a different approach to impact crime in the community. However, both units rely on citizen involvement to succeed.

The NSB main office is located at 401 NW 6th Street (in the Santa Fe Community College downtown campus). For more information about NSB contact:

Captain T.R. Jones
Division Commander
(352) 334-2367 - Office (352) 334-2345 - Fax

Crime Prevention Unit. The Crime Prevention Unit (CPU) of NSB is responsible for the development, implementation and maintenance of programs that focus on reducing the instances and impact of criminal activity within the community. The primary goal of CPU is to increase community awareness regarding crime and motivate citizens to become actively involved in helping to reduce crime. Following is a list of crime prevention programs currently offered:

- Residential Programs Neighborhood Crime Watch
- Residential Security Surveys
- Protecting Your Home Against Crime
- Community Policing
- Operation Identification
- Commercial Programs Business Watch
- Employee Security
- Violence in the Workplace

- Preventing Retail Theft
- Preventing Retail Fraud
- Preventing Computer/Telecommunications Fraud
- Commercial and Retail Security Surveys
- Loss Prevention
- Hotel/Motel Security
- Bank Security
- Personal Security Programs/Personal Safety
- Rape Awareness
- Auto Theft Prevention
- Personal Fraud/Scams
- Latchkey Kids
- Crimes Against Seniors
- Environmental Programs
- Crime Prevention Through Environmental Design
- Physical Design Reviews
- Area Criminal Activity Date

Presentations and surveys are by appointment only. For more information about CPU, contact:

Officer Sterling Keys
 Crime Prevention Officer
 (352) 334-2479 or (352) 334-2441 - Office

Youth Services Unit. The Youth Services component of NSB is composed of one sergeant, two corporals, and seven officers. The primary mission of this unit is to provide youth-oriented services and activities for the community. The unit is made up of three main programs: the School Resource Officer Program, the Officer Friendly Program and the Police Explorer Program (Post 917 and Post 86, The Reichert House).

School Resource Officer (SRO) Program: The SRO program currently involves six sworn police officers assigned full-time to five local schools: Gainesville High School, Duval Elementary, Stephen Foster Elementary School, Horizon New Pathways Center, and A. Quinn Jones Center. The program emphasizes education by presentation of various crime prevention subjects such as civic responsibility, DUI, prevention, youth crime, etc. The officers assigned to the schools also provide law enforcement assistance to school personnel, students, and parents.

Officer Friendly Program: Officer Friendly is a sworn police officer who is assigned to present safety and crime prevention information to elementary school students. Officer Friendly visits all public elementary schools within the city limits, as well as some private schools and day care centers (by invitation). Some examples of these presentations are "Stranger Danger," "How to Call 911," "Bicycle Safety," and "Being Home Alone."

Officer Friendly also conducts station tours, helps coordinate bicycle rodeos and makes presentations to various youth-related community groups and organizations. During the summer when school is not in session, Officer Friendly works with several other crime prevention programs involving children who live in COP team areas.

Police Explorer Program - Post 917: The GPD Explorer Program is a proactive effort to reward and develop future leaders in our community. There are approximately thirty young adults currently in the program. Through structured training and guidance from the Explorer Advisor (a sworn police officer), the involved youths are placed in a variety of situations in which they will be called upon to utilize the training provided to them, as well as good judgment and common sense. Example of the types of events in which the Explorers have participated are:

- Traffic and crowd control at University of Florida (UF) football games
- Bicycle rodeos
- The UF homecoming parade
- Print-a-Kid Programs
- Traffic and crowd control at Gator Nationals Drag Racing
- and a host of other events in and around the City of Gainesville.

Requirements for the Explorer Program state that applicants may be male or female. Each applicant must:

- Be between the ages of 14 and 18
- Be a resident of Alachua County
- Be currently enrolled in school with a GPA of 2.5 or higher
- Have no felony convictions or misdemeanor convictions involving moral turpitude, perjury or making a false statement
- Have no history of drug abuse and a current lifestyle free of illegal drug use
- Pass an interview board examination
- Submit two letters of recommendation (one from his/her school and one from an adult in the community not related to the applicant.)

Successful applicants will attend an Explorer training academy. The Explorer trainees are instructed in various aspects in law enforcement and community relations. To successfully complete the training academy, trainees must complete all examinations with a minimum score of 75%.

Explorer Post 86 - The Reichert House Program: Members of the Reichert House Program are chartered Explorer members just as Post 917 members are, with the difference being that the Reichert House Program is for at-risk males. The overall program is different in that a structured curriculum is offered daily, after school for members. Reichert House members also participate in public service details, and donate many volunteer hours to the service of the Gainesville community. Additional information

concerning the Reichert House Program can be obtained by contacting the Youth Services supervisor as listed at the end of this section.

Other Youth Programs affiliated with the Youth Services Unit include:

- Rites of Passage
- Fishing for Success
- Teen Court
- Holiday Bicycle Give-away
- Youth Summer Employment Program
- Sports Camp
- Tutoring Programs
- Print-A-Kid Programs
- Outlet Program for Teens

For more information about the Youth Services Unit, contact:

Sergeant Jeff Reese
Neighborhood Services Supervisor
(352) 334-2441 - Office (352) 334-2493 - Fax

D.337 Black on Black Crime Task Force

The Black on Black Crime Task Force is a cooperative effort of the Gainesville Police Department and citizens to work in partnership to devise innovative strategies to reduce crime, particularly in disadvantaged areas of the community. Staff support is provided to the organization by covering the monthly meetings, and sending out advance notice of these meetings.

For more information concerning the Black on Black Crime Task Force contact:

Sergeant Jeff Reese
Neighborhood Services Supervisor
(352) 334-2441 - Office

D.338 Fiscal / Planning Division

The Fiscal Unit. Budgeting is a process that requires the police department to estimate the amount of money that will be needed to operate during a future time period. These estimates are examined by the appropriate legislative body which decides whether to allocate the requested amount of money or an amount they consider to be sufficient for the efficient operation of the agency.

The budget is an important statement of a law enforcement agency's policy. It is a plan of action expressed in financial language, structured to include estimates for items necessary to keep the agency functioning.

The budget process is also a widely used instrument of managerial control. Control, however, means more than just accuracy in accounting for expenditures. Properly handled, the budget process can be used as a tool to insure that the agency's objectives are being met in the most efficient and cost effective manner possible.

The Planning Unit. Police departments today are experiencing the effects of a rapidly changing society. These societal changes are forcing the police executive to search for and apply new and more effective management techniques to meet the demands of these changes.

Many of these management techniques place a strong emphasis on the need for planning. This need is quite evident when the police executive, operating with a reduced budget and fewer police officers, compares the effectiveness of the Gainesville Police Department with the rising incidence of criminal activity. Observations can only indicate the need for stricter accountability within each unit of the department and more efficient use of existing officers, support staff and equipment.

Planning For Results (PFR) is a management technique that emphasizes planning. It reviews the activities of the police department so that operational plans can be developed and directed toward achieving specific results. To achieve these results, the police executive, with the aid of his / her subordinates, must develop action plans that require the participation of members from all levels within the department. This participation may be in the form of developing or contributing ideas for the design of the action plans or actually implementing these plans in the field.

Grants. Obtaining federal and state funding through grants is a very efficient way to subsidize police and community projects. This Unit is responsible for conducting research of possible innovative programs that will assist the police department in preventing crime, procuring innovative equipment and establishing partnerships with members of the community. A primary focus is on building partnerships with various segments of the private and professional sectors in our community to solve our crime problems. This partnership has already resulted in several successful police / community programs designed to educate all parties about needs and goals of the community. These programs include the Weed and Seed Grant, the COPS Grants (including COPS Ahead, COPS More, Universal Hiring, Block Grant Program, Domestic Violence Grant), and the HUD 8 Grants.

D.339 The Technical Services Division

The Technical Services Division of the Gainesville Police Department consists of Communications, Records, Property/Evidence and the Telserv Unit.

Communications Division. Utilizes fifty-six (56) employees to provide twenty-four hour service to the citizens of the City of Gainesville. This service includes handling 911 calls, provide dispatch functions for the Gainesville Police Department and the Gainesville Fire Rescue Department.

Records Division. Responsible for compiling, maintaining and disseminating information from Department records concerning crime, traffic and miscellaneous reports to authorized persons.

Property and Evidence Unit. Receives, stores and records the disposition of items related to criminal and non-criminal matters. Maintains a central supply and inventory of equipment, supplies and property utilized by department members.

Telserv. A support unit to the Patrol Division which provides telephone assistance to citizens where police presence is not required.

D.340 Administrative Services Division

The Administrative Services Division is contained within the Administrative and Technical Services Bureau and primarily consists of the Personnel and Recruitment Unit and the Training Unit. These two units perform the important task of screening, selecting, and training new employees for the Gainesville Police Department, as well as the development and presentation of in-service training for current employees. The following is a break down of each units responsibilities.

Personnel/Recruitment Unit. Staff assigned to the Personnel and Recruitment Unit are tasked to:

- Recruit qualified applicants from diverse backgrounds who are representative of the community and possess integrity, honesty, and a commitment to serve the citizens of Gainesville. All police officer applicants must possess a two year college degree (AS or AA) or equivalent credit hours.
- Conduct hiring processes for the positions of Police Officer, 911 Operators, Police Cadets and other positions needed within the Department.
- Conduct background investigations on all applicants within the Gainesville Police Department.
- Maintain departmental personnel records as well as medical records and the Family and Medical Leave Act as mandated by federal law.
- Facilitate departmental Officer/Civilian of the month awards

- **Maintain the Criminal Justice Standards and Training Commissions (CJST) Salary Incentive Program.**
- **Maintain departmental demographic reports.**

For more information about GPD personnel and recruitment, contact:

Gainesville Police Department
 721 N.W. 6 Street
 Gainesville, FL 32602
 (352) 334-2494 office
 (352) 334-2322 fax

The Training Unit. Staff assigned to the Training Unit are tasked to:

- **Conduct on-going in-service training as well as mandatory retraining as specified by CJST.**
- **Conduct advance training courses for law enforcement officers from area agencies through Santa Fe Community College Institute of Public Safety.**
- **Maintain a liaison with the training staff of Santa Fe Community College Institute of Public Safety.**
- **Maintain the departmental Police Cadet Program which is designed to primarily facilitate training, education and employment opportunities for disadvantaged youths at least 17 years of age. The program provides future police officer candidates with employment/training within the Gainesville Police Department as well as full scholarship for college tuition while the Cadet pursues an AS/AA degree. The Cadet may advance to a full-time position with the Gainesville Police Department.**
- **The ID-A-KID program is conducted throughout the year by a sworn officer and the police cadets. The program affords parents the opportunity to have fingerprints and photo identification of their child in case of an emergency. The card itself provides parental contact information, medical information , and information on the identity of the child.**

More information can be obtained from:

Santa Fe Community College Institute of Public Safety
 3737 N.E. 39 Avenue
 Gainesville, FL 32601
 (352) 334-0300 office

Appendix E

This appendix consists of maps of east Gainesville. Larger scale maps are available from the City of Gainesville Economic Development Department for a small fee. Call 334-5012 for more information.

Sections:

E.O Maps of East Gainesville

E.O MAPS OF EAST GAINESVILLE

E.01 SPECIFIED DISTRICTS WITHIN EAST GAINESVILLE

This map depicts the Enterprise Zone Area 3, College Park/Depot Ave. Redevelopment District, Fifth Avenue Redevelopment District, Downtown Redevelopment Central City District, Pleasant Street Historic District, NE Residential Historic District, SE Residential Historic District, and Gateway Roads.

E.02 BUSINESS AUTOMOTIVE

This maps shows the locations of all businesses with a Business Automotive DOR classification.

E.03 EDUCATIONAL FACILITIES

This maps illustrates all locations with DOR classifications for Educational Facilities.

E.04 ENTERTAINMENT

This maps illustrates all locations with DOR classifications for Entertainment facilities.

E.05 INDUSTRIAL

This maps identifies all locations with DOR classifications for Industrial facilities.

E.06 GOVERNMENT

This maps gives all locations with DOR classifications for Government facilities.

E.07 OFFICE

This maps depicts all locations with DOR classifications for Offices.

E.08 PROFESSIONAL SERVICES

This maps identifies all locations with DOR classifications for Professional Services.

E.09 RESTAURANTS

This maps illustrates all locations with DOR classifications for Restaurants.

E.010 RETAIL

This maps gives all locations with DOR classifications for Retail.

E.011 SHOPPING CENTERS

This maps shows all locations with DOR classifications for Shopping Centers.

E.012 CURRENT BUSINESS

This map depicts all current business as listed in the Alachua County Property Appraiser's Database.

E.013 UNIMPROVED BUSINESS PARCELS

This map illustrates areas zoned: BUS, BA, BT, MU-1, MU-2, and CCD by Gainesville's Master Parcel System.

E.014 INDUSTRIAL ZONING MAP

This map identifies the areas of Eastside that are currently zoned industrial (I-1 and I-2), Industrial Planned Development, and Warehousing.

E.015 COMMERCIAL ZONING MAP

This map gives the location of the various commercially zoned areas of Eastside (BUS, BA, BT, MU-1, MU-2, and CCD) in different colors.

E.016 OFFICE ZONING MAP

This map shows the location of all general (OF) and residential (OR) offices in the Eastside.

E.017 MAJOR WATER DISTRIBUTION SYSTEM EAST GAINESVILLE

This map identifies the major water distribution pipelines for East Gainesville.

E.018 MAJOR WASTE WATER COLLECTION SYSTEM EAST GAINESVILLE

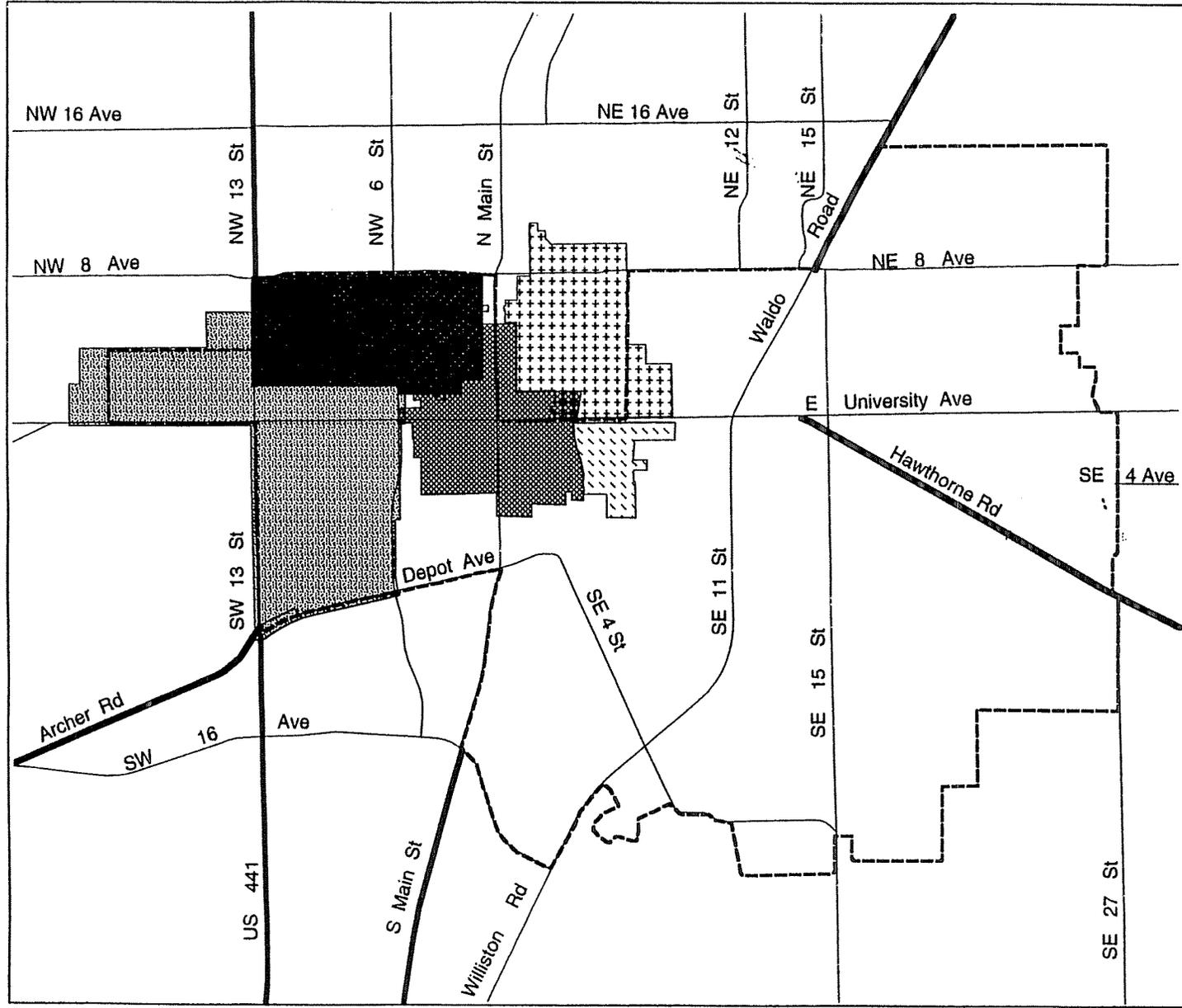
This map depicts the major waste water forced mains, gravity mains, lift stations, and waste water treatment facilities.

**E.019 ELECTRIC TRANSMISSION AND DISTRIBUTION EAST
GAINESVILLE**

This maps illustrates East Gainesvilles generating plant, transmission substation, transmission service, dual circuit 138 kV transmission lines, distribution substations, and 12,470 Volt distribution main circuit backbone.

E.020 GAS DISTRIBUTION MAINS 3” AND LARGER EAST GAINESVILLE

This map gives gas distribution pipe lines 3” and larger in East Gainesville.



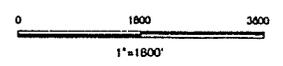
SPECIFIED DISTRICTS WITHIN EAST GAINESVILLE

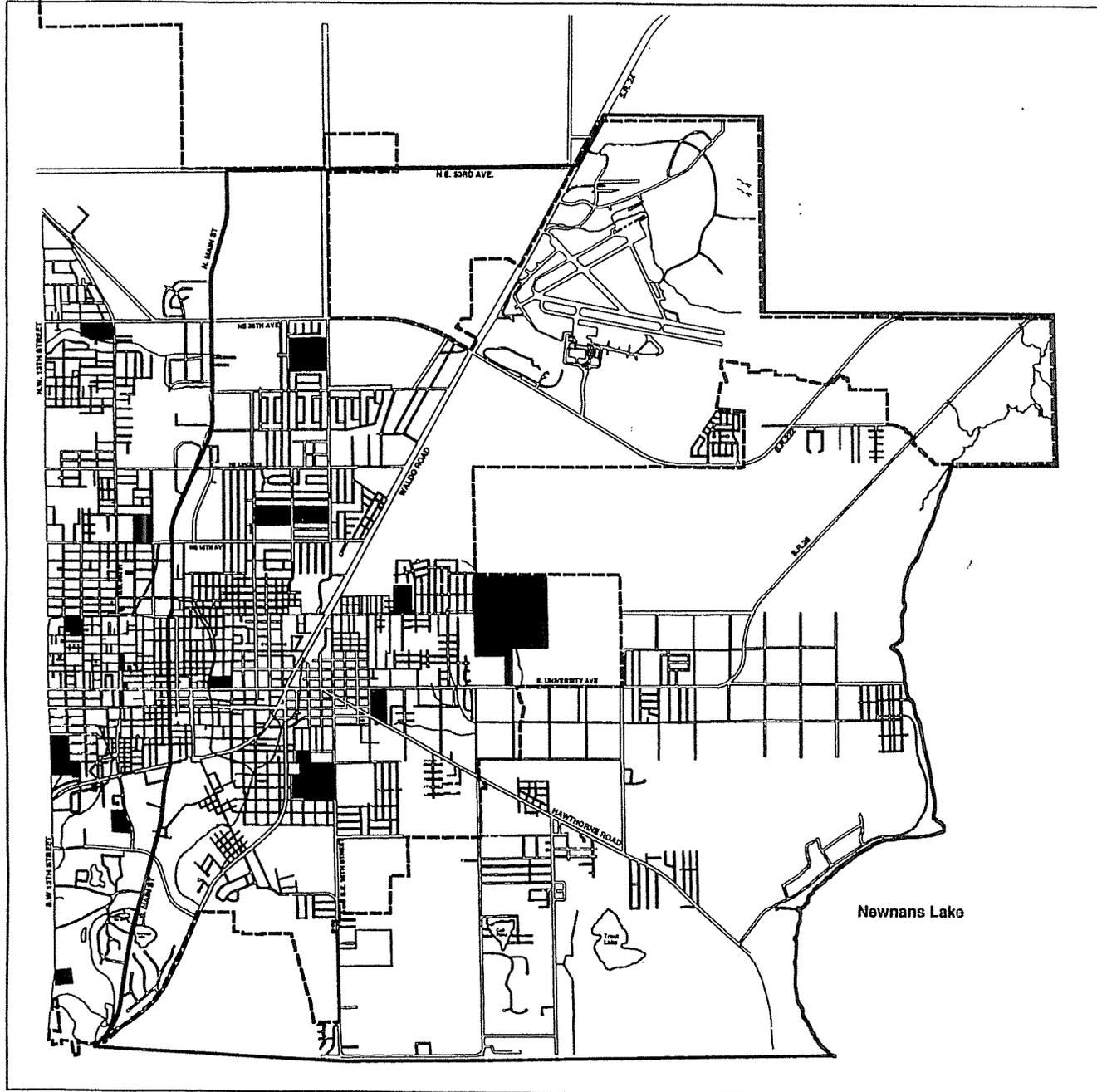
Legend

- Enterprise Zone, Area 3
- College Park/Depot Ave Redevelopment District
- Fifth Avenue Redevelopment District
- Downtown Redevelopment/Central City District
- Pleasant Street Historic District
- NE Residential Historic District
- SE Residential Historic District
- Gateway Streets

**City of Gainesville
Gainesville, Florida**

Prepared by the
Department of Community Development
August 1997





EAST GAINESVILLE EDUCATIONAL FACILITIES

Legend

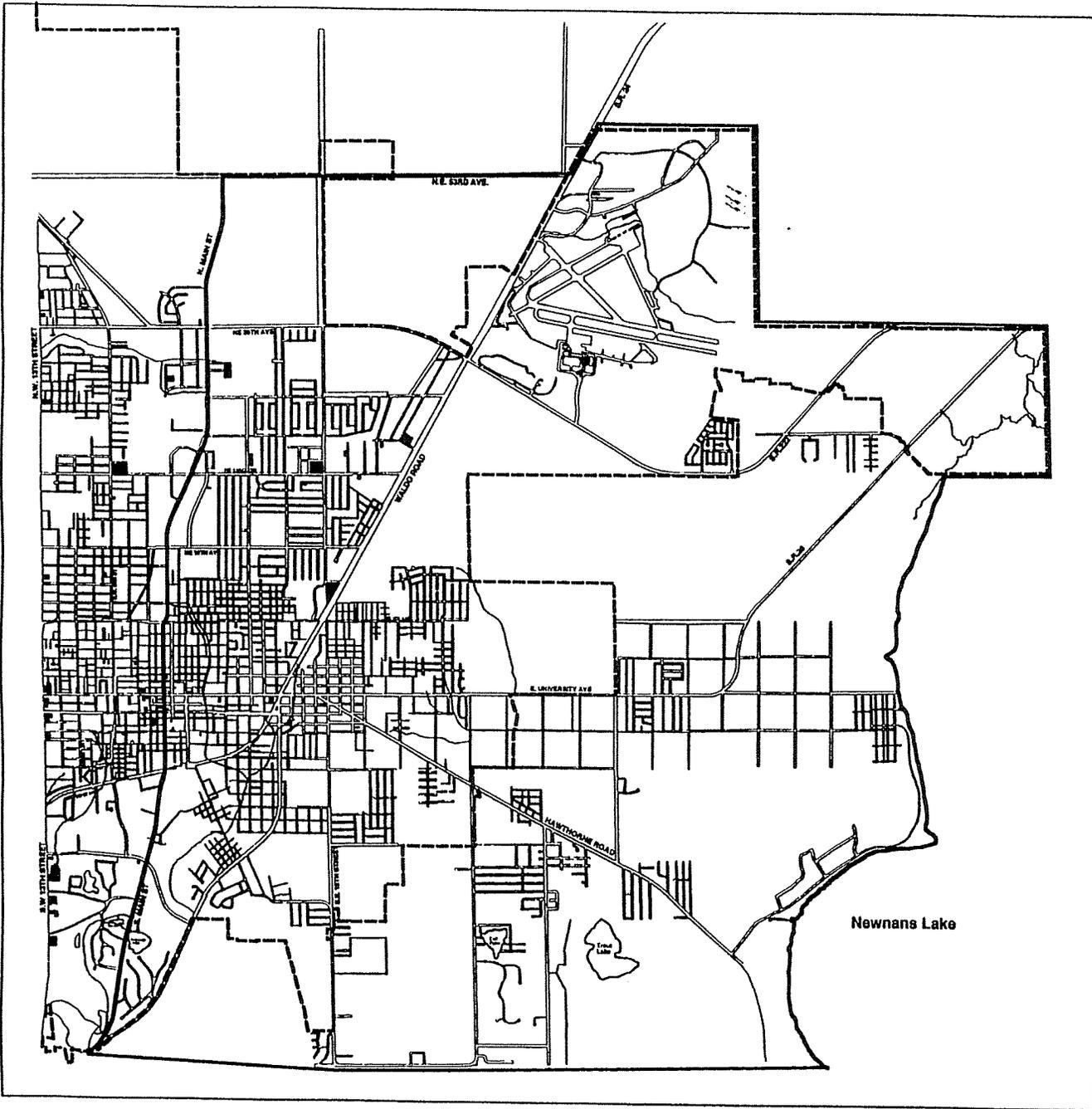
- EDUCATIONAL FACILITIES
(DOR Codes: 72, 83, 84)
- CITY LIMITS
- EASTSIDE TARGET AREA

**City of Gainesville
Gainesville, Florida**

Prepared by the
Department of Community Development
August 1997

Scale: 1" = 3600'





EAST GAINESVILLE ENTERTAINMENT BUSINESSES

Legend

- ENTERTAINMENT BUSINESSES
(DOR Codes: 31, 32, 33, 34, 35, 36, 37, 38, 39, 77)
- CITY LIMITS
- EASTSIDE TARGET AREA

**City of Gainesville
Gainesville, Florida**

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August 1997

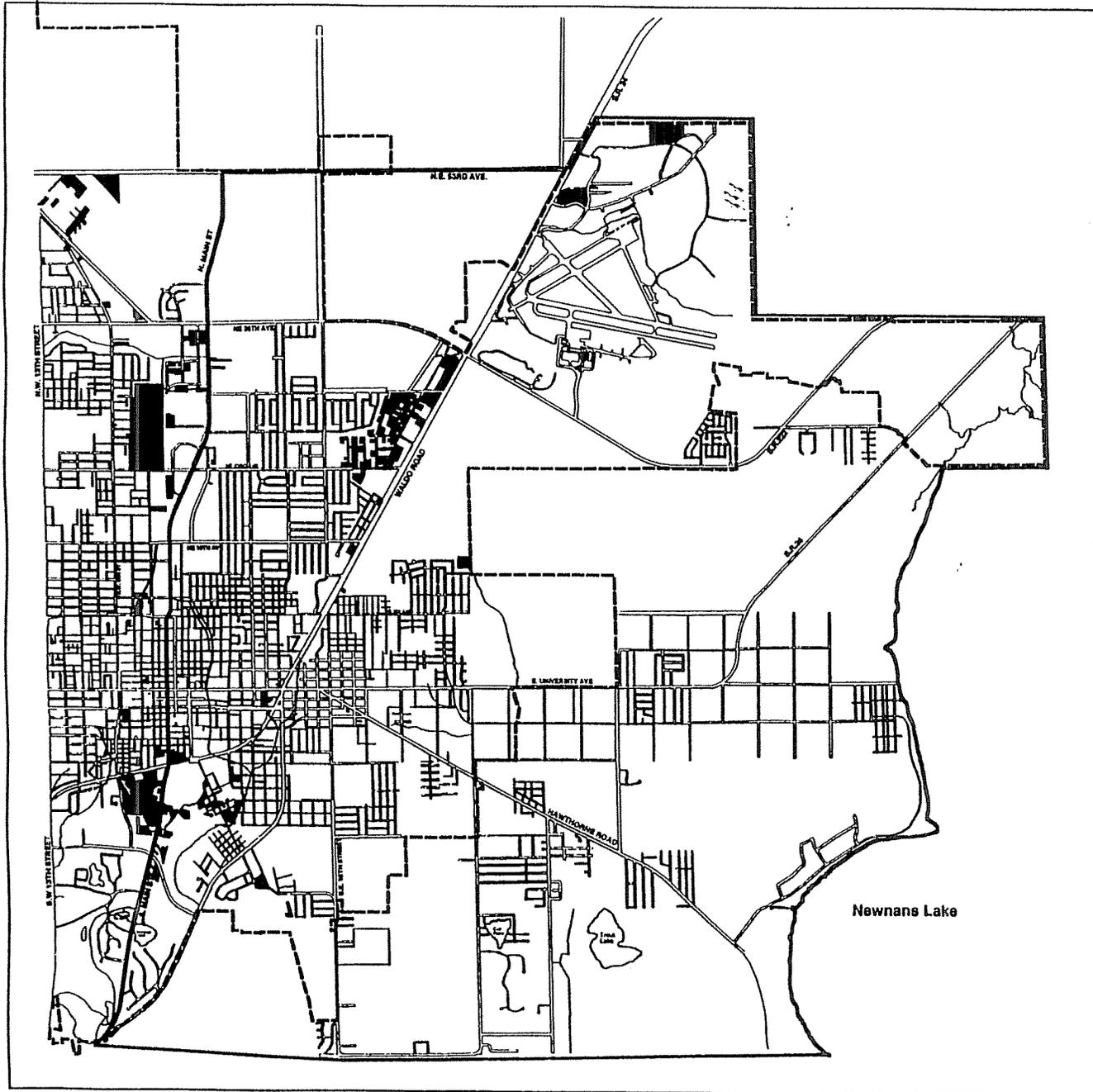
Scale: 1" = 3600'



EAST GAINESVILLE INDUSTRIAL BUSINESSES

Legend

-  INDUSTRIAL BUSINESSES (DOR Codes: 41, 42, 43, 44, 45, 46, 47, 48)
-  CITY LIMITS
-  EASTSIDE TARGET AREA

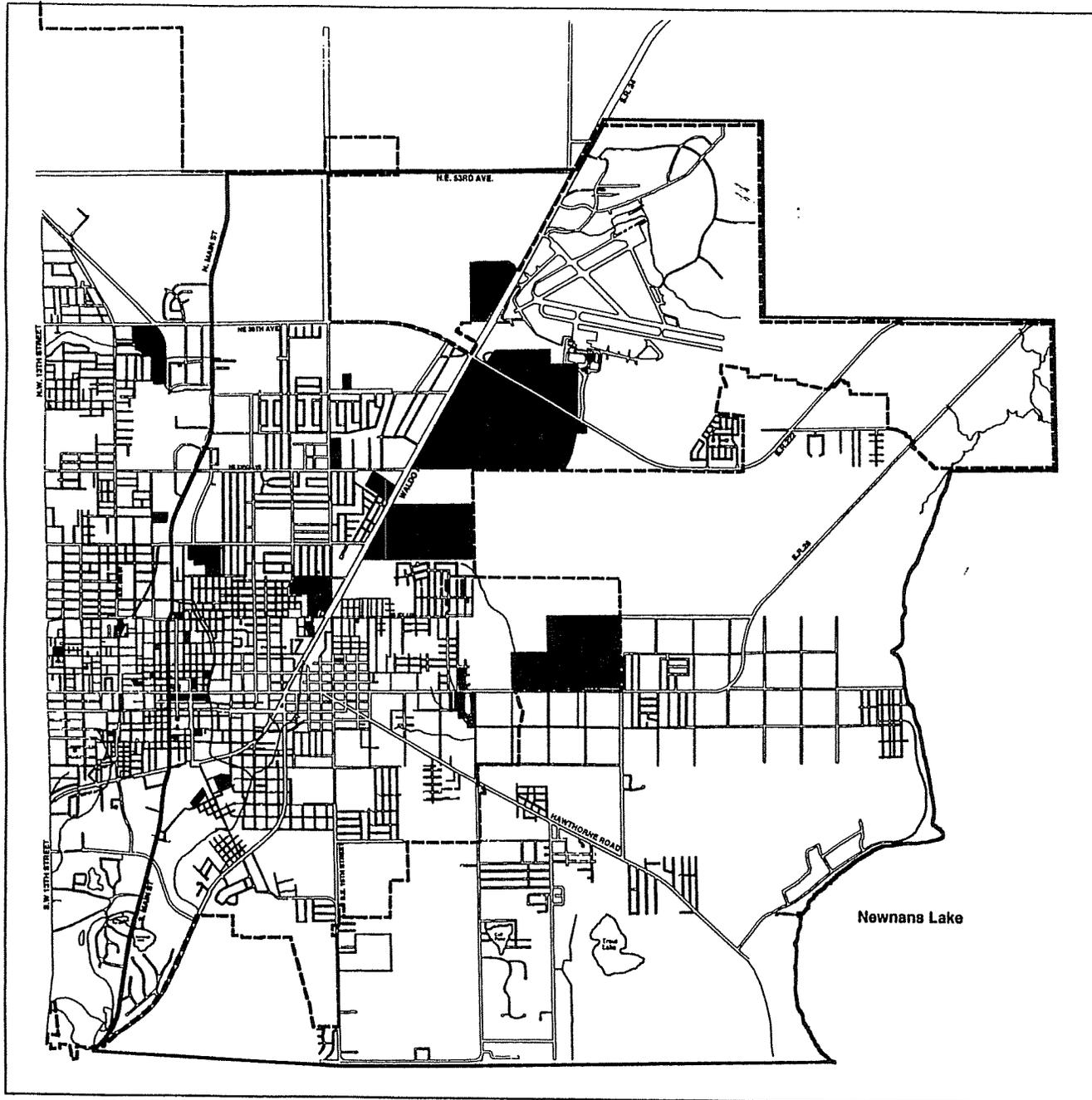


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EAST GAINESVILLE GOVERNMENT FACILITIES

Legend

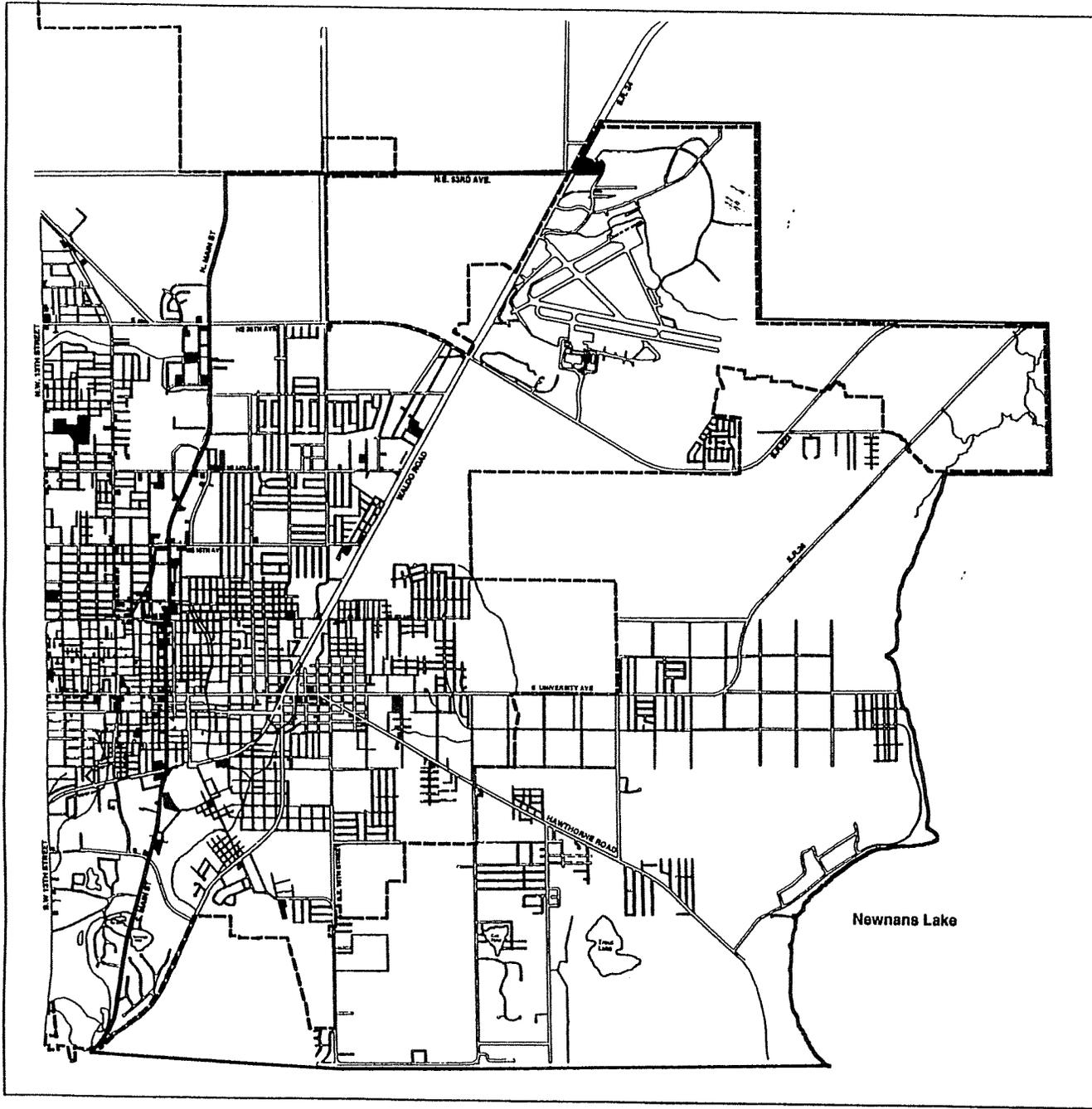
-  GOVERNMENT PARCELS
(DOR Codes: 86, 87, 89)
-  CITY LIMITS
-  EASTSIDE TARGET AREA

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EAST GAINESVILLE RETAIL BUSINESSES

Legend

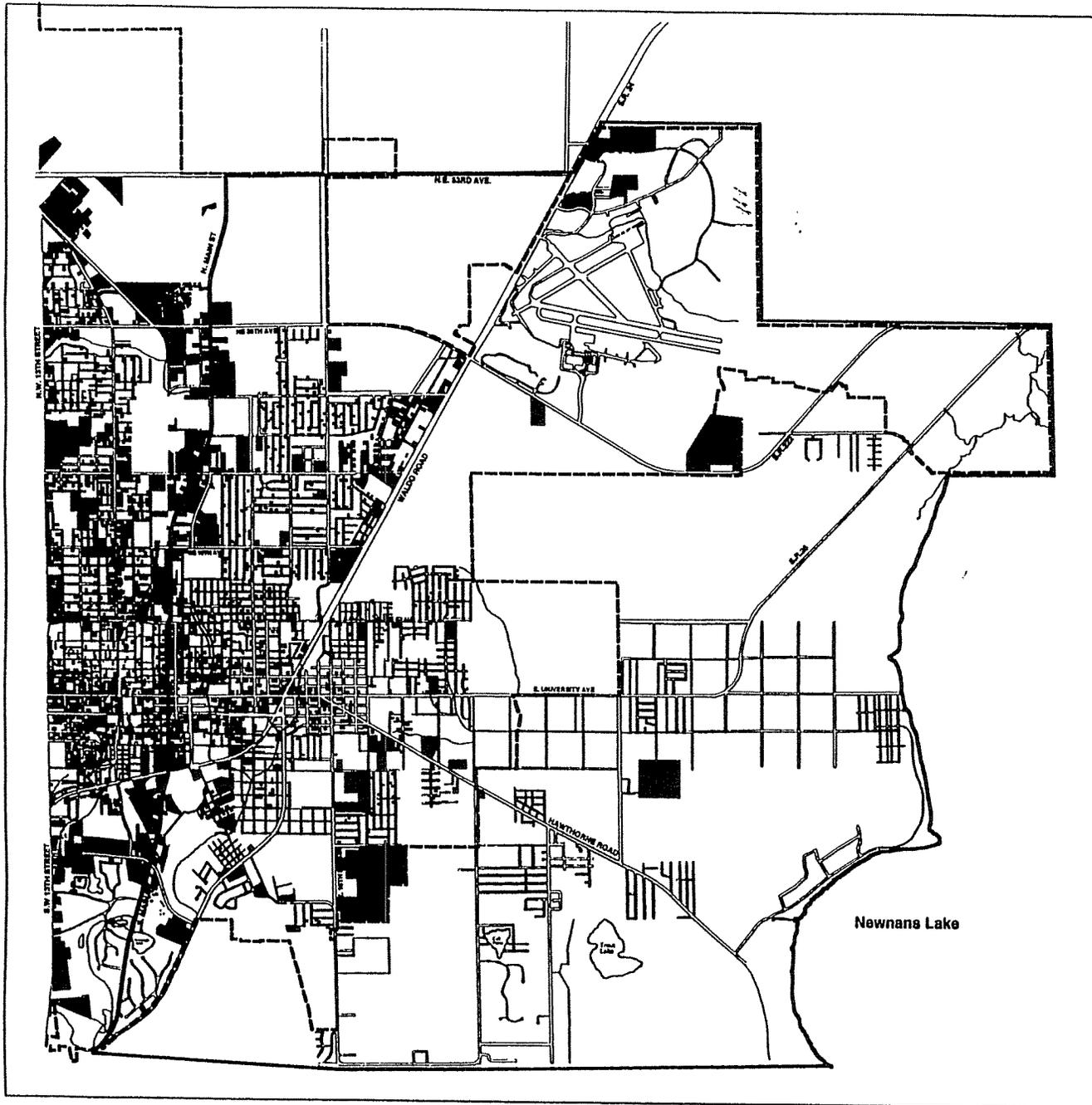
- RETAIL BUSINESSES
(DOR Codes: 11, 12, 13, 26, 29, 30)
- CITY LIMITS
- EASTSIDE TARGET AREA

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EAST GAINESVILLE BUSINESS PARCELS

Legend

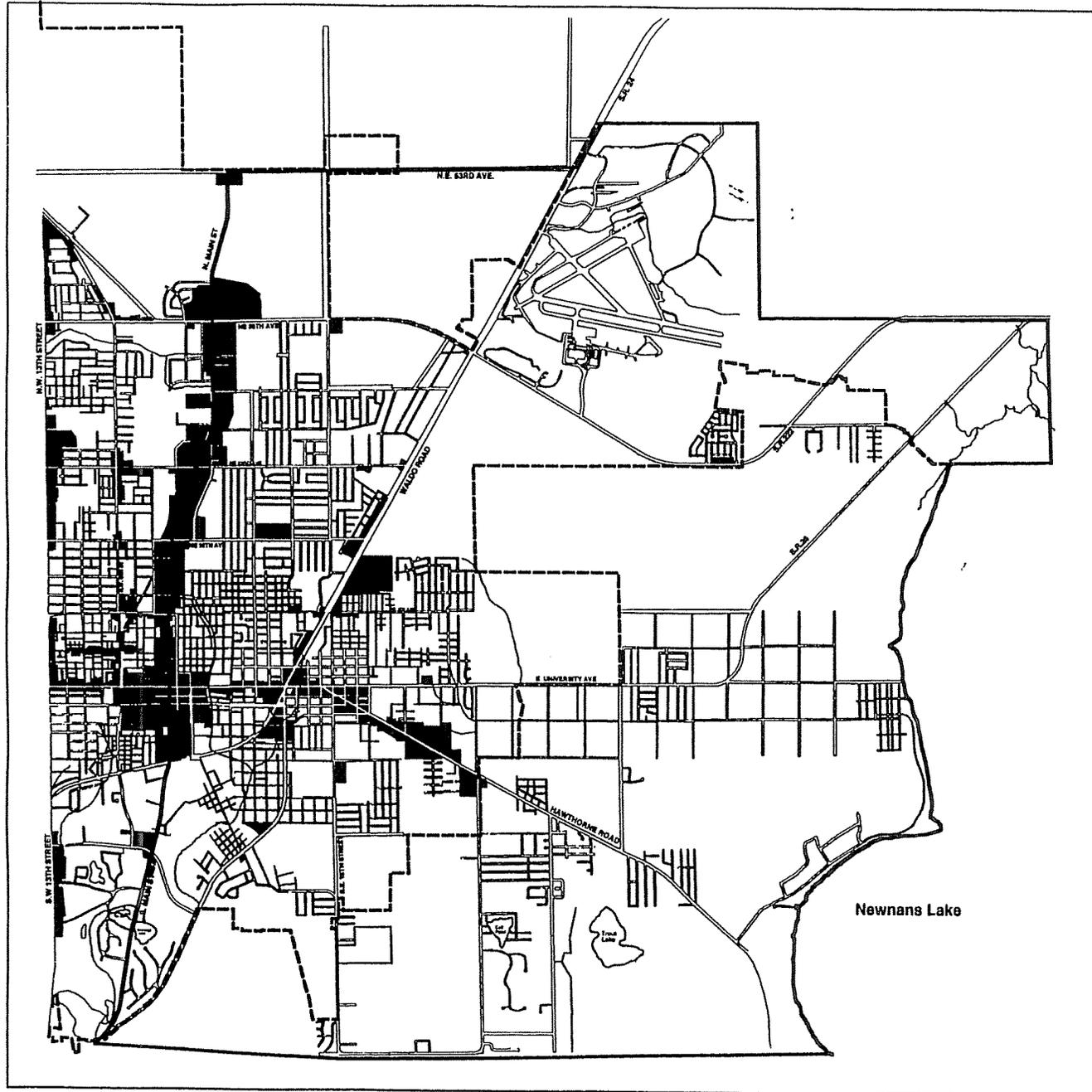
- CURRENT BUSINESSES
(Source: Alachua County Property Appraiser's Tangible Data Base)
- CITY LIMITS
- EASTSIDE TARGET AREA

**City of Gainesville
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EAST GAINESVILLE COMMERCIAL ZONING

Legend

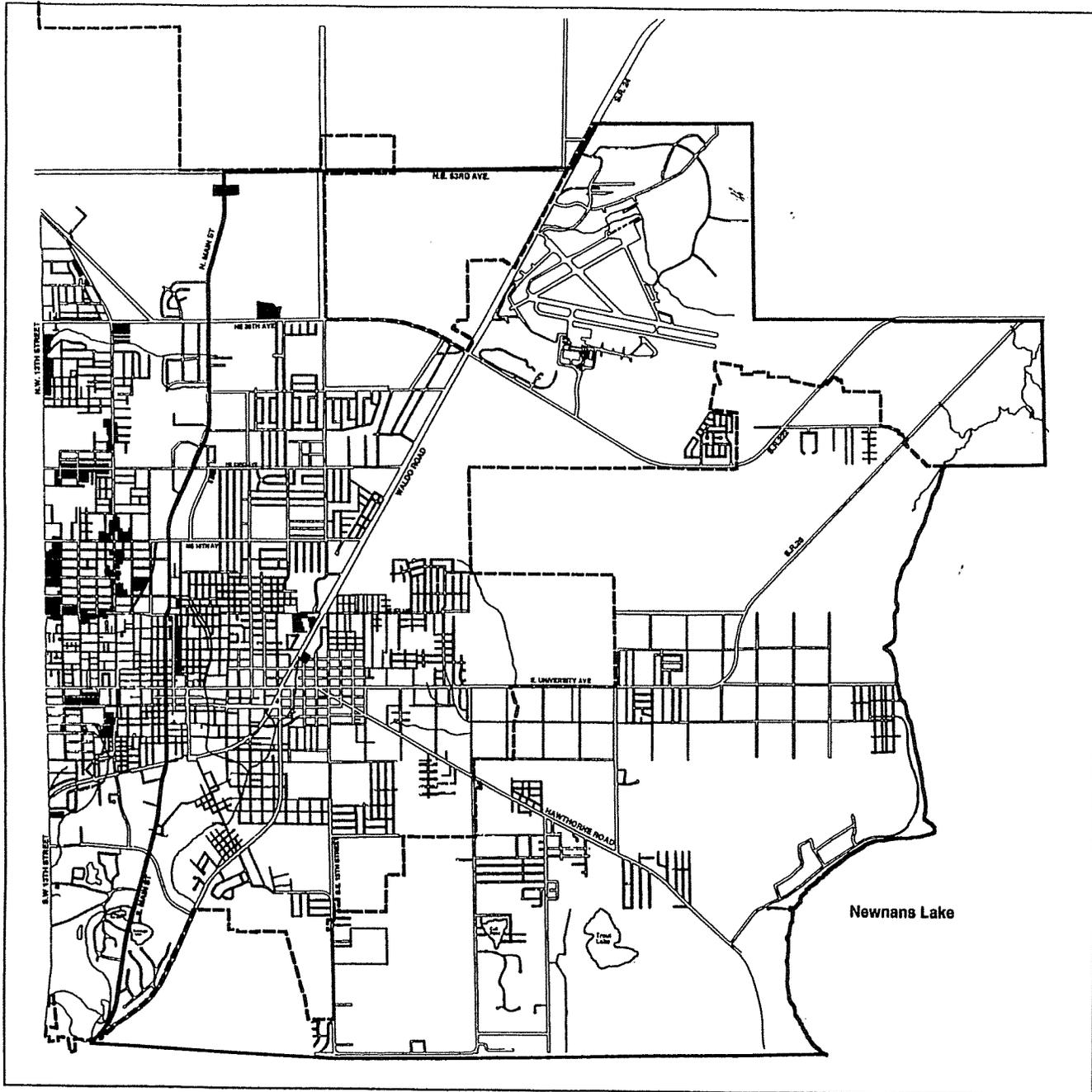
-  BUS, BA, BT, MU-1, MU-2, & CCD
-  CITY LIMITS
-  EASTSIDE TARGET AREA

**City of Gainesville
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EAST GAINESVILLE OFFICE ZONING

Legend

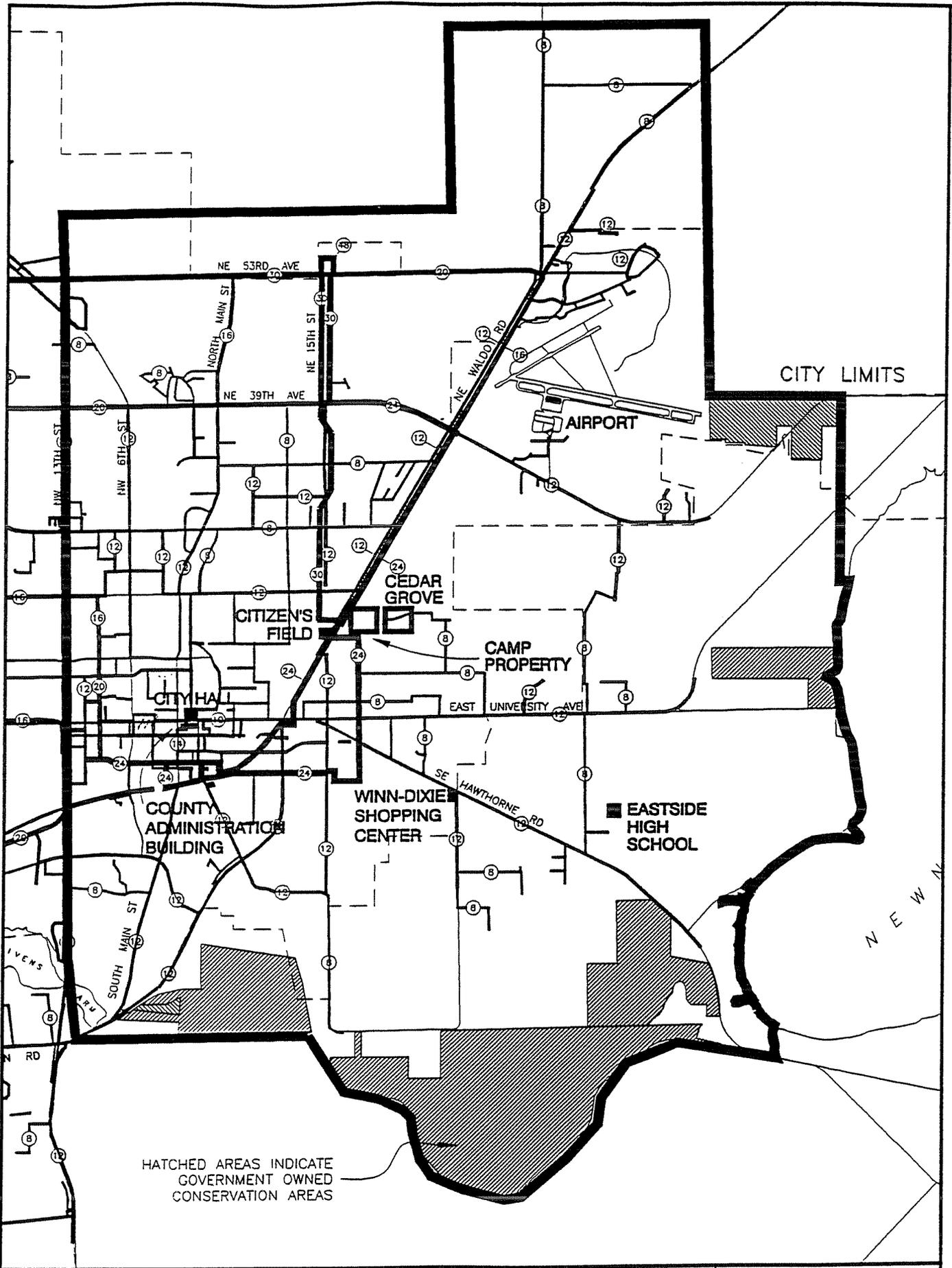
-  OF & OR Zoning
-  CITY LIMITS
-  EASTSIDE TARGET AREA

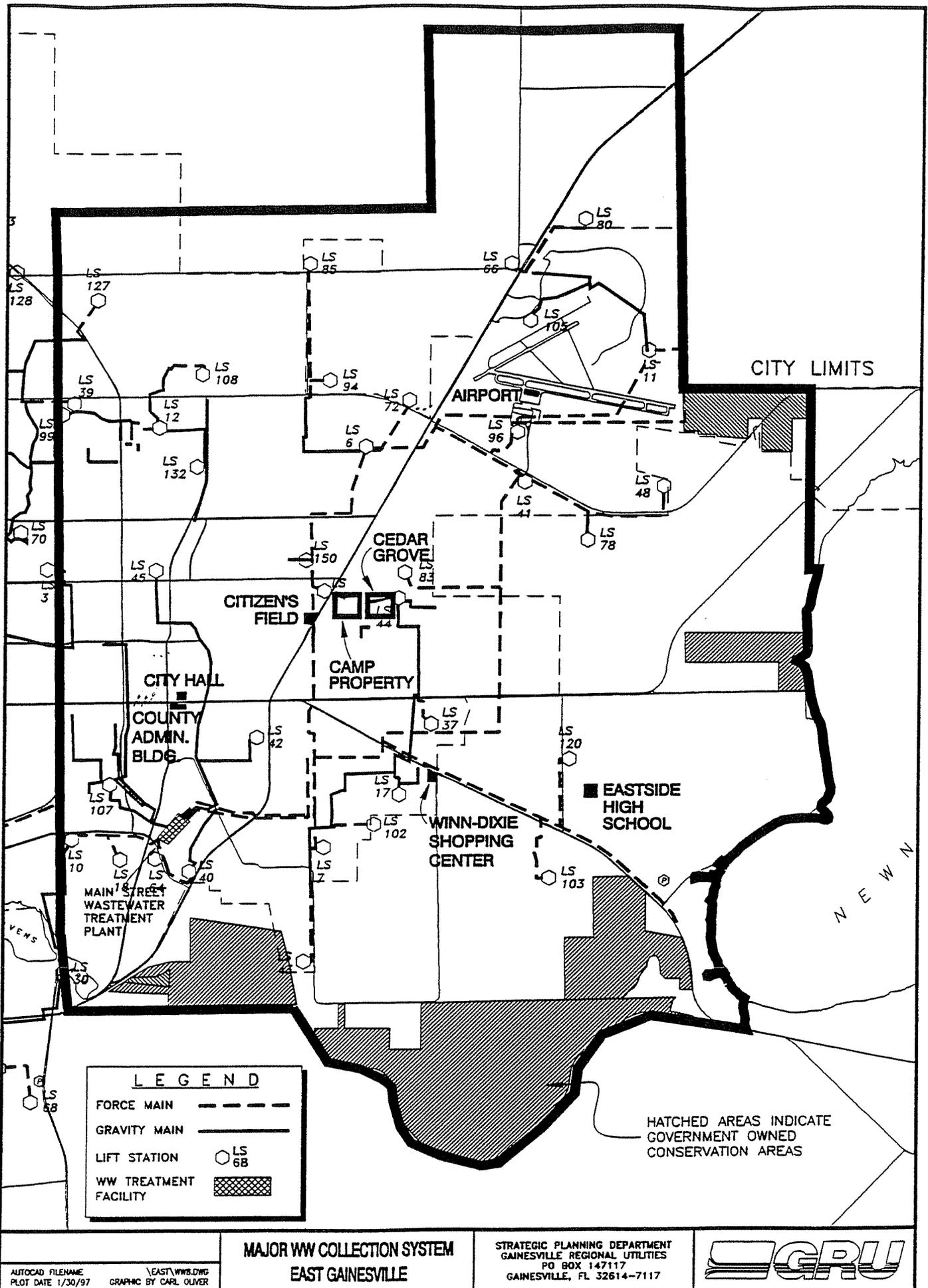
**City of Gainesville
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Scale: 1" = 3600'







AUTOCAD FILENAME: \EAST\WWWB.DWG
 PLOT DATE: 1/30/97
 GRAPHIC BY: CARL OLIVER

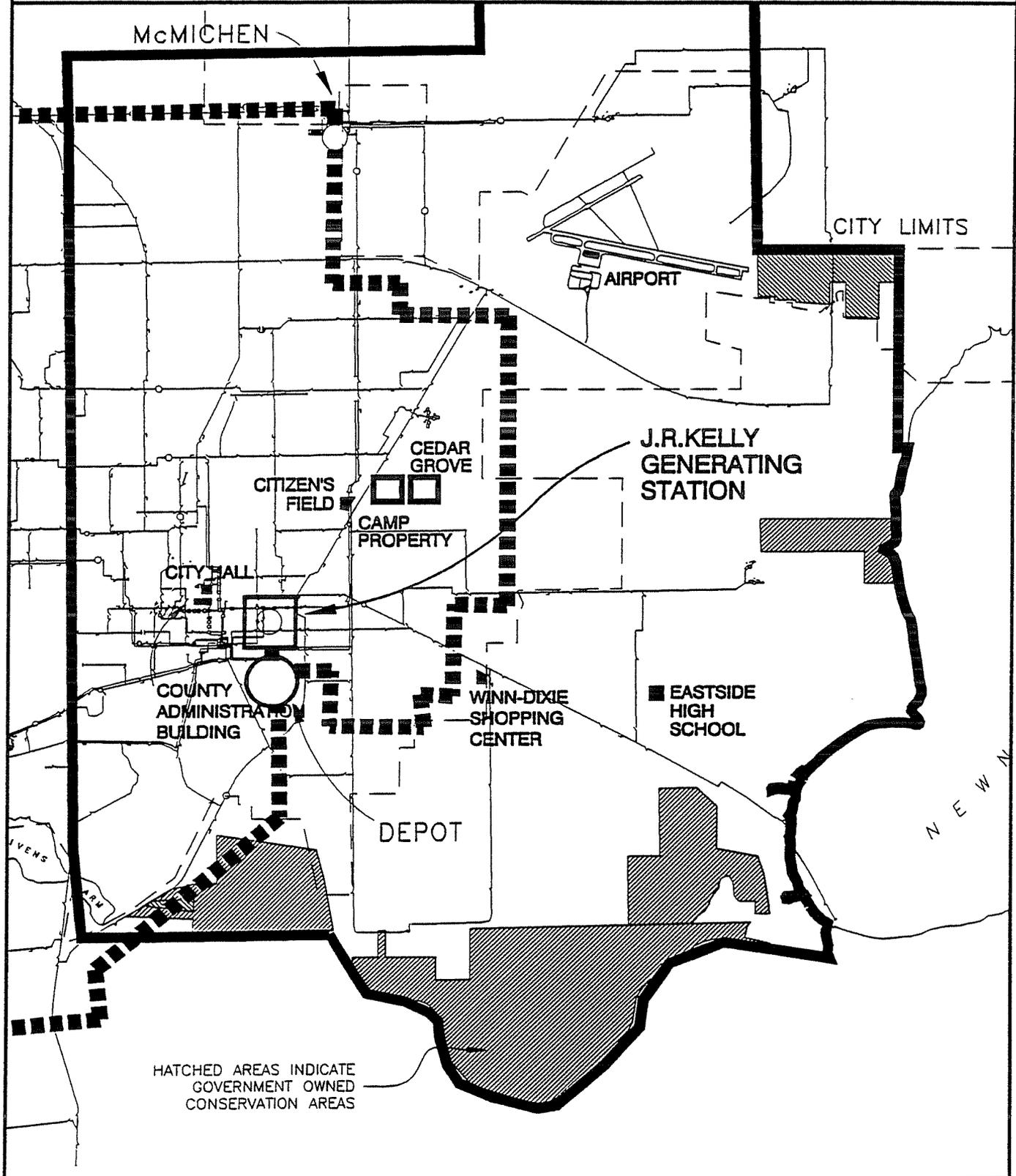
**MAJOR WW COLLECTION SYSTEM
 EAST GAINESVILLE**

STRATEGIC PLANNING DEPARTMENT
 GAINESVILLE REGIONAL UTILITIES
 PO BOX 147117
 GAINESVILLE, FL 32614-7117



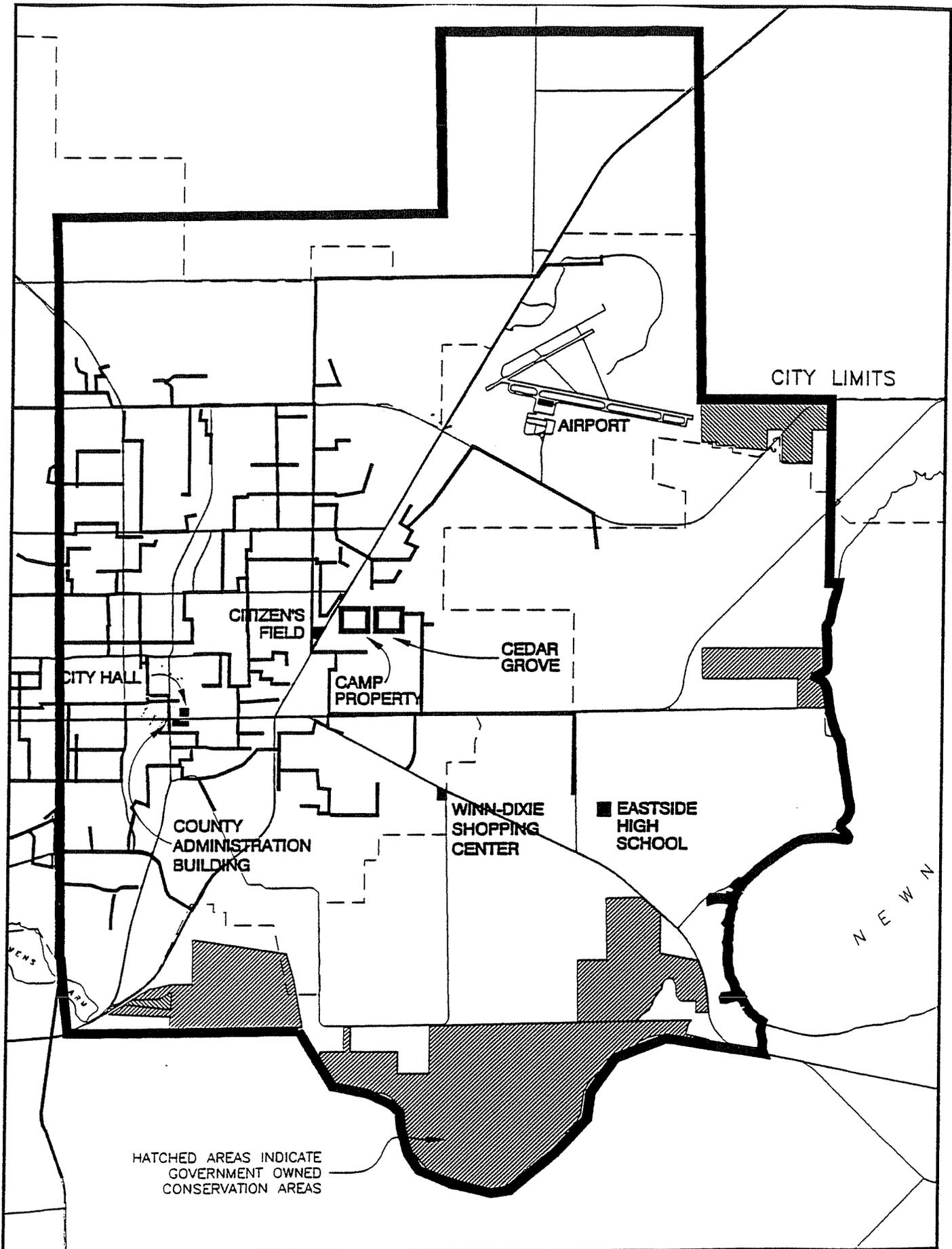
LEGEND

-  GENERATING PLANT
-  TRANSMISSION SERVICE
-  DISTRIBUTION SUBSTATION
-  TRANSMISSION SUBSTATION
-  DUAL CIRCUIT 138 kV TRANSMISSION
-  DISTRIBUTION MAIN CIRCUIT BACKBONE 12,470 VOLTS (3 PH)



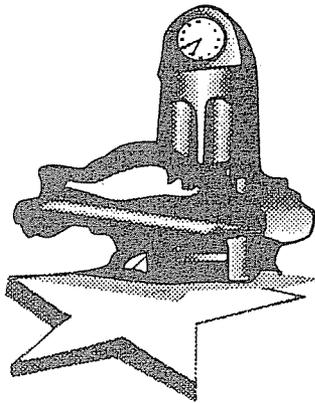
HATCHED AREAS INDICATE GOVERNMENT OWNED CONSERVATION AREAS

<p>AUTOCAD FILENAME: \EAST\EL8.DWG PLOT DATE: 1/30/97 GRAPHIC BY: CARL OLIVER</p>	<p>ELECTRIC TRANSMISSION & DISTRIBUTION EAST GAINESVILLE</p>	<p>STRATEGIC PLANNING DEPARTMENT GAINESVILLE REGIONAL UTILITIES PO BOX 147117 GAINESVILLE, FL 32614-7117</p>	
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HATCHED AREAS INDICATE
GOVERNMENT OWNED
CONSERVATION AREAS

<p>LEGEND  INDICATES GAS MAINS 3" OR LARGER AUTOCAD FILENAME: \EAST\GASB.DWG PLOT DATE: 1/30/97 GRAPHIC BY: CARL OLIVER</p>	<p>GAS DISTRIBUTION MAINS 3" AND LARGER EAST GAINESVILLE</p>	<p>STRATEGIC PLANNING DEPARTMENT GAINESVILLE REGIONAL UTILITIES PO BOX 147117 GAINESVILLE, FL 32614-7117</p>	
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City of Gainesville

P.O. Box 490

Gainesville, Florida 32602

Graphic by Joni Schmidt. The Gainesville Sun