

City of Alachua

The Good Life Community



STRATEGIC PLAN

Fiscal Year 2017

Adopted September 26, 2016

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Alachua, FL 32615
(386) 418-6100
www.cityofalachua.com

ELECTED OFFICIALS AND ADMINISTRATION

ELECTED OFFICIALS

Gib Coerper, Mayor

Robert Wilford, Vice Mayor

Ben Boukari, Jr., Commissioner

Shirley Green Brown, Commissioner

Gary Hardacre, Commissioner

ADMINISTRATION

Traci L. Gresham, City Manager

Adam Boukari, Assistant City Manager

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EXECUTIVE SUMMARY

Incorporated in 1905, the City of Alachua encompasses approximately 35 square miles and has a population of nearly 10,000 residents. It is a vibrant, small town community located in the heart of North-Central Florida. The City of Alachua is home to international corporations, amongst which there are several Fortune 500 companies. It is a great place to visit and an even greater place to live, with superb quality of life features and all the amenities in place for self-sustainability.

The City of Alachua is commonly referred to as “The Good Life Community” thanks in large part to its quality of life. Alachua is a thriving, forward looking community with a positive outlook for growth while it maintains a small town atmosphere. Alachua has a fair climate, a great public school system, great opportunities for recreational activities suited to all ages, maintains a multi-sport set of facilities and has a scenic natural landscape.

The City of Alachua is committed to its residents and provides electric, water, wastewater services, operates its own police department and provides maintenance services for public roads and rights of way. The City contracts with Alachua County to provide fire services.

On April 23, 2012 the City Commission adopted the 2020 Vision Statement:

The City of Alachua will be a vibrant, growing, economically and culturally diverse community, which takes great pride in the fact that it has maintained its strong sense of community, its small-town atmosphere, a strong recreation program, the charm of its downtown, and has preserved and protected its heritage and environment. It is proud of the state of the art educational facilities, which work hand-in-hand with Alachua's employers to make certain that its young people have challenging career opportunities at home. Alachua will become a leader in innovative techniques to ensure quality, well-planned growth and provide for a safe and convenient transportation environment. Alachua will be a place where housing choices are available to meet the needs of all citizens. Alachua will strive to be continually recognized by its peers as an example of what can happen when citizens, business communities, schools, and government work together for the common good.

The vision is to be implemented via four established goals:

1. Economic Development
2. Cultural, Community and Recreational Development
3. Transportation Mobility
4. Housing

Goal #1: Economic Development (E)

The City of Alachua has a unique business climate. The City is home to corporations, technology incubators, local businesses, and start-up companies. The City will maintain its focus on welcoming business environments and encourage business development in the downtown area and along the U.S. 441 corridor. Alachua desires to continue to be home to innovative business and an employment center where jobs are provided at every level. The City will continue to encourage the growth and development of established industries, such as biotechnology, and encourage the diversification and expansion of commercial business which provide integral services to the City's Residents.

EXECUTIVE SUMMARY

Goal #2: Community, Cultural and Recreational Development (C)

The City of Alachua has a very strong sense of community involvement, as evidenced by community events such as the Spring Arts Festival, Fall Harvest Festival, 4th of July Celebration and the Girls' Babe Ruth World Series Softball Tournament. The City will foster the cultural growth and enhancement of the community by supporting cultural arts programs and outreach. The city will maintain its strong recreation program and encourage diversity of recreational programs to meet the needs of all citizens.

Goal #3: Transportation Mobility (T)

The City of Alachua transportation system includes heavily traveled U.S. 441 corridor and a walkable downtown Main Street. The City will promote a safe, convenient and aesthetically pleasing transportation environment that provides for various modes of transportation. The City will encourage multi-modal enhancements and trail systems. The expansion of sidewalks and sidewalk continuity will be directed to areas where pedestrian walkability is desirable, with particular focus upon providing greater pedestrian connectivity within and between the downtown commercial and residential area. The City will continue to pursue the interconnectivity of development in order to reduce negative impacts upon transportation infrastructure.

Goal #4: Housing (H)

The City of Alachua has a variety of housing options, from historic downtown neighborhoods to large lot agrarian developments. The City supports the provision of safe, affordable housing for all income levels. The City will encourage mixed-use development with affordable housing, workforce housing, senior housing, housing for the disabled and enhancements that strengthen and upgrade neighborhoods, thereby maintaining a livable community for all age groups.

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

The City Commission adopted the City's first Strategic Plan on September 14, 2015. The City Commission met at a publicly announced meeting on June 28, 2016, for the purpose of outlining specific initiatives for the update of the City of Alachua Strategic Plan. The Strategic Plan will help the City Manager and staff members develop a scope and action plan for each strategic initiative to support the realization of the Vision Statement in a planned, systematic and incremental manner, based on City Commission established priorities.

The following Strategic Initiatives were developed by the City Commission at that meeting.

These Strategic Initiatives are ranked in Priority Order (Highest, Higher and High as informally ranked by the City Commission during the June 28, 2016 meeting). **Each Strategic Priority demonstrates which Goal it supports (E, C,T, H).**

Strategic Initiatives for FY 2016 - 2017

Highest Priority

- Upgrade critical bottlenecking issues in water infrastructure to accommodate future growth. **E**
- Upgrade critical bottlenecking issues in wastewater infrastructure to accommodate future growth. **E**
- Revitalize Main Street and the downtown area. **E**
- Construct a multipurpose facility that focuses on the needs of the community. **C**
- Develop a comprehensive study to analyze the current traffic patterns throughout the City and identify future alternatives through long range transportation planning. **T**
- Develop a strategy to address affordable housing issues, including new construction and repair. **H**
- Develop and implement a strategy to increase residential development opportunities. **H**

Higher Priority

- Engage the Alachua County League of Cities to develop a joint approach to protecting municipal home rule rights. **E**
- Upgrade the water supply with additional well fields to prepare for future growth. **E**
- Establish a Business Incentive Program to encourage growth of investment within the City that promotes a positive return on investment. **E**

High Priority

- Strengthen partnerships with the Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce and Enterprise Florida to retain and attract businesses. **E**
- Market the City to enhance the City's image and create a stronger and united community. **C**
- Encourage construction of senior living housing opportunities including assisted living facilities. **H**

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

The Priority Rank is also shown graphically by use of the following symbols:



High Priority



Higher Priority



Highest Priority

The City Manager and the Assistant City Manager assigned a champion or champions at the Executive and Department Director levels to further define each Strategic Initiative as follows:

- Define the scope of the initiative;
- State desired outcome;
- Provide summary background;
- Identify the stakeholders;
- Provide the fiscal impact and funding source;
- Develop an action plan to accomplish the initiative;
- Provide the estimated completion date for each action item;
- Create Critical Success Metrics to support progress report.

The City Manager will present the Draft Strategic Plan at a City Commission Meeting and request review and approval. Subsequently, the Strategic Plan shall be adopted annually by a majority vote of the City Commission.

Upon adoption of The Strategic Plan by the City Commission, the budget components for each initiative will be itemized for the corresponding fiscal year.

It is envisioned that the City of Alachua Strategic Plan will be a living document, subject to adjustments and revisions as deemed necessary by the City Commission and the City Manager. The City Commission, by a majority vote, shall be able to add or remove initiatives in the Plan during the annual adoption process or more often if deemed necessary. The City Manager shall have the authority to make revisions to the activities necessary to carry out the initiatives as these may change from time to time and are administrative in nature. Such changes by the City Manager shall be incorporated in the subsequent annual adoption process.

The City Manager will monitor progress and provide regular updates of the Strategic Initiatives. These updates will be in the form of a progress report and will be produced quarterly unless set otherwise by a majority vote of the City Commission. In addition, the City Manager reserves the right to bring up specific Strategic Initiatives to the City Commission, if discussion is warranted.














Particular attention will be afforded to the metrics defined to support initiative progress. Some will be easily quan-

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

tifiable (for example a construction project progress will be monitored by established baseline schedule and budget). Other initiatives do not lend themselves to be easily measured and the staff will provide specific events and milestones that can be presented to the City Commission.

The ultimate goal of a Strategic Plan is to develop and implement specific action plans so that the community's growing needs and future vision are met in an efficient and equitable way.

STRATEGIC INITIATIVES BY GOAL

Initiative Number	Description	Goal	Priority Level
1.1	Upgrade critical bottlenecking issues in water infrastructure to accommodate future growth.	E	
1.2	Upgrade critical bottlenecking issues in wastewater infrastructure to accommodate future growth.	E	
1.3	Revitalize Main Street and the downtown area.	E	
1.4	Engage the Alachua County League of Cities to develop a joint approach to protecting municipal home rule rights.	E	
1.5	Upgrade the water supply with additional well fields to prepare for future growth.	E	
1.6	Strengthen partnerships with the Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce and Enterprise Florida to retain and attract businesses.	E	
1.7	Establish a Business Incentive Program to encourage growth of investment within the City that promotes a positive return on investment.	E	
2.1	Construct a multipurpose facility that focuses on the needs of the community.	C	
2.2	Market the City to enhance the City's image and create a stronger and united community.	C	
3.1	Develop a comprehensive study to analyze the current traffic patterns throughout the City and identify future alternatives through long range transportation planning.	T	
4.1	Develop a strategy to address affordable housing issues, including new construction and repair.	H	
4.2	Encourage construction of senior living housing opportunities including assisted living facilities.	H	
4.3	Develop and implement a strategy to increase residential development opportunities.	H	

STRATEGIC INITIATIVE 1.1

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.1: UPGRADE CRITICAL BOTTLENECKING ISSUES IN THE WATER INFRASTRUCTURE TO ACCOMMODATE FUTURE GROWTH

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residence and businesses looking to locate or relocate in the City which currently use or intend to use the water utility service provided by the City.

Desired Outcome: To eliminate the capacity/pressure issues of the water distribution network by upgrading the system infrastructure in a fiscally effective manner for present and future users.

Fiscal Impact: FY 2017-\$2,000,000

Funding Source: Water Fund, Developers, Grants

Completion Date: September 2017

Background: The water distribution network has various network segments of inadequate pipe sizes. This condition causes loss of pressure and volume, and makes the networks operate in an inefficient manner, ultimately not providing necessary flows to facilitate development in various areas of the infrastructure. The resolution of these issues will allow for better fire flow protection and accommodate the City's residential and commercial growth.

Progress to Date:

- In FY 2015 the water network has been surveyed and the areas of concern are being identified and documented.
- Identified costs for phase rehabilitation approach.
- Identified future funding sources, i.e. developers and grants.
- Developed Scope of Work for bottlenecks rehabilitation projects.
- Held coordination meetings with FDOT and potential affected utilities.
- Solicited and engaged a professional engineering firm (CHW) to design construction documents.

STRATEGIC INITIATIVE 1.1

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Complete the construction documents level design and bid documents.	January 2017
2.	Award bid to contractor(s).	March 2017
3.	Commence construction activities.	May 2017
4.	Complete construction of infrastructure.	September 2017

Critical Success Measures:

- Complete bid documents.
- Award contracts and commence construction activities.
- Construction activities completed.

STRATEGIC INITIATIVE 1.2

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.2: UPGRADE CRITICAL BOTTLENECKING ISSUES IN THE WASTEWATER INFRASTRUCTURE TO ACCOMMODATE FUTURE GROWTH.

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residence and businesses looking to locate or relocate in the City which currently use or intend to use the wastewater utility service provided by the City.

Desired Outcome: To eliminate the deterioration of the collection system by upgrading the wastewater infrastructure in a fiscally effective manner for present and future users.

Fiscal Impact: FY 2017 - \$2,500,000

Funding Source: Wastewater Fund, Developers, Grants

Completion Date: September 2017

Background: The wastewater collection network has various network segments of inadequate lift station pumping capabilities and undersized piping. These conditions cause loss flow and volume, and make the networks operate in an inefficient manner, ultimately not providing necessary flows to facility development in various areas of the infrastructure. The resolution of these issues will provide for better flow and volume to accommodate the city's residential and commercial growth.

Progress to Date:

- Surveyed the areas of concern and documented.
- Identified costs for phase rehabilitation approach.
- Identified future funding sources, i.e. developers and grants.
- Developed Scope of Work for bottlenecks rehabilitation projects.
- Held coordination meetings with FDOT and potential affected utilities.
- Solicited and engaged a professional engineering firm to design construction documents.

STRATEGIC INITIATIVE 1.2

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
6.	Complete the construction documents level design and bid documents.	January 2017
7.	Award bid to contractor(s).	March 2017
8.	Commence construction activities.	May 2017
9.	Complete construction of infrastructure.	September 2017

Critical Success Measures:

- Complete bid documents.
- Award contracts and commence construction activities.
- Construction activities completed.

STRATEGIC INITIATIVE 1.3

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.3: REVITALIZE MAIN STREET AND THE DOWNTOWN AREA

Priority:



Champion:

Planning and Community Development Department

Stakeholders:

City Residents and Business Owners, Alachua Chamber of Commerce, Community Redevelopment Agency (CRA).

Desired Outcome:

A sustainable, thriving Main Street with a variety of businesses and a downtown area that attracts visitors through various initiatives which support and promote downtown businesses by attracting shoppers and patrons.

Fiscal Impact:

Hiring of a CRA professional has been budgeted in FY 2017: \$60,000. Other budgeted items include marketing/branding (\$10,000), signage (\$5,000), grants/aids (\$30,000).

Funding Source: Community Redevelopment Agency

Completion Date:

September 2017

Background:

During the economic downturn many Main Street businesses closed, with the domino effect of fewer visitors coming to what once was a lively downtown. During FY 2015, the City Commission and the DRTB have discussed the need to devise methods to revitalize Main Street in order to enhance the character of downtown, provide for business retention and expansion and market the uniqueness of downtown Alachua. Several stakeholder meetings were held over the past two years.

Progress to Date:

- In FY 2016, the City completed Strategic Initiative 1.3 of the FY 2016 Strategic Plan, which was to develop an implementation plan to revitalize Main Street and the downtown area. The City retained RMA consultants to perform the market analysis, which was completed and accepted by the City Commission in July 2016.

STRATEGIC INITIATIVE 1.3

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Hire a CRA professional.	December 2016
2.	Develop and install wayfinding signage and improvements.	July 2017
3.	Develop a branding and marketing program.	September 2017
4.	Develop an event and program schedule.	September 2017
5.	Establish a business retention and attraction program.	September 2017
6.	Continue implementation of 2016 Market Study recommendations.	Ongoing

Critical Success Measures:

- Hire a CRA professional.
- Develop event and program schedule.

STRATEGIC INITIATIVE 1.4

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.4: ENGAGE THE ALACHUA COUNTY LEAGUE OF CITIES TO DEVELOP A JOINT APPROACH TO PROTECTING MUNICIPAL HOME RULE RIGHTS.

Priority:



Champion:

Executive

Stakeholders:

City residents, Municipal governments in Alachua County.

Desired Outcome: To establish a unified effort among the cities in Alachua county to protect the home rule rights of municipalities.

Fiscal Impact: None.

Funding Source: N/A

Completion Date: May 2017

Background: The City of Alachua is a municipality with all the governmental, corporate and proprietary powers to conduct municipal government, perform municipal functions and render municipal services as set forth in the Florida Constitution. The protection of the rights of local governing bodies to make local decisions is a top priority. Over the past few years, local municipalities, including the City of Alachua, have faced challenges to municipal home rule rights.

Progress to Date:

- Held meetings with municipal administrators in Alachua county regarding threats to home rule rights.

STRATEGIC INITIATIVE 1.4

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Identify issues that impact and threaten the home rule of municipalities in Alachua county.	January 2017
2.	Work with administrators from the municipalities in Alachua county to recommend an action plan to address the joint issues.	March 2017
3.	Receive appropriate legislative direction regarding the action plan from respective municipalities.	May 2017
4.	Implement the action plan.	TBD

Critical Success Measures:

- Establish an action plan.
- Receive legislative direction regarding action plan.
- Implement action plan.

STRATEGIC INITIATIVE 1.5

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.5: UPGRADE THE WATER SUPPLY WITH ADDITIONAL WELL FIELDS TO PREPARE FOR FUTURE GROWTH.

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residents and businesses looking to locate or relocate in the City which currently use or intend to use the water utility service provided by the City

Desired Outcome: To construct new wells and provide additional capacity to accommodate the growing demands of the community.

Fiscal Impact: TBD

Funding Source: TBD

Completion Date: TBD

Background: The water supply system has three wells that provide the City with potable water. The demand is projected to exceed the pumping capacity as new growth occurs. To address this concern, the Suwannee River Water Management District has identified and secured a well field site location for future use in the northwestern area of Alachua. Alternative locations have also been considered.

Progress to Date:

- Worked with consultants to identify potential concerns in the water distribution system that lead to pressure and volume issues and how the construction of new wells would impact these metrics.
- Performed preliminary review of future water needs.
- Performed preliminary screening of suitable land for potential well field development.

STRATEGIC INITIATIVE 1.5

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Review existing water use and Consumptive Use Permit.	November 2016
2.	Develop a scope of work to retain a consultant to provide analysis regarding future demands and potential solutions.	December 2016
3.	Assess and identify new well production and preliminary pump performance criteria.	April 2017
4.	Procure test well to confirm water quality.	TBD
5.	Perform design and construction activities, as needed.	TBD

Critical Success Measures:

- Develop scope of work.
- Finalize well field location.
- Complete design.
- Complete construction.

STRATEGIC INITIATIVE 1.6

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.6: STRENGTHEN PARTNERSHIPS WITH THE ALACHUA CHAMBER OF COMMERCE, GAINESVILLE AREA CHAMBER OF COMMERCE AND ENTERPRISE FLORIDA TO RETAIN AND ATTRACT BUSINESSES.

Priority:



Champion:

Executive Department

Stakeholders: City residents, entrepreneurs, business investors, development community at large, Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce, Enterprise Florida.

Desired Outcome: Build strong relationships with these economic development organizations in order to work together in the best way possible to retain existing businesses and attract future businesses to Alachua.

Fiscal Impact: None.

Funding Source: N/A

Completion Date: August 2017

Background: The Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce have positive working relations with the City of Alachua. The Alachua Chamber of Commerce primarily serves local businesses in the Alachua area with a focus on local business support and development as well as the oversight of several special functions within Alachua annually. The Gainesville Area Chamber of Commerce has a wide reach in the Alachua County region and supports economic development activities in the area. The Gainesville Area Chamber of Commerce serves as a local branch of the economic development arm of the State, known as Enterprise Florida. Enterprise Florida is a statewide agency tasked with supporting economic development and job creation in Florida through various statewide business incentives, direct corporate attraction activities and marketing.

Progress to Date:

- Historically, the City of Alachua has enjoyed strong partnerships with the Alachua Chamber of Commerce, the Alachua Business League and the Gainesville Area Chamber of Commerce. City staff and/or elected officials have served on various committees of the Alachua Chamber of Commerce through the years. City Commissioners and the City administration are active participants in the

STRATEGIC INITIATIVE 1.6

Alachua Chamber of Commerce and support the organization in a variety of ways.

- The Gainesville Area Chamber of Commerce has supported the economic development success and the business friendly climate of the City.
- The City Commission committed \$100,000 over a five year period (\$20,000/year) beginning Fiscal Year 2016 to support a regional economic development plan known as “Transforming Greater Gainesville.”
- City administration held various meetings with leadership of the Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce in 2016.
- The City participated, in 2016, with the Gainesville Area Chamber of Commerce in the Duke Energy Site Readiness program for a 94-acre site in Alachua.

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Staff attend leadership meetings of the Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce, respectively, to determine how City activities can be aligned to facilitate economic development.	December 2016
2.	Meet with staff of Enterprise Florida to establish available resources and contacts for economic development activities.	March 2017
3.	Perform alignment activities to ensure internal practices align with economic development functions, where applicable.	June 2017
4.	Receive direction from City Commission, if applicable, regarding City policies to ensure alignment with economic development functions.	August 2017
5.	Host the Secretary of Commerce (Director of Enterprise Florida) for a showcase of Alachua’s business climate, current development process, incentives and seek input on how to strengthen the partnerships between both organizations.	TBD

Critical Success Measures:

- Identify alignment of activities to facilitate economic development.
- Alignment of activities performed.
- Host Secretary of Commerce.

STRATEGIC INITIATIVE 1.7

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.7: ESTABLISH A BUSINESS INCENTIVE PROGRAM TO ENCOURAGE GROWTH OF INVESTMENT WITHIN THE CITY THAT PROMOTES A POSITIVE RETURN ON INVESTMENT.

Priority:



Champion: Finance and Administrative Services Department

Stakeholders: Existing local businesses, local not for profit organizations, Alachua Chamber of Commerce, Alachua Business League, Council for Economic Outreach, City of Alachua, Alachua County Board of County Commissioners and City residents.

Desired Outcome: To identify and establish a variety of financial incentive possibilities to encourage additional private investment from new or existing businesses that will enhance the employment opportunities and the quality of life of City residents.

Fiscal Impact: TBD

Funding Source: Federal, State, Tax Increment Financing (TIF) and Local Government(s).

Completion Date: September 2017

Background: The City has not established a formal Economic Incentive Program. However, the City has participated in several existing incentive programs.

Progress to Date:

- The City currently participates in the Qualified Target Industry (QTI) Tax Refund Program, has received various Community Development Block Grant (CDBG) funds under the Economic Development category, received Economic Development Transportation Fund (EDTF) funding and, historically, has engaged in private-public partnerships to construct water and sewer infrastructure facilities.

STRATEGIC INITIATIVE 1.7

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Gather/survey potential business incentive options.	December 2016
2.	Compile information of viable economic incentive programs, funding levels and/or funding cycles.	May 2017
3.	Identify local funding ability, funding sources and levels of funding for individual incentives.	June 2017
4.	Prepare initial draft of incentive program(s) and identify required administrative and/or legislative approvals.	July 2017
5.	Present final draft of incentive program(s) to the City Commission.	September 2017

Critical Success Measures:

- Data and information gathering from state and local governments on their economic incentive programs.
- Prepare draft incentive program(s).
- Economic Incentive Program(s) approved by City Commission.

STRATEGIC INITIATIVE 2.1

GOAL 2: COMMUNITY, CULTURAL AND RECREATIONAL DEVELOPMENT

INITIATIVE 2.1: CONSTRUCT A MULTIPURPOSE FACILITY THAT FOCUSES ON THE NEEDS OF THE COMMUNITY.

Priority:



Champion: Executive Department; Recreation & Culture Department

Stakeholders: City residents and visitors, local volunteer organizations, local schools, Gainesville Sports Commission, Florida Sports Foundation.

Desired Outcome: Provide the community with a multipurpose facility that can be utilized for varying local activities, including recreation, culture, and education, among others.

Fiscal Impact: Capital investment of \$7.5 million; annual operating costs of \$50,000.

Funding Source: General Fund, Private Donors, Grants.

Completion Date: April 2017

Background: The City of Alachua acquired approximately 105 acres of land contiguous to the Hal Brady Recreation Complex in November 2011. The initiative to acquire the property has been known as Project Legacy. The \$1,150,000 purchase of the property was made possible by the following funding:

- Wild Spaces, Public Places Surtax: \$500,000
- Alachua County Tourist Development Tax (TDT): \$500,000
- Privately Donated Funds: \$200,000 (includes option funds).

The City Commission allocated \$150,000 in FY 2015 for the design services related to developing construction plans and bid documents for the project. The City Commission held a workshop on Jan. 26, 2015 to discuss the future development of the 105-acre site and asked for public input through advisory boards. The City Commission on April 13, 2015 authorized the use of the \$150,000 budgeted funds for the development of a master plan for the entire site.

Progress to Date:

- The Parks and Recreation Advisory Board, Youth Advisory Council and Senior Resources Advisory Board met to discuss the future of the Project Legacy site.

STRATEGIC INITIATIVE 2.1

- The City engaged the services of Causseaux, Hewett & Walpole to develop a phased master plan based on City Commission considerations and public input received, with the plan to be completed by Sept. 30, 2015.
- The City awarded RFP 2016-02 to Paul Stresing Associates, Inc. in Nov. 2015 to design Legacy Park Phase I .
- The City issued RFB 2016-03 and RFB 2016-04 for the construction of Legacy Park Phase I and awarded both bids to Scherer Cosntruction of North Florida, LLC in April 2016.
- Construction of Legacy Park Phase I began May 2016.

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Continue construction activities of Phase I.	April 2017
2.	Apply for Certificate of Occupancy and perform project closeout activities.	April 2017

Critical Success Measures:

- Construction complete.

STRATEGIC INITIATIVE 2.2

GOAL 2: COMMUNITY, CULTURAL AND RECREATIONAL DEVELOPMENT

INITIATIVE 2.2: MARKET THE CITY TO ENHANCE THE CITY'S IMAGE AND CREATE A STRONGER AND UNITED COMMUNITY.

Priority:



Champion:

Executive Department

Stakeholders:

City residents and businesses.

Desired Outcome: Develop a marketing strategy that communicates to the world why Alachua is the place of choice to live, work and play, creating a sense of community and unity among citizens.

Fiscal Impact: \$20,000 annually.

Funding Source: General Fund.

Completion Date: February 2017

Background: The City has a strong image as “The Good Life Community.” This image is woven throughout the work of the City with a commitment to service and a high quality of life. Furthermore, the City has enjoyed a reputation as a business friendly community, encouraging economic development that has resulted in major job centers in the industries of logistics, manufacturing, high-tech and bio-tech. The combined quality of life and availability of career options make Alachua the perfect place to live, work and play.

Progress to Date:

- Elected officials and staff participate in regular networking events with organizations to share the work being done by the City as well as to receive input.
- The City participates in various informational marketing campaigns over the years, communicating quality of life and its business friendly climate.
- The City retained a consultant (RMA) to perform a market study of the downtown area and Main Street. The study was completed and approved by the City Commission on July 11, 2016.
- Staff waited to receive the market study before moving forward with the overall City marketing plan to ensure the findings and recommendations of the market study could be incorporated.

STRATEGIC INITIATIVE 2.2

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Retain a marketing firm to assist in developing the marketing strategy, taking into consideration available communication mediums and portraying a positive image of the City.	November 2016
2.	Present the marketing strategy to the City Commission for approval.	January 2017
3.	Implement the strategy that communicates to internal stakeholders (residents, businesses, etc.) and external stakeholders (potential residents, developers, potential businesses, etc.).	February 2017 and beyond

Critical Success Measures:

- Development of marketing strategy.
- City Commission approval of the marketing strategy.

STRATEGIC INITIATIVE 3.1

GOAL 3: TRANSPORTATION MOBILITY

INITIATIVE 3.1: DEVELOP A COMPREHENSIVE STUDY TO ANALYZE THE CURRENT TRAFFIC PATTERNS THROUGHOUT THE CITY AND IDENTIFY FUTURE ALTERNATIVES THROUGH LONG RANGE TRANSPORTATION PLANNING.

Priority:



Champion: Planning and Community Development Department

Stakeholders: City residents and businesses, visitors, all who use the transportation network within the City; FDOT; Alachua County.

Desired Outcome: Provide efficient traffic circulation that is safe and convenient while maintaining or improving the level of service on roadways; develop and implement a long range plan which addresses the impact of future growth on transportation planning.

Fiscal Impact: \$69,978 for CHW (consultant) to perform long range traffic study. Implementation of traffic study findings: TBD.

Funding Source: General Fund.

Completion Date: December 2016

Background: While the current level of service on roadway segments which the City monitors for concurrency do not indicate any imminent deficiencies, future development could potentially result in deficiencies. Given that the growth of the City will result in greater trip generation; that the main arterial within the City (U.S. 441) is a major thoroughfare for non-City residents; and that the major roadways that traverse the City are under the jurisdiction of another public entity (FDOT or Alachua County), a long range transportation strategy would provide options to address future capital improvement needs and planning alternatives related to transportation.

Progress to Date:

- The Planning Department produces an Annual Concurrency Status Report in May of each year which analyzes the level of service for public facilities, including transportation. The report identifies any potential capacity deficiencies. If deficiencies are imminent, the City's LDRs requires the report to identify potential remedial action to correct deficiencies.
- The City has also previously hired a consultant (CHW) to develop a report identifying a secondary

STRATEGIC INITIATIVE 3.1

parkway paralleling US 441 and providing limited access. This report identified potential roadway routes, affected properties and their ownership, and provided an estimated cost to fully implement the design options.

- The City issued an RFP and hired CHW to perform the Study in 2016.
- Staff and CHW agreed to a Scope of Work which includes seven (7) tasks.
- CHW has completed and submitted Tasks 1 and 2 to the City as of the end of FY 2016.

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Hold a workshop with the City Commission at the completion of Task 4 of CHW's Scope of Work.	November 2016
2.	Present completed Study and recommendations to the City Commission.	December 2016
3.	Implement long-range strategies.	January 2017 and beyond

Critical Success Measures:

- Complete the Study.
- Prioritization of study recommendations for implementation.

STRATEGIC INITIATIVE 4.1

GOAL 4: HOUSING

INITIATIVE 4.1: DEVELOP A STRATEGY TO ADDRESS AFFORDABLE HOUSING ISSUES, INCLUDING NEW CONSTRUCTION AND REPAIR.

Priority:



Champion:

Compliance & Risk Management Department

Stakeholders:

City residents and businesses, and governmental entities.

Desired Outcome: Maintain an adequate supply of affordable housing; Increase construction of new affordable housing through the continuing cooperation of the staffs of the City, the Alachua County Housing Authority (ACHA), Alachua County Development Corporation (ACDC), Habitat for Humanity (Habitat) and other support groups.

Fiscal Impact: A City Budget allocation is not required for the foreseeable future.

Funding Source: The City contribution is in the form of time of existing staff and the donation of five (5) city owned surplus vacant lots to be used for the construction of qualifying affordable housing units. Single family units on the surplus lots are planned that will be owner occupied as made possible through programs funded and operated through Habitat and ACHA/ACDC.

Completion Date: January 2018 for construction completion of at least one single family residence.

Background: There are two ACHA owned Affordable Housing complexes in the City of Alachua (Merrillwood, 66 units and Hitchcocks, 14 units), three publicly financed and supported privately owned complexes (Alachua Apartments-70 units, Sherwood Oaks-54 units and Alachua Villas-29 units) that participate by accepting Section 8 vouchers and an average eighty (80) additional individual Section 8 vouchers supporting other units. The total number of publicly supported units in the city is 313, spread about the City and viewed by ACHA and city staff as an acceptable number to meet the needs of a community of less than 10,000 persons.

Progress to Date:

- Florida Statute 421.04 establishes a “Housing Authority” by law in each municipality and in 1992 the City Commission created “The Public Finance Authority for Affordable Housing” as a separate legal entity with the City Commission as the oversight board. There has been no activity by any such

STRATEGIC INITIATIVE 4.1

entity and the city has supported and met the need for affordable housing through the active process described.

- City Code Enforcement staff has met with Habitat staff over the past year and visited vacant lots owned by the City. The City Commission has declared five such lots as surplus and each has been suggested for the Habitat construction of an owner occupied affordable housing residence. The same approach has been made to the ACHA and plans are being developed for such a presentation to the City Commission when funds are available to the ACHA after funding of the Senior complex discussed in Strategic Initiative 4.2.
- Ten additional Housing Choice Vouchers have been allocated to the City.
- The ACHA worked in 2015 and 2016 to complete renovations of both the Merrillwood and Hitchcocks Developments, including replacement of roofs, bathrooms, kitchens and paint.
- The City utilized funding from the Community Development Block Grant program in 2016 to repave interior streets to the Merrillwood Development and the surrounding area.
- The City completed the stormwater management facility improvements in 2016 in the Merrillwood Development.
- The City reduced the electric bulk power cost adjustment in 2016 and plans for decreases in residential waste collection due to a recently negotiated extension with Waste Pro of Florida. Rates/charges reductions promote affordable housing.

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Follow up with ACHA/ACDC and Habitat regarding projects	January 2018
2.	Support private initiatives for development of affordable housing opportunities.	Ongoing

Critical Success Measures:

- Maintain quarterly contact with ACHA/ACDC and Habitat.
- Maintain records of Code Enforcement results.

STRATEGIC INITIATIVE 4.2

GOAL 4: HOUSING

INITIATIVE 4.2: ENCOURAGE CONSTRUCTION OF SENIOR LIVING HOUSING OPPORTUNITIES INCLUDING ASSISTED LIVING FACILITIES.

Priority:



Champion:

Compliance & Risk Management Department

Stakeholders:

City senior residents and future residents, general public and governmental entities.

Desired Outcome:

Improve the quality of life by increasing the amount of adequate, safe and affordable senior housing.

Fiscal Impact:

None for the City of Alachua. The latest ACHA estimates for the development and construction of the proposed 50 unit Senior complex is a package price of \$90,000 per living unit for a total of \$4,500,000.

Funding Source: Financed by tax credit bonds, FHA loan, Community Development Block Grant.

Completion Date:

June 2019

Background:

Affordable Senior Housing is currently the most pressing need being addressed by the City and ACHA as there is no dedicated public supported Senior Housing in the City.

The Alachua County Housing Authority (ACHA) and its Housing and Urban Development (HUD) recognized instrumentality, the Alachua County Development Corporation (wholly owned by ACHA), are dynamic entities that are professionally staffed, highly experienced and function professionally in the area of public financing of public and private home ownership. The ACHA and the City of Alachua are close partners in providing affordable housing in the city and are presently focused on improving current facilities and meeting the need for senior housing.

The staff of the City, particularly Planning and Code Enforcement, have worked diligently with operators of Residential Group Homes to increase the number of residents who receive such housing and assisted living care. However, the need for a dedicated complex has brought the commitment to bring to reality the Merrillwood facility described here.

STRATEGIC INITIATIVE 4.2

Progress to Date:

- The City has received a cost sharing Suwanee River Water Management Grant to enlarge and enhance an existing retention basin to improve drainage and facilitate expansion of the complex.
- Plans to construct a 24 to 50 unit ACHA Senior Housing Facility in the City are actively in discussion. A site in the Merrillwood Development and other locations in the municipal limits are being evaluated.
- The City is repaving all interior streets and upgrading the Merrillwood Complex Stormwater System. The improvements will prepare the site to accommodate the Senior Housing Facility and qualify as a financial contribution to support ACHA funding for the project.
- A private developer is in the process of developing a site plan for a multifaceted senior living complex in the City of Alachua. City staff has, and will continue to, support and guide such interest.

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Provide input to co-developers ACDC & Pinnacle Construction.	Ongoing
2.	Provide input to selected architect Richard Aiken.	Ongoing
3.	RFP for construction issued.	December 2017
4.	Construction commenced.	June 2018
5.	Construction completed.	June 2019
6.	Continue to evaluate other senior living opportunities.	Ongoing

Critical Success Measures:

- Maintain regular contact with ACDC.
- ACHA finalizes funding plan.

STRATEGIC INITIATIVE 4.3

GOAL 4: HOUSING

INITIATIVE 4.3: DEVELOP AND IMPLEMENT A STRATEGY TO INCREASE RESIDENTIAL DEVELOPMENT OPPORTUNITIES.

Priority:



Champion: Planning & Community Development Department

Stakeholders: City residents and businesses, chambers of commerce, School Board of Alachua County and governmental entities.

Desired Outcome: To attract a wide variety of residential development to the City, while ensuring an orderly urban growth pattern that makes the best use of available lands.

Fiscal Impact: TBD

Funding Source: Developers, TBD

Completion Date: September 2017

Background: Diversity amongst housing types is supported by the City of Alachua Comprehensive Plan. A concerted effort to encourage a variety of housing types will enhance the City's physical and social fabric, provide the necessary housing for those moving to Alachua for work, support existing businesses, and attract future business. Residential development is tied to growth and employment opportunities in Alachua. A variety of housing types may include single family conventional dwelling units, duplexes and quadraplexes, apartments and town homes, traditional mixed use neighborhood planned developments, live/work units and conservation subdivisions.

Progress to Date:

- The City has adopted Goals, Objectives and Policies in its Comprehensive Plan which support a range of housing types.
- The City has recently approved a 44 lot residential subdivision (Heritage Oaks Phase II), and a 210 lot subdivision is currently under review.
- Staff has identified the number of vacant residential lots in the City and generalized areas where vacant residential lots are located.

STRATEGIC INITIATIVE 4.3

Action Plan for FY 2017:

Action Steps		Estimated Completion Date
1.	Host a residential developers and lenders forum.	March 2017
2.	Compile results of the forum and develop strategies which will position the City to attract residential development.	May 2017
3.	Develop an inventory of prime locations suitable for residential development.	July 2017
4.	Host a showcase and invite realtors and developers.	August 2017
5.	Conduct marketing activities related to the inventory of properties, and implement the strategies listed in #2 above.	Ongoing

Critical Success Measures:

- Compile strategies.
- Host showcase.