

City of Alachua

The Good Life Community



STRATEGIC PLAN

Fiscal Year 2018
Adopted October 9, 2017

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

ELECTED OFFICIALS AND ADMINISTRATION

ELECTED OFFICIALS

Gib Coerper, Mayor
Shirley Green Brown, Vice Mayor
Ben Boukari, Jr., Commissioner
Gary Hardacre, Commissioner
Robert Wilford, 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, 2017, 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, 2017 meeting). **Each Strategic Priority demonstrates which Goal it supports (E, C,T, H).**

Strategic Initiatives for FY 2017 - 2018

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**
- Develop and implement a strategy to increase residential development opportunities. **H**

Higher Priority

- 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**
- Implement a plan to ensure the City's energy needs are achieved through strategic infrastructure improvements. **E**

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

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



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	Implement a plan to ensure the City's energy needs are achieved through strategic infrastructure improvements.	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	Market the City to enhance the City's image and create a stronger and united community.	C	
4.1	Develop and implement a strategy to increase residential development opportunities.	H	
4.2	Encourage construction of senior living housing opportunities including assisted living facilities.	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 2018-\$750,000

Funding Source: Water Fund, Developers, Grants

Completion Date: TBD

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 was surveyed and the areas of concern were 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.
- Identified force-main routing.
- Coordinated U.S. Hwy 441 crossing and connection at 167th Blvd with existing utilities and

STRATEGIC INITIATIVE 1.1

stormwater facilities.

- Completed 100% construction documents.

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Complete review of construction documents.	October 2017
2.	Award bid to contractor(s).	TBD
3.	Commence construction activities.	TBD
4.	Complete construction of infrastructure.	TBD

Critical Success Measures:

- Complete construction sequencing.
- 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 2018 - \$750,000

Funding Source: Wastewater Fund, Developers, Grants

Completion Date: TBD

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.
- Identified graviting main routing.
- Completed 100% construction documents.

STRATEGIC INITIATIVE 1.2

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Complete review of construction documents.	October 2017
2.	Award bid to contractor(s).	TBD
3.	Commence construction activities.	TBD
4.	Complete construction of infrastructure.	TBD

Critical Success Measures:

- Complete construction sequencing.
- 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:

The following items have been budgeted in FY 2018: Grants/Aids (\$30,000), marketing/branding (\$30,000), wayfinding signage (\$65,000).

Funding Source: Community Redevelopment Agency

Completion Date:

September 2018

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 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.
- In Dec. 2016, the CRA was restructured with the City Commission sitting as the CRA Board.
- A CRA Coordinator was hired in Jan. 2017.
- The CRA Advisory Board was established in April 2017 and held multiple meetings.
- A Downtown Business & Property Owner Stakeholder Meeting was held in Sept. 2017 to receive input on revitalization efforts.

STRATEGIC INITIATIVE 1.3

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Develop an event and program schedule.	December 2017
2.	Create and implement a facade improvement grant program.	March 2018
3.	Develop a branding and marketing program.	June 2018
4.	Develop and install wayfinding signage improvements	July 2018
5.	Establish a business retention and attraction program.	September 2018
6.	Continue implementation of 2016 Market Study recommendations.	Ongoing

Critical Success Measures:

- Publish an event and program schedule.
- Open an application cycle for facade improvement grants.
- Finalize the downtown branding program.
- Complete the wayfinding signage installation.

STRATEGIC INITIATIVE 1.4

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.4: IMPLEMENT A PLAN TO ENSURE THE CITY'S ENERGY NEEDS ARE ACHIEVED THROUGH STRATEGIC INFRASTRUCTURE IMPROVEMENTS.

Priority:



Champion:

Public Services

Stakeholders:

City electric system customers.

Desired Outcome: To support the energy needs of current and future electric customers of the City through economical and strategic infrastructure improvements that promote reliability and competitive rates.

Fiscal Impact: TBD

Funding Source: Electric Fund

Completion Date: September 2018

Background: The City of Alachua operates a non-generating electric utility. The City has historically purchased wholesale power from Gainesville Regional Utilities (GRU) and distributed the energy to City of Alachua electric system customers. The City distribution system includes one (1) electric substation, which is the point at which GRU's transmission lines tie into the City's electric infrastructure. There are two (2) transformers in operation at the substation and one (1) that is available for commissioning. The distribution system also includes primary feeders that deliver the energy from the substation throughout the City's electric system. The City maintains its own electric system infrastructure with in-house personnel and utilizes contract work where necessary. Key steps in addressing how to support future energy needs and provide for enhanced reliability include the commissioning of an additional transformer and the evaluation of a second substation, along with related facilities.

Progress to Date:

- An Electric System Capital Plan was produced in 2013, identifying the City's existing infrastructure and providing recommendations for future infrastructure improvements.
- The City completed a Retail Electric Sales Forecast Report in 2016, which evaluated current and future electric sales.
- The City amended and restated its agreement with GRU on March 28, 2016, extending the City's wholesale power purchase from GRU until March 31, 2022.

STRATEGIC INITIATIVE 1.4

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Issue an RFP for engineering services for the planning, design and siting of a second substation.	December 2017
2.	Update the City's Retail Electric Sales Forecast Report	December 2017
3.	Evaluate capital improvements, including a second substation, for funding recommendations.	June 2018
4.	Receive the final planning, design and siting report of a second substation from retained engineering firm.	July 2018
5.	Approve budget allocations necessary for capital outlay for the infrastructure improvements	September 2018
6.	Perform applicable construction activities	October 2018 and beyond

Critical Success Measures:

- Substation planning, design and siting report is complete.
- Budget allocations are made for improvements.

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: Fiscal Year 2020

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.
- Confirmed current allowances of existing Consumptive Use Permit with Suwannee River Water Management District.
- Developed a scope of work and retained a consultant to assess and identify sites for future potable water supply well(s).

STRATEGIC INITIATIVE 1.5

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Perform site evaluations and field evaluations	January 2018
2.	Develop field testing and sampling scope of work	June 2018
3.	Perform field testing and sampling project	August 2018
4.	Perform design and construction activities	Fiscal Year 2020

Critical Success Measures:

- Finalize well field site location.
- Complete field testing and sampling.

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: May 2018

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 2018:

Action Steps		Estimated Completion Date
1.	Staff meet with the Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce officials to determine how City activities can be aligned to facilitate economic development.	December 2017
2.	Meet with staff of Enterprise Florida to establish available resources and contacts for economic development activities.	January 2018
3.	Perform alignment activities to ensure internal practices align with economic development functions, where applicable.	April 2018
4.	Receive direction from City Commission, if applicable, regarding City policies to ensure alignment with economic development functions.	May 2018

Critical Success Measures:

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

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: Executive 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: February 2018

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.
- In FY 2017, Staff identified potential incentives allowed under Florida Law and compiled a list of incentive programs used by other public agencies in Florida.

STRATEGIC INITIATIVE 1.7

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Finalize review of applicable local laws and restrictions.	October 2017
2.	Formulate mechanism for incentive development within program.	November 2017
3.	Prepare draft incentive program.	November 2017
4.	Present final draft of incentive program(s) to the City Commission.	February 2018

Critical Success Measures:

- 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: 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: \$30,000 annually.

Funding Source: General Fund.

Completion Date: March 2018

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 2.1

Action Plan for FY 2018:

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.	December 2017
2.	Present the marketing strategy to the City Commission for consideration.	March 2018
3.	Implement the strategy that communicates to internal stakeholders (residents, businesses, etc.) and external stakeholders (potential residents, developers, potential businesses, etc.).	March 2018 and beyond

Critical Success Measures:

- Development of marketing strategy.
- Start of the implementation of the marketing strategy.

STRATEGIC INITIATIVE 4.1

GOAL 4: HOUSING

INITIATIVE 4.1: 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: April 2018

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.
- The City hosted a Residential Developers and Lenders Forum in May 2017, which included professionals in development, lending and real estate who served as moderators, and received input on ways the City can improve its residential opportunities.

STRATEGIC INITIATIVE 4.1

Action Plan for FY 2018:

Action Steps		Estimated Completion Date
1.	Develop an inventory of lands within the city suitable for residential development.	February 2018
4.	Host a showcase for realtors and developers that provides an overview of inventoried lands.	April 2018
5.	Conduct marketing activities related to the inventory of lands identified.	Ongoing
4.	Align City's economic development incentives program to support this initiative.	Ongoing

Critical Success Measures:

- Publication of inventoried lands.
- Host showcase.
- Publication of marketing information.

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:

Novemeber 2020

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, through a cost sharing grant with Suwanee River Water Management, enlarged and enhanced 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 and architectural design has been completed. A site in the Merrillwood Development was selected in FY 2017 by the ACHA Board.
- The City repaved all interior streets and upgraded the Merrillwood Complex Stormwater System. The improvements prepared 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 2018:

Action Steps		Estimated Completion Date
1.	Work cooperatively with ACHA staff to finalize its plans for the designated Affordable Senior Housing Complex.	Ongoing
2.	ACHA to obtain funding for facility.	September 2018
3.	RFB for construction issued.	February 2019
4.	Construction commenced.	July 2019
5.	Construction completed.	Novemeber 2020
6.	Continue to evaluate other senior living opportunities.	Ongoing

Critical Success Measures:

- Maintain regular contact with ACDC.
- ACHA secures funding committment for facility.