

**STRATEGIC
DEVELOPMENT PLAN**

**UNIVERSITY OF FLORIDA
GAINESVILLE**

PHASES 2 AND 3 SUMMARY REPORT | DECEMBER 2016

PHASES 2 AND 3



**STRATEGIC
DEVELOPMENT PLAN**

**UNIVERSITY OF FLORIDA
GAINESVILLE**

STRATEGIC DEVELOPMENT PLAN PHASES 2 AND 3 SUMMARY REPORT

EXECUTIVE SUMMARY

The University of Florida is one of America's preeminent universities. Strong leadership and wise stewardship have positioned the University to capitalize on anticipated future growth to further enhance its stature among the United States' elite universities. The purpose of this Strategic Development Plan is to contemplate, at the most conceptual level, the next fifty years for the University and its critical partnership with the City of Gainesville and Alachua County. The impetus for this comprehensive planning process springs from a realization that preeminence can only be attained by relentless pursuit of a clear vision.

In February 2016, the University established a large Steering Committee comprised of leaders from the University, the City, and the County, and retained a consultant team comprised of Elkus Manfredi Architects and DumontJanks to embark on a nine-month study to posit transformative ideas that would drive the University's mission for the next five decades. The assignment is divided into three Phases: Analysis and Visioning, Strategies and Objectives, and Implementation and Branding. This Phases 2 and 3 Summary Report documents the activities this team completed during the second three months of this assignment, beginning in June of 2016, and the last three months of this assignment, beginning in September of 2016.

PHASE 2

OVERVIEW:

This phase's efforts centered on development of the project's strategies in service of the emerging objectives: Re-center, Unite, and Sustain. The refinement process included conceptualization of a growth framework, additional stakeholder discussions, and a one-day symposium that brought experts from around the world to discuss their experience with issues relevant to universities and their host city. At the conclusion of the phase, the team developed a preliminary list of four initiatives with corresponding action items for further input and refinement in Phase 3.

OBJECTIVES:

During the Visioning exercise at the conclusion of Phase 1, the team diagrammed initial ideas for achieving and sustaining preeminence in a Thought Map. One notion in particular that came to the fore was the idea of consolidation, a move that would increase the impact of the University's and Gainesville's collective resources. In Phase 2 the team translated the concepts from the Thought Map into three encompassing objectives: Re-Center, Unite, and Sustain. Together these three objectives were intended to guide the planning process toward recommendations that could transform the campus and Gainesville into an exceptional place for learning, living, working, and playing strengthened by a vibrant, interconnected community.

STRATEGIES:

Phase 2 discussions focused on both physical growth strategies as well as policy, guideline, and management strategies. A growth framework outline highlighted existing ecological corridors and green space to help define future growth along with a network of connecting corridors within the campus and

city cores. The team then studied where growth might occur and how a healthy mix of program uses might take shape, including examples of what these buildings might look like.

The policy framework included substantial discussions about University of Florida and Gainesville partnerships. What if UF and the City were committed to an ongoing collaborative agency? How can project- and service-based learning programs serve both the community and the University? How can the University and the City collaborate to solve health, education, and food and energy production problems?

The process continued to garner input from stakeholder groups and from additional public forums. The University also hosted a symposium, “University Towns: Perspectives on Strategic Development Planning,” during which panelists related their experiences with town-gown relationships relevant to UF’s own Strategic Development Plan.

The project’s development over the course of these three months synthesized into the four initiatives, along with their respective initial action lists presented at the conclusion of Phase 2. They included: the New American City, Collaboration, Strong Neighborhoods, and Land-Grant. These groupings together tackle issues ranging from campus to city life, research and learning opportunities, social equity, and sustainability. Successfully addressing these initiatives will position the University as a preeminent institution.

PHASE 3

OVERVIEW:

This phase’s efforts centered on development, continued refinement, and implementation of the four initiatives as they had evolved: New American City, Proximity, Strong Neighborhoods, and Stewardship. The Steering Committee

worked with the consultant team to develop a series of discrete actions that the University could implement for each initiative.

The consultant team then modeled the outcomes of these actions and depicted their spatial implications in a series of ground level and aerial perspective drawings. Beginning with the underlying ecological framework, the drawings posit possible outcomes for the campus and the areas between the eastern edge of the campus and downtown Gainesville.

COMMUNICATION AND IMPLEMENTATION:

After refining initiatives and visualizing growth, the University hosted a public meeting to present the preliminary findings of the Strategic Development Plan effort. Approximately 200 members of the University and the Community were invited to this unveiling event. The University’s President, Senior Vice President, deans from three UF schools, project consultants from Elkus Manfredi and DumontJanks, the Gainesville City Manager, and other key figures from the community introduced parts of the plan. On December 1, 2016, the University’s Board of Trustees unanimously endorsed the Strategic Development Plan. A three-minute video and a print brochure summarizing the plan were also created to enable the vision for the University and the City reach a wider and more diverse audience.

The University has provided seed funding for each of the initiatives. Dr. Charles Lane, the University’s Senior Vice President and Chief Operating Officer announced three important financial commitments: \$50,000 toward the Stewardship Initiative, slated for working with the City and the County to jointly identify solutions to environmental issues affecting the region; \$50,000 toward the Strong Neighborhoods Initiative, for a joint effort by the City and the College of Arts to fund arts initiatives; and \$250,000 toward the New American City Initiative, which will fund research for integrated, community-wide improvements.





OBJECTIVES & STRATEGIES 02

OBJECTIVES
GROWTH FRAMEWORK
POLICY FRAMEWORK

THE PLAN 38

INITIATIVES
VISUALIZING GROWTH

CONCLUSION 84

ENDORSEMENT
RESOURCE COMMITMENT

APPENDIX 88

WHO HAS BEEN INVOLVED?
STAKEHOLDER MEETINGS
OUR PROCESS



OBJECTIVES

GROWTH FRAMEWORK

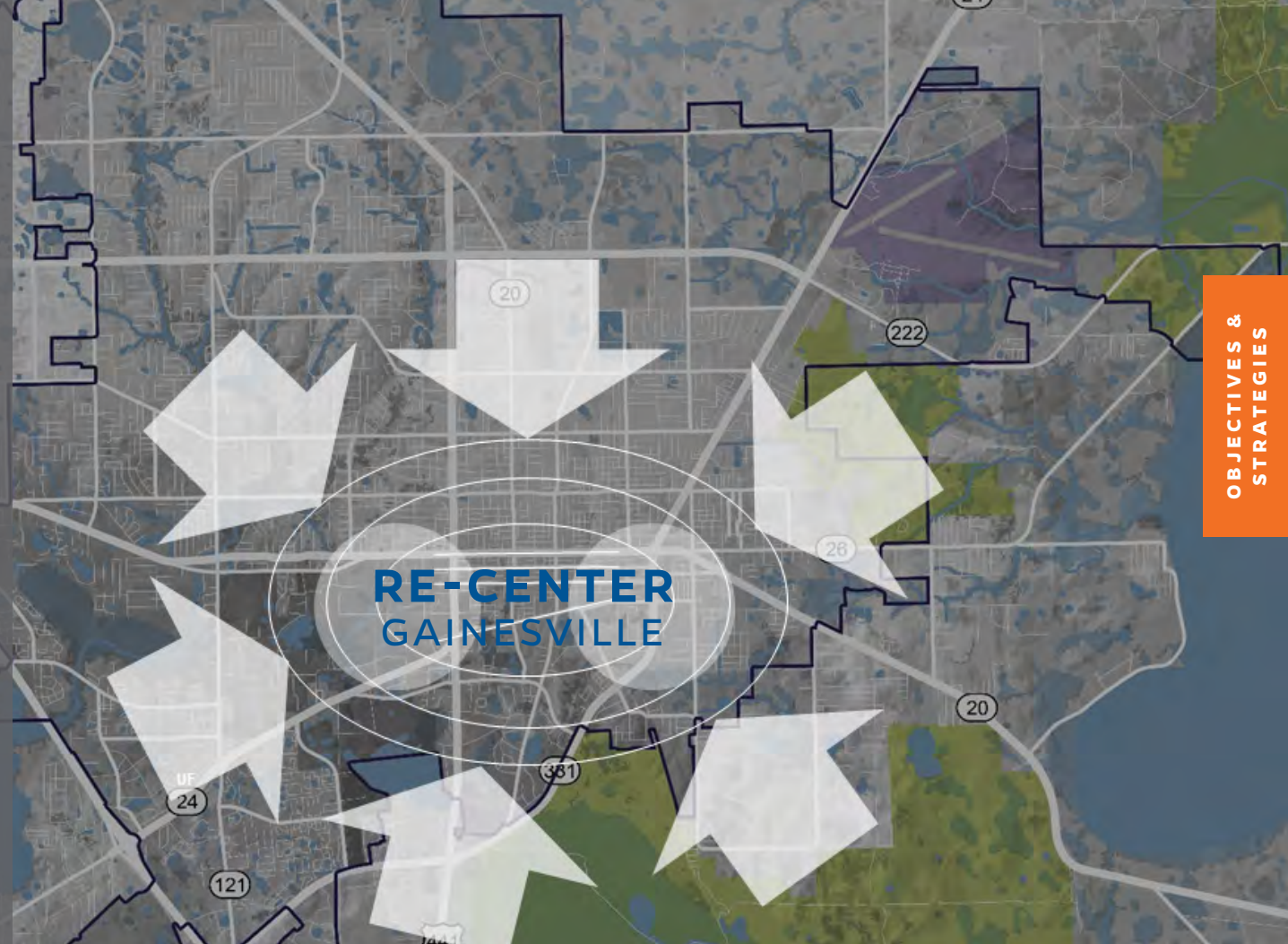
POLICY FRAMEWORK

OBJECTIVES & STRATEGIES

Through the planning process, the University of Florida formulated three objectives — Re-center, Unite, and Sustain — intended to enhance the University’s preeminence. After outlining these objectives with a wide range of input from various stakeholder groups, the team developed a growth framework that included site-wide planning of green spaces and street networks, areas for additional density, and the best locations for various uses. The team then developed a policy framework to explore ideas about a partnership with the City as well as project- and service-based learning programs.

STRATEGIES:

- reevaluate on-campus residency requirements
- modify zoning, offer incentives, and work with the developer cycle
- encourage market-rate residential options
- promote the development of vacant and underutilized real estate
- incentivize economic development



OBJECTIVE: RE-CENTER

In the past several decades, sprawl has eroded Gainesville’s sense of place. Re-centering Gainesville’s growth and development Downtown where the University meets the City — and supporting that on campus by focusing new building projects in the eastern third of campus closest to Downtown — will improve overall vibrancy by facilitating opportunities for connecting and collaborating. Improved vibrancy will have a positive impact on economic development as it attracts further investment in the City.

STRATEGIES:

- create a purposeful mix of uses, including:
 - diverse housing types
 - startups Downtown
 - opportunities for venture capital funding
- collaborate with Santa Fe College on workforce development
- promote the arts
- invest in comprehensive transit, including a fixed-route option if appropriate
- promote interdisciplinary scholarship
- link Downtown, the campus core, and UF Health medical complex



The background of the top half of the page is a map of Gainesville, Florida. The map shows a grid of streets, major highways (Interstates 75 and 24, State Routes 20, 26, 222, 381, 121, and 441), and green spaces. Overlaid on the map are several large, semi-transparent white circles that overlap each other and the city grid. The text 'UNITE GAINESVILLE' is centered in the middle of these circles in a bold, blue, sans-serif font.

UNITE GAINESVILLE

OBJECTIVE: UNITE

Bringing together Gainesville's communities with the University will strengthen the community as a whole. While many strong partnerships currently exist in the community, silos — separations within the University, between the University and community, and between neighborhoods within the community — prevent optimal collaboration. Remedying these divides with a united Gainesville that fosters a culture of collaboration and civic engagement will allow both the University and the City to leverage resources, share knowledge, increase opportunities for discovery, and maximize potential on a personal and community scale.

STRATEGIES:

- emphasize health and wellness
- ⁷⁵ consider the organizing influence of water and the green ring
- manage development impacts on the long-term ecological health
- feed the campus
- reduce energy consumption
- address deferred maintenance
- integrate the University's ²²² planning with the community
- make efficient use of space
- bolster equity in K-12 schools

SUSTAIN GAINESVILLE

A map of Gainesville, Florida, overlaid with various colored zones and infrastructure. The map shows a grid of streets, major roads (labeled with numbers like 441, 20, 24, 222, 26, 381, 121), and several large, irregularly shaped areas shaded in different colors (blue, green, purple, grey). The text 'SUSTAIN GAINESVILLE' is centered over the map in a large, blue, sans-serif font. There are also some glowing white dots scattered across the map.

OBJECTIVE: SUSTAIN

Sustaining the community through model programs and physical development that nurture the community and integrate the promotion of social, personal, economic, and ecological health will enable long-term success for the University and the community. This can be achieved by planning for more efficient use of existing buildings and campus physical plant infrastructure, encouraging the growth of talent and expertise that will advance solutions for area food and energy issues, and partnering with the community to improve access to medical services and the quality of K-12 education.

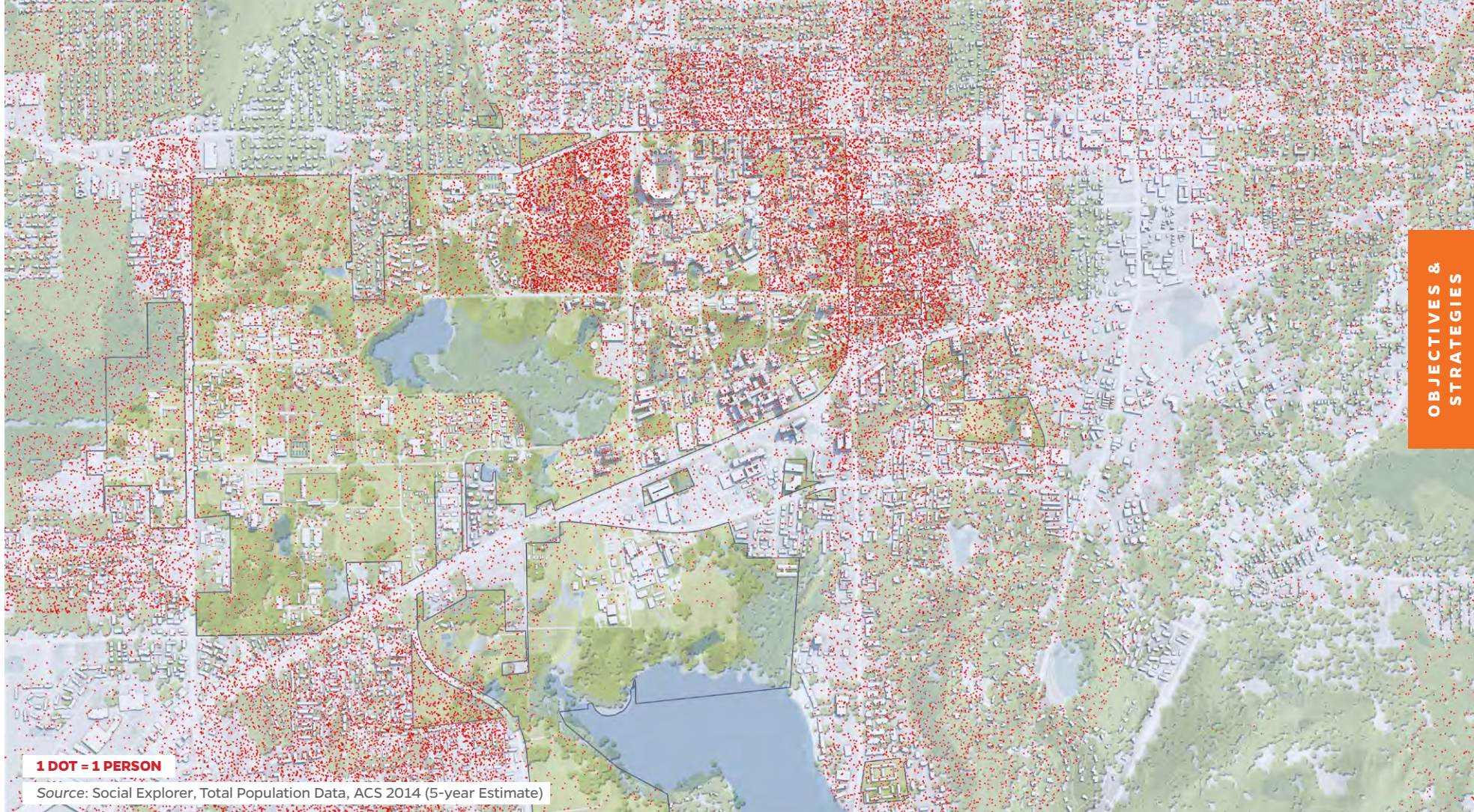
A clear framework for growth will enable the University of Florida and the City of Gainesville to make strategic decisions and allocate resources effectively. In order to achieve the plan objectives, a strong framework, rather than a prescriptive plan, will allow flexibility in future decision-making, providing strategies that can be adapted to future conditions that cannot yet be anticipated. This growth framework, which focuses on increasing the proximity of people and resources while promoting environmental conservation, will encourage a greater sense of place, increase the efficiency of providing public infrastructure and services, and improve the urban tax base.

OBJECTIVES

GROWTH FRAMEWORK

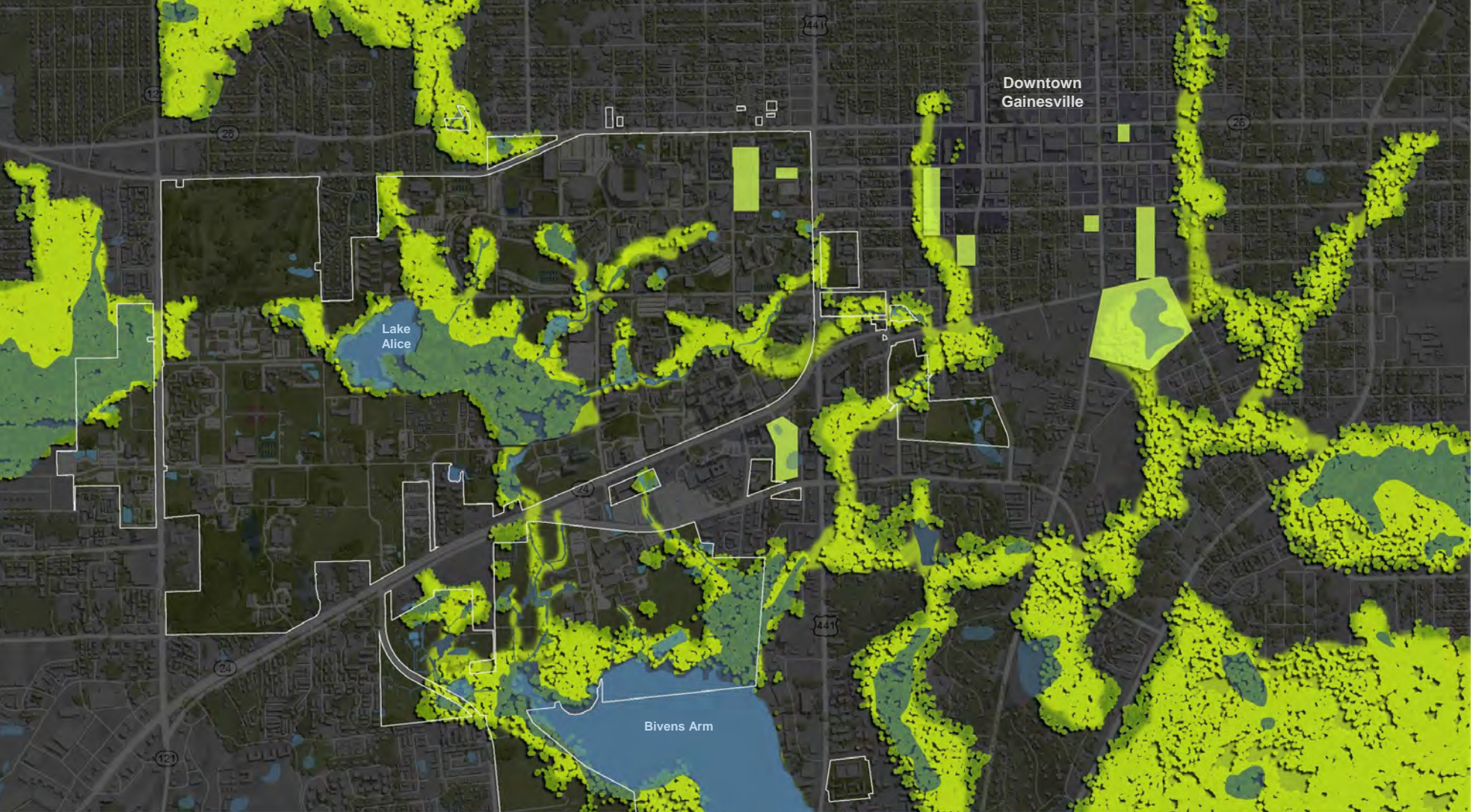
POLICY FRAMEWORK





DENSITY: WHERE PEOPLE LIVE

The most dense residential areas are to the east and west of 13th Street a quarter mile in each direction, the College Park neighborhood north of University Avenue, and on campus at the cluster west of Ben Hill Griffin Stadium. The current residential distribution reinforces the objective to re-center growth between campus and Downtown by taking full advantage of these existing residences, uniting different user groups and services, and sustaining these relationships by creating value.



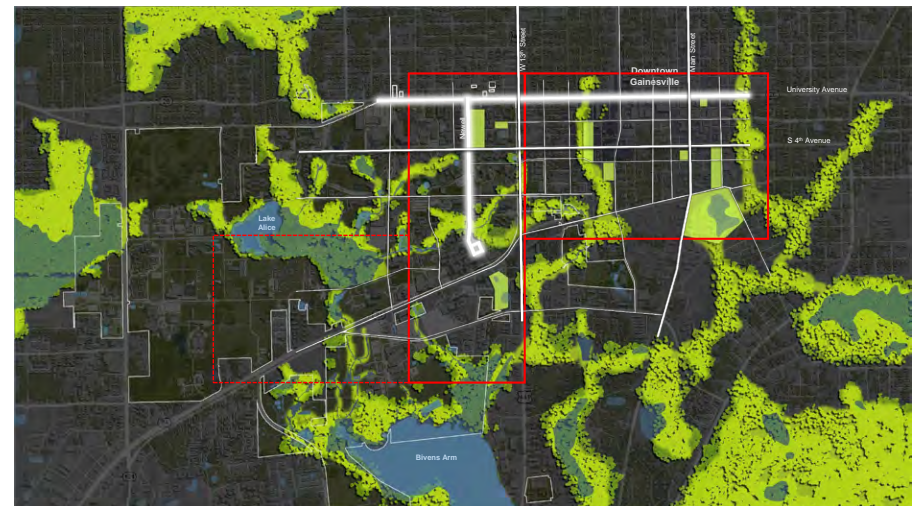
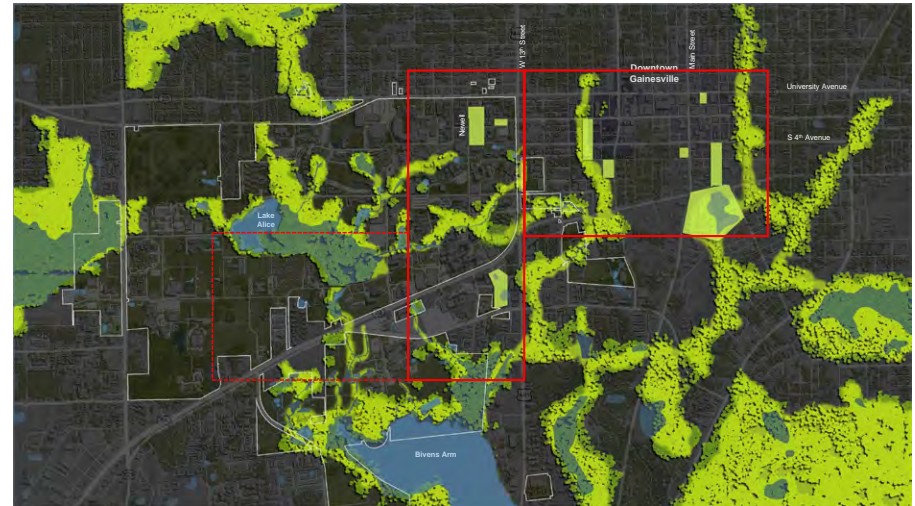
FRAMEWORK: ECOLOGICAL CORRIDORS AND GREEN SPACES

The biggest takeaway from the interactive, online CoMap exercise was that natural places are Gainesville's most noted and beloved amenities. Research highlighted the importance of the region's aquifer system and the necessity of preserving this critical resource. The natural green corridors and waterways form a clear countywide framework upon which the University and the City can organize ecological interventions and the built environment. The most effective and responsible physical planning will advance the health and scope of the existing ecological corridors. Future development founded on connecting with the natural fabric and accommodating a new hierarchical system of public green spaces will enhance Gainesville as a place to live, learn, and work.

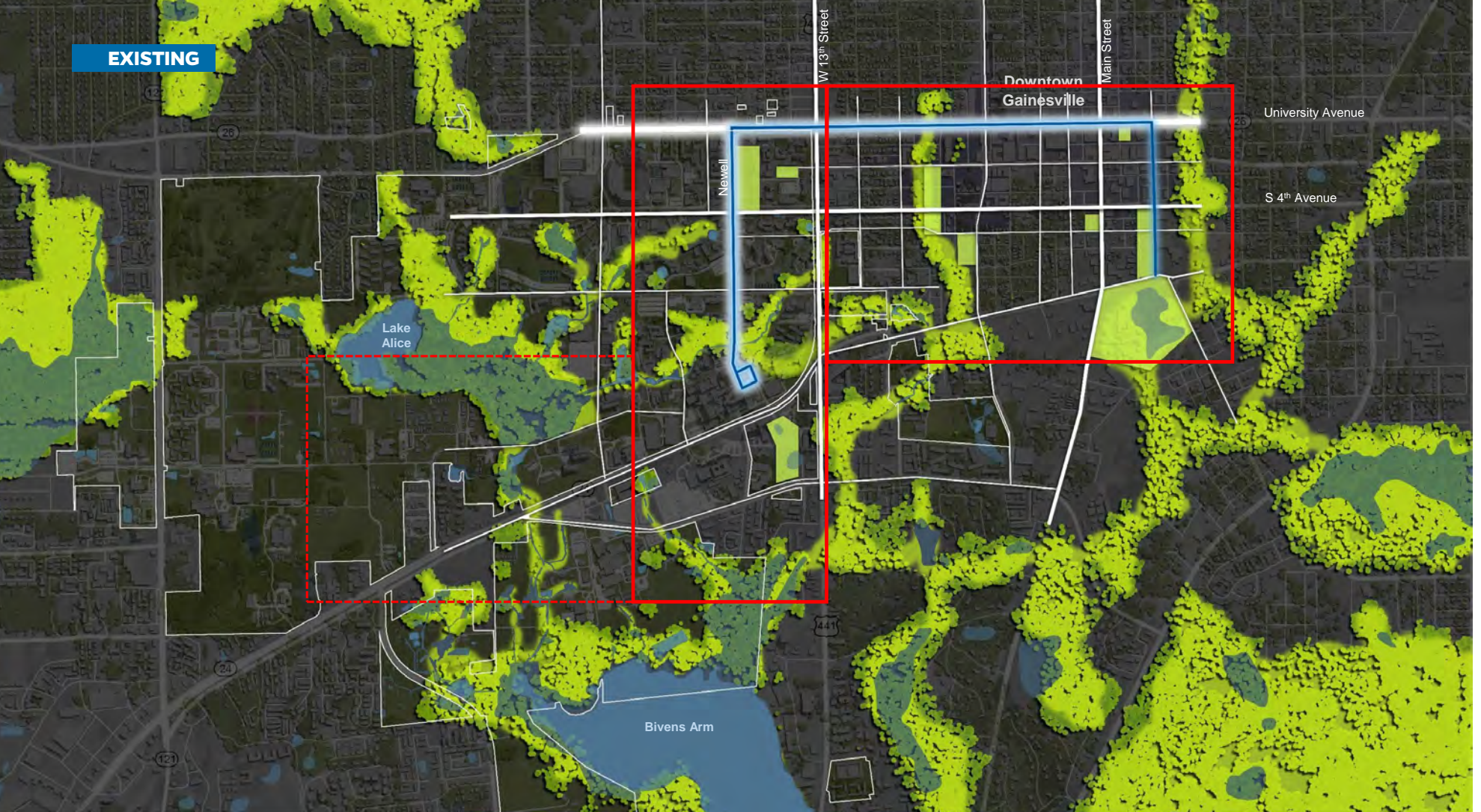
FRAMEWORK: FOCUS AND CONNECTION

The team designated two red boxes, both of about 500 acres, one on campus and the other stretching from the eastern edge of campus to Downtown. This “Red Box strategy” designates areas to focus development efforts, and is based on the recognition that re-centering Gainesville will have positive impact for both the University and the City. In the initial analysis, the two Red Boxes highlight the eastern third of campus, encompassing the historic campus core, the medical campus, and the central core of Downtown along University Avenue. The dashed Red Box to the west indicates an area of campus that can be better used to support the University’s agricultural teaching functions and research proximate to the UF Health medical complex.

The team then evaluated the road networks in the primary Red Box zones for their connective capacity and categorized them as primary, secondary, and tertiary arteries, as indicated by the overlay of weighted white lines. University Avenue and a reconfigured Newell Drive can provide a direct connection from Downtown into the heart of campus. The introduction of fixed transit along this route, highlighted in blue on the next page, would catalyze development and enhance commercial street activity. As a secondary artery, 4th Avenue could provide a great east/west connection between campus and Downtown. The 2nd Avenue residential corridor running parallel to it could be positioned as a route for pedestrians and bikes. This analysis underpinned the strategic decision making process, informing the final plan.



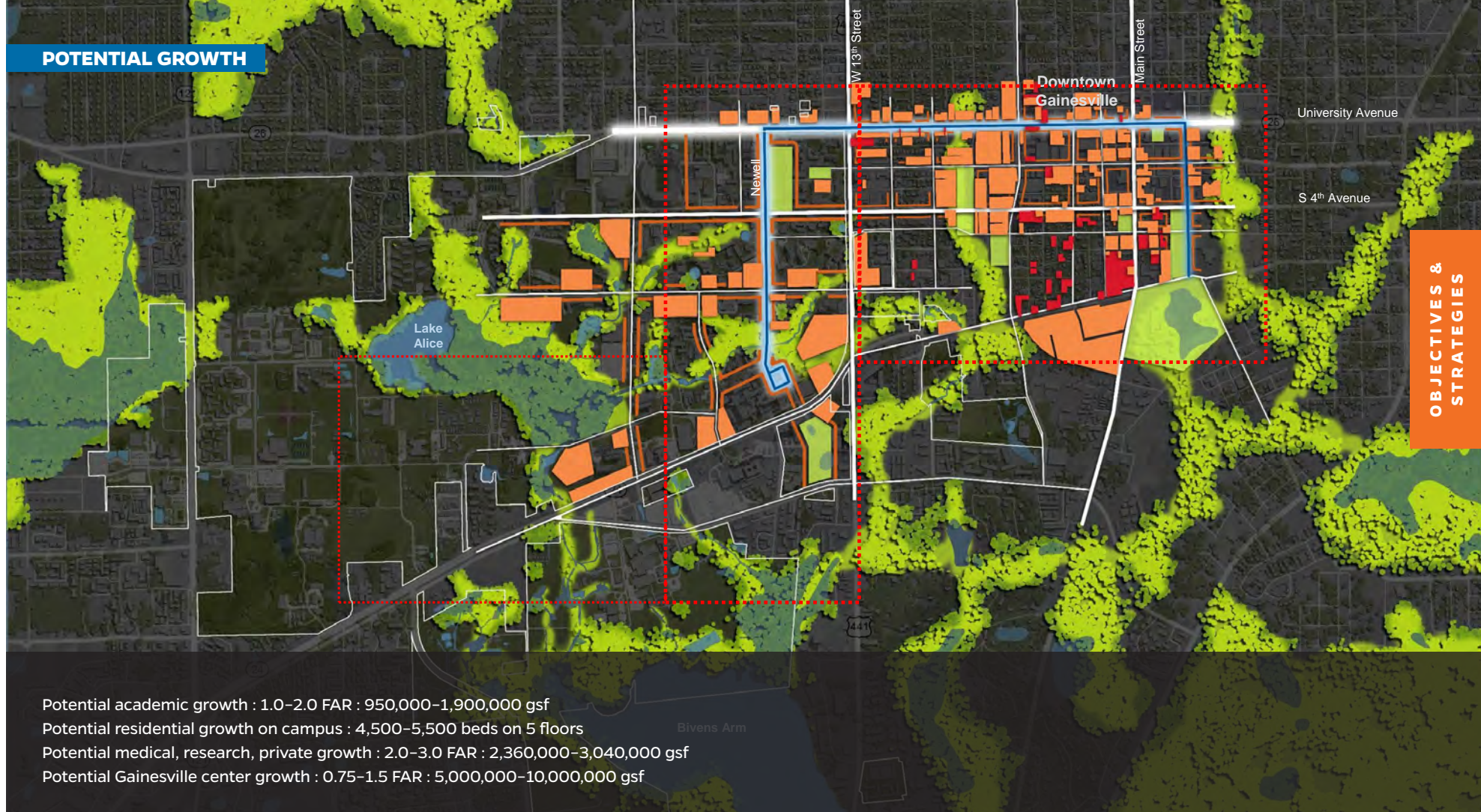
EXISTING



FRAMEWORK: POTENTIAL SITES FOR PURPOSEFUL GROWTH

Sites for potential growth, indicated by orange and red blocks on the opposite page, are concentrated in the primary Red Boxes at the eastern edge of campus and in the Downtown core. In the University zone, there are many opportunities to increase the density of academic spaces and student housing along Museum Road. Between Downtown and the University there are many vacant and underutilized lots that can accommodate extensive growth while preserving a human-scaled community over the next few decades. Some vacant buildings could provide space for startups that catalyze activity on University Avenue. Other spaces could hold arts and cultural organizations, new varieties of market-rate housing, emerging businesses, and spaces for interdisciplinary academic work and research collaborations.

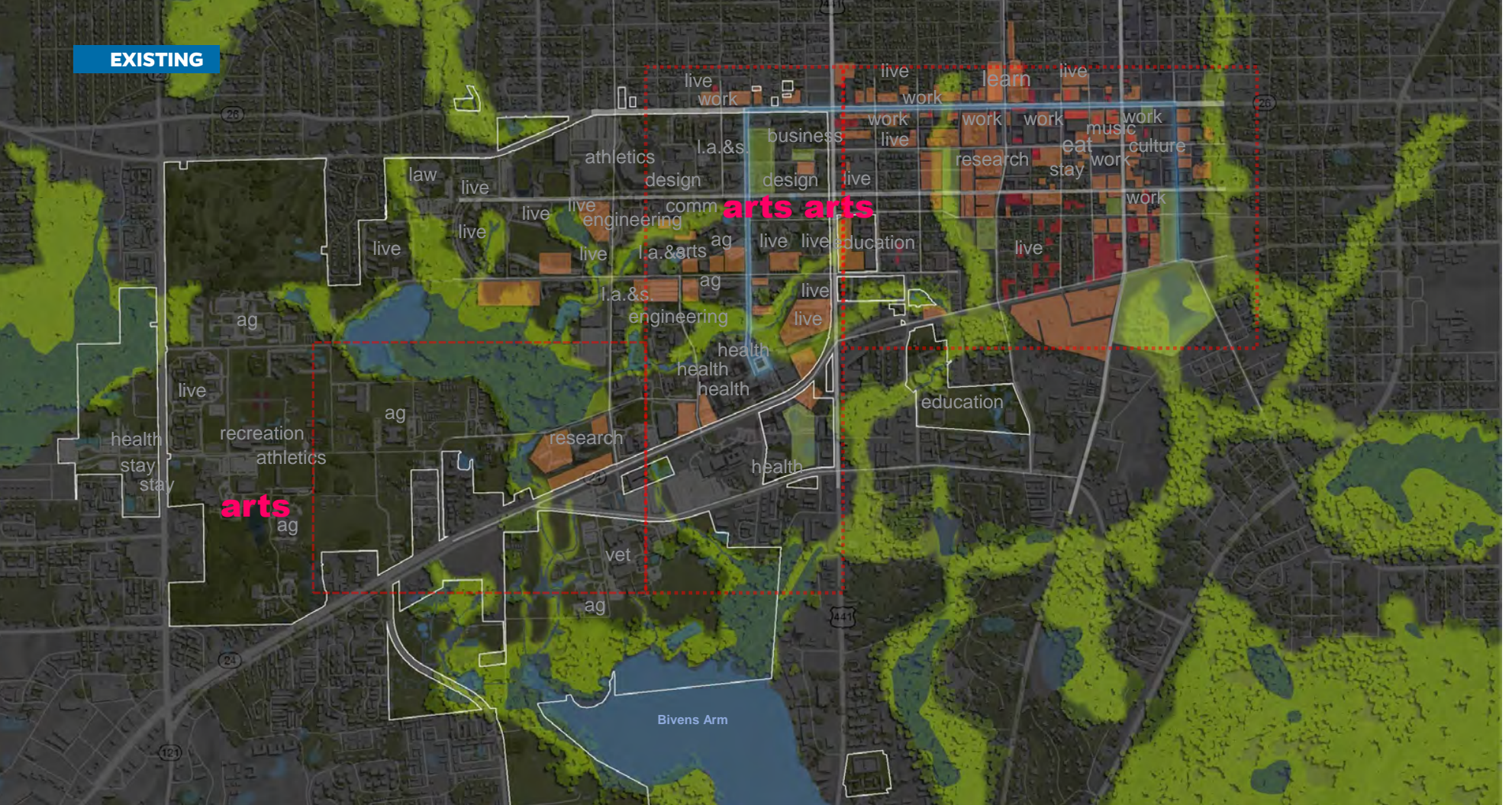
POTENTIAL GROWTH



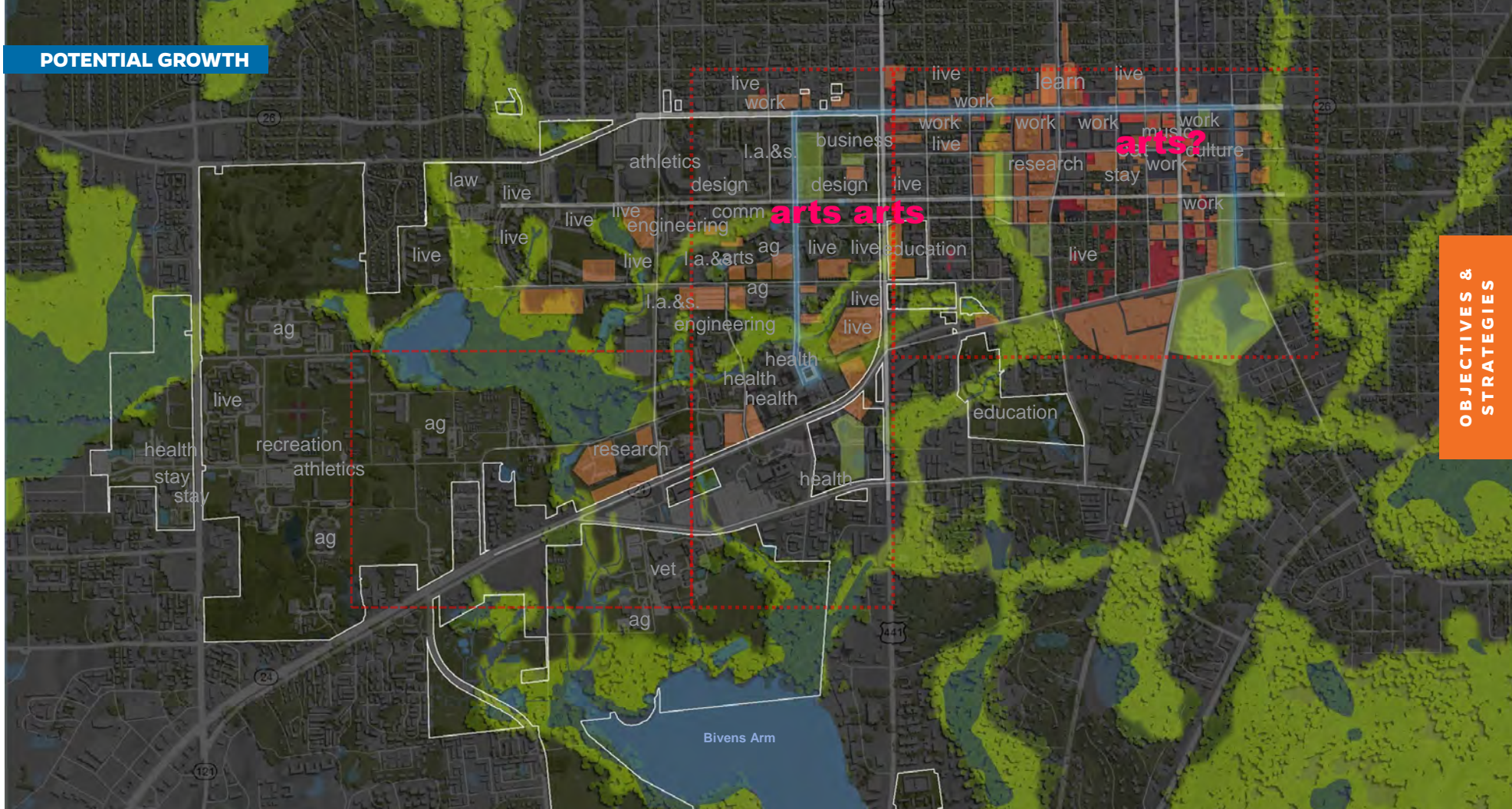
PROGRAM IDEAS

Having investigated the potential sites for purposeful growth, the team studied the distribution of program across the new sites in the Red Box areas. The aim was to create active centers and compelling environments for learning, living, and working.

EXISTING



POTENTIAL GROWTH

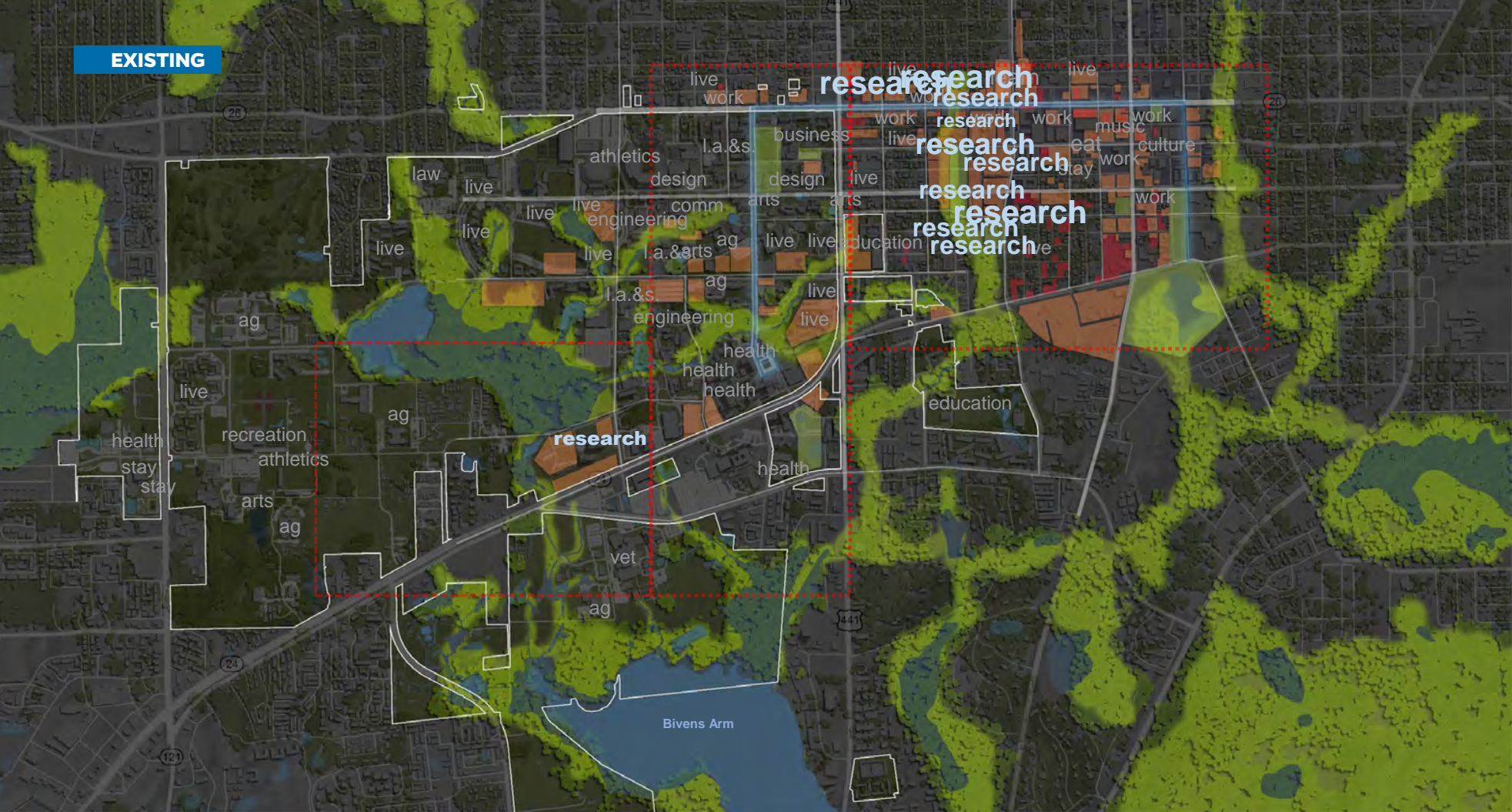


OBJECTIVES &
STRATEGIES


PROGRAM IDEAS: ARTS

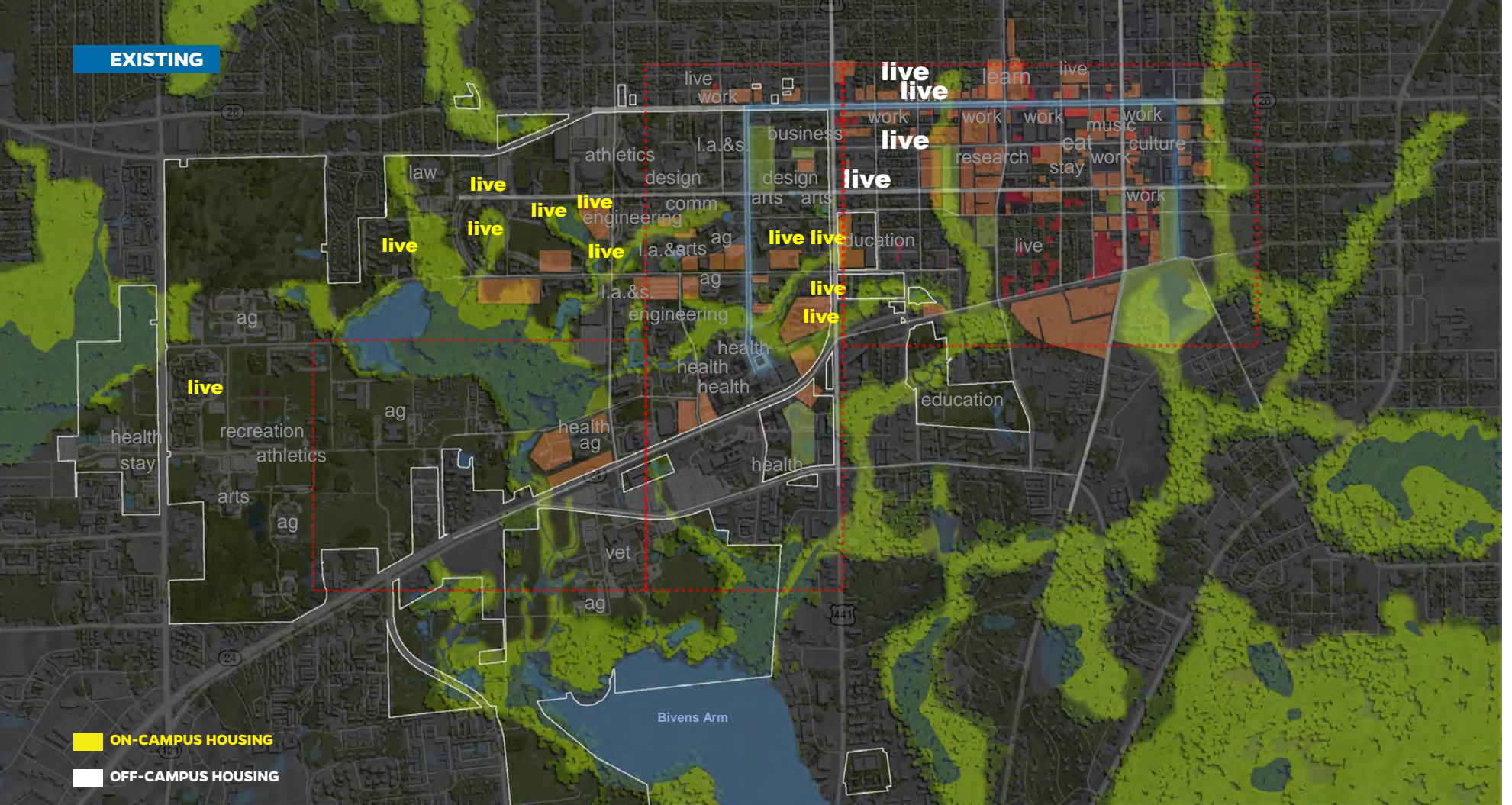
The current campus condition has arts programs located at the extremities of campus, which now hampers collaboration between the creative disciplines. Concentrating arts uses at the eastern edge of campus within walking distance of each other and Downtown will increase synergies and make these programs more visible to audiences outside campus, providing better University engagement with the City.

EXISTING



EXISTING

-  ON-CAMPUS HOUSING
-  OFF-CAMPUS HOUSING



POTENTIAL GROWTH

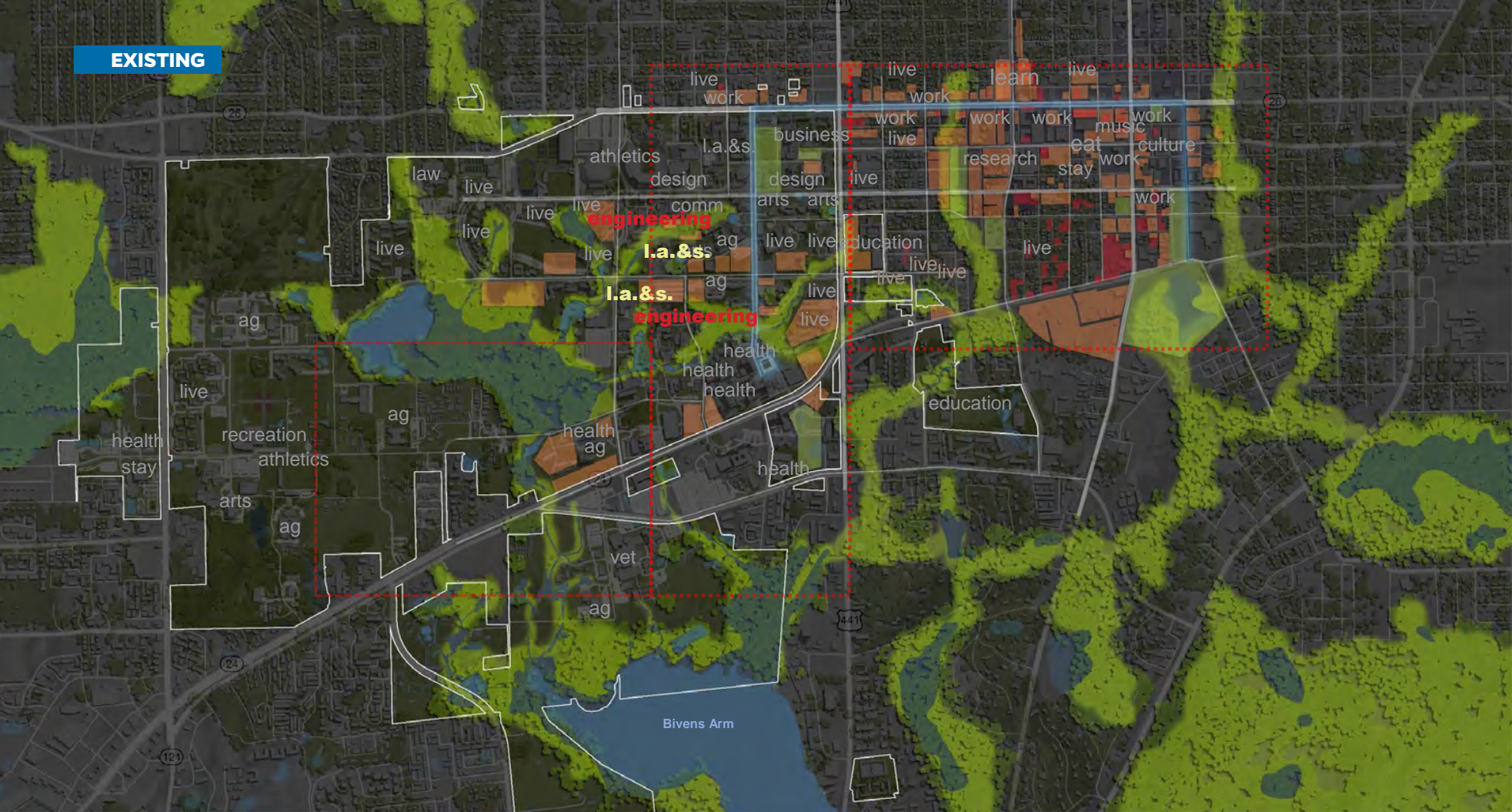


OBJECTIVES & STRATEGIES

PROGRAM IDEAS: RESIDENTIAL

The University has a large percentage of students living off campus, and out of the nation's top 20 public universities and 10 private universities, only one other institution houses a smaller percentage of undergraduates on campus. This has meant greater pressure on the off-campus housing market, leading city residents to voice concerns about lack of choice in housing options and student behavior issues. Accommodating more students in new campus housing (yellow) would alleviate neighborhood concerns. In addition, many studies have indicated that living on campus has scholastic benefits for students. Replacement of the lower-density housing occupied by students immediately adjacent to campus (white) with better quality and variety of housing choices would attract more young professionals and empty-nesters, adding vibrancy and growing the economic base.

EXISTING



EXISTING



POTENTIAL GROWTH



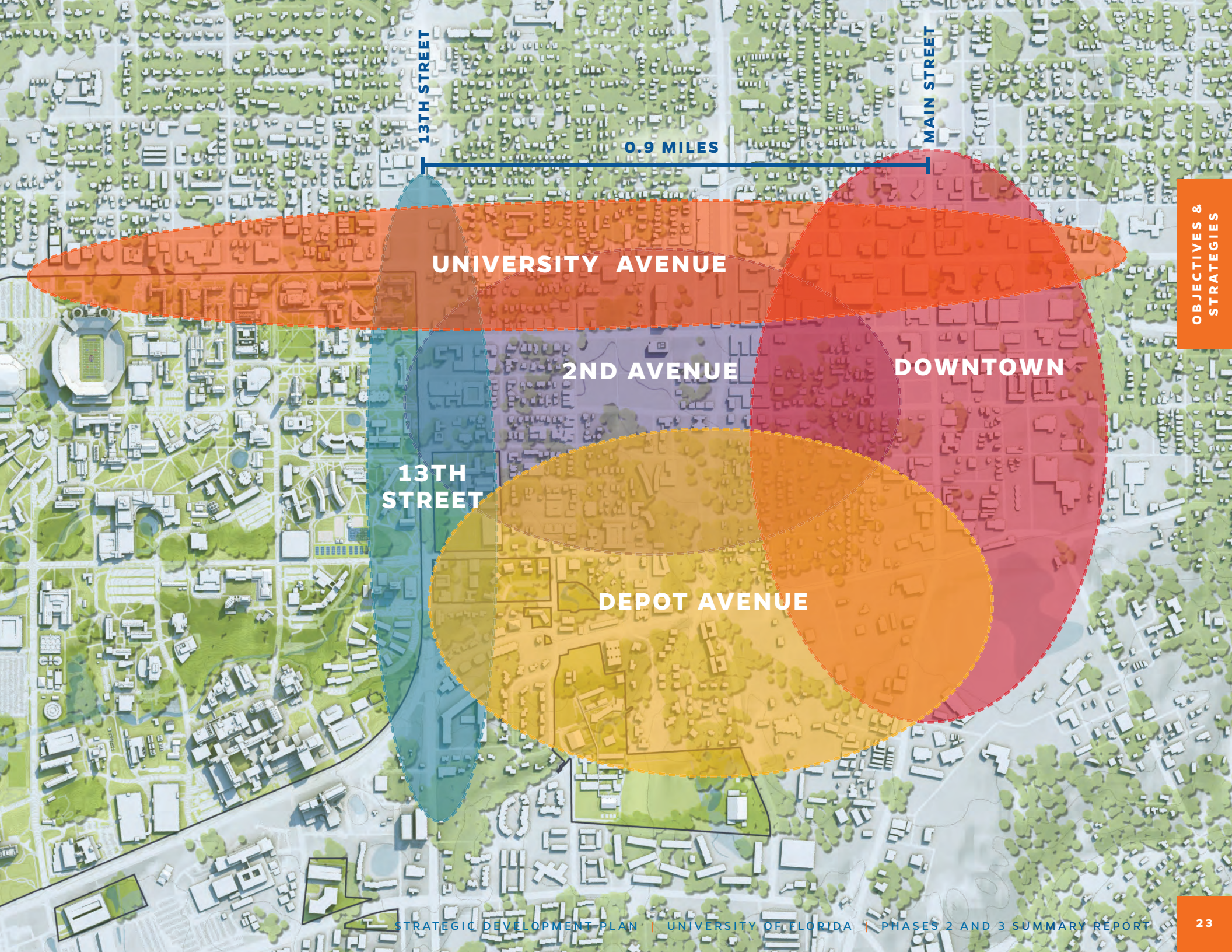
OBJECTIVES & STRATEGIES

PROGRAM IDEAS: CAMPUS & CITY

Deliberately focusing and organizing programs for the campus core and Downtown in an integrated way will foster connectivity and use synergies that will transform the community into a more cohesive, walkable, and active realm.

REDEVELOPMENT POTENTIAL: 5 PRECINCTS

In the phase 1 analysis, the team defined five precincts between campus and Downtown to investigate further for redevelopment. These are not neighborhoods, but rather areas that share similar urban qualities or could be positioned strategically as a unit. Downtown itself has a number of underutilized and vacant parcels that would benefit from infill, making it more of a destination. The zone around Depot Avenue is primarily residential, although there is a developing, distinctive arts district identity near Main Street. University Avenue has the potential to become an active primary corridor with a mix of office and residential space above retail and restaurants. The area around Southwest 2nd Avenue, including Southwest 4th Avenue, has a mix of residential and commercial properties. West 13th Street is a north/south gateway lined with UF buildings and larger residential buildings separated from the street edge with green buffers.



13TH STREET

0.9 MILES

MAIN STREET

UNIVERSITY AVENUE

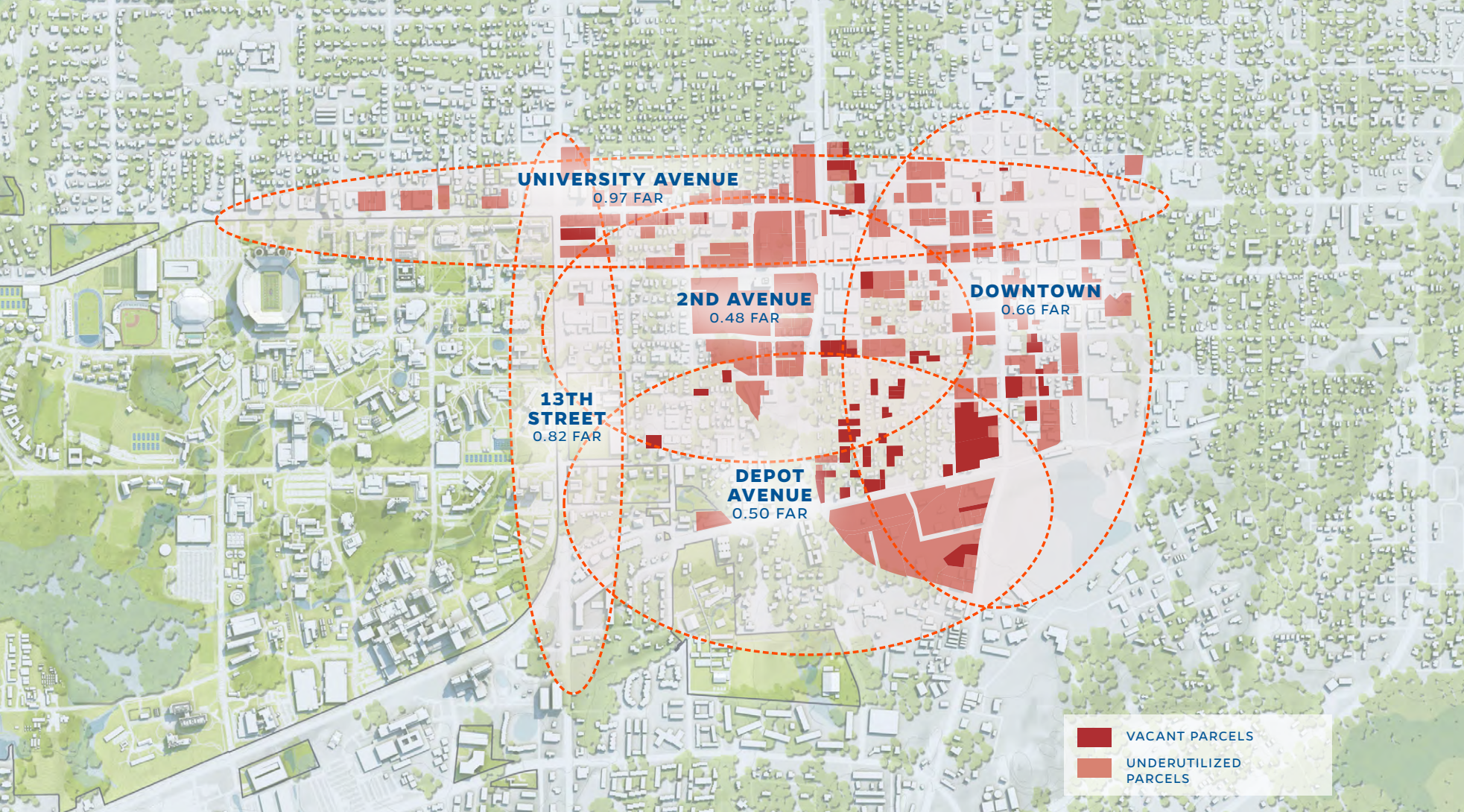
2ND AVENUE

DOWNTOWN

13TH STREET

DEPOT AVENUE

OBJECTIVES & STRATEGIES



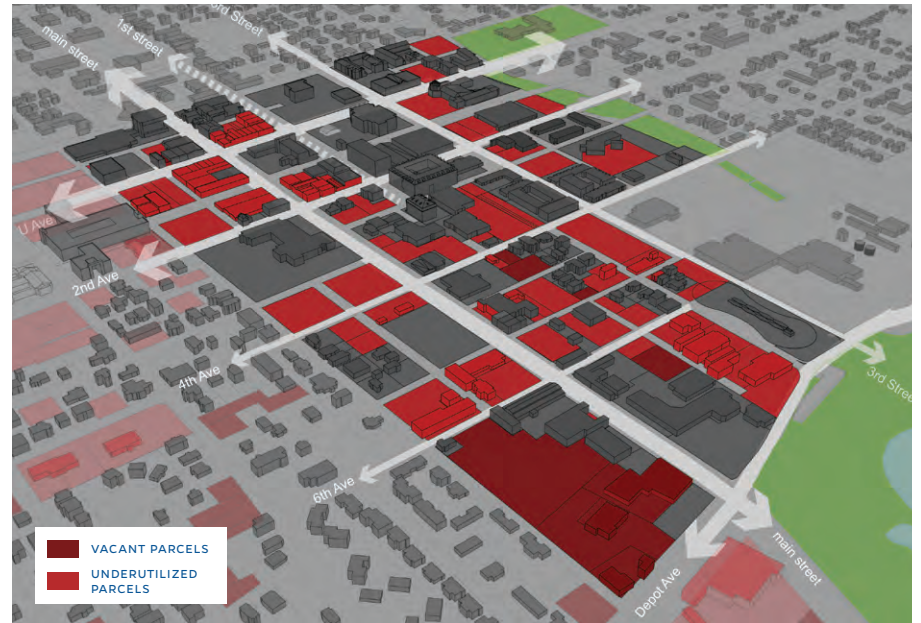
PRECINCT NAME	TOTAL ZONE AREA (SF)	CURRENT FAR	VACANT AREA SF	UNDER-UTILIZED AREA (SF)	TOTAL RE-DEVELOPABLE AREA (SF)	TEST FAR	TOTAL REDEVELOPMENT POTENTIAL (SF)
DOWNTOWN	4,000,000	0.66	340,000	1,100,000	1,440,000	1.00	1,440,000
DEPOT AVENUE	4,500,000	0.50	390,000	1,250,000	1,640,000	0.75	1,230,000
UNIVERSITY AVENUE	3,000,000	0.97	154,500	1,456,800	1,611,300	1.50	2,416,950
2ND AVENUE	3,000,000	0.48	80,000	1,600,000	1,680,000	1.50	2,520,000
13TH STREET	2,500,000	0.82	30,000	155,400	185,400	1.25	231,750
TOTAL	17,000,000	N/A	994,500	5,562,200	6,556,700	N/A	7,838,700



Potential development, indicated in yellow, was modeled across the five precincts and is broken down in more detail on the following pages. Each pair of developable area and potential new development diagrams are accompanied by an existing condition photo from the precinct, as well as precedent photos showing some of the desired characteristics.

REDEVELOPMENT POTENTIAL: DOWNTOWN

Aside from government functions, Downtown has only a minor office component. The area near City Hall and the Hippodrome at the heart of Downtown hosts well-attended public festivals, the regular farmer's market, and restaurants and bars. In spite of this, Gainesville's Downtown sees more dispersion of activity to other areas of the city than any of the other case study communities examined in Phase 1. Filling in the development gaps and expanding low-density structures to achieve an FAR of at least 1.0 will enhance the emerging character of Downtown and make Main Street a destination with a clear sense of place. The transformation of Downtown into a more deliberate arts and culture district with regularly scheduled live music and additional arts venues will reinvigorate Gainesville. Although the University does not have any landholdings in this precinct, it could work with its community partners to promote this vision. UF could also play an active role through its arts program, locating learning programs, faculty studio spaces, or even performance venues in this area. This would be a way to bring variety to Downtown while reaching out to and embracing the community.



PRECINCT NAME

Downtown

TOTAL PARCEL AREA (SF)

4,000,000

CURRENT FAR

0.66

VACANT AREA (SF)

340,000

UNDERUTILIZED AREA (SF)

1,100,000

TOTAL REDEVELOPABLE AREA (SF)

1,440,000

TEST FAR

1.0

TOTAL REDEVELOPMENT
POTENTIAL (SF)

1,440,000

 POTENTIAL
NEW DEVELOPMENT



OBJECTIVES & STRATEGIES



BETHESDA



PORTLAND



GREENVILLE



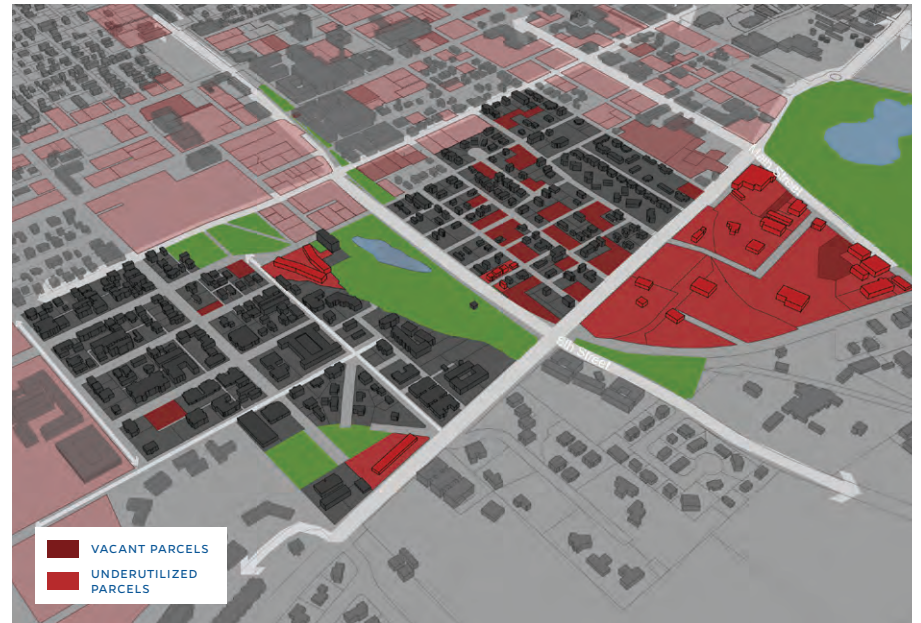
FARMERS MARKET



MAIN STREET FRIDAYS

REDEVELOPMENT POTENTIAL: DEPOT AVENUE

Underutilized and vacant lots along the stretch of Depot Avenue provide the perfect opportunity for compact growth adjacent to Downtown. North of Depot Avenue, University Heights and the Porters Community are characterized by single-family homes and medium-sized multi-family housing with relatively few lots that are underdeveloped. Infill of the vacant lots with complementary housing types of better quality and variety that might attract young professionals and empty-nesters would enhance cohesion in these established neighborhoods. Streetscape improvements in Porters and along 6th Street would promote street safety, access to Tumblin Creek Park, and walkable connections to neighbors. South of Depot Avenue, however, there are a number of parcels to the west of Depot Park that could become a great new residential neighborhood with a mix of housing options at a moderate FAR of 0.75, the lowest modeled for the five precincts. This new neighborhood south of Porters with car, bike, and pedestrian connections to the area could offer a number of housing options ranging from duplexes and townhomes to possibly three- to five-story multi-family housing with retail and café-type uses at street level.



PRECINCT NAME

Depot Avenue

TOTAL PARCEL AREA (SF)

4,500,000

CURRENT FAR

0.50

VACANT AREA (SF)

390,000

UNDERUTILIZED AREA (SF)

1,250,000

TOTAL REDEVELOPABLE AREA (SF)

1,640,000

TEST FAR

0.75

TOTAL REDEVELOPMENT

POTENTIAL (SF)

1,230,000

 POTENTIAL
NEW DEVELOPMENT

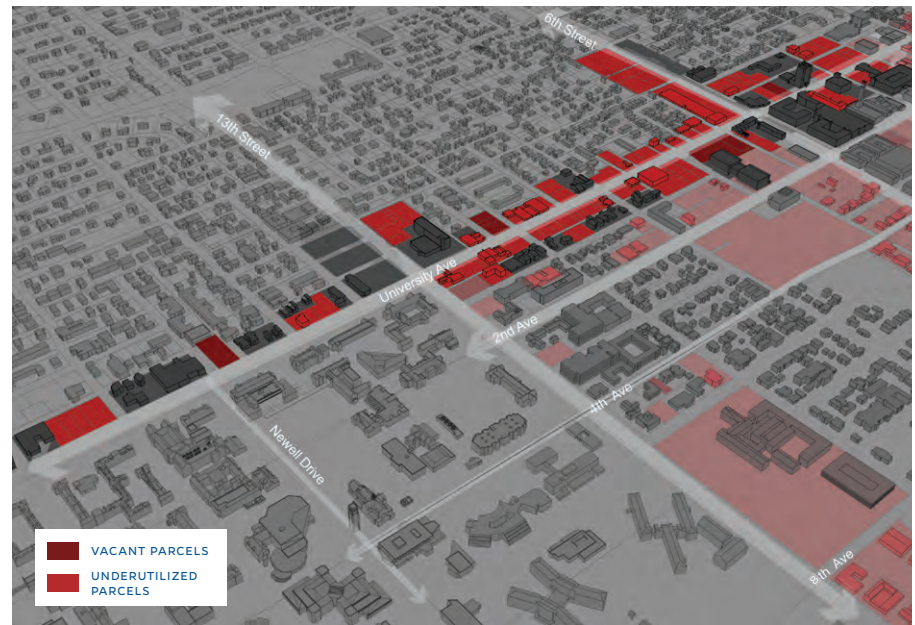


OBJECTIVES &
STRATEGIES



REDEVELOPMENT POTENTIAL: UNIVERSITY AVENUE

University Avenue is the primary spine that connects the University of Florida campus to Downtown, running along the northern edge of both precincts. While the street has a fair number of people living and working nearby, the public realm of the stretch between campus and Downtown — from West 13th Street to Main Street — is generally unwelcoming for pedestrians and has several underutilized and vacant properties. In order to infill along this stretch and encourage an active pedestrian-friendly commercial corridor, an FAR of 1.5 was applied, the highest modeled for any of the precincts. This FAR suggests three- to five-story buildings lining University Avenue, with residential apartments above ground floor retail and restaurants that open to the generous tree-lined sidewalk with fewer curb cuts. Planning for the City's green space might consider opportunities to connect University Avenue to eco-corridors at key locations. The implementation of rapid transit, which may be fixed-route, on University Avenue connecting the campus core and Downtown not only would improve access between the two, but would also catalyze demand for space along the route, invigorating this important corridor.



PRECINCT NAME

University Avenue

TOTAL PARCEL AREA (SF)

3,000,000

CURRENT FAR

0.97

VACANT AREA (SF)

154,500

UNDERUTILIZED AREA (SF)

1,456,800

TOTAL REDEVELOPABLE AREA (SF)

1,611,300

TEST FAR

1.50

TOTAL REDEVELOPMENT
POTENTIAL (SF)

2,416,950

 POTENTIAL
NEW DEVELOPMENT



OBJECTIVES &
STRATEGIES



BOSTON



PORTLAND



BOSTON



TUSCON



COLUMBUS

REDEVELOPMENT POTENTIAL: 2ND AVENUE

The area south of Southwest 2nd Avenue north of Tumblin Creek Park that spans Southwest 12th Street to Southwest 2nd Street has many underutilized parcels, a portion of which are in Innovation Square. Paralleling University Avenue, this precinct presents the opportunity to further reinforce east/west connections in the City. Although the proposed FAR of 1.5 offers the same density as the University Avenue precinct, the character of this corridor would be different as it attempts to knit together residential areas and open spaces, campus and community. Portions closer to smaller, historic single-family homes (some in a locally designated historic district) would be scaled more appropriately to that context, while areas in and around Innovation Square could support taller buildings for research and innovation uses. Southwest 2nd Avenue is conceived as a bicycle- and pedestrian-friendly section of street with a residential emphasis, while Southwest 4th Avenue could be a car connection to campus with a gateway marking the point where it flows into the heart of Innovation Square. In this way, commercial and employment activities would be better dispersed throughout the district and residential uses could be better integrated with locations on Southwest 2nd Avenue that support commercial activity on University Avenue rather than compete with it.

With the conclusion of the Strategic Development Plan effort, the University should revisit the Innovation Square master plan to ensure alignment of objectives and of present and forecasted market conditions.



PRECINCT NAME

2nd Avenue

TOTAL PARCEL AREA (SF)

3,000,000

CURRENT FAR

0.48

VACANT AREA (SF)

80,000

UNDERUTILIZED AREA (SF)

1,600,000

TOTAL REDEVELOPABLE AREA (SF)

1,680,000

TEST FAR

1.5

TOTAL REDEVELOPMENT
POTENTIAL (SF)

2,520,000

 POTENTIAL
NEW DEVELOPMENT



OBJECTIVES & STRATEGIES



CAMBRIDGE



CAMBRIDGE



PARIS



CAMBRIDGE



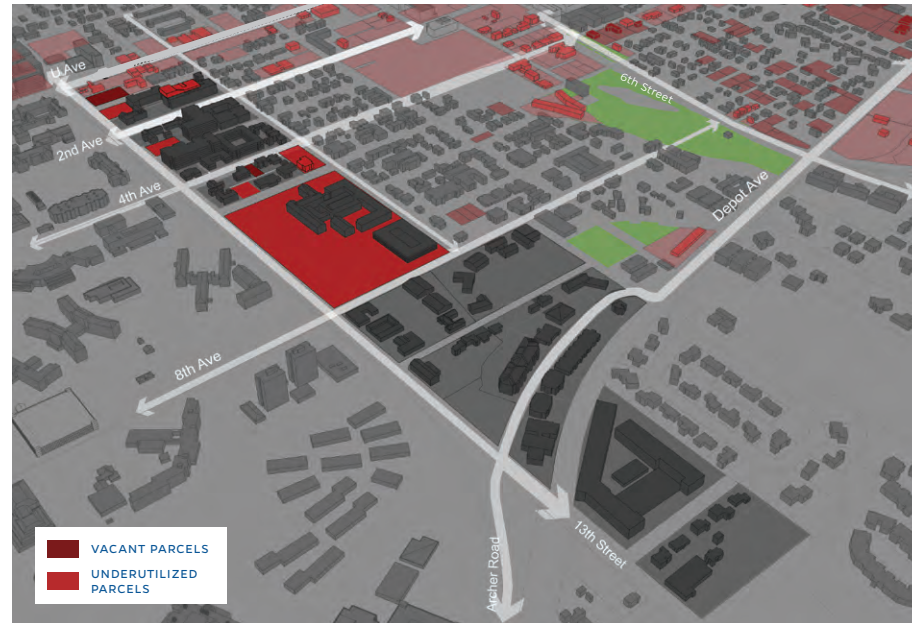
PORTLAND



CAMBRIDGE

REDEVELOPMENT POTENTIAL: 13TH STREET

Southwest 13th Street runs north/south and represents what is generally acknowledged as the eastern boundary of campus. Despite the mix of academic buildings and Greek houses along its length, there is little sense of arrival to campus. As an edge it presents an opportunity to both define the campus and to facilitate a transition to the adjacent neighborhoods to the east. An FAR of 1.25 was applied to this zone with the idea that slightly increased density would help establish a clearer street edge. The corner of Southwest 13th Street and University Avenue and the intersection north of Tigert Hall where Southwest 2nd Avenue meets Southwest 13th Street could become important gateways to campus set on a more recognizable, active, and welcoming campus edge. In addition, improvements to the design of the landscape on the campus side of the street, particularly infill of areas where green buffers and sidewalks are incomplete, would encourage more people to walk, linger, and study outdoors. As parcels to the south of Archer Road become better integrated with the UF Health medical complex, a new southern portal to campus could be considered for Southwest 16th Avenue.



PRECINCT NAME

13th Street

TOTAL PARCEL AREA (SF)

2,500,000

CURRENT FAR

0.82

VACANT AREA (SF)

30,000

UNDERUTILIZED AREA (SF)

155,400

TOTAL REDEVELOPABLE AREA (SF)

185,400

TEST FAR

1.25

TOTAL REDEVELOPMENT

POTENTIAL (SF)

231,750

 POTENTIAL
NEW DEVELOPMENT



OBJECTIVES &
STRATEGIES



CAMBRIDGE



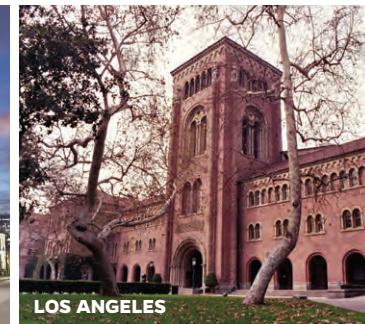
WINTER PARK



CHAPEL HILL



TUSCALOOSA



LOS ANGELES

In order to drive and enhance the physical growth framework, which designates where, how much, and what type of development should take place on and off campus in the coming decades, the team developed complementary policy ideas to facilitate the plan's implementation. These ideas range from efforts within the campus proper to others in the larger Gainesville community. These policies will enable the University and the City to accomplish the three objectives: Re-center, Unite, and Sustain.

OBJECTIVES

GROWTH FRAMEWORK

POLICY FRAMEWORK

CITY-UNIVERSITY COOPERATIVE BODY

The University/City relationship will be improved by establishing a cooperative body that will coordinate a unified effort. This new cooperative will enable and empower communication and joint planning between the University and the City by acting as a single conduit to move the plan forward.

At the completion of the Strategic Development Plan, the University will explore the structure, representation, roles, and responsibilities of the cooperative body and its members. This has the potential to be a game-changing idea that other university towns might emulate.

PROJECT- AND SERVICE-BASED LEARNING

The City of Gainesville faces several challenges common to American cities: poverty, limited access to opportunities for youth in low-income communities of color, uneven access to affordable fresh food and health services, extreme weather conditions, disinvestment from the city core, and automobile-induced

suburbanization, to name a few. The University and its students can benefit from applying their scholastic endeavors to engage local and regional issues, for credit, through immersive project- and service-based learning opportunities.

ON-CAMPUS HOUSING

UF houses 23% of its student population on campus. This number is lower than all but one of the other top 20 public and top 10 private universities. While a number of UF students live close to campus, many live in gated communities to the north, south, and west of campus. Increased residency in campus housing would improve densities on or near campus, and support neighborhood businesses near campus. On-campus living has proven scholastic benefits and greater proximity leads to greater interaction and thus increased innovation and advancement. A second-year on-campus housing requirement could be implemented if other market-driven methods do not sufficiently increase on-campus residency.

WORKFORCE DEVELOPMENT

Training for diverse employable skills will

keep the Gainesville region and its employee pool competitive. UF has an excellent potential partner in Santa Fe College for connecting students and job seekers to industry and business needs. The University can take greater leadership in supporting equity in schools and increasing both the six-year post-secondary completion rate for graduates of Gainesville’s education system and also the number of graduates earning a family-sustaining wage six years after graduation.

The plan posits fresh approaches to connecting student education to employer needs through new regional partnerships, industry sector initiatives, targeted training, alignment of technical college and state university programs, and pioneering local career pathway models.

VENTURE CAPITAL FUND

Analysis reveals that a number of student and faculty startups that begin at UF are lost to bigger cities where there is better access to venture capital funding. UF, like several other universities, could set up a venture capital fund to help ideas develop at an early stage. It can also make indirect investments that are place-based. Fund dollars could be targeted to incentivize the

transformation of underutilized and vacant properties along University Avenue for infill as startup/innovation spaces, thereby clustering innovation between campus and Downtown, an area that currently suffers a significant vacancy rate of approximately one third of all parcels.

CAPITAL REINVESTMENT

Addressing the University’s deferred maintenance and concentrating future University growth in the eastern third of campus with appropriate density targets — the “Red Box” strategy — is key to future growth and success. Undertaking a capital renewal study to determine an appropriate level of investment in existing facilities is an important first step.

ORGANIZATIONAL RESTRUCTURING

Currently each college in the University raises its own funds and decides how to invest that money in its own program. A more coordinated effort in departmental spending on building expansion and maintenance could be beneficial for all.

BOLSTER EQUITY IN SCHOOLS

Research revealed that certain neighborhoods in Gainesville have been historically

disadvantaged. Policies to address poverty and inequality could include programs to connect local talented students with better education and job opportunities. UF and the City could make a concerted effort to revitalize and strengthen communities, coordinating a wide range of interventions in targeted neighborhoods, including community social services, education, health, employment, and crime reduction.

CITY ZONING/REGULATIONS

The City has petitioned to move away from traditional land-use zoning to adopt a form-based code for areas between Downtown and the University. The code prescribes heights, setbacks, and uses within each zone. The Strategic Development Plan growth framework supports as-of-right heights along University Avenue not to exceed 100 feet and with a preferred maximum of five-over-one buildings except at key pulse points. This helps maintain the character of the city fabric and distributes redevelopment across more parcels. The City’s form-based code approach addresses many issues at street level, but additional modifications could improve urban form and the predictability of the development process.



INITIATIVES

VISUALIZING GROWTH

THE PLAN

The University distilled the core ideas from the planning process into four initiatives. The team then visualized how to manifest these ideas physically at key points in and around campus.

INITIATIVES

New American City



Proximity



**Strong
Neighborhoods**



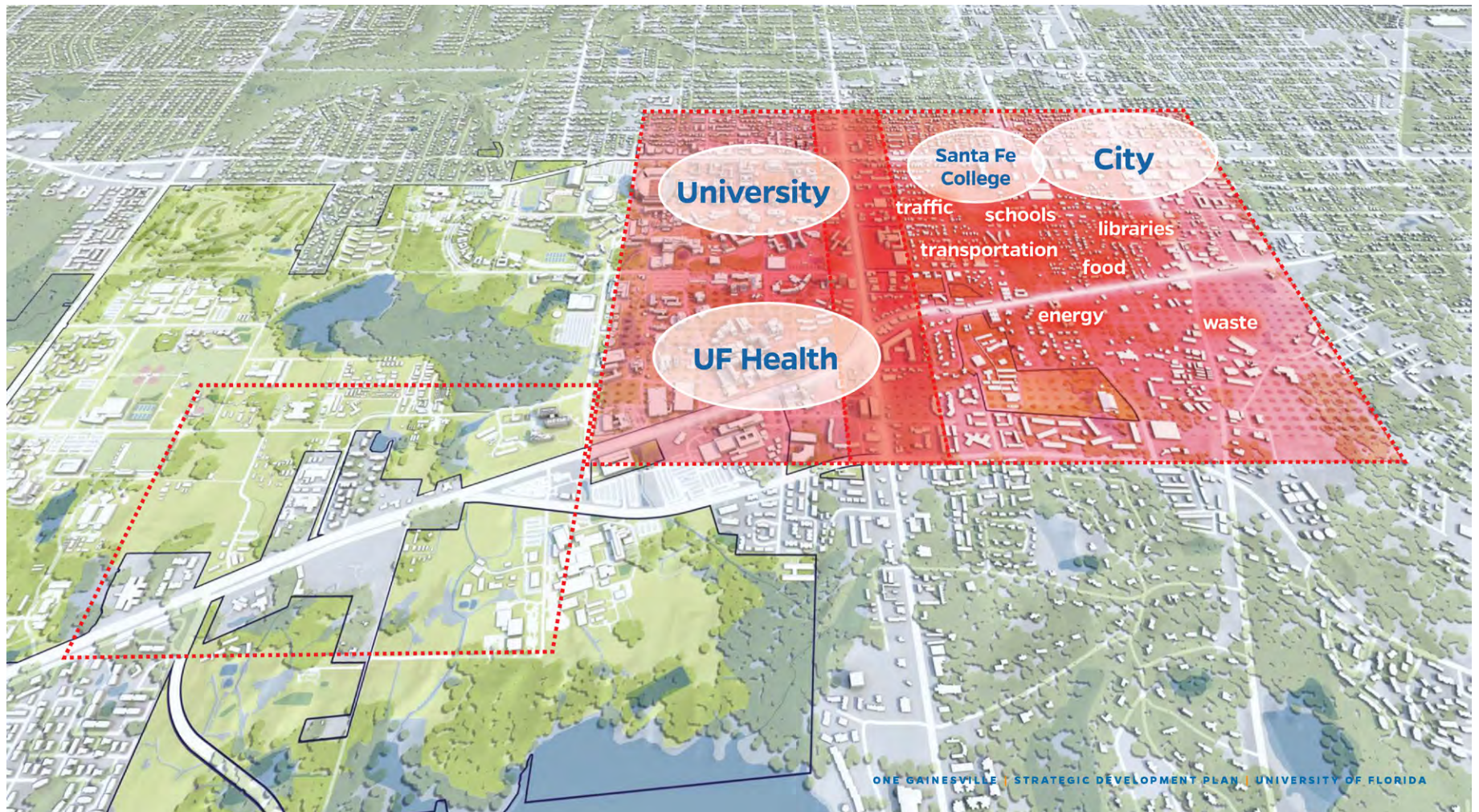
Stewardship



New American City

The University of Florida and the City of Gainesville will become a lab for collaborative investigation into solutions for the United States' most pressing societal and sustainability challenges. The New American City initiative addresses topics including income opportunity, workforce development, demographic shifts, entrepreneurship, health, food, housing, transit, technology, schools, arts, and culture.





The Strategic Development Plan calls for anchor institutions to join forces to address challenges of mobility, education, health, housing, and livability, and to collaborate on creating inclusive solutions. Institutionalizing this cooperation is one of the key game-changing ideas of the plan. In an economy driven by talent, the goal is to provide infrastructure, resources, and the environment needed for companies and institutions to attract, retain, and nurture talent.



NEW AMERICAN CITY ACTION ITEMS

1. Connect Talent to Issues

Connect the University’s academic talent with the City’s social, business, and research opportunities and challenges, including project-based and service learning.

2. Form a UF/City Cooperative Body

Form an accountable new organizational structure that enables and empowers communication and joint planning between the University and the City.

3. Create a Smart City Lab

Collaborate on a ‘Smart Cities’ initiative to design and implement a data gathering and analysis capability.

4. Establish an Innovation Investment Strategy

Establish an investment strategy to help translate University research and ideas into local startups and amenities.

5. Promote University Programs Downtown

Identify and relocate UF programs whose presence would enhance Downtown.

6. Increase Community Participation Opportunities at UF

Identify and promote opportunities to invite the community on campus, whether through special events or UF employment in a wider array of jobs.

Outcome: Model programs that move the needle on social justice, economic development, and sustainability challenges — programs which other universities and cities will seek to emulate.

Outcome: A single conduit for moving the plan forward; this first-of-its-kind communication and joint-planning entity will coordinate planning efforts and allocate resources to support positive change.

Outcome: Data and analytics will support future decision making and attract innovative companies to partner in a technology-enabled environment.

Outcome: Growth of potential “plus-ones,” increased entrepreneurship and cultural opportunities in Gainesville.

Outcome: Improved vitality in the Downtown core that catalyzes development and enriches cultural life.

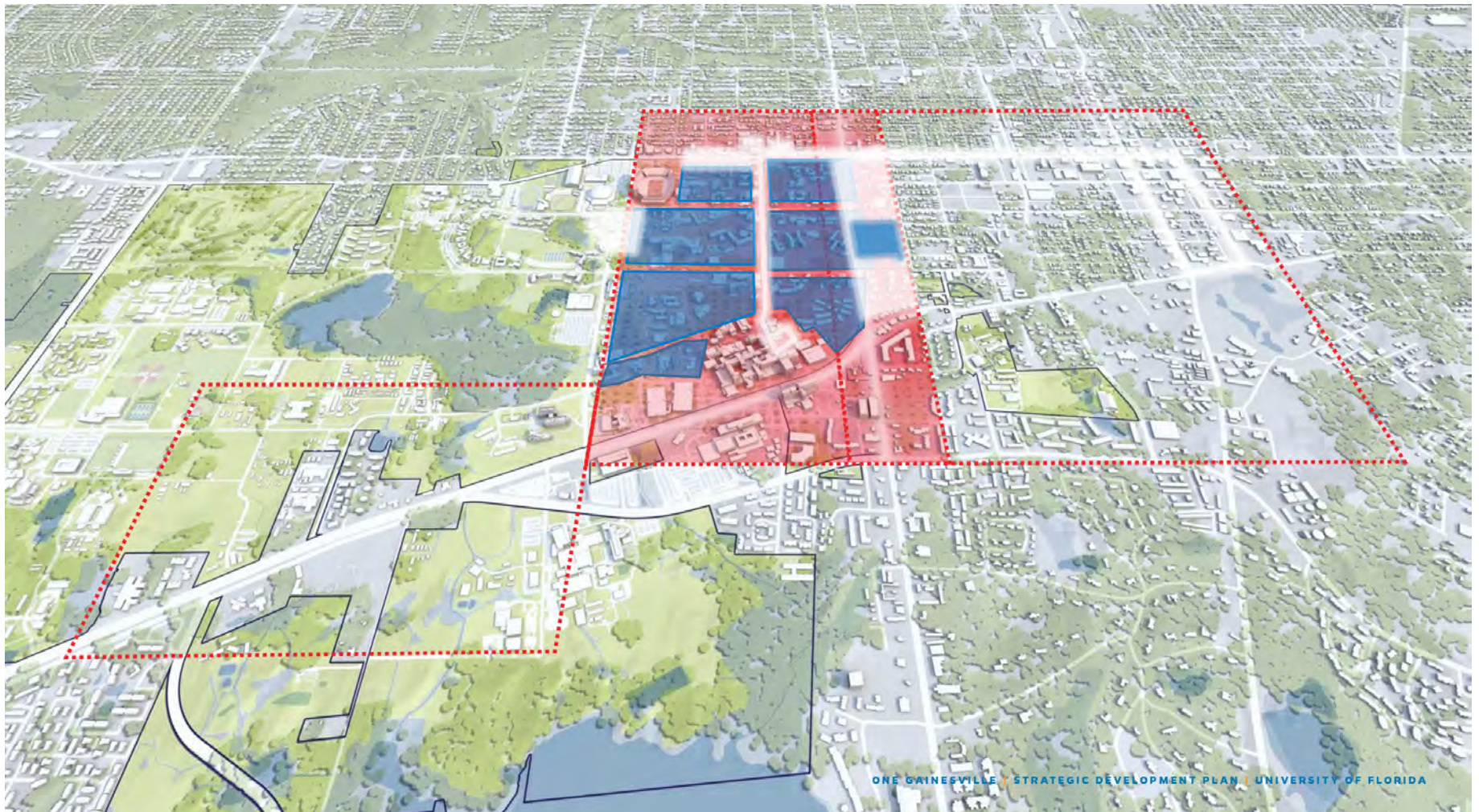
Outcome: Greater connectedness in the community and the advancement of individuals and families.



Proximity

Direct engagement often brings about new ideas that lead to innovation. Recognizing that Proximity is essential for the knowledge economy, the Strategic Development Plan recommends that the University re-center growth by concentrating future development in the eastern third of campus, and coordinate with the City to encourage development between Downtown and the campus.





Proximity is key to the collaboration that fuels the knowledge economy. The Strategic Development Plan recommends that the University re-center growth by concentrating future development in the eastern third of campus, and coordinate with the City to encourage development between Downtown and the campus. It also suggests studying transportation and parking, the best uses for existing space, facilities maintenance and growth, and ways to make Newell Drive the primary connection between the academic core and the UF Health medical complex. Other campus gateways, including the Cultural Plaza and law school, will be examined as important nodes for community engagement, transportation, connections, and wayfinding. Immediate plans to support this initiative include renovations to the Plaza of the Americas and redesign of Newell Drive, which will establish Newell as the primary corridor of research, innovation, and collaboration.



PROXIMITY ACTION ITEMS

1. Concentrate On-campus Development in the East

Adopt an official policy that focuses future University growth in the eastern third of campus.

2. Plan for Implementation

Undertake a series of important studies:

- a. Newell Drive corridor to better connect the academic core and the UF Health medical complex
- b. Transportation and parking
- c. Space utilization to maximize existing assets
- d. Capital renewal and growth to guide future facility investment

3. Undertake a Residential Life Plan

Study student housing on and off campus — including living communities, support services, housing stock, locations, and policies — and investigate how to improve University housing.

4. Concentrate Downtown Development

Coordinate with the City to encourage infill of vacant parcels and updates to underutilized buildings in the Downtown core.

5. Create New Civic Spaces

Establish five new civic squares on campus and create pedestrian-friendly zones Downtown that encourage more public activity and more diverse interactions.

Outcome: Consolidation of people and resources into specific meaningful locations, promoting collaboration, vitality, and sustainability.

Outcome: Data-informed framework for future facility improvements that maximizes the investment of every dollar, guides future growth, and ensures a functional and accessible campus.

Outcome: Determination of the optimal number of students to house on campus, appropriate locations for student housing, ideal mix of bed types for the portfolio, and a reinvestment strategy for the existing housing stock.

Outcome: Increased activity Downtown that enhances its emerging character and makes it more of a destination.

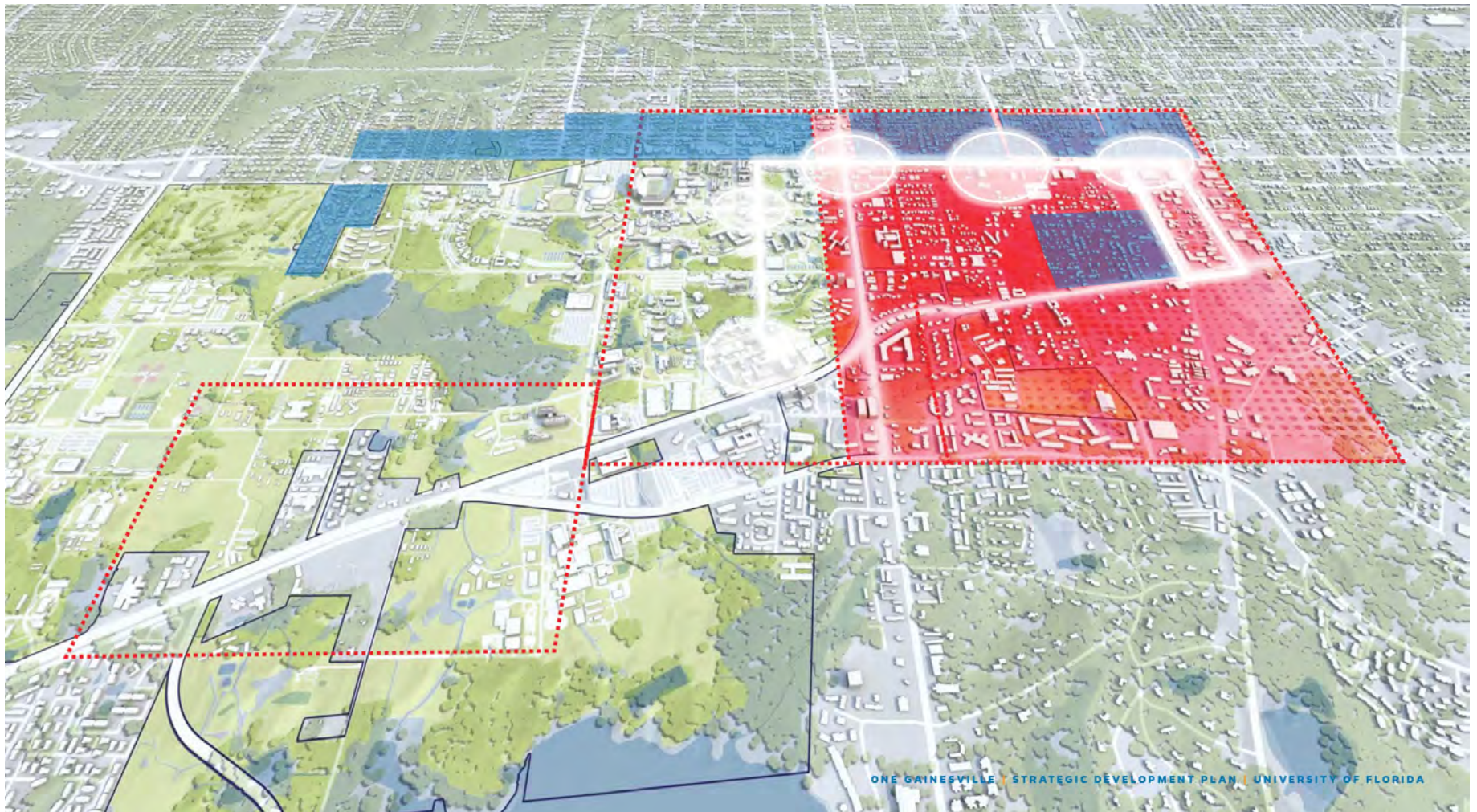
Outcome: More places for people, whether on campus or in the City, to interact and make connections; a means of engaging the community with the campus.



Strong Neighborhoods

Supporting Strong Neighborhoods around the University will sustain UF in its continual bid for preeminence and benefit the community as a whole. Through this initiative, the University of Florida will work with the City and its neighborhoods to strengthen pride of place by listening to the community's needs and collaborating on shared objectives.





City/University collaboration will examine the east/west corridors connecting Downtown and campus, guiding investments at key pulses, investigating fixed-transit options, and revisiting the master plan for Innovation Square with the goal of promoting interaction, connection, and future development. The plan also calls for improving the identity of Southwest 13th Street as a gateway to campus and the City, evaluating existing regulations with an eye toward defining appropriate height and density for development, and promoting better relations between students and residents of neighborhoods near campus by catalyzing housing diversity between campus and Downtown. This will ensure quality of life in accessible neighborhoods where people of diverse backgrounds and income levels thrive together.



STRONG NEIGHBORHOODS ACTION ITEMS

1. Preserve Neighborhoods

Collaborate with the City on the preservation of historic neighborhoods including possible overlays, options for a more diverse housing stock and improved area amenities.

2. Connect Downtown and Campus

Partner with the City on corridor studies for University Avenue, 2nd Avenue, 4th Avenue, and Archer Road/Depot Avenue; explore innovative fixed transit options; coordinate with the Innovation Square master plan.

3. Support Appropriate Regulation

Study the regulatory environment including overlays, historical designations, and additional refinement of the current zoning initiative to designate appropriate defined locations for maximum height and density.

4. Encourage Residential Options

Catalyze stronger housing diversity between the campus and Downtown and promote neighborly student behavior.

5. Improve the Identity of Southwest 13th Street

Consider the University's eastward integration strategy and the resulting implications for Southwest 13th Street.

Outcome: Existing neighborhoods remain cohesive and have more control over their future with diverse housing stock and cultural amenities specific to each neighborhood.

Outcome: Distinct identity for each of the east/west corridors; fixed-route transit that better connects important nodes, promotes interaction, and incentivizes future development.

Outcome: Alignment of allowable densities with neighborhood and key corridor goals and minimization of regulatory impediments to positive change.

Outcome: Desirable housing available for University faculty and staff, young professionals, the local-area workforce, and empty-nesters.

Outcome: Strong sense of place for Southwest 13th Street as a major approach corridor for both the campus and the City; implementation of University vision for the redevelopment of its parcels at 13th and University.

Stewardship

As one of the nation's great land-grant institutions, the University must actively promote the Stewardship of its physical environment. Gainesville's outdoor amenities knit campus and community together, providing some of the City's greatest resources and attractions. An infrastructure framework based on enhancing open spaces and key ecological corridors will enable strategic growth that fosters preeminence for the City and campus.





The Strategic Development Plan envisions a New American City where advancement of the region's ecological health and outdoor amenities is the backbone of future growth. Creating a roadmap to investing in innovative energy systems, green infrastructure, multiple reliable modes of transportation, and sustainable food systems will reduce vulnerability to climate risks and ensure the well-being of Gainesville's current and future residents.



STEWARDSHIP ACTION ITEMS

1. Plan Campus Open Space and Infrastructure

Undertake a series of important studies:

- a. Open space framework and landscape master plan
- b. Rational street and utility networks
- c. Stormwater master plan
- d. Forward-looking infrastructure plan

2. Partner with City on Environmental Issues

Collaborate with the City on large-scale open space ideas, bike and pedestrian trail planning, and stream corridor restoration.

3. Develop Efficient Resource Cycles

Collaborate with the County and City on energy efficiency strategies, water issues, and waste and recycling.

4. Model Healthy Food Streams

Collaborate with the County, City, and local agricultural community on healthy food initiatives including farm-to-market opportunities, economic development, the establishment of food co-ops, and compost and recycling programs.

Outcome: A clear, legible campus that embraces its Floridian heritage and is equipped with a forward-thinking infrastructure backbone.

Outcome: Greater prospects for the future ecological health of the City and region, and improvement of the area's outdoor attractions.

Outcome: The University and Gainesville as an example for the responsible production, use, and conservation of resources.

Outcome: Wide-spread knowledge among Gainesville residents about healthy food options and better access to fresh, local foods.

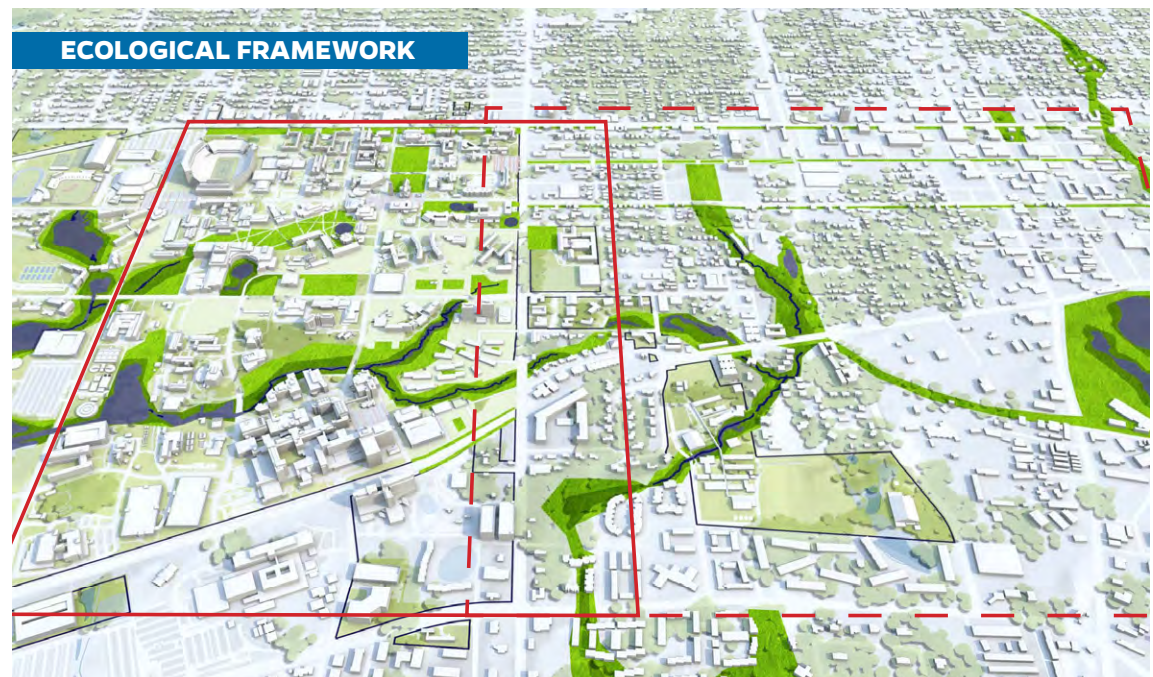


Achieving the objectives outlined in the four initiatives will foster growth that will significantly transform the built environment both on campus and Downtown. The plan tested the capacity for future growth in both, and conservative estimates for the next four to five decades suggest that the eastern third of campus can support approximately 5 million square feet of new construction and the portion of Gainesville between West 13th Street and East 1st Street could support up to 8 million square feet. Growth modeling is based on the area's underlying ecological framework coupled with the existing largely orthogonal street grid. Connections and legibility are prioritized, resulting in an emphasis on the creation of connective corridors within the City and within campus, civic squares for the campus, and contextual development opportunities. Illustrations of potential transformations of key areas of campus and the City address the challenges of the New American City by fostering innovation through proximity, active civic engagement with strong neighborhoods, and the synergistic relationship of the land and the built environment.

ECOLOGICAL FRAMEWORK

According to community contributions to the CoMap data, Gainesville's most valued amenities are its natural places. Further study of the local environment and natural resources revealed that the preservation of the county's aquifer system is critical to the long-term future of the University and the City. As the plan evolved, the idea took hold that physical planning should be based on the advancement of the health and scope of the existing

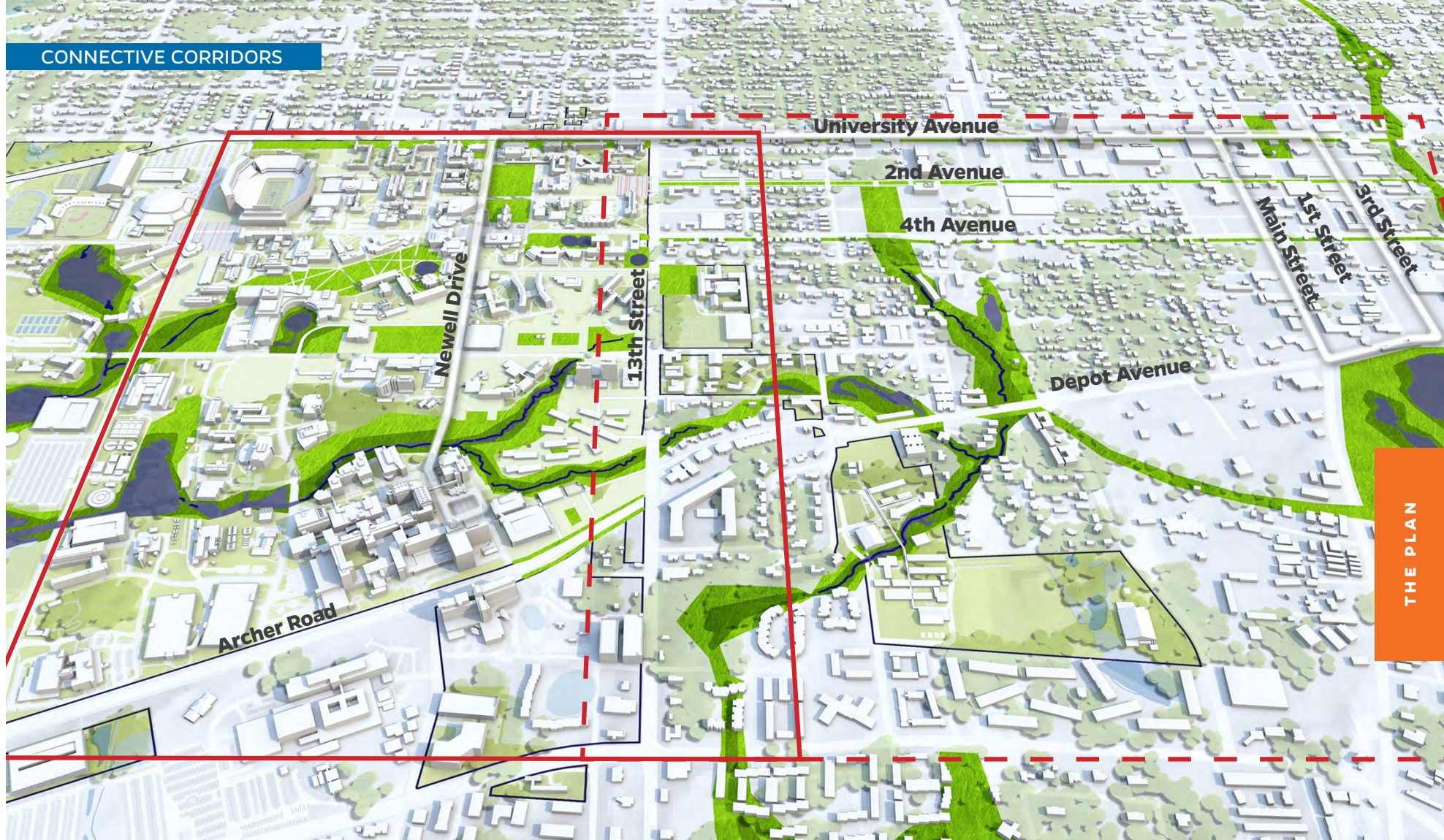
ecological corridors and streambeds. An ecological framework based on natural systems and the orthogonal street grid will provide the best and most logical armature for future development. Greater legibility for both the movement of natural systems through the landscape and physical connections east/west and north/south along the street grid will benefit both the campus and the community. Direct interventions at the ecological corridors that could



INITIATIVES

VISUALIZING GROWTH

CONNECTIVE CORRIDORS



increase public access and appreciation
include daylighting portions of streams
now culvertized, removal of invasive plant
species, and clearing of underbrush.

CONNECTIVE CORRIDORS

East/West Connectors

East/west connectors provide important
physical connections between the University
and the City. Strengthened, they would

contribute significantly to fostering a more
connected community. **University Avenue** is
envisioned as the primary commercial corridor
connecting the University and the City. With
a wide right-of-way lined by mostly four-
and five-story commercial and residential

buildings on both sides, University Avenue could accommodate fixed-route transit, wide, pedestrian-friendly sidewalks, and vibrant retail storefronts. **2nd Avenue** could be repositioned as a more pedestrian-oriented boulevard. Although automobile travel could still occur in one lane each way with parking on either side of the street, the majority of the right-of-way would be given over to a central green mall with dedicated pedestrian and bike pathways. Residential buildings of three to four stories could be set back from the street, creating small front yards that would give the avenue a more residential character. **4th Avenue** is an important area for development as it connects Stadium Road, which reaches to the west side of campus, through the Innovation District and into the center of Downtown. Envisioned as a primarily vehicular corridor complementing University Avenue, 4th Avenue could have two-way traffic and its wide sidewalks could be lined by a variety of University, neighborhood commercial, and residential uses. **Museum Road** provides a vital connection from the Cultural Plaza, an important western portal to the University off 34th Street, across the open fields of Institute of Food and Agricultural Sciences (IFAS), to the eastern edge of campus

at 13th Street. **Depot Avenue** has already benefited from significant investment in reconstruction and in Depot Park at its eastern end. The plan recommends leveraging this investment by catalyzing the development of more multi-family homes and condominiums primarily to the south side of the street, which would complement the existing Porters Community to the north of Depot Avenue.

North/South Connectors

North/south connectors provide primarily internal connections within smaller districts.

1st Street Downtown, from the Hippodrome to Depot Park, could become a lively corridor for the arts. This currently discontinuous street is envisioned as an active pedestrian mall lined by galleries, studios, maker spaces, cafés, and coffeehouses that complement the already established arts scene Downtown.

13th Street at the eastern edge of campus could become a more engaging seam between campus and the City. Carefully designed infill projects — institutional uses on the west side of the street, residential uses on the east side — could create better approaches to campus and offer a more hospitable appearance to the adjacent communities. **Newell Drive**

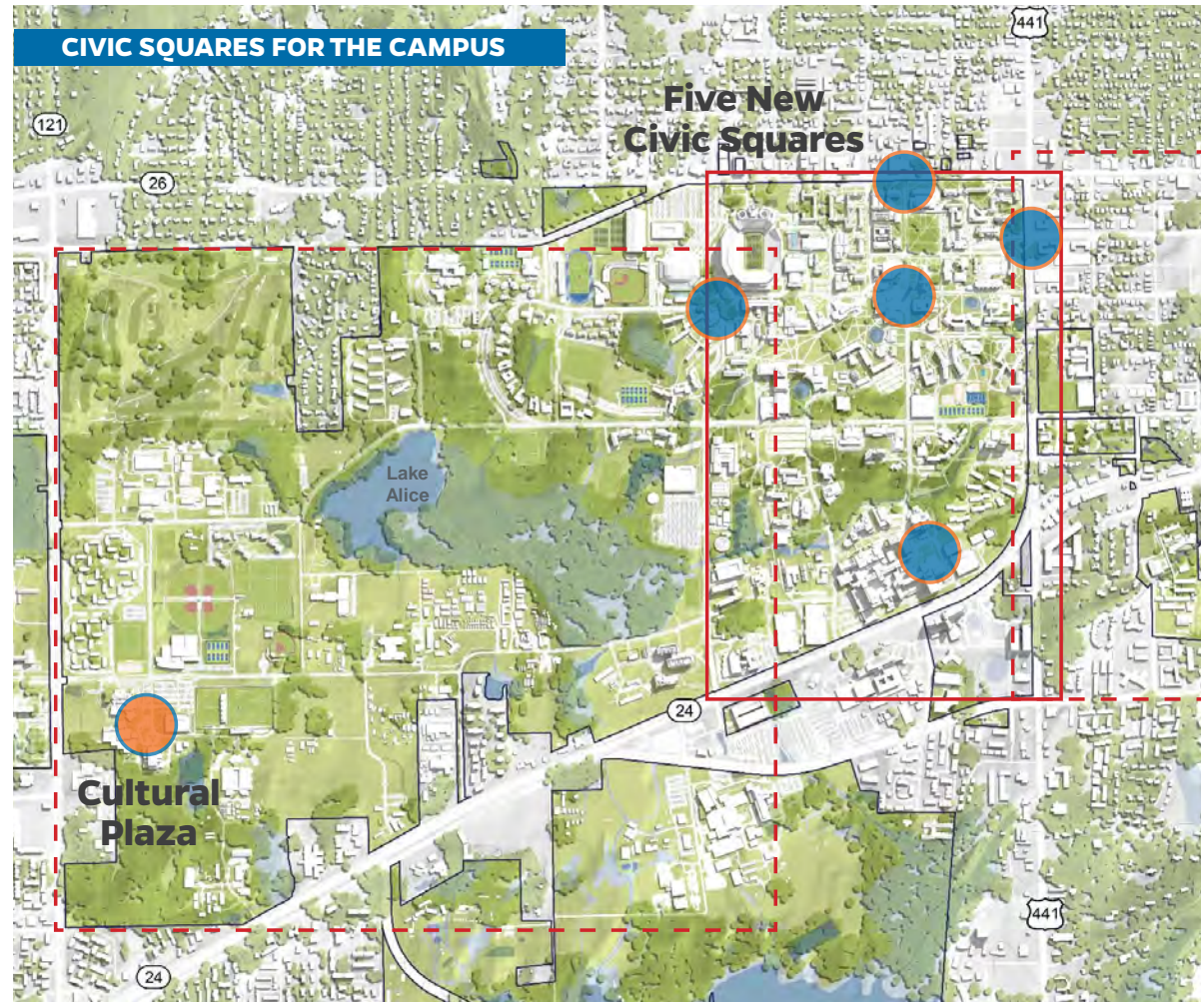
could be repositioned as a central circulation spine for campus, connecting from University Avenue in the north, through the historic campus core, and south to the UF Health medical complex. A more consistent design along Newell Drive with a strong pedestrian orientation, limited vehicular access, and the potential accommodation of fixed-route transit would give it new prominence. The positive impact of fixed-route transit at this location that provides a direct connection to Downtown cannot be understated.

CIVIC SQUARES FOR THE CAMPUS

Clearly defined civic squares will imbue the campus with a more coherent identity, defining portals to campus and memorable places for large gatherings.

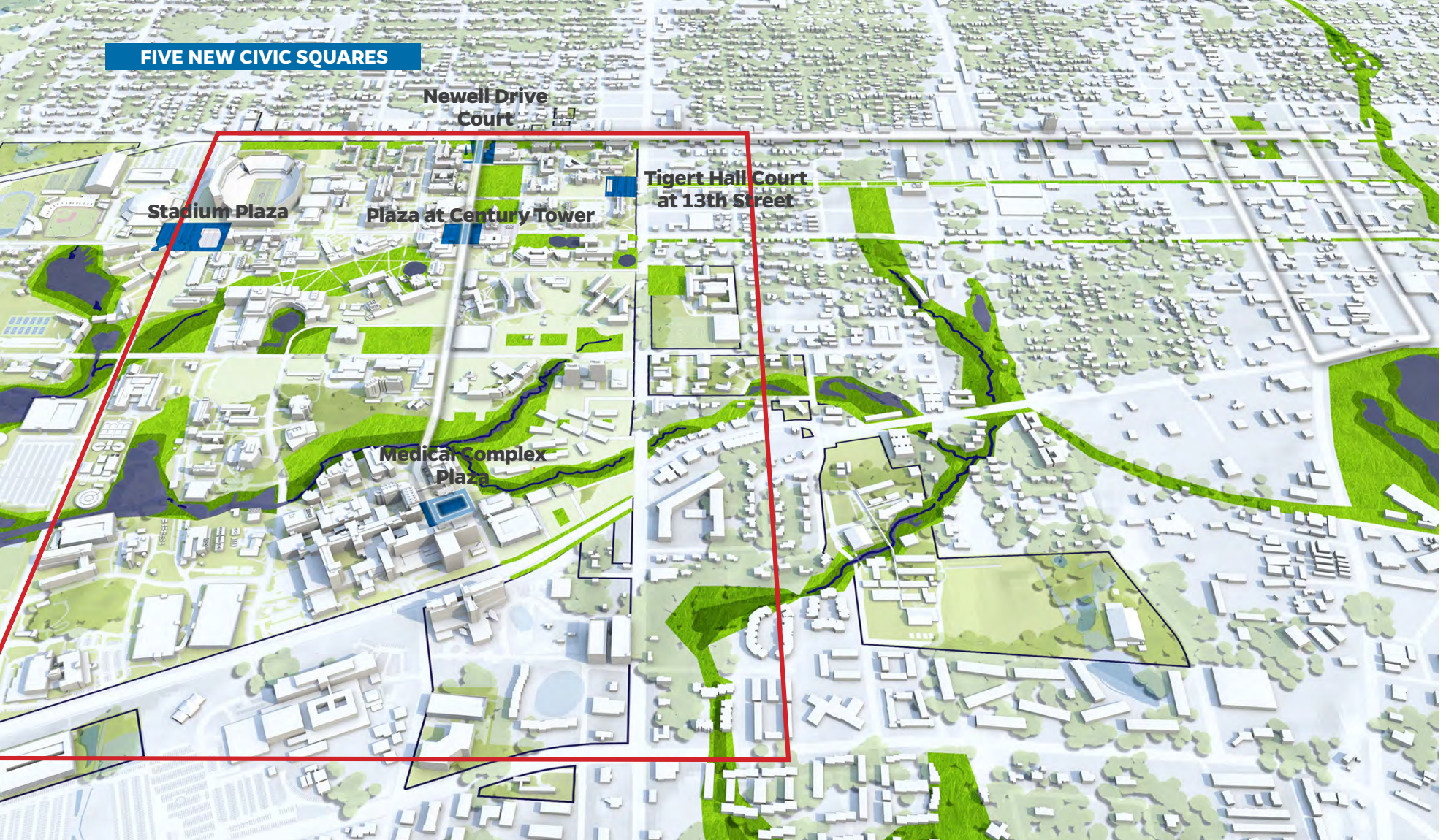
The Cultural Plaza — home to Phillips Center for the Performing Arts, the Florida Museum of Natural History, and the Harn Museum of Art — anchors the westernmost edge of campus. With its location just of 34th Street, it marks an important vehicular portal to the University that invites the community onto campus via the concentration of cultural institutions and access to Museum Road’s cross-campus connectivity. Aside from the Cultural Plaza, the University lacks identifiable spaces that identify points of access and engage the community, whether the campus community or the community at large.

The creation of five new civic squares in eastern portion of campus marks a commitment to the proximity and stewardship initiatives. Concentrating the introduction of new civic spaces in the primary Red Box zone will foster increased interaction and will also allow the University to refocus use of Western Lands for



agricultural teaching and research — uses at the core of the University’s charter as a land-grant institution.

FIVE NEW CIVIC SQUARES



Two new entry courts — one at the intersection of Newell Drive and University Avenue, the other north of Tigert Hall where 2nd Avenue meets 13th Street — would mark two important new portals to campus and enhance the University’s externally-facing presence. Iconic, figural spaces within the campus would provide

space for large campus-wide events and casual congregation of students; these include a plaza at the foot of Century Tower where Newell Drive and Stadium Road intersect, a celebratory athletics plaza at the intersection of Stadium Road and Gale Lemerand Drive outside Ben Hill Griffin Stadium, and a square at the heart of

the UF Health medical complex at the end of Newell Drive. These five civic squares — one each at the four cardinal points of the campus Red Box and the fifth at its center — will contribute significantly to the realization of a more connected campus that is welcoming to the Gainesville community.

CONTEXTUAL DEVELOPMENT OPPORTUNITIES



CONTEXTUAL DEVELOPMENT OPPORTUNITIES

The development model identifies vacant or underutilized parcels on campus and in the City that could be redeveloped to reinforce the objectives and initiatives identified by the

Strategic Development Plan. Each development parcel is modeled with a three- to five-story building as appropriate to the context. Using these conservative parameters yields a development potential of 6 million square feet on campus and 8 million square feet off campus. As the plan is pursued over the next

twenty to thirty years, it will be important to use the ecological framework to ensure a built fabric for the wider Gainesville community that is both vibrant and sustainable.



VISUALIZING KEY AREAS

These before-and-after visual interpretations of key areas are intended to envision with greater specificity the kinds of development contemplated in support of the four initiatives.



DOWNTOWN ARTS AND CULTURE DISTRICT

Downtown is the hub for the City’s arts and cultural facilities. The plan proposes an Arts Walk — a pedestrian connection between University Avenue and Depot Avenue — that could strengthen downtown Gainesville’s identity as an arts and culture district and promote the increased use of Depot Park, which has recently seen significant investment. Fixed-route transit along Main and East 3rd Streets would make these facilities and the park more accessible, creating a vibrant pedestrian-friendly district.



BEFORE



1ST STREET ARTS WALK

East 1st Street has the potential to connect University Avenue, City Hall, and the Hippodrome State Theatre to Depot Park to the south. Although disconnected in places, East 1st Street already hosts arts uses with the Acrosstown Repertory Theatre at its southern end. It is reimagined as a pedestrian promenade — the “Arts Walk” — with active ground floor uses like cafés, artist studios, maker spaces, and shops, and residential above. The presence of University arts programs here could bring more around-the-clock vitality to Downtown and would provide community outreach on behalf of the University and be the centerpiece for a burgeoning Downtown arts scene.





AFTER

THE PLAN

UNIVERSITY AVENUE MIXED-USE CORRIDOR

University Avenue is the primary urban corridor connecting downtown Gainesville to the University of Florida. While the street has a significant number of people living and working nearby, the portion of the avenue between Southwest 13th and Main Streets has an irregular public realm with several underutilized and vacant properties. New mixed-use projects with four to five stories atop retail and restaurants fronting tree-lined sidewalks could attract a wide range of visitors. A fixed-route transit system could catalyze demand for new spaces and provide easy access between Downtown and campus. A more continuous and generous streetfront with fewer curb cuts would promote an attractive and safe pedestrian experience.





2ND AVENUE

Southwest 2nd Avenue is lined with residential buildings that cater to both students and the larger Gainesville community. Along with University Avenue, it is a primary east/west bus and car route and has dedicated bike lanes and parallel parking in each direction. Recent improvements include roundabouts and tree-lined medians. The plan conceptualizes 2nd Avenue as a new boulevard with a central pedestrian- and bike-friendly green mall connecting Downtown and campus flanked on either side by single drive lanes and parallel parking. This transformative 50-foot-wide greenway and the vehicle travel and parking lanes of the boulevard could be accommodated within the existing right-of-way.





4TH AVENUE

Once lined with neighborhood retail shops, including a grocery store, Southwest 4th Avenue is now primarily a vehicular-oriented street with a number of vacant and underutilized parcels where Innovation Square and the Porters Community meet. The plan recommends emphasizing 4th Avenue as a pedestrian-oriented automobile connection to campus, where it becomes Stadium Road. As the southern boundary of Innovation Square, there is the opportunity to create a welcoming gateway along its frontage. Potential development along the northern edge of Porters could include neighborhood retail with two or three stories of residential use above to mediate the scale of the buildings proposed for Innovation Square with that of the existing neighborhood.



BEFORE



AFTER

THE PLAN

INNOVATION SQUARE

The present plan for Innovation Square, located at the site of the former Alachua General Hospital, is largely oriented north/south yet misses the opportunity to enhance connections to Tumblin Creek Park. As a pivotal location between campus and the University, Innovation Square should both connect people to this important natural resource while also reinforcing the east/west movement between the campus and Downtown via a green corridor with active ground floor uses and a pedestrian- and bike-friendly streetscape. Improvements to the site's infrastructure have prepared it to support the large footprints required for research and office buildings that are difficult to create elsewhere in the district. Proposed residential buildings fronting 4th Avenue step down in height approaching 6th Avenue and the abutting neighborhoods and will keep the area active at night.





TIGERT HALL COURT AT 13TH STREET

The 2nd Avenue approach to campus just north of Tigert Hall allows easy automobile entry and connects into the campus’s Union Road and beyond to surface parking lots; however, it fails to offer an appropriate sense of arrival and is identified only by an unwelcoming “toll booth.” An inviting new entry court marked by a monument or sculpture and accommodating visitor parking along the periphery could make for a friendlier approach to campus for both prospective students and neighbors. This important new gateway for the University could become one of its five new iconic civic squares.



BEFORE



AFTER

THE PLAN

NEWELL DRIVE NORTH/SOUTH CAMPUS CONNECTOR

Historically, Newell Drive was the physical and spiritual center of campus. Today its character varies considerably over its north/south run — to the north along the Plaza of the Americas it is pedestrian-oriented and vehicles are excluded, while to the south it is increasingly vehicular-oriented in a way that discourages pedestrian use. The plan repositions Newell Drive as the most important street on campus, connecting University Avenue, the historic campus core, the UF Health medical complex, and Archer Road from north to south. Fixed-route transit along this tree-lined street and new civic squares could improve connectivity between the center of campus and Downtown. Commitment to dense development with active ground floors and academic uses above could maximize the gains from transit investment.



BEFORE



AFTER

STADIUM ROAD EAST/WEST CAMPUS CONNECTOR

Stadium Road connects the athletics precinct near Ben Hill Griffin Stadium to Southwest 4th Avenue across Southwest 13th Street. The plan positions Stadium Road as the main east/west connector for campus and could consider reopening the present pedestrian mall between Newell Drive and Buckman Drive to traffic while still maintaining a safe, pedestrian-friendly environment. The intersection of Stadium Road and Newell Drive at Century Tower could become one of the most significant civic places on campus.



BEFORE



MEDICAL COMPLEX

The UF Health medical complex is separated from the rest of campus by a dense wooded ravine to its north and from the Malcom Randall VA Medical Center by busy Archer Road to its south. The medical complex continues to grow at an impressive pace, but the exterior spaces around the buildings lack definition due to the accretion of additions on existing structures and little attention to the landscape. Fixed-route transit on a reimagined Newell Drive would provide better access from the campus core and increase access for the community. Planning the parcels lining the edge of the ravine with a view toward compactness while prioritizing sensitivity to the ravine's ecological function will be key. Criss-crossing the ravine with new well-lit bike and pedestrian pathways would ensure that it is a safe, secure, and accessible natural resource for all.





MEDICAL COMPLEX PLAZA

A new plaza at the heart of the UF Health medical complex located on the northern approach of Newell Drive where it is intersected by Diamond Road could give the district a sense of place it is lacking today. The existing nondescript and inaccessible open space is surrounded by buildings housing the College of Medicine and teaching hospital, as well as a parking garage. Currently served by a Regional Transit System bus stop, the location, once transformed into a new plaza, could be a significant gathering space — a cool oasis in a desert of brick, steel, and glass — and a hub for the fixed-route transit proposed along Newell Drive.



CONCLUSION

The University of Florida Strategic Development Plan posits that a more compact, connected and sustainable community, both on- and off-campus is the most transformative way to ensure the University's preeminence. This collaborative study — completed with significant input from all quarters of the campus and the City — can provide the impetus to use the vast intellectual, cultural, and financial resources within the University to Re-Center, Unite, and Sustain Gainesville not only through physical planning, but also through social and business efforts. A preeminent University will foster a New American City — one that envisions a vital balance of environmental stewardship, economic prosperity, and social justice.

The University of Florida Board of Trustees unanimously endorsed the Strategic Development Plan as the compass that will guide the University for the next half-century. The conclusion of the planning effort marks only the beginning of the hard transformation work ahead. In order to see this vision implemented, the University and the City have pledged to work together in a way never before seen in Gainesville.

The University of Florida Board of Trustees endorses the **Strategic Development Plan: One Gainesville —with its four initiatives of the New American City, Proximity, Strong Neighborhoods, and Stewardship — and supports the University administration’s work directed toward implementing the plan.**

The Strategic Development Plan defines a path to preeminence for the University of Florida and its host city, Gainesville. The plan re-envision the campus for 40 to 50 years and seeks to transform the important relationship with Gainesville and Alachua County. It prepares UF and the surrounding community for the future by identifying optimal initiatives related to growth, intensity and density, economic viability, and livability in a framework for the University and host community to come together to achieve preeminence.

ENDORSEMENT, DECEMBER 1, 2016

New American City



1. Connect Talent to Issues
2. Form a UF/City Cooperative Body
3. Create a Smart City Lab
4. Establish an Innovation Investment Strategy
5. Promote University Programs Downtown
6. Increase Community Participation Opportunities at UF

THE UNIVERSITY'S FIRST STEPS INCLUDE:

- Signing a memorandum of understanding with the City of Gainesville, creating a joint working group to collaborate on common strategic goals
- Designating \$250,000 for community research awards to address the issues confronting the City and the University

Proximity



1. Concentrate On-Campus Development in the East
2. Plan for Implementation
3. Undertake a Residential Life Plan
4. Concentrate Downtown Development
5. Create New Civic Spaces

- Creating a set of UF campus design guidelines to reinforce the Strategic Development Plan
- Commencing renovations to the Plaza of the Americas and the creation of civic squares

Strong Neighborhoods



1. Preserve Neighborhoods
2. Connect Downtown and Campus
3. Support Appropriate Regulation
4. Encourage Residential Options
5. Improve the Identity of SW 13th Street

- Designating \$50,000 for a College of the Arts–City Arts Initiative partnership
- Identification of UF resources that can benefit surrounding neighborhoods

Stewardship



1. Plan Campus Open Space and Infrastructure
2. Partner with City on Environmental Issues
3. Develop Efficient Resource Cycles
4. Model Healthy Food Streams

- Engaging the College of Design, Construction and Planning in the creation of a landscape master plan
- Designating \$50,000 to identify solutions directed toward a UF/City/County environmental issues



WHO HAS BEEN INVOLVED?

OUR PROCESS

APPENDIX

David Manfredi
FAIA, LEED AP
Principal in Charge
Elkus Manfredi Architects

John Martin
AIA, LEED AP
Project Executive
Elkus Manfredi Architects



Gregory Janks
Analysis Lead
DumontJanks

John Perry
Urban Design
DumontJanks

Maggie Dolan
Strategic Planning
DumontJanks

Ricardo Dumont
Campus Master Planner
DumontJanks

Jeenal Sawla
Architecture & Planning
Elkus Manfredi

Honor Merceret
Architecture & Planning
Elkus Manfredi

Margo Sulmont
Strategic Planner
Landwise Advisors

Jon Trementozzi
Real Estate Economist
Landwise Advisors

Jaime Igua
Systems & Infrastructure
VHB

Christopher Conklin
Transportation Planner
VHB

Analysis & Research

Strategy & Urban Planning

Team Management

Land Use & Economics

Transportation

THE CONSULTANT TEAM

WHO HAS BEEN INVOLVED?

THE UNIVERSITY

Cammy Abernathy, Dean, Herbert Wertheim College of Engineering

Jane Adams, Vice President, University Relations **

Jason Alread, Director, School of Architecture

Rodrigo Pereira Antunes, student and Mayors' Council Treasurer

David Bell, student

Simone Benscher, student, Business Administration/Marketing

Joel Brendemuhl, Associate Dean, College of Agricultural Life Sciences

Tom Buford, Assistant Professor and Director, Institute on Aging

Peggy Carr, Professor, Landscape Architecture *

Jeff Chorlog, Assistant Vice President for the Physical Plant Division

Gregg Clarke, Director of Operations, Physical Plant Division

Susan Crowley, Assistant Vice President, Community Relations *

Paul Davenport, President, UF Faculty Senate *

David Day, Assistant Vice President, Technology Licensing *

Neil Decenteceo, student and Inter-Residence Hall Association President

David Denslow, Retired Research Economist *

Linda Dixon, Director of Planning *

Silvio Dos Santos, Assistant Professor, School of Music

Carlos Dougnac, Assistant Vice President for Planning, Design and Construction *

Norb Dunkel, Associate Vice President and Director, Housing & Residence Education

Elias Eldayrie, Vice President and Chief Information Officer

Dr. Lily Elefteriadou, Professor and Director, Transportation Research Center

Jeremy Foley, Athletic Director

Megan Forbes, Director, English Language Institute

Scott Fox, Director, Transportation and Parking Services

Henry Frierson, Associate Vice President and Dean, Graduate School

Kent Fuchs, President **

Isabel Garcia, Dean, College of Dentistry

Jodi Gentry, Assistant Vice President, Human Resource Services

Joe Glover, Senior Vice President and Provost **

Glenn Good, Dean, College of Education

Michael Good, Dean, College of Medicine

Renee Goodrich-Schneider, Professor, Food Science and Human Nutrition

Rodney Guico, College of Engineering, Flex Network

John Gums, Associate Dean for Clinical and Administrative Affairs, College of Pharmacy

Tina Gurucharri, Associate Professor and Chair, College of Design, Construction and Planning

David Guzick, Senior Vice President, Health Affairs **

Blake Hakimian, student, Political Science and Real Estate

Gail Hansen de Chapman, Associate Professor, Environmental Horticulture

Craig Hill, Associate Vice President, Business Affairs

Chip Howard, Executive Associate Athletics Director-Internal Affairs

Cherrie Hughes, Assistant Director, Office of Research

Laura Huntley, Associate Vice President of Administration, Health Science Center *

Marty Hylton, Assistant Professor and Director, Interior Design

Dustin Jackson, Director of Utilities and Energy Services, Physical Plant Division

Christopher Janelle, Associate Dean, College of Health & Human Performance

Ed Jimenez, Chief Executive Officer, UF Health Shands

Julie Johnson, Distinguished Professor, Health Science Center

Melissa Johnson, Associate Director, University Honors Program

Doug Jones, Director, Florida Museum of Natural History

Brian Jose, Director, UF Performing Arts Center

Michael Kane, Assistant Chair and Professor, Environmental Horticulture

Hal Knowles, Ph.D. candidate, UF School of Natural Resources and Environment

Anthony Kolenic, Associate Dean, College of Art

John Kraft, Dean, Warrington College of Business

Dave Kratzer, Vice President, Student Affairs

Charlie Lane, Senior Vice President and Chief Operating Officer * **

Kristin Larsen, Director, School of Landscape Architecture and Planning

Lucinda Lavelli, Dean, College of the Arts

James Lloyd, Dean, College of Veterinary Medicine

TJ Logan, Director of Housing for Administrative Services

Gillian Lord, Associate Professor and Chair, CLAS

Joseli Macedo, Associate Professor and Chair, College of Design, Construction and Planning

Forrest Masters, Associate Dean, Herbert Wertheim College of Engineering

Jeanna Mastrodicasa, Associate Vice President, Agriculture and Natural Resources *

W. Andrew McCollough, Associate Provost for Information Technology, e-Learning and Distance Education

Anna McDaniel, Dean and Professor, College of Nursing

Diane McFarlin, Dean, College of Journalism and Communication *

Mike McKee, Vice President and Chief Financial Officer

Azfar Mian, Director, Financial and Information Technology Services, Housing

Tom Mitchell, Vice President, Development

Michael Morris, College of Business, Entrepreneurship and Innovation Center

Tina Mullen, Director, Arts in Medicine

Rebecca Nagy, Director, Harn Museum

Lee Nelson, Director, Real Estate *

David Norton, Vice President for Research **

Joselin Padron-Rasines, President, UF Student Government*

David W. Parrott, Vice President for Student Affairs

Jack Payne, Senior Vice President, UF/IFAS **

Michael Perri, Dean, College of Public Health and Health Professions

Jackie Phillips, student and Inter-Residence Hall Association secretary

Win Phillips, Executive Chief of Staff **

Brad Pollitt, Vice President, Facilities Development *

Margaret Portillo, Interim Dean, College of Design, Construction & Planning

Patrick Reakes, Associate Dean, Scholarly Resources

Anne Redmond, student and Panhellenic Council On-Campus House President

Mike Reid, Dean, College of Health and Human Performance

Curtis Reynolds, Vice President, Business Affairs *

David Richardson, Dean, College of Liberal Arts and Sciences

Robert Ries, Director, M.E. Rinker, Sr. School of Construction Management

Mark Robinson, Director, Technology Services

Laura Rosenbury, Dean and Professor, Levin College of Law

Judy Russell, Dean, University Library

Erik Sander, College of Engineering, Engineering Innovation Institute

Daaneyal (Daniel) Siddiqu, student and Delta Tau Delta Off-Campus House President

Janine Sikes, Assistant Vice President, Media Relations and Public Affairs

Chris Silver, Dean and Professor, College of Design, Construction and Planning

Lauren Solberg, Assistant Professor and Program Director of Bioethics, Law & Medical Professionalism

Jill K. Sonke, Director, Center for Arts in Medicine

Nicole Stedman, Faculty Senate Chair/Elect

Ruth Steiner, Professor, Urban and Regional Planning

Linda Stump-Kurnick, Assistant Vice President and Chief of Police

Ray Thomas, Associate in Geological Sciences

Jennifer Wu Tucker, Associate Professor, Warrington College of Business

Elaine Turner, Dean, Agricultural and Life Sciences

Hans van Oostrom, Associate Professor and Director, Institute for Excellence in Engineering Education

Olivia Vera, graduate student and Off Campus Life graduate assistant

Bradley Walters, Assistant Professor, School of Architecture

Susan Webster, student and Senate President

Ann Wehmeyer, Associate Professor of Languages, Literatures, and Cultures

Matt Williams, Director, Office of Sustainability

Caroline Wiltshire, Associate Professor, Linguistics

Nicole Yucht, Assistant Vice President, UF Communications

Fedro Zazueta, Professor and Associate Chief Information Officer, Office of Academic Technology

Paul Zwick, Professor and Interim Associate Dean, College of Design, Construction and Planning

* **Steering Committee member**

** **Executive Committee member**

THE GAINESVILLE COMMUNITY

Rev. Karl Anderson, Minister

Lisa Armour, Vice President for Assessment, Research and Technology, Santa Fe Community College

Aidan Augustin, Member of Alachua County Emerging Leaders

Nick Banks, Managing Director, FrontStreet Commercial Real Estate Group

Walter Banks, Chief Information Officer, Gainesville Regional Utilities

Ed Bielarski, Chief Executive Officer and General Manager, Gainesville Regional Utilities

Ed Bonahue, Provost and Vice President for Academic Affairs, Santa Fe Community College

Aaron Bosshardt, Broker, Bosshardt Property Management

Ed Braddy, Former Mayor, City of Gainesville

Erik Bredfeldt, Economic Development and Innovation Director, City of Gainesville

Pattie Breedlove, Former Director, Sid Martin Biotechnology Incubator

Naima Brown, Vice President for Student Affairs, Santa Fe Community College

Tom Brown, Chief Operating Officer, Gainesville Regional Utilities

Scott Buchanan, Vice President, AMJ Inc. of Gainesville

Carrie Bush, Director, Citizen Centered Gainesville, City of Gainesville

John Carlson, Chamber of Commerce, Board of Directors

Karen Clarke, Assistant Superintendent, Alachua County Schools

Chuck Clemons, Vice President for Advancement, Santa Fe Community College

Cynthia Chestnut, Chairwoman, Local Democratic Party

Ron Cunningham, Former Editorial Writer, Gainesville Sun

Susan Davenport, President and Chief Executive Officer, Gainesville Chamber of Commerce *

Bruce Delaney, Broker

Jennifer Denault, Chief Operating Officer, Cade Museum

Rev. George Dix, Minister

Svein Dyrkolbotn, Principal Owner and Managing Partner, Viking Companies

Bryan Eastman, Executive Director, Alachua County Emerging Leaders *

Rose Fagler, Economic Development Manager, Weyerhaeuser

Anne Favre, Executive Director, CareerSource North Central Florida

Vivian Filer, Community Volunteer / Retired Nurse *

John Fleming, Managing Partner, Trimark Properties

Paul Folkers, Assistant City Manager, City of Gainesville

Evelyn Foxx, President of Alachua County branch NAACP / Retired Insurance Agent

Victoria Hunter Gibney, Member of Alachua County Emerging Leaders

Ginger Gibson, Vice President for Administrative Affairs and Chief Financial Officer, Santa Fe Community College

Danny Gilliland, Market President, Gateway Bank of Central Florida

Mitch Glaeser, Glaeser Realty

Sam Goforth, Former Market President, Wachovia Bank *

Jesus Gomez, Regional Transit System Director, City of Gainesville

Ernest Graham, Gainesville Police Department

Eric Graves, Founder and CEO, Actionable Quality Assurance

Bryan Harrington, Director of Development and Construction, Trimark Properties

James Harriott, Deputy County Manager, Public Works and Growth Management

Billy Hattaway, FDOT District 1 Secretary

Adrian Hayes-Santos, Gainesville City Council

Robert “Hutch” Hutchinson, Alachua County Commissioner, District 3

Dug Jones, Associate Vice President of Economic Development, Santa Fe Community College *

Tony Jones, Chief of Police, City of Gainesville

Duncan Kabinu, Member of Alachua County Emerging Leaders

Michelle Lambert, Chief Change Officer, Gainesville Regional Utilities

Kamal Latham, Vice President of Public Policy, Gainesville Area Chamber of Commerce

Debbie Leistner, Public Works Planning Manager, City of Gainesville

Darry Lloyd, Investigator at the Office of the State Attorney and President of the African American Accountability Alliance

Justin Locke, Chief Financial Officer, Gainesville Regional Utilities

Anthony Lyons, City Manager, City of Gainesville *

Bernie Machen, Former President, University of Florida

Phil Mann, Assistant Public Works Director, City of Gainesville

Linda McGurn, Principal, McGurn Management Company *

Sean McLendon, Assistant to the Manager, Alachua County Sustainability

Fred Murry, Assistant City Manager, Gainesville Regional Utilities

Lee Niblock, Alachua County Manager *

Warren Nielsen, Former Commissioner, City of Gainesville *

Chad Paris, Co-Founder and CEO, Parisleaf

Allan Penksa, Chief Executive Officer, Gainesville Regional Airport

Betsy Pepine, Broker/Owner, Pepine Realty

Lauren Poe, Mayor, City of Gainesville

Todd Powell, General Manager for Real Estate, Plum Creek

Randall Reid, Southeast Regional Director, International City/County Management Association

Owen Roberts,
Superintendent, Alachua
County Schools

Andrew Romero,
President, Alachua County
Emerging Leaders

Jack Ryals, Jackson
Stoneworks

Marlie Sanderson, Retired
Former Director of
Transportation Planning,
Gainesville Metropolitan
Transportation Planning
Organization

Jackson Sasser, President,
Santa Fe Community College

Domenic Scorpio, President,
D.E. Scorpio Corporation

Teresa Scott, Director of Public
Works, City of Gainesville

Gigi Simmons, Porters
Neighborhood

Rev. Karl Smith, Minister

Kathryn Tancig, Public
Policy Chair, Alachua
County Emerging Leaders

Kim Tanzer, Consultant

Rev. Adrian Taylor, Minister

Rev. Kevin Thorpe, Minister

Quang Tran, Co-founder,
Starter Space

Sarah Vidal-Finn, Interim
Director, Community
Redevelopment Agency,
City of Gainesville

Albert White, Community
Volunteer; Retired
Administrator, Gainesville
Regional Utilities *

Tom Wichman, Assistant
Director Physical
Plant Division

Rev. Destin Williams, Minister

Faye Williams, Local Activist/
Organizer/Scholar

Janie Williams, Porters
Neighborhood

Rosa Williams, Community
Volunteer; Founder of
Reichert House

* **Steering Committee member**

** **Executive Committee member**

As part of the planning process, the University held a series of four meetings and a symposium on campus and in Gainesville. A variety of campus and community members joined the meetings to provide input on a wide range of topics while the team presented current materials and ideas for review and comment.

WHO HAS BEEN INVOLVED?

OUR PROCESS

JUNE 6 & 7 MEETINGS

The team met with the following stakeholders to kick-off the second phase of the Strategic Development Plan: the Executive Committee, the Steering Committee, the University's Project Management Team, the College of Design, Construction + Planning (DCP), the President of the University of Florida, UF's Physical Plant Division, and, as part of a public CRA advisory board meeting, City officials and community members.

Preliminary objectives and strategies for the Strategic Development Plan were presented for review at most of the meetings. The team also welcomed comments on other topics.

Highlights include:

The **Executive Committee** discussed initial thoughts on the notion of an on-campus residency requirement — while difficult, there is already interest. The committee noted that development of UF properties off campus will be a first step to creating activity and contiguous streetscape nearby and that plans should include ideas for handling deferred maintenance

and aging infrastructure at UF.

Steering Committee representatives were excited about the strategy of concentrating growth in the campus core and around Newell Drive to foster collaboration. Some members noted higher costs and the difficulty of building near UF off campus, suggesting that incentives might be needed. Attendees also remarked on the need for empty nester housing and the importance of school systems in residential neighborhoods. Finally, the group commented on a few aspects of community outreach: engaging the Porters neighborhood, engaging the student body, and making sure the team asks the right questions to all participants in the process.

Input by **DCP** focused on the nature of streets connecting campus to Downtown. Will transit catalyze University Avenue activity? How might 4th Avenue take shape and connect to campus? Nearby population would have to grow to help reduce retail vacancy.

President Fuchs appreciated the notion that greater density will foster increased collaboration, thought it important to

improve the quality and function of campus open spaces, and agreed that University Avenue defines people’s perception of the City. He would like to see developers offer market housing options for non-students. In the future he may focus on increasing the size of the faculty and is challenging each of the deans to have a vision for growth.

“OUR FUTURE AND GAINESVILLE’S ARE INEXTRICABLE.”

— DR KENT FUCHS, UF PRESIDENT

Physical Plant representatives concurred that infrastructure efficiencies could be achieved with a policy of density and consolidation. Currently, services are largely delivered building by building via 13 substations rather than as an integrated, coordinated campus system. Estimated budget is \$20 million annually to upgrade and maintain with \$8–12 million funded, and \$50 million annually needed to get caught up over 10 years. In order to better plan for future utility demands, they would like to understand current classroom utilization existing building life-cycles.

Planning and Physical Plant are currently

separate at UF and are organizationally siloed. Long-term maintenance and energy savings are too often sacrificed for first cost savings. Would like to have more resiliency, capability to island parts of campus. They do not generate any of their own energy or have cogeneration capacity.

There is no campus arborist, landscape architect, or holistic open space vision. Landscapes are ‘tired’ and should be more purposeful and productive. Irrigation is needed for dry spells, but current distribution systems and a deficit of storage capacity limit optimal use of reclaimed water.

At an **informal session**, a former local editorial writer and former city commissioner agreed that changing where students live would be transformational for the University and the City. UF leadership will be key in navigating city politics to address pressing issues.

A presentation on the progress of the planning effort at a public **College Park University Heights Redevelopment Advisory Board** meeting was well-received. There was discussion about how and where students might be encouraged to live — off campus, very near campus, or on campus — and

how this might affect neighborhoods, the housing market, and even parking. One board member noted that UF needs to attract preeminent minds and that the condition of the physical environment plays a significant role in attracting and retaining talent. It was agreed that more deliberation was needed on how the University and City might attract more development Downtown, keeping in mind that zoning regulations for FAR do not necessarily address the community’s size concerns, and in fact allow large projects like The Standard. The Board would like to see dialog with the University continue.

JUNE 29 & 30 MEETINGS

This series of meetings included sessions with Santa Fe College, UF Housing, the International City/County Management Association, representatives for Campus Parking, the Gainesville Area Chamber of Commerce, UF and UF Health Deans, and sustainability and transportation representatives.

At this series of meetings, the plan's progress objectives and strategies were shown to a wider audience for feedback and further refinement.

Highlights include:

Representatives from **Santa Fe College** supported the presentation. Their plans for campus expansion near University Avenue and West 6th Street would mesh well with the plan's strategies by improving activity between Downtown and West 13th Street, providing a midpoint anchor institution. Local business culture should be encouraged and vacancies reduced.

The discussion with **UF Housing** centered around an on-campus housing requirement for students as well as expanded campus housing options for faculty and staff. Representatives were hesitant to require on-campus housing,

but thought providing a better product that attracted students on campus might be an easier approach. The University has seen some demand for housing for faculty and medical and post-doctoral students; however, availability of product type for these stakeholders is limited. Historically, students have preferred not to live alongside faculty and vice-versa, but the University would be interested in seeing what housing, either on campus or off campus, deliberately programmed for interaction among students, faculty, and staff, might look like.

At the **Chamber of Commerce** meeting, participants raised the question of what should come first, people or development. It was agreed that expanding housing options to attract millennials, young professionals, empty-nesters, and seniors, as well as students, would be beneficial. They also recognized the simultaneous need to attract big employers and invest in Downtown, raising the possibility of UF putting programs there. People cited as examples Greenville's boom 15 miles away as a result of BMW bringing 8,000 jobs and Clemson locating their MBA program in Downtown.

The Chamber of Commerce also thought it was key to create an ecosystem for

startups to scale up, and that UF should catalyze this by working with the City to streamline their processes. Matching small venture capital grants to ideas via a system like a match.com were also discussed.

In their meeting, the **UF Deans** supported the need for better connections, enhanced by fixed transit, between campus and the UF Health medical complex and between campus and Downtown.

The next two meetings about **sustainability** and **transportation** had experts from UF, the City and the County.

The groups noted that the University has been encouraging students to take the bus by making parking difficult. Biking has not been as popular, given not only the climatic conditions of heat and thunderstorms, but also because of connections between the campus and off-campus routes are poor. The University does not have privatized transportation, which limits its ability to tailor the routes or reconfigure them for special events, etc. Demand for taxi service is high, but many consider the available service unreliable. The idea for better east/west connection with fixed transit was well received, there was also discussion on whether

there would be shared versus dedicated lanes or frequent stops versus express service. Participants also pointed out that UF and the Florida Department of Transportation (FDOT) ought to coordinate better.

In addition, the groups discussed potential uses for the UF-owned site at the southeast corner of University Avenue and 13th Street — a prime location at a prominent portal to campus. It was agreed that the development of this parcel should be emblematic of the best aspirations for University/City relations and bring students and the community together. A 500-seat theatre with arts programs was suggested that could play a lead role in enhancing local culture.

The groups also suggested that improving high-speed internet access in East Gainesville and transforming Gainesville Regional Utilities (GRU) to be more competitive, with the possibility of UF buying GRU’s energy credit, would have important impacts.

Synergy between University of Florida’s Institute of Food and Agricultural Sciences (IFAS) and UF Health could potentially help transform the way the University and the City grows and consumes food.

Transforming the anchors institutions purchasing policies will be key.

Attendees suggested that Gainesville needs a political champion to win the community given the elected representative has a two-year term and the City is a “town of former mayors.”



JULY 27 & 28 MEETINGS

In this series of meetings the team met with the Steering Committee, University Business-Industry Partnership members, McGurn Management Company, *The Gainesville Sun*, members of the community at a public meeting at Gainesville Regional Utilities (GRU), Gainesville Mayor Lauren Poe and City Manager Anthony Lyons, UF Transportation and Campus Parking, representatives from Florida Department of Transportation (FDOT), the Metropolitan Transportation Planning Organization (MTPo) for the Gainesville Urbanized Area, City Public Works, North Central Florida Regional Planning, Regional Transit Service and UF Transportation and Parking.

Highlights include:

Attendees at the **GRU** public meeting raised concerns about preserving the historic character between the University and Downtown and articulated a desire for planning to focus not only on open space but also on trees. Conflict of opinion about having a no-traffic road between UF and Downtown came to light.

Attendees discussed how the University might offer more community support.

Some of the possibilities discussed included housing accommodations for people visiting UF Health programs and organizing events that draw the larger Gainesville community onto campus (presently community members feel disconnected from the University, sensing an invisible barrier).

Smaller table discussions yielded the following desires and concerns:

- Preserve the Porters Community and setting a precedent by doing so
- Remove barriers along 6th Street that isolate Porters
- Better headways for transit (30 minutes or less)
- Bolster infrastructure: stormwater, sewer, water, K-12 schools, community gardens and outdoor spaces, bikeways and major east/west corridors
- Better market rates for parking lots and other pricing strategies
- Preserve and create affordable housing with the new development to come.
- Better integration of students with the

community and project-based learning focused on the greater Gainesville region

- Need in East Gainesville for more locally available medical care, senior living, and other services like community spaces with improved wifi
- At the micro scale, ideas included small live/work container houses, green roofs for solar power, underground utilities, GRU as the sustainability partner
- Town squares in neighborhoods
- Business-K-12 partnerships to build workforce and expand opportunities for youth
- UF could tweak its vendor policy to emphasize the hiring of local small businesses instead of chains
- The Standard at Gainesville (luxury student apartments) is too tall.
- Convert some student housing to faculty housing stock.

In the meeting with the **City Manager** discussion focusing on the City's interest in transitioning from its traditional land-use zoning to a form-based code, prescribing setbacks, heights, and uses for neighborhoods in and between Downtown and campus.

The market for a mixed-use development with good quality housing and restaurants has been proven by the success of a project built and sold eight years ago by a private developer.

On the topic of "Smart Cities," the possibility of collaboration between the City and UF's Engineering Department using the city as a test lab for integrated sensors to track traffic, lighting, and user data for improvement civic services was discussed.

It was collectively agreed that a joint City-UF joint agency could be transformative force that other cities and universities would wish to emulate.

Discussions with **Transportation and Parking Services** revolved around alleviating traffic on campus, parking along the perimeter of the "Red Box," and allowing transit in. It was thought that a park-and-ride option would be easier to encourage among students than faculty. Campus parking staff agreed that smaller scattered garages seemed like an optimal idea but that the demand of sensitive user groups and revenue potential of parking was needed to prioritize parking site designation and development.

In a meeting with experts from **regional and state transportation agencies**, UF's desire to work with FDOT to re-envision University Avenue as a complete street with fixed transit was well received. However, it was noted that the cost of a streetcar system would have to be borne by the City and not FDOT. There was talk of FDOT supporting shared lanes if fewer lanes were politically difficult to achieve. Discussion also included other ideas for improving University Avenue, including the notion of traffic calming (which would be helped by street parking) and wider sidewalks (which can lead to improved retail), all underpinned by a framework of safety.

AUGUST 24 & 25 MEETINGS

This series of meetings included sessions with UF President Kent Fuchs; the Executive Committee; College of Engineering's Transportation Institute; small business owners; the Steering Committee; the College of Design, Construction and Planning; the Innovation Square marketing team, Trimark Properties, UF Provost Joseph Glover, and a general public meeting with the Porters community.

The Porters meeting was moderated by local resident Faye Williams and was well-attended — two, three, even four generations of some families were present in the room. University of Florida Strategic Development Plan participants included David Manfredi and John Martin Elkus Manfredi Architects, Ric Dumont from DumontJanks, Linda Dixon and Susan Crowley from the University of Florida.

There is a deep sense of history and continuity in the community as this neighborhood has been a part of Gainesville since 1884, prior to the University's arrival in 1905/06. The meeting was lively and pointed. Many residents and former residents offered comments.

Highlights include:

The neighborhood needs:

- More representation/dialogue with the City and the University
- Basic services and an improved public realm: sidewalks, street lighting, tree maintenance
- Assurance that University has no intention of expansion into Porters
- Preservation of historic housing stock and prevention from getting pushed out by student housing
- Access to academic opportunities and job training
- Participatory role in planning for growth including retail and housing opportunities.

Next Steps:

- Establish working group to represent the neighborhood with the University's Strategic Development Plan and City's ongoing planning effort
- Consider historic preservation and economic incentive strategies
- Engage with the City to establish a timetable for public realm improvements.

SYMPOSIUM, AUGUST 31

The University of Florida held a public symposium to explore how cities and universities across the country have worked together to create and implement plans similar in scope and breadth to the UF Strategic Development Plan effort. The symposium, titled “**University Towns: Perspectives on Strategic Development Planning,**” was held in the Presidents Ballroom at Emerson Alumni Hall (1938 West University Avenue).

The symposium provided an open forum to explore UF’s aspiration to lead by example in research, education, culture, and collaboration, and define the “New American City.”

The morning session featured five leading thinkers from both the public and private sector who presented relevant case studies of efforts in other towns with large academic institutions.

In the afternoon, the team presented the evolving Strategic Development Plan and the five speakers from the morning session served as a review panel, offering comments on the UF planning effort.

Speakers and topics presented include:



Speakers and topics presented include:

Danny Sniff – “Planning and preservation on a southern campus and college town”

Gordon Merklein – “Strengthening the core of college towns”

Alice Raucher – “Connecting Town and Campus”

Eime Tobari – “Creating Urban Spaces that Foster Interconnectedness, Movement, Awareness, Encounter and Exchange”

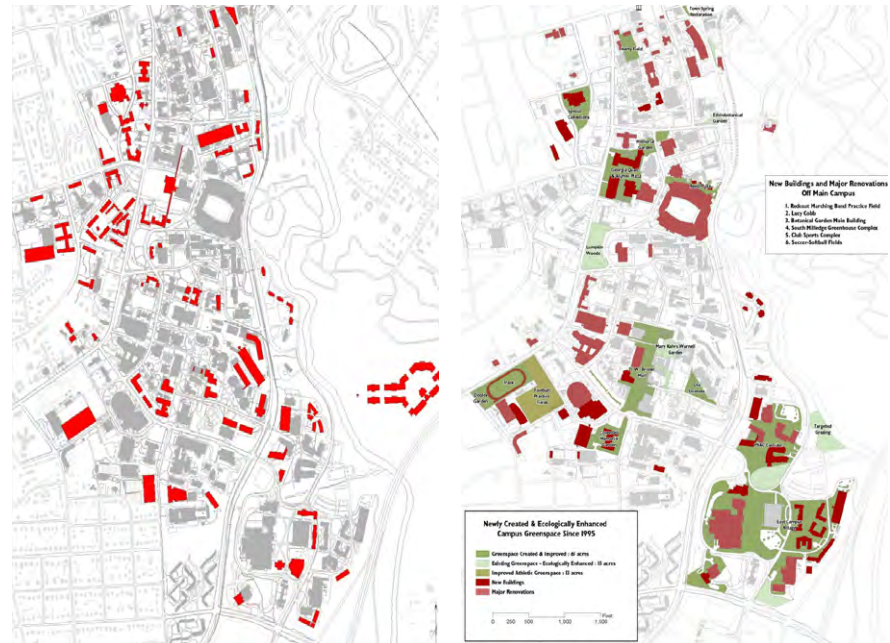
Terry Foegler – “University and Community Partnerships for Redeveloping Urban Neighborhoods”



DANIEL SNIFF AIA
EXECUTIVE DIRECTOR OF ACADEMIC PARTNERSHIPS
UNIVERSITY OF GEORGIA

As the Executive Director of Academic Partnerships, Daniel Sniff provides leadership for the UGA–Georgia Tech partnership, drawing on his 24 years experience in the University of Georgia’s Physical Plant Division and degrees in architecture, business administration, landscape architecture, historic preservation, and higher education management and policy. In 1998, UGA began comprehensive planning for its southern campus, transforming it from car-centric environment by reinstating traditional campus patterns. By 2009, the University had successfully infilled over 6.2 million square feet of built space (a 40-percent increase) and 61 acres of green space (33 acres new, 15 acres restored, and 13 acres improved athletic green space). The focused development has strategically increased density to stitch the campus fabric back together.

University of Georgia and Planning and Preservation



40% increase in built space

61 acres of green space created/restored

MASTER PLAN GUIDING PRINCIPLES

1. Create optimal student environment
2. Extend characteristics of North Campus
3. Develop a connected campus
4. Define and provide for current & future facility needs
5. Provide for academic and student needs on contiguous land
6. Develop comprehensive solutions for parking, traffic, and infrastructure
7. Protect and enhance natural resources
8. Participate in regional coordination
9. Prepare for sustained implementation



GORDON MERKLEIN
 EXECUTIVE DIRECTOR OF REAL ESTATE
 UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Gordon oversees real estate management, investment, and development activities for direct real estate holdings by various UNC Chapel Hill entities, including The Carolina Inn, Granville Towers, and Carolina Square. In 2009, University Square was purchased by Chapel Hill Foundation Real Estate Holdings, UNC’s non-profit real estate arm. The project envisioned the creation of a new activity center for Downtown Chapel Hill that would connect the east and west ends of Franklin Street with the University. The project will provide vibrant pedestrian-oriented streetscapes, using a range of higher density retail, office, and housing types to attract a diverse population. Goals include:

- Creating a strong sense of place along Franklin Street
- Creating pedestrian-oriented public open space that is accessible, inviting, and connects uses
- Encouraging diverse uses that will attract people more frequently
- Providing a base of retail use at street level
- Encouraging the use of alternate transportation
- Designing a project that is financially and economically feasible

UNC Chapel Hill and University Square



REDEVELOPMENT POTENTIAL TOWARD INCREASED DENSITY

RETAIL

Existing: 40,000 sf
 Potential: 90,000–120,000 sf

50,000 sf

STUDENT HOUSING

Existing: 1,100 units
 Potential: 700–1,200 units

0

OFFICE

Existing: 74,000 sf
 Potential: 200,000–300,000 sf

160,000 sf

PARKING

Existing: 900 spaces/surface
 Potential: 2,000+ spaces/deck

880 structured spaces

RESIDENTIAL

Existing: 0 units
 Potential: 300–500 units

260 units

ADDITIONAL USES

- Civic/Cultural
- Entertainment
- Open Space

0.75 acres activated green space

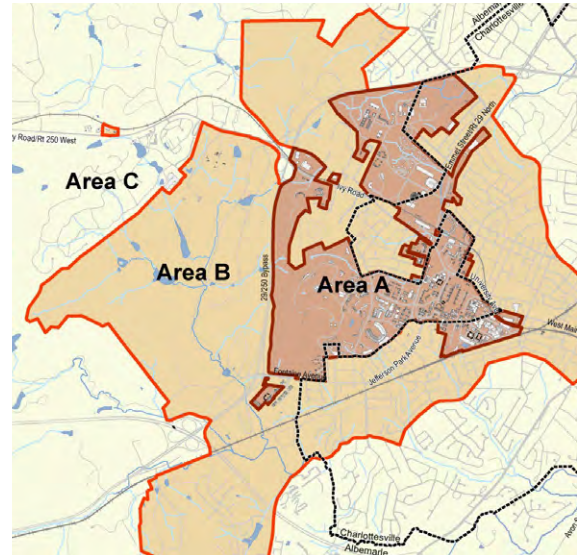


ALICE J. RAUCHER AIA, LEED AP BD+C
ARCHITECT FOR THE UNIVERSITY
UNIVERSITY OF VIRGINIA

As Architect for the University of Virginia, Alice Raucher oversees capital projects, planning, and design guidelines. The work must respond to varying levels of land use review and regulations based on the three zones established in 1986 by the University of Virginia, the City of Charlottesville, and the County of Albemarle. A Planning and Coordination Council (PACC) with membership drawn equally from the three parties meets quarterly to cooperate on planning and development.

Prior to joining the University of Virginia, Alice was senior architect, major projects planner, and chair of the Design Steering Team for Yale University’s Office of Facilities Planning, Construction and Renovation. At Yale, the Office of New Haven and State Affairs acts as the front door to Yale and its resources for the people and organizations of Greater New Haven. ONHSA was established in 1993 by Yale President Richard Levin to address significant town-gown pains. It was part of an initiative with New Haven Mayor John Destefano to unite the City and the University, which has contributed to the “Renaissance of New Haven.”

University of Virginia and the Three Party Agreement



Yale University Office of New Haven and State Affairs

In order to strengthen New Haven, ONHSA works to foster economic development, revitalize neighborhoods, support public school and youth programs, and create a vital downtown by:

- Real Estate Portfolio Management geared toward neighborhood revitalization, commercial and retail district revitalization, and campus development
- Homebuyer Program offering up to \$35,000 subsidy to any University employee buying a home in New Haven.
- Promise Program offering place-based scholarships to help youth attend college and give them incentives to study hard, but also to persuade young families to move to the city.

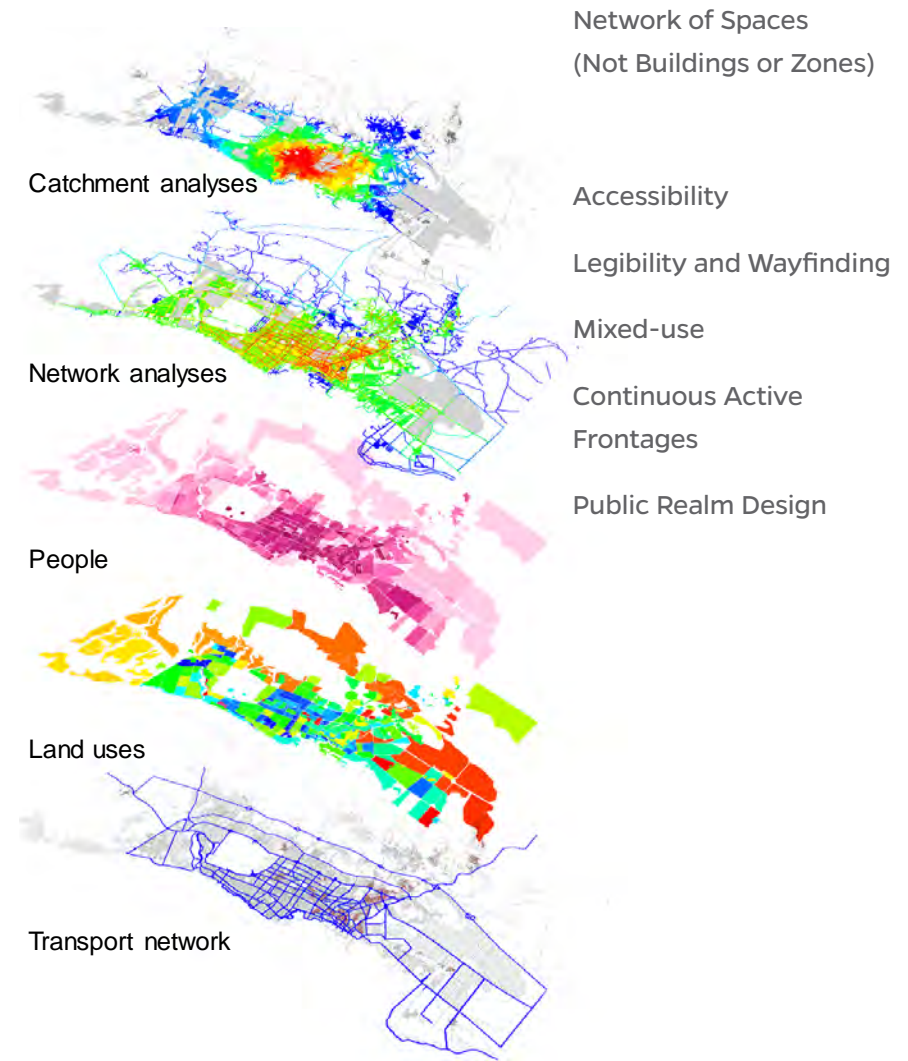


EIME TOBARI

ASSOCIATE DIRECTOR, SPACE SYNTAX

Japanese architect Eime Tobari has conducted extensive research in architecture and sociology, focusing on the relationship between space and its behavioral, social, and economic outcomes. In her work, Tobari investigates how to create urban spaces that foster interconnectedness, movement, awareness, encounter, and exchange. Her typical approach breaks down spaces into their components, analyzes the network of choices, and represents the analysis in maps and graphs that describe the relative connectivity and integration of the spaces. Spaces are categorized into three components: the viewshed or field of view from any particular point, axial space or a straight-line/possible path, and a convex space or an occupiable space.

Creating Urban Spaces that Foster Interconnectedness, Movement, Awareness, Encounter and Exchange





TERRY FOEGLER LEED AP BD+C
PRESIDENT, TERRY FOEGLER & ASSOCIATES

Terry Foegler has 40 years of experience leading a broad range of planning, development, and urban revitalizations initiatives in a wide variety of urban and suburban settings. He currently works as the Director of Strategic Initiatives for the Town of Dublin, Ohio. Formerly the Associate Vice President of The Ohio State University's planning and real estate operations, he was involved in the mid-1990s in an effort to address portions of University District that were characterized by a deteriorating city fabric, disinvestment, decline in homeownership, ineffective public services, and high concentration of poverty and crime. Columbus's mayor and the University president made a commitment to address these issues head on. A 1994 task force studied these issues and made two recommendations: one, to undertake a comprehensive, community-based revitalization planning effort, which included the establishment of a corporation to help coordinate planning efforts, and two, to launch key initiatives and redevelopment projects.

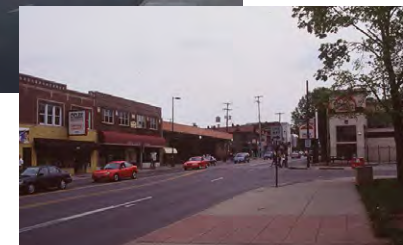
The Ohio State University and Urban Redevelopment



**SOUTH CAMPUS GATEWAY
AFTER AND BEFORE**



**SOUTH CAMPUS GATEWAY
AFTER AND BEFORE**



PUBLIC ROLL-OUT, NOVEMBER 11

As the Strategic Development Plan advanced, the University and the consultant team worked on a communication strategy for the public roll-out. At the conclusion of the nine-month effort, the University hosted a public forum to present the results of the collaborative planning effort and summarized the plan's four initiatives and the corresponding action steps for the University and the City.

“THE HEART OF THE PLAN IS ABOUT A UNIVERSITY AND A CITY COMING TOGETHER TO SOLVE REAL PROBLEMS AND SEIZE WONDERFUL OPPORTUNITIES..”

— WARREN NIELSEN, FORMER GAINESVILLE COMMISSIONER

Speakers included:

Kent Fuchs, President, University of Florida

Charlie Lane, Senior Vice President and Chief Operating Officer, University of Florida

Diane McFarlin, Dean, College of Journalism and Communications

David Manfredi, Founding Principal, Elkus Manfredi Architects

Bryan Eastman, Executive Director, Alachua County Emerging Leaders

Warren Nielsen, Former Commissioner, City of Gainesville

Michael Reid, Dean, College of Health & Human Performance

Albert White, Community Volunteer and Retired Administrator, Gainesville Regional Utilities

Jeanna Mastrodicasa, Associate Vice President, Agriculture & Natural Resources

Ricardo Dumont, Principal, DumontJanks.

BOARD OF TRUSTEES MEETING, DECEMBER 1

Dr. Fuchs, Dr. Lane, and David Manfredi presented the Strategic Development Plan's four Initiatives to the full Board of Trustees on December 1, 2016. After several thoughtful questions and an engaged discussion, the Board unanimously endorsed the Strategic Development Plan and its direction.

