

envision alachua task force

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# Vision, Goals and Planning Principles

for Plum Creek Lands in Alachua County

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May 2012

vision  
goals  
planning



“ This can be more than a special place. It can be an economic, social and environmental engine unlike anything we’ve seen in Florida.”

*- Task Force Member,  
June 27, 2011*





envision alachua task force

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# Vision, Goals and Planning Principles

for Plum Creek Lands in Alachua County

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prepared by

**MIG, Inc.**

Envision Alachua  
Process Facilitator

On behalf of the  
Envision Alachua Task Force

May 2012

Envision Alachua is a  
community planning process  
convened by Plum Creek





“It is wonderful to see an economic development presentation that acknowledges the building blocks of agriculture, natural resources and ecosystem services as the basis of it all...I don't think I've ever seen that before.”

- Envision Alachua Task Force member  
July 25, 2011



# acknowledgements

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“The hope is that this isn’t just a self-contained development but enlightens and enlivens all of East Alachua County...and increases diversity in a number of ways.”

*- Community Workshop participant,  
October 5, 2011*



# 1 introduction and overview

## INTRODUCTION

Plum Creek initiated the Envision Alachua planning process in response to a request from Alachua County to prepare a master plan for the 65,000 acres the company owns in the County (Figure 1, page 2). Current land use and zoning allow thousands of residential units to be developed on lands currently used for agriculture and timber production. Any uses proposed beyond what is allowed by the current Comprehensive Plan will likely require action by the Alachua County Board of County Commissioners.

Plum Creek initiated the Envision Alachua process to explore possibilities for future economic development and environmental conservation on its lands. The Envision Alachua process was designed to be:

- A holistic approach to sustainable conservation and economic development;

- An opportunity for a unique partnership and collaboration between the public and private sectors; and
- An open dialogue with community members representing economic development, business, local government, education, environmental and conservation interests, and residents in Alachua County.

The Envision Alachua process has revealed that there is strong community interest in focusing on economic development and creating conservation opportunities along with community uses. Figure 2 on page 3, the “Geography of Innovation,” shows a map of community assets in relation to Plum Creek lands.

FIGURE 1 : PLUM CREEK LANDS IN AND AROUND ALACHUA COUNTY

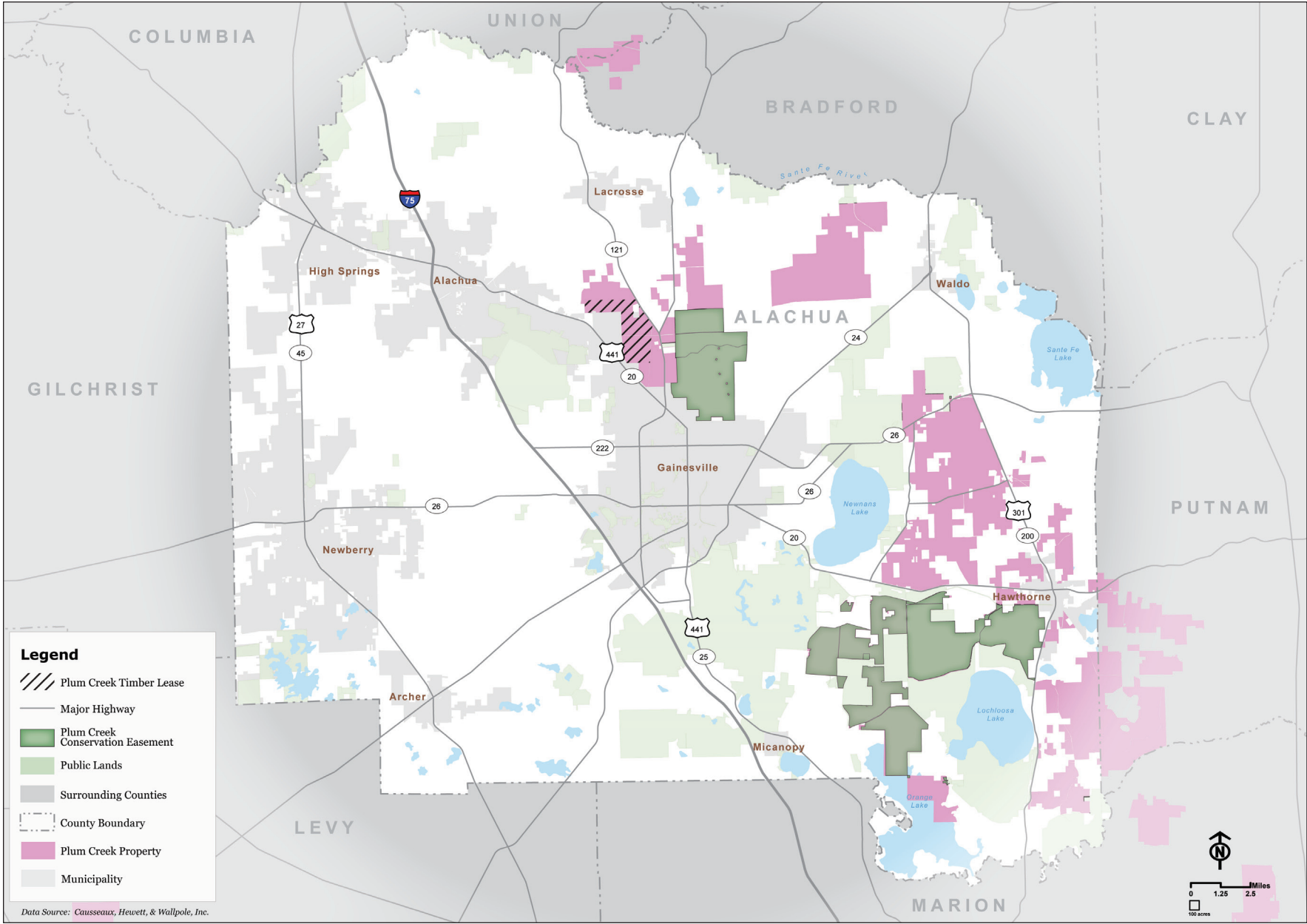
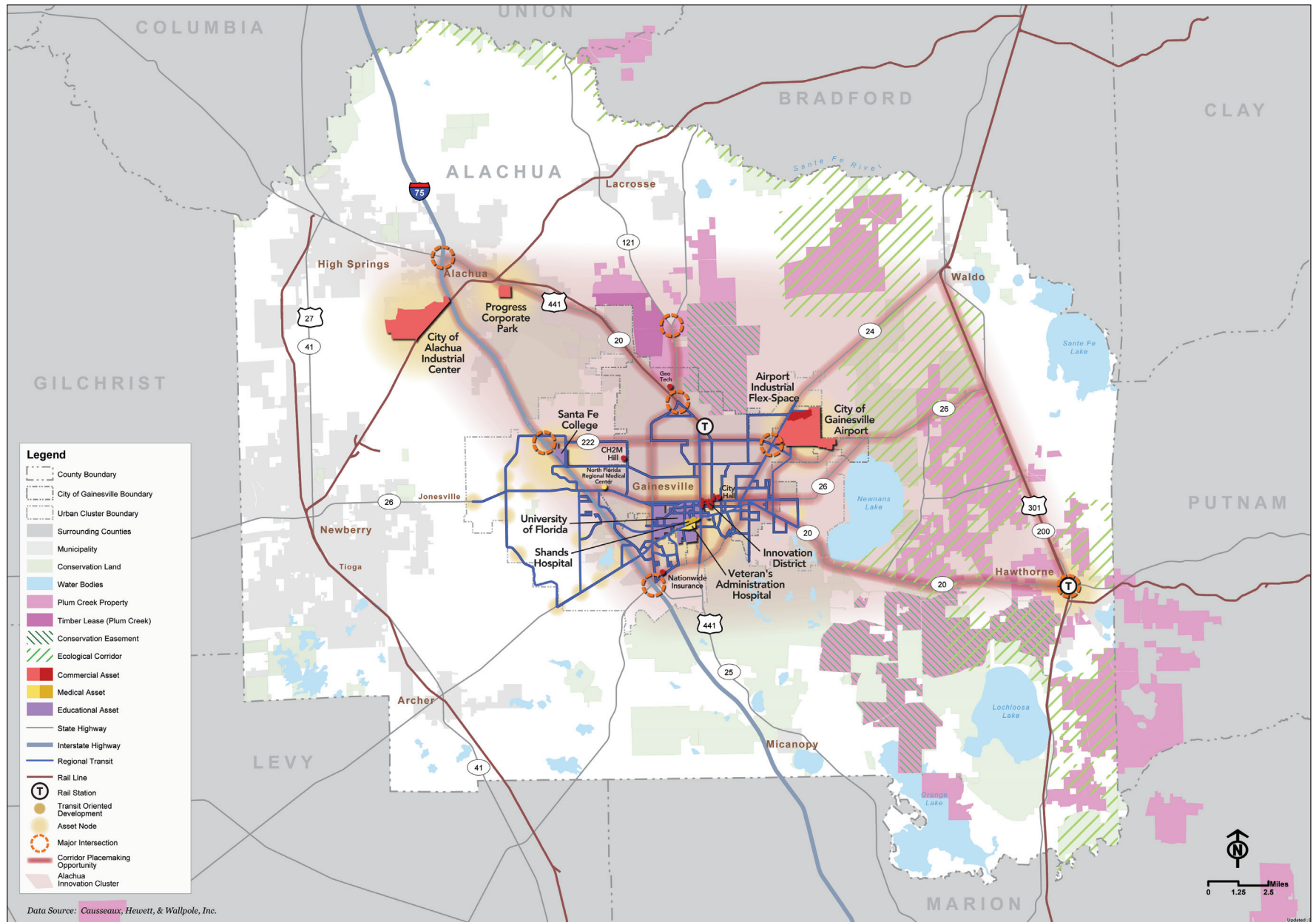




FIGURE 2: THE GEOGRAPHY OF INNOVATION: PLUM CREEK LANDS AND COMMUNITY ASSETS



## Envision Alachua Planning Process

Convened by Plum Creek, the first phase of the Envision Alachua planning process spanned June 2011 through February 2012 and was based on a series of six facilitated Task Force meetings. It also included site tours, two community workshops,

a series of four educational forums on related topics, case examples and a project website. The process resulted in the following products as listed below and as illustrated in Figure 3 on page 5.

1

### Vision, Goals and Planning Principles

for Plum Creek lands in Alachua County

These will serve as a guide for decision making for future development and conservation of Plum Creek lands in Alachua County.

2

### Emerging Land Use Concepts

for Plum Creek lands in East Alachua County

The concepts present the primary, secondary and supporting land uses proposed on Plum Creek lands.

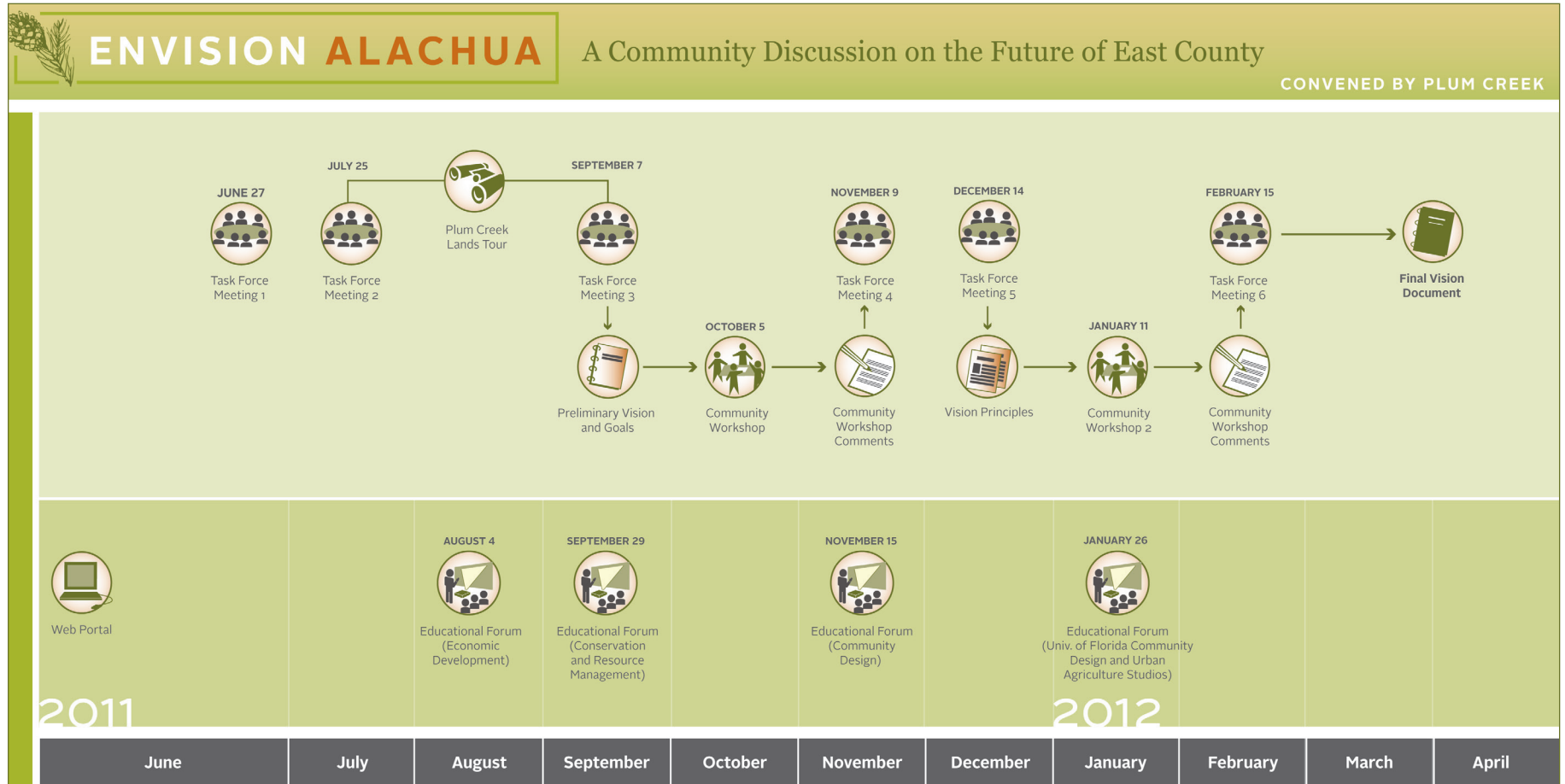
3

### Emerging Land Use Concept Areas

on Plum Creek lands in East Alachua County

The process identified five areas in East County that are suitable for the emerging land use concepts (see Figure 5, page 61).

FIGURE 3: ENVISION ALACHUA PROCESS DIAGRAM



## BACKGROUND

Plum Creek is the largest private landowner in the nation, with approximately 6.6 million acres of timberlands in the United States. The company's core business is timber, but Plum Creek also manages some of its lands for conservation, recreation, natural resources and community development. The company owns 590,000 acres in 22 counties in Florida. Nearly 95,000 acres of those lands are permanently conserved.

Plum Creek owns 65,000 acres in Alachua County, making it the largest private landowner in the County. Nearly 24,000 of these acres—almost 37 percent of the company's holdings—are permanently conserved. The company's holdings are located throughout North and East Alachua County, as shown in Figure 1 on page 2.

As part of Plum Creek's ongoing evaluation of its lands, the company has identified lands that may be suitable for uses other than timber. The company would like to consider future uses that could be aligned with community needs. Any new development or change in use would be in compliance with applicable policies and procedures and with the approval of the Alachua County Board of County Commissioners. The Envision Alachua

process was convened to help determine the uses that are supported by the community, since this is a critical factor in securing Board approval.

Through discussions with numerous community leaders, the company identified land use opportunities that merited further community discussion. Plum Creek launched the Envision Alachua planning process to encourage this discussion and explore potential opportunities for lands in East County that are suitable for uses other than timber.

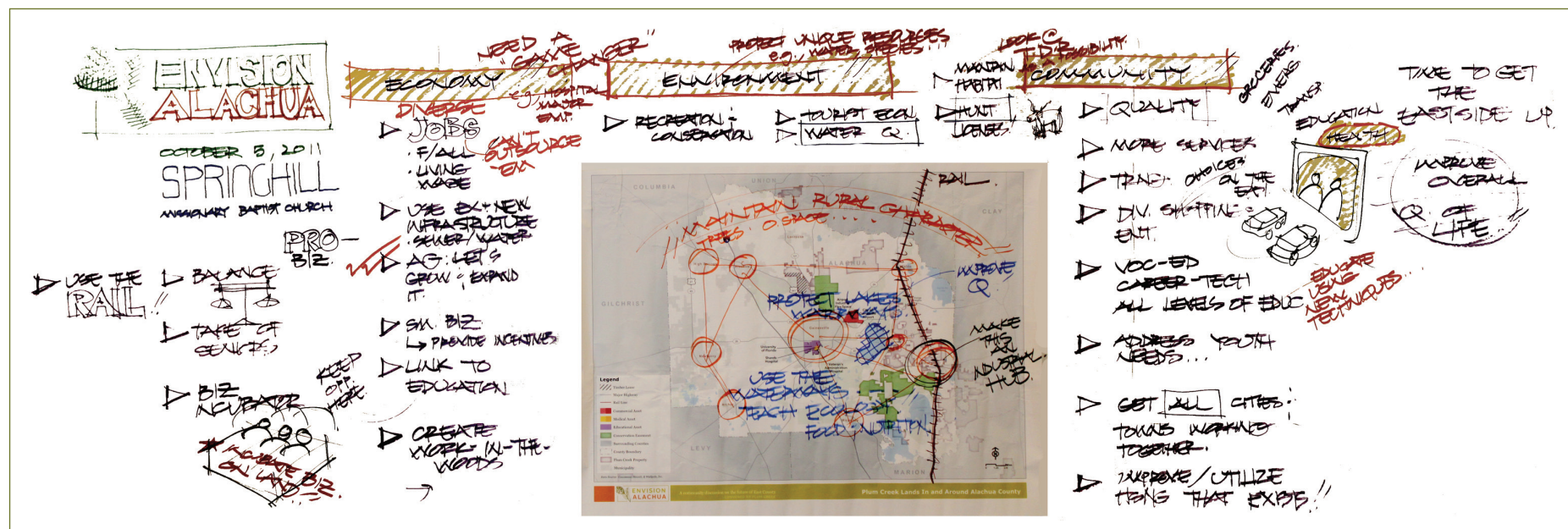
During the process, Task Force and community members were introduced to the concept of the "Geography of Innovation" (see Figure 2, page 3), which maps community assets in combination with Plum Creek land ownership. The process revealed that East County lands would support economic development, conservation and community uses, based on their proximity to major transportation routes and existing infrastructure. Further, as shown in Figure 4 on page 13, Plum Creek lands in East County are located about the same driving distance from downtown as other community assets throughout the County.

## COMMUNITY PARTICIPATION IN THE ENVISION ALACHUA PLANNING PROCESS

To ensure broad community involvement, information sharing and opportunities for in-depth conversation, the first phase of the Envision Alachua process included a variety of community participation and informational activities, including Task Force meetings, guided tours of Plum Creek lands, community workshops, Models of Innovation educational forums, case examples and the

project website: [www.envisionalachua.com](http://www.envisionalachua.com). The planning process was structured so that the products of each meeting and workshop were revised to reflect the most recent discussions. The following is a brief description of these community participation activities. This section also briefly describes the evolution of the work products that appear in final form in this document.

Wallgraphic illustrating community members' input at the first community workshop on October 5, 2011.





## TASK FORCE MEETINGS

All Task Force meetings were open to the public, and community members were encouraged to provide comments through written comment cards or the project website. Approximately 60 members of the public attended the first Task Force meeting, with attendance at later meetings averaging about 20-25 public members. Meetings were held from 6:00 to 9:00 pm on the following dates:

### 2011

- |                    |   |
|--------------------|---|
| <b>June 27</b>     | <ul style="list-style-type: none"> <li>• Task Force orientation</li> <li>• Background information</li> <li>• Initial expectations and desired outcomes</li> </ul> |
| <b>July 25</b>     | <ul style="list-style-type: none"> <li>• Review of current conditions</li> <li>• Discuss Vision, Goals and Planning Principles</li> </ul>                         |
| <b>September 7</b> | <ul style="list-style-type: none"> <li>• Continued review of current conditions</li> <li>• Discuss revised draft Vision, Goals and Planning Principles</li> </ul> |
| <b>November 9</b>  | <ul style="list-style-type: none"> <li>• Potential development areas and development prototypes</li> </ul>  |
| <b>December 14</b> | <ul style="list-style-type: none"> <li>• Emerging Concepts for Plum Creek Lands</li> </ul>  |

### 2012

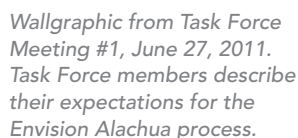
- |                    |  |
|--------------------|--|
| <b>February 15</b> | <ul style="list-style-type: none"> <li>• Review of draft Vision, Goals and Planning Principles document</li> </ul> |
|--------------------|--|



## Envision Alachua Task Force

The Envision Alachua Task Force was established by Plum Creek to provide input into the visioning process for developing a master plan for Plum Creek lands in Alachua County. The Task Force was comprised of 31 members and includes community leaders from the economic development, business, local government, education, faith-based, environmental and conservation communities throughout Alachua County. Members committed to participate in six meetings, and were also invited to take part in the tours, educational forums and workshops. The Task Force membership roster can be found on page a, “Acknowledgements.”

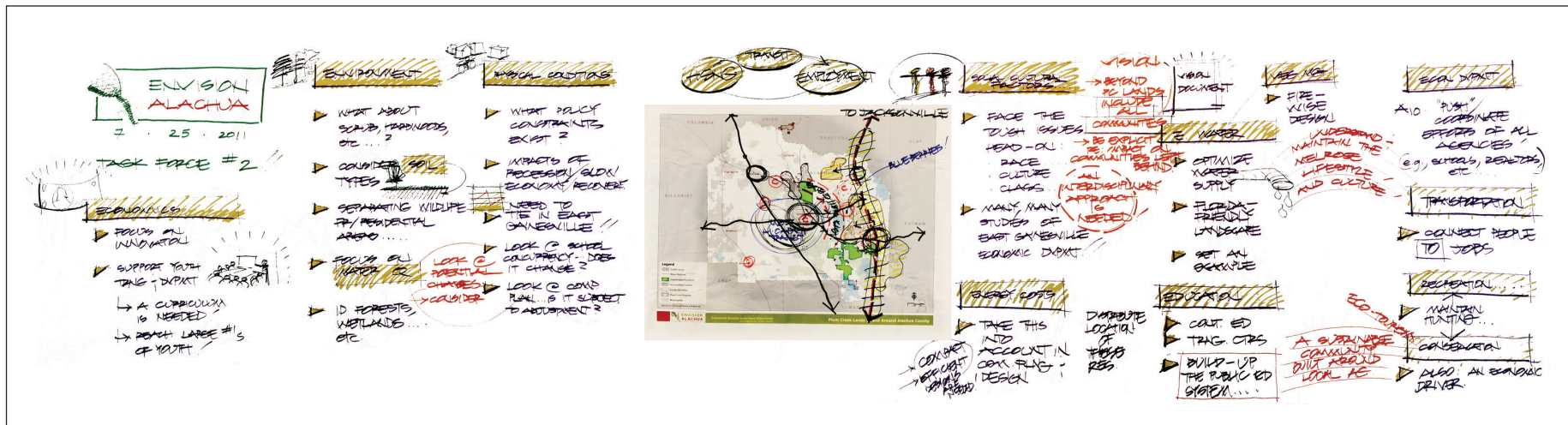
*Envision Alachua Task Force members at the sixth meeting on February 15, 2012.*



The Envision Alachua Task Force meeting agendas included technical presentations that provided background on current and future economic, environmental and community conditions in Alachua County to provide a baseline for discussion. Daniel Iacofano, CEO and Principal, MIG, Inc., served as the Envision Alachua process facilitator.

At the first meeting, Task Force members received an orientation to the Task Force Organizing Framework, which described member expectations and operating principles. Gerry Dedenbach of CHW, Inc. and Greg Galpin of Plum Creek gave presentations on the planning history of the area and provided an overview of Plum Creek lands in Alachua County. Task Force members were asked to share their expectations and desired outcomes for the Envision Alachua process. They emphasized the need to stimulate economic development activities to attract jobs at all employment levels and to better position Gainesville and the County to be part of the “innovation economy.” An initial draft of the Vision, Goals and Planning Principles was developed based on these comments.



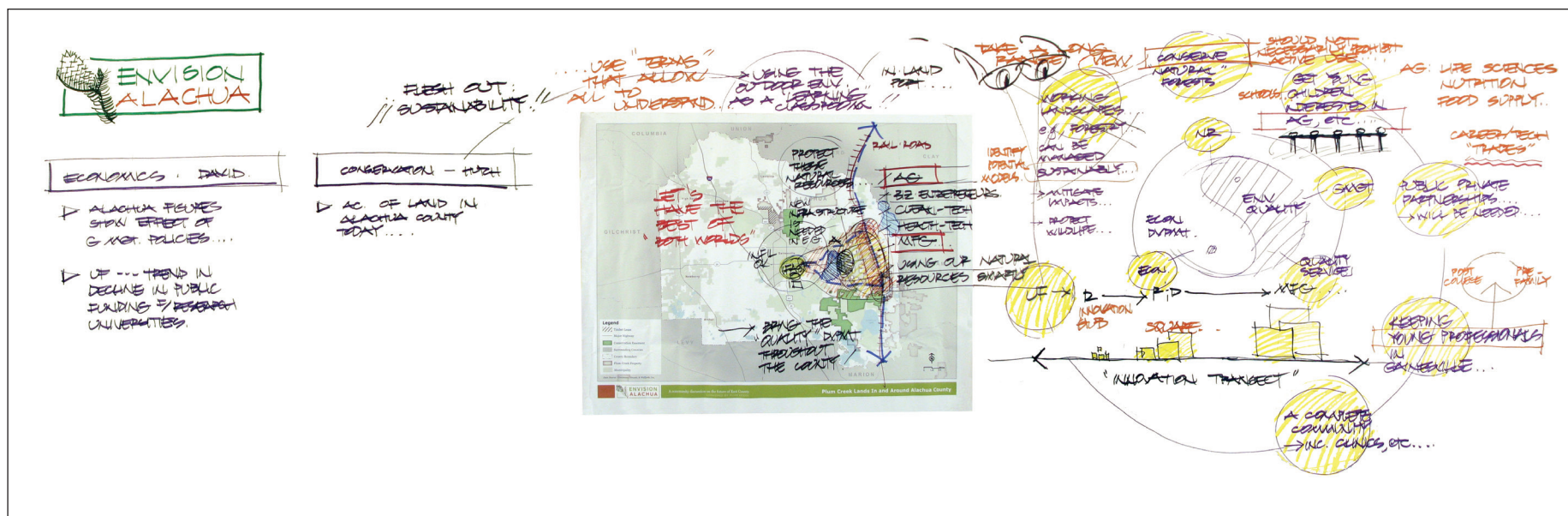


## TASK FORCE MEETING #2

At the second meeting, participants heard presentations on current and future demographic trends in Alachua County, environmental and physical conditions of Plum Creek lands, and social and cultural conditions in Alachua County. Speakers included Ann Collett of the Council for Economic Outreach, Tom Logan of BDA, Inc., Tim Jackson of AECOM, and Dr. Patricia Hilliard-Nunn of the University of Florida. Task Force members also provided comments on the initial Vision, Goals and Planning Principles and a revised draft was prepared based on their feedback.

Wallgraphic from Task Force Meeting #2, July 25, 2011. Task Force members respond to background presentations and comment on the initial Vision, Goals and Planning Principles.





Wallgraphic from Task Force Meeting #3, September 7, 2011. Task Force members discuss economic conditions and conservation efforts in the region.

### TASK FORCE MEETING #3

The third meeting featured presentations on economic and conservation activities in the region. Dr. David Denslow, Research Economist for the Bureau of Economic and Business Research at the University of Florida, provided a summary of key economic and demographic conditions in Alachua County. His research highlighted disparities between the east and west sides of Alachua County, noting that the west side has higher property values and is well-served by businesses and public transit. Robert Hutchinson, Executive Director of the Alachua Conservation Trust, provided an overview of regional conservation activities and described some of the land conservation tools used to achieve these efforts. Participants were then asked to discuss the revised draft of the Vision, Goals and Planning Principles and a new draft was prepared based on these comments.

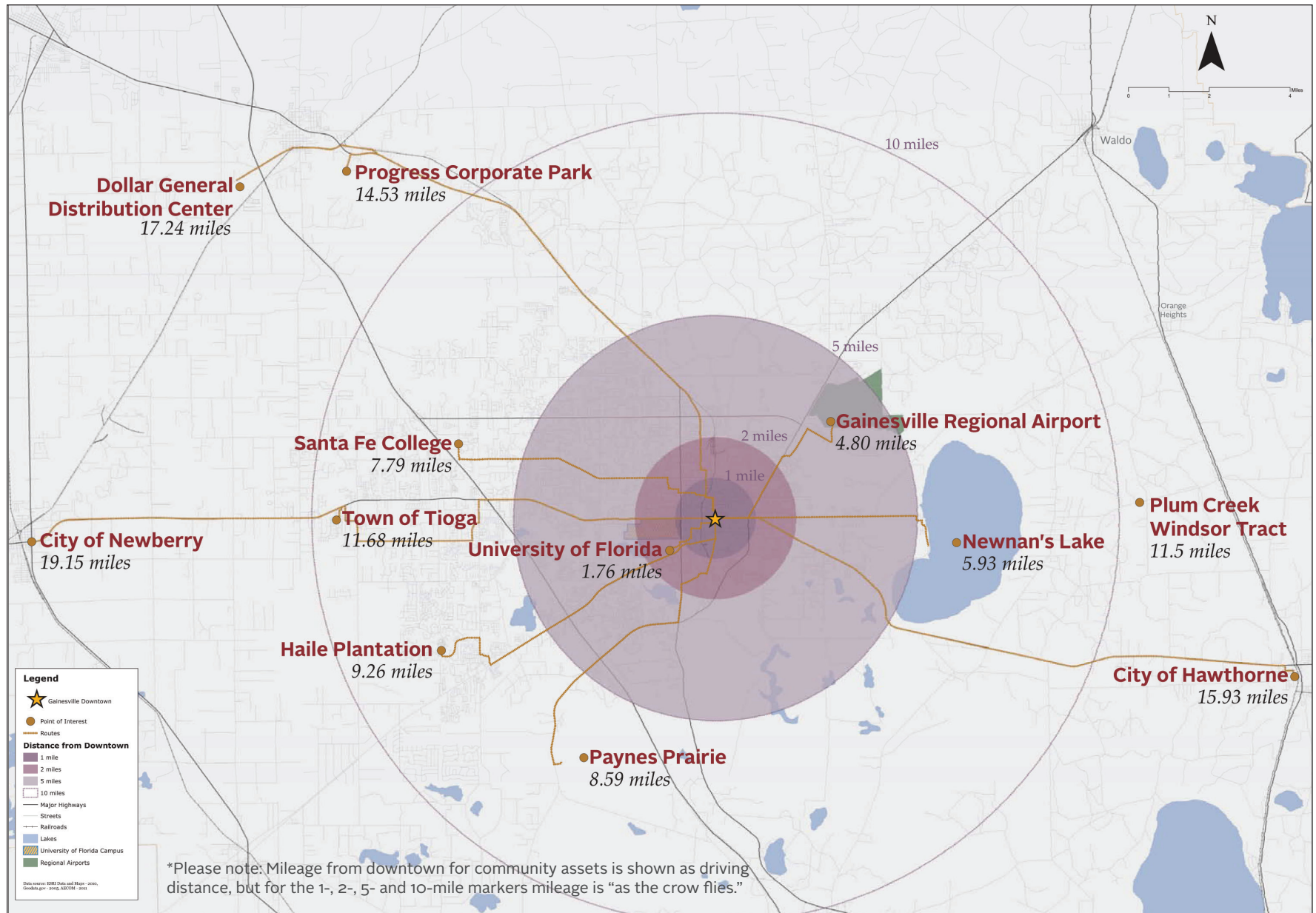


## TASK FORCE MEETING #4

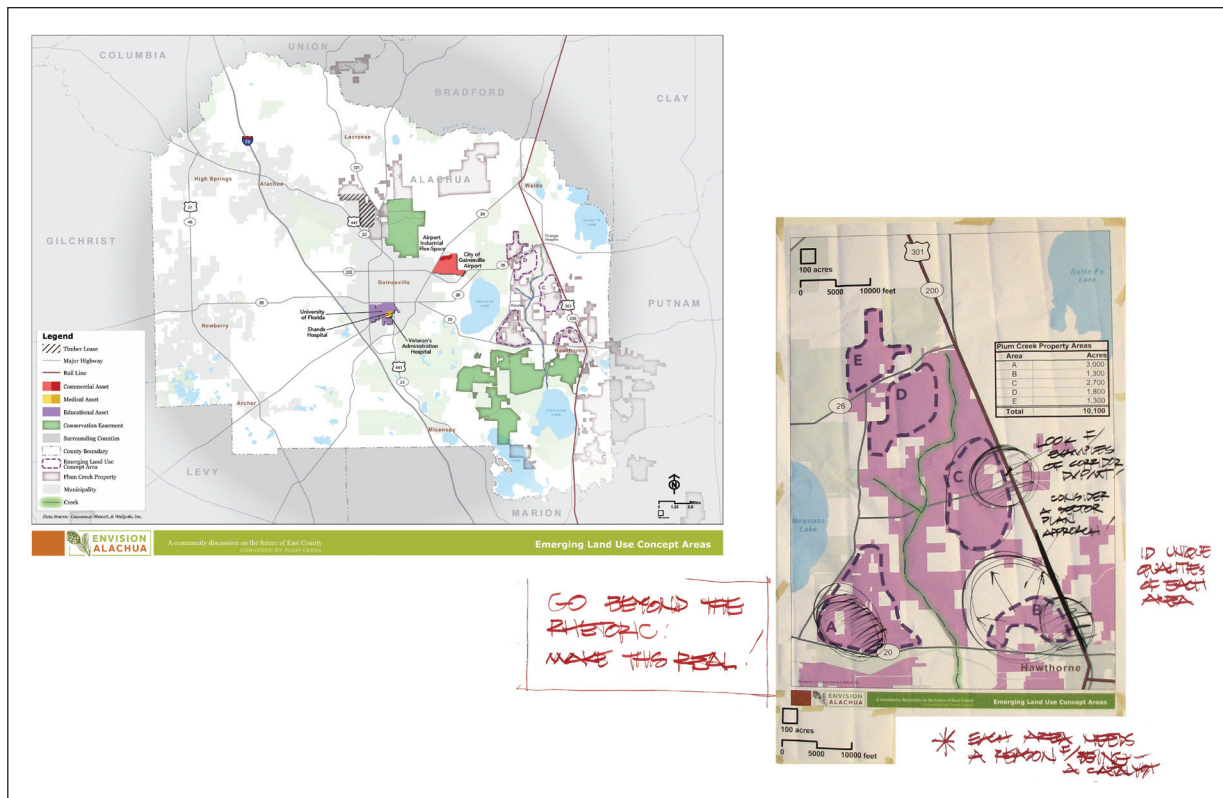
The fourth meeting introduced Task Force members to the “Geography of Innovation” concept, using a map (Figure 2, page 3) that shows the distribution of Plum Creek lands in relation to the major community and economic assets in and around Alachua County, and demonstrates that East County lands are most suitable for land uses that would support the emerging vision. Participants reviewed the first draft of the Emerging Land Use Concept Areas map, which identified focus areas in East County and considered the suitability of these areas for potential development and conservation. Task Force members also used electronic polling to provide feedback in real time on a series of photographs that illustrated how specific goals and planning principles might be achieved. The results of the polling revealed which concepts the Task Force found desirable or worthy of further consideration and which concepts Task Force members were not likely to support. The polling exercise provided feedback on a range of approaches to economic development, conservation and community-based land uses that the Task Force was willing to consider. These results are included in Appendix D.

*Wallgraphic from Task Force Meeting #4, November 9, 2011. Task Force members respond to the “Geography of Innovation” and Emerging Land Use Concept Areas and give feedback on potential land use approaches.*

FIGURE 4: COMMUNITY ASSETS - DRIVING DISTANCE FROM DOWNTOWN GAINESVILLE\*





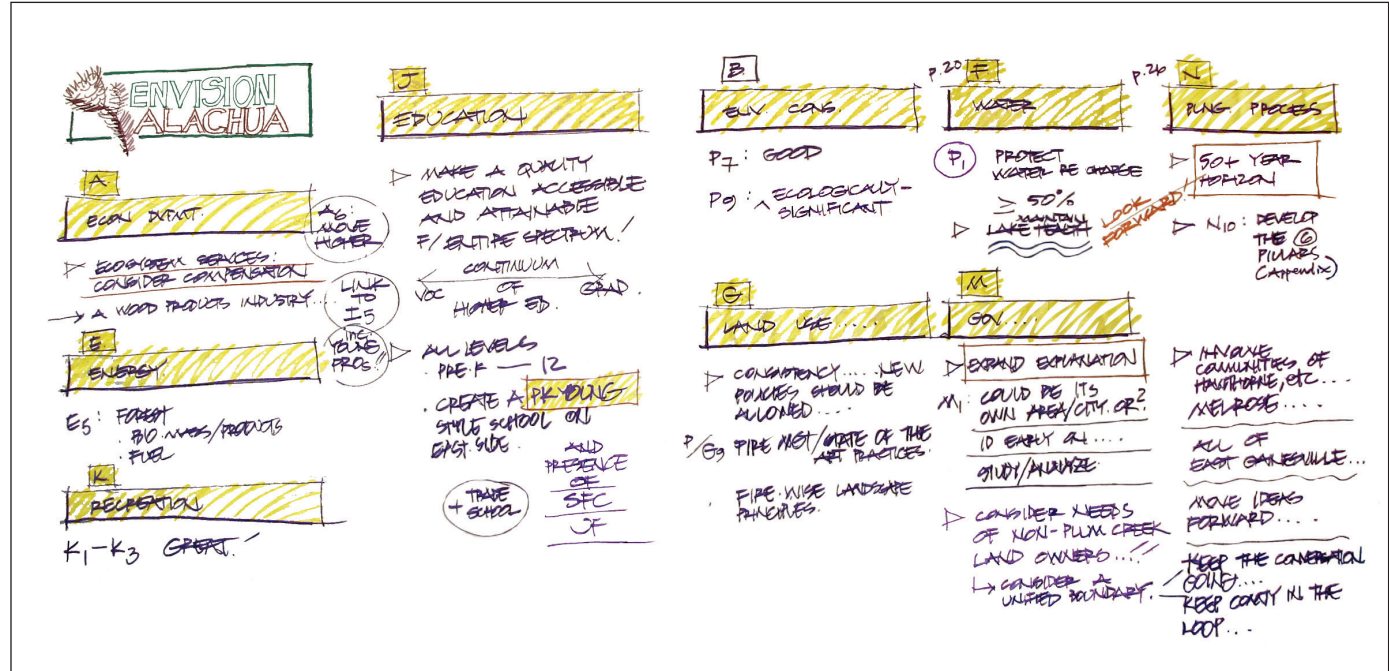


Wallgraphic from Task Force Meeting #5, December 14, 2011. Task Force members discuss the Emerging Land Use Concepts and further refine the Emerging Land Use Concept Areas map.

## TASK FORCE MEETING #5

At Meeting #5, Task Force members were introduced to the Emerging Land Use Concepts diagram, an illustration prepared to represent the hierarchy of land uses described in the Vision, Goals and Planning Principles. Members further refined the Emerging Land Use Concept Areas map and discussed the concept diagram. Daniel Iacofano led an activity designed to help members visualize the scale of Plum Creek's 65,000-acre holdings and the significant acreage available to accommodate the variety of land uses being discussed. Using a large-scale aerial map and scaled cut-outs of local landmarks such as the 1,385-acre University of Florida campus, he demonstrated that the five concept areas could easily accommodate similarly-scaled activities within Plum Creek lands in East County.

It was also noted that Plum Creek lands in East County are located about the same driving distance from downtown as other community assets. Figure 4 on page 13 shows community assets and their driving distance from downtown.



Wallgraphic from Task Force Meeting #6, February 15, 2012. Task Force members give their feedback on the final draft Envision Alachua Task Force Vision, Goals and Planning Principles.

## TASK FORCE MEETING #6

The final Task Force meeting provided an opportunity for Task Force members to hear the results of Community Workshop #2 and comment on the final draft of the Vision, Goals and Planning Principles document. This document reflects the feedback received at the meeting.





### Tours of Plum Creek Lands

To help ensure that Task Force members and interested members of the public were familiar with the location, scale and characteristics of the company's lands in Alachua County, Plum Creek hosted guided tours that were about 3-4 hours in length. A total of five tours were conducted in August 2011, including two for the general public.

*Envision Alachua Task Force members tour Plum Creek lands in Alachua County.*

## Community Workshops

To provide members of the public with opportunities to comment on the Envision Alachua planning process, Plum Creek hosted two community workshops. The workshops were held from 6:30 to 8:30 pm in East County. A dinner buffet was served an hour before each workshop, and child care was provided to make it more convenient for people to attend.

### Community Workshop #1

The first workshop was held at Springhill Missionary Baptist Church on October 5, 2011. Approximately 75 people attended. The program featured short presentations about the Envision Alachua planning process and Plum Creek and an overview of historical and community factors that influenced land use and development patterns in Alachua County. Working in small groups, participants were asked to discuss the following questions:

1. **Economy:** What do you see as potential economic development opportunities for Plum Creek lands in East Alachua County?
2. **Environment:** To allow development on some of its lands, Plum Creek would be willing to consider protecting other lands for wildlife, recreation and open space. What natural

resources do you believe should be conserved in East Alachua County?

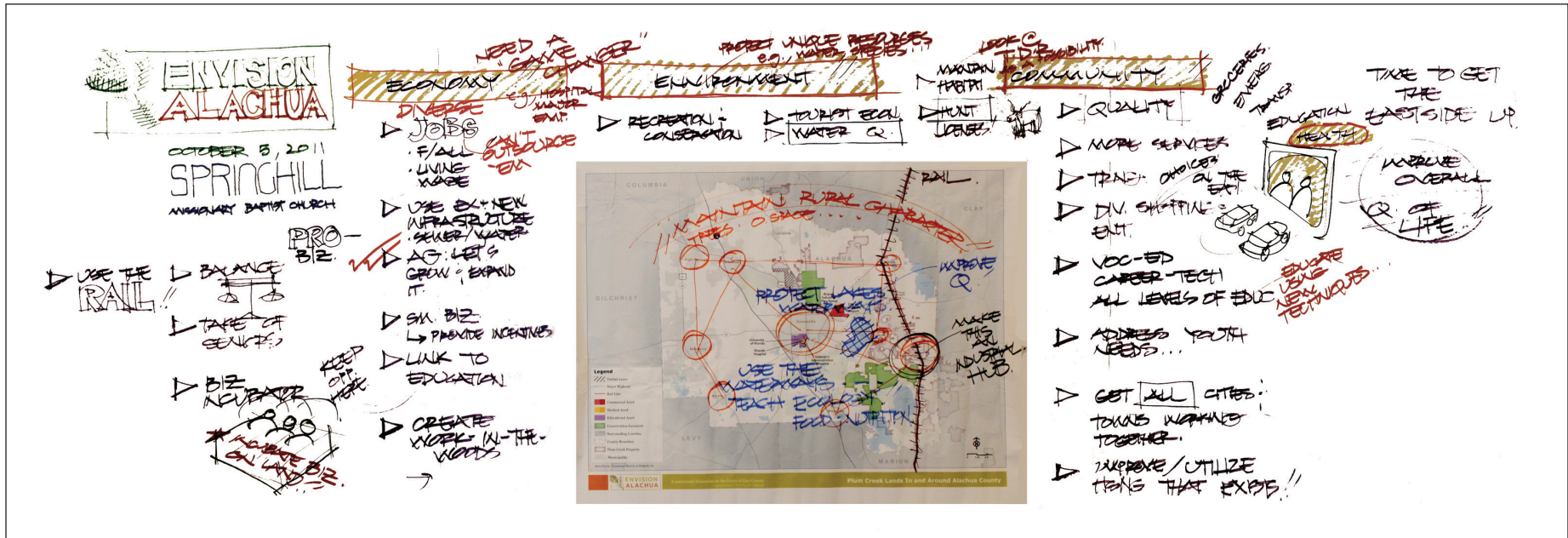
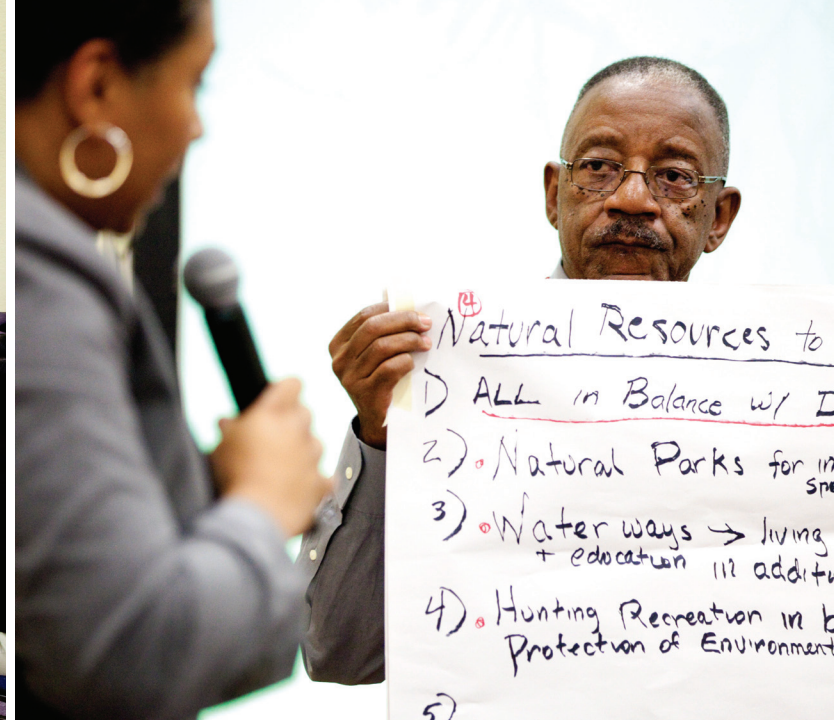
3. **Community:** Plum Creek believes that future development on some of their lands could provide the impetus for improved community services in East County such as schools, parks, health care, etc. What types of services do you believe are most needed in East Alachua County?

The feedback received at the workshop was shared with the Task Force at the November 9th meeting.

### Community Workshop #2

The second community workshop was held on January 11, 2012 at the Mount Carmel Baptist Church. The format was similar to the first workshop, and the session opened with a presentation describing the results of the planning process to date. Participants broke into smaller working groups to review and discuss the Draft Vision, Goals and Planning Principles, the Emerging Concepts for Plum Creek Lands, and Emerging Land Use Concept Areas. The results of these discussions were used to develop this document.









Top left:  
University of Florida student  
and Task Force members at  
Educational Forum #4.

Top right:  
Educational Forum #1 featured  
speaker John Doggett.

Previous page top:  
Community workshop  
participants give input.

Previous page bottom:  
Wallgraphic from Community  
Workshop #1, October 5,  
2011.



## Educational Forums

The Envision Alachua process also included a series of educational forums designed to present innovations in economic development, land conservation and resource management, and community design. The forums featured locally-, regionally- and nationally-recognized experts in presentations and panel discussions to help stimulate thinking around a future vision for Plum Creek's lands in East Alachua County.

### Educational Forum #1 *Innovations in Economic Development*

The first forum was held on August 4, 2011, from 7:00 to 9:00 pm at the Phillips Center, University of Florida. Speakers presented national and international case studies from cities and towns that are

leading the way in the innovation economy and discussed current and future opportunities for Alachua County.

Featured speakers included:

- **John Doggett**, Senior Lecturer in the Department of Management, McCombs School of Business at the University of Texas at Austin
- **Dr. Daniel Iacofano**, FAICP, FASLA, Principal, MIG, Inc. and Envision Alachua Process Facilitator
- **Dr. David Denslow Jr.**, Research Economist for the Bureau of Economic and Business Research and Distinguished Service Professor in the Department of Economics at the University of Florida

### **Educational Forum #2**

#### ***Innovations in Land Conservation and Resource Management***

The second forum was held on September 29, 2011, from 7:00 to 9:00 pm at the P.K. Yonge Performing Arts Center. Presenters described how communities have developed new funding models and forged new partnerships to achieve large-scale environmental conservation and resource protection.

Featured speakers included:

- **Alan Front**, Conservation Pathways, former Senior Vice President with Trust for Public Land
- **Robert “Hutch” Hutchinson**, Executive Director, Alachua Conservation Trust
- **Busy Byerly**, Interim Executive Director, Conservation Trust for Florida

### **Educational Forum #3**

#### ***Innovations in Community Design***

The third forum was held on November 15, 2011, from 7:00 to 9:00 pm, also at the P.K. Yonge Performing Arts Center. Speakers discussed projects that featured sustainable design, green building practices, transportation alternatives and nearby job centers. The presentation highlighted the West Village at the University of California in Davis, the first net zero energy development in the United States.

Featured speakers included:

- **Robert B. Segar**, Assistant Vice Chancellor, Campus Planning and Community Resources, University of California Davis
- **Frances Chandler-Marino**, Principal, Director of Regional Planning, AECOM

### **Educational Forum #4**

#### ***Innovations from the University of Florida: Community Design and Agricultural Urbanism***

The final forum featured the work of students from two University of Florida design studios. The results of their efforts were presented on January 26, 2012, from 5:30 to 9:00 pm at the Phillips Center, University of Florida. The program showcased the 12 student projects, and also featured presentations by the following University of Florida faculty:

- **Dr. Pierce Jones**, Professor and Director, Program for Resource Efficient Communities, Institute of Food and Agricultural Sciences
- **Dr. Mary Padua**, Associate Professor, School of Landscape Architecture and Planning, Department of Landscape Architecture
- **Martin Gold**, AIA, Director and Associate Professor, School of Architecture and Executive Director, Florida Community Design Center



Opening spread from Austin case example

CASE EXAMPLE

## Austin, Texas

DEVELOPING A SHARED ECONOMIC VISION  
TO CREATE AN INNOVATION ECONOMY

### INTRODUCTION

In 2010, while many regions in the United States continued to struggle under the weight of the deepest economic recession in a generation, Austin, Texas was the sixth fastest growing city in the nation. Led by strong growth in the innovation and high-tech sectors, Greater Austin ranked among the top metropolitan regions for economic recovery and job growth, and was listed as a top relocation city for young professionals, entrepreneurs, and students among mid-sized cities.<sup>1</sup> Kiplinger's Personal Finance Magazine listed it as number one on its "Best Cities for the Next Decade" list.<sup>2</sup>

As the state capital of Texas, Austin has a strong public sector and history of civic leadership. Often called "The Human Capital," Austin is home to the University of Texas at Austin (UT Austin), a nationally-recognized, top-tier research university whose graduates make up the highly-educated and entrepreneurial workforce that draws major employers to the region. The region is also known for its high quality of life, comparatively affordable cost of living and lively arts and music scene. These

qualitative factors contribute greatly to Greater Austin's competitiveness and ability to cultivate a dynamic economy.

However, Austin's rise to becoming one of the nation's top metropolitan regions did not occur overnight. It is the result of three decades of strategic collaboration between government, academic and industry partners to attract and retain high tech and innovation companies to the region, and to foster an entrepreneurial business climate that supports a strong regional economy.

This case example is presented as part of a larger process for envisioning the future of Alachua County. It highlights key economic development milestones that have contributed to Austin's growth in recent decades, and provides insight into potential future directions for Alachua County as it seeks to attract and retain high-tech and innovation employers within the Greater Gainesville area.

The case example is organized into the following sections:

**I. Demographics and Regional Context:**  
Provides an overview of Austin's demographics

<sup>1</sup> Austin Chamber of Commerce. "Austin in the News." <http://www.austin-chamber.org/the-chamber/media/austin-in-the-news.php>.

<sup>2</sup> Kiplinger's Personal Finance Magazine. "Ten Best Cities for the Next Decade: They're prosperous, innovative and they'll generate plenty of jobs too." July, 2010. <http://content.kiplinger.com/magazine/archives/10-best-cities-2010-for-the-next-decade.html>.

ENVISION ALACHUA JUNE 2011 | WWW.ENVISIONALACHUA.COM | 1

### Case Examples

To share best practices and stimulate thinking, four case examples illustrating innovative economic development and conservation were presented. Case examples included:

- **Austin, Texas:** Developing a Shared Economic Vision to Create an Innovation Economy

- **Research Parks in China:** Promoting State Policies to Create Innovation Zones
- **UCSF Mission Bay:** Creating a New Innovation Hub through Public-Private Collaboration
- **Conservation of Forest Lands:** Developing Creative Tools and Strategies for Conserving Natural Resources





Project website home page

### Project Website: [www.envisionalachua.com](http://www.envisionalachua.com)

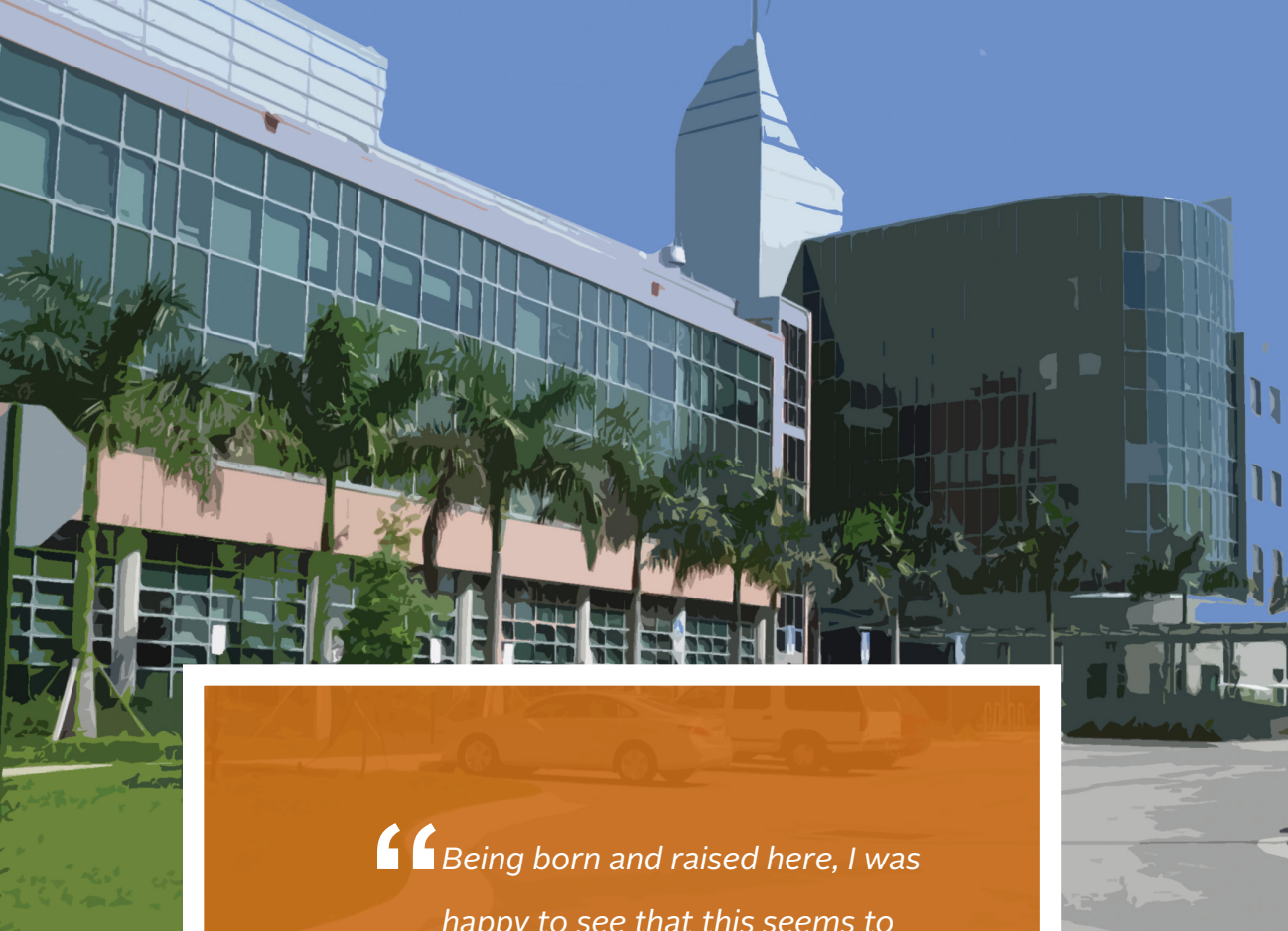
A website has been created for the project at [www.envisionalachua.com](http://www.envisionalachua.com). The website is updated regularly and provides information about all aspects of the project. The website is used to accept RSVPs for Task Force meetings and tours and to receive comments on the process. Members of the public and other stakeholders

can register to receive email notifications when new information is posted on the website. All materials distributed as part of the process, as well as a video of each event or meeting, are posted on the website for the general public to access and view at any time.









*“Being born and raised here, I was happy to see that this seems to address everything: jobs, economic development, innovation, creativity, the environment, and community engagement...bringing the community in to build our own community.”*

*- Community Workshop participant,  
January 11, 2012*



## 2 vision, goals and planning principles

The Vision, Goals and Planning Principles serve as a planning framework to guide Plum Creek's decision making regarding future development and conservation of its lands in Alachua County. Current land use entitlements allow Plum Creek to develop one residence per five acres. The Envision Alachua process demonstrated community support

for a more unifying vision that balances economic development and conservation activities.

The planning framework includes the Vision Statement, Goals and Planning Principles as described in this chapter.

1

### Vision Statement

A description of a preferred future

2

### Goals

Desired end state, condition or outcome expressed

3

### Planning Principles

Key concepts or ideas to guide future planning and implementation

## VISION STATEMENT FOR PLUM CREEK LANDS IN ALACHUA COUNTY

Plum Creek lands in Alachua County will:



### economy

Create economic development opportunities that support and enhance the innovation economy, provide job opportunities and services at all economic levels, and ensure a robust and sustainable economy.



### environment

Support the development of communities that have a balanced and compatible mix of land uses and environmentally sustainable development practices while conserving lands to protect ecosystems, wildlife corridors and working landscapes.



### community

Stimulate community engagement and participation in planning for a future that provides a high quality of life for all current and future residents on and around Plum Creek lands in Alachua County.



- 
- Goal A Economic Development:** Attract development that supports a sustainable economic future for residents at all wage and skill levels while being compatible with community goals for land conservation and natural resource protection
- Goal B Agriculture:** Maintain agriculture and silviculture as viable and sustainable economic activities
- Goal C Environmental Conservation:** Protect and retain lands for conservation, habitat protection and wildlife connectivity
- Goal D Water:** Address long-term needs for water supply, water quality and water conservation
- Goal E Energy and Utilities:** Work closely with utility providers to develop partnerships for planning and delivering required infrastructure
- Goal F Education:** Use potential development on Plum Creek lands as a springboard for strengthening educational programs and facilities in East County
- Goal G Community Planning:** Work collaboratively with organizations and community groups in the County and local, regional and state agencies to achieve the goals of the Envision Alachua planning process
- Goal H Transportation:** Create communities that are walkable, provide for multiple modes of transportation, and build on policies established in City and County transportation plans
- Goal I Land Use:** Create family-friendly, transit-supported, mixed-use communities that meet the needs of all residents in Alachua County
- Goal J Health Care:** Use potential development on Plum Creek lands as a catalyst to attract health care services and facilities to East County
- Goal K Social and Cultural Development:** Provide a high quality of life for all residents on and near Plum Creek lands
- Goal L Recreation:** Maximize new and existing recreational opportunities such as hunting, birding and wildlife viewing on Plum Creek lands



## supporting goals

### Goal M Governance

Create a governance model to ensure long-term economic viability and environmental sustainability

### Goal N Envision Alachua Planning Process

Ensure that the Envision Alachua process continues to remain open, transparent, inclusive and representative of all community members

### Goal O Performance Measures

Develop performance measures to track progress on achieving the Envision Alachua planning process goals

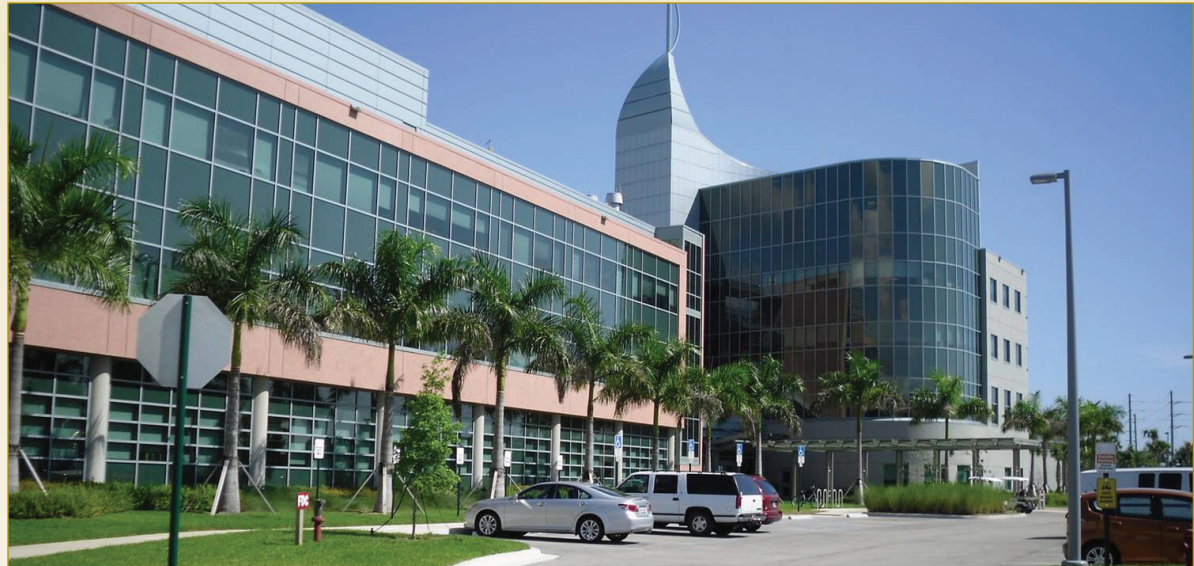
## GOALS AND PLANNING PRINCIPLES



## Goal A

### Economic Development

Attract development that supports a sustainable economic future for residents at all wage and skill levels while being compatible with community goals for land conservation and natural resource protection



*The Scripps Research Institute, Jupiter, Florida*

## PLANNING PRINCIPLES

- A1** Support the creation of jobs that enable East County residents to live and work in East County
- A2** Create and expand sustainable economic development opportunities that will provide well-paying, long-lasting jobs
- A3** Encourage manufacturing and industrial uses (for example, emerging industries such as solar energy) that provide jobs at all levels
- A4** Foster the growth of small businesses and other economic activities to help provide a better distribution of basic services throughout the County

## A

- A5** Identify and develop potential anchors that could attract development and new residents to East County (e.g., retail centers, manufacturing or technology hubs, a University of Florida campus, etc.)
- A6** Ensure that there are economic activities and related employment opportunities that allow graduates from the University of Florida, Santa Fe College and other educational institutions to put their knowledge, skills and abilities to use in the region
- A7** Explore potential markets for new products and industries that respond to regional and global needs and would thrive in Alachua County (e.g., biomass, furniture, goat meat, phosphates, etc)
- A8** Create job opportunities that support, rather than displace, the natural environment
- A9** Coordinate the Alachua County visioning process with economic development activities in Gainesville such as Innovation Gainesville in order to complement rather than compete with these initiatives
- A10** Create a plan that anticipates and leverages available resources to support economic development (for example, consider working with agencies to restructure enterprise zones)
- A11** Identify development sites with the potential to attract Fortune 500 or 1000 companies to the area
- A12** Identify and fill gaps in economic activities, including manufacturing, to ensure that a range of employment opportunities is available
- A13** Promote agriculture, conservation and natural resource activities as building blocks for a successful economy
- A14** Encourage the use of renewable energy as a component of sustainable economic development
- A15** Ensure that employment and job training centers are conveniently located and served by transit



## GOALS AND PLANNING PRINCIPLES (continued)



### Goal B Agriculture

Maintain agriculture and silviculture as viable and sustainable economic activities



*Florida Agriculture*

# B

## PLANNING PRINCIPLES

- B1** Protect and enhance existing agriculture and silviculture in the County
- B2** Preserve agricultural areas to ensure the availability and affordability of locally-grown food
- B3** Promote activities that support urban agriculture and agriculture-related eco-tourism
- B4** Support and strengthen working landscapes on lands adjacent to Plum Creek
- B5** Identify and promote local uses for wood products and technologies created in Alachua County
- B6** Explore ways to attract agricultural activities that increase opportunities for locally-grown, sustainable food
- B7** Involve agricultural experts from the University of Florida's Institute of Food and Agricultural Services and other local institutions to maximize agricultural research and production
- B8** Encourage agricultural activities that provide opportunities for small farmers



GOALS AND PLANNING PRINCIPLES (continued)



**Goal C**  
**Environmental  
Conservation**

Protect and retain lands for  
conservation, habitat protection  
and wildlife connectivity



*Plum Creek Conservation Easement*






## PLANNING PRINCIPLES

- C1** Develop an ecologically-based plan for Plum Creek lands to connect people to nature
- C2** Support local and state conservation activities that enhance wildlife connectivity
- C3** Retain lands strategically to maximize conservation and recreation opportunities
- C4** Protect habitat for sensitive species, wetlands and wildlife corridors
- C5** Ensure long-term watershed protection
- C6** Use cluster development techniques and buffers to separate conservation and residential areas
- C7** Help complete the “emerald necklace” around Gainesville
- C8** Develop projects that demonstrate the compatibility of conservation and economic development
- C9** Use a science-based approach to define sensitive areas, habitat, water resources and other environmental factors
- C10** Use conservation easements to protect ecologically significant portions of proposed project areas

GOALS AND PLANNING PRINCIPLES (continued)

 **Goal D**  
**Water**

Address long-term needs for water supply, water quality and water conservation



*Florida-Friendly Landscaping*



---

# D

## PLANNING PRINCIPLES

- D1** Identify and protect water recharge areas
- D2** Develop communities that optimize water conservation and achieve a 50 percent or greater reduction in water usage based on current usage
- D3** Apply Florida-friendly guidelines for landscaping
- D4** Demonstrate leadership in resource management by promoting and adopting innovative ways to meet water needs
- D5** Capture, treat and reuse storm water to the maximum extent feasible



## GOALS AND PLANNING PRINCIPLES (continued)



## Goal E

### Energy and Utilities

Work closely with utility providers to develop partnerships for planning and delivering required infrastructure



*Solar Energy Generation*

# E

## PLANNING PRINCIPLES

- E1** Work closely with utility providers to harness existing capacity and develop partnerships with cities to meet the utility needs of outlying communities
- E2** Consider constructing needed utility infrastructure in advance to reduce developer risks and stimulate economic development
- E3** Construct facilities, residences and other structures in an energy-efficient, cost-effective manner to reduce energy needs
- E4** Explore opportunities to secure power from renewable energy sources and multiple providers to provide choices for residential, commercial and industrial users

GOALS AND PLANNING PRINCIPLES (continued)



**Goal F**  
**Education**

Use potential development on Plum Creek lands as a springboard for strengthening educational programs and facilities in East County



*University of Florida*



# F

## PLANNING PRINCIPLES

- F1** Ensure that job training and educational centers are an integral component of any future development on Plum Creek lands
- F2** Incorporate facilities that address the full spectrum of educational needs including K-12, technical, vocational and higher education
- F3** Work in partnership with the University of Florida to establish a campus of the P.K. Yonge Developmental Research School in East County
- F4** Emphasize financial literacy in job training and educational activities on Plum Creek lands

GOALS AND PLANNING PRINCIPLES (continued)



**Goal G**  
**Community Planning**

Work collaboratively with organizations and community groups in the County and local, regional and state agencies to achieve the goals of the Envision Alachua planning process



Envision Alachua Community Workshop

# G

## PLANNING PRINCIPLES

- G1** Encourage partner agencies, organizations and community groups to help achieve the Envision Alachua goals by incorporating these goals into their own planning processes and programs
- G2** Encourage partners to initiate planning activities that respond to immediate and future needs for upgraded utilities, improved education facilities and programs, enhanced transportation opportunities, and other supporting services



## GOALS AND PLANNING PRINCIPLES (continued)

**Goal H****Transportation**

Create communities that are walkable, provide for multiple modes of transportation, and build on policies established in City and County transportation plans



*Multi-Modal Transportation*

# H

## PLANNING PRINCIPLES

- H1** Create a circulation system for Plum Creek lands that supports safe and efficient travel for all transportation modes, including public transit, bicycles, pedestrians and motorized vehicles
- H2** Increase availability and service frequency of public transit
- H3** Use transportation plans as a tool to support economic development corridors
- H4** Complete the bicycle trail between Gainesville Hawthorne Trail and Waldo Road Trail
- H5** Build on policies in the County's Transportation Plan and Bus Rapid Transit Plan to enhance the transportation network
- H6** Ensure that transit services connect area residents, especially those in East Gainesville, to employment centers
- H7** Incorporate future transportation trends (such as increased telecommuting) into the assumptions used for long-term transportation planning



## GOALS AND PLANNING PRINCIPLES (continued)



### Goal I Land Use

Create family-friendly, transit-supported, mixed-use communities that meet the needs of all residents in Alachua County



*Mixed-Use Village*





## PLANNING PRINCIPLES

- I1** Encourage new land use patterns through innovative planning and development approaches to avoid the sprawl and traffic congestion that resulted from past development in the region
- I2** Work collaboratively with the County to build on the successful outcomes of existing planning processes
- I3** Ensure that new plans achieve the goals of current land use planning policies, including those that emphasize higher densities, mixed-use and transit-oriented development
- I4** Support activities that will attract families with children to East County to help boost enrollment in East County schools
- I5** Promote activities that encourage tourism and agriculture, two important drivers of the local economy
- I6** Consider preparing “development templates” that can provide direction on ecologically appropriate areas for different types of development and conservation
- I7** Conduct meaningful and strategic conversions of lands for development
- I8** Connect physical and technology infrastructure on Plum Creek lands to that of East Gainesville and neighboring communities
- I9** Continue use of firewise management practices on Plum Creek lands
- I10** Support activities that help ensure that housing and services are affordable to area residents with a range of incomes

## GOALS AND PLANNING PRINCIPLES (continued)



## Goal J

### Health Care

Use potential development on Plum Creek lands as a catalyst to attract health care services and facilities to East County



*Shands Cancer Hospital, University of Florida*

J

## PLANNING PRINCIPLES

- J1** Leverage existing health care resources such as Shands, Veterans Administration and others to provide health care services in East County
- J2** Provide accessible and affordable health care services



## GOALS AND PLANNING PRINCIPLES (continued)

**Goal K****Social and Cultural Development**

Provide a high quality of life for all residents on and near Plum Creek lands



*Social, Cultural and Artistic Resources – Florida*

# K

## PLANNING PRINCIPLES

- K1** Address the historic and social constraints that have limited access to opportunities for many residents in the community in the past
- K2** Involve faith-based leaders and other community organizations in the Envision Alachua process to ensure broad community participation and representation
- K3** Ensure that the Envision Alachua process fully acknowledges the influence of all communities on the land use development patterns of the area
- K4** Increase arts and cultural opportunities for the community
- K5** Include community amenities that are family-friendly, address the needs of seniors and young professionals, and contribute to a high quality of life for all residents
- K6** Develop Plum Creek lands in a manner that creates safe places for residents to live, work and play



## GOALS AND PLANNING PRINCIPLES (continued)



## Goal L Recreation

Maximize new and existing recreational opportunities such as hunting, birding and wildlife viewing on Plum Creek lands



*Florida Recreational Opportunities*





## PLANNING PRINCIPLES

- L1** Provide recreational opportunities such as hunting, birding, wildlife viewing and hiking
- L2** Acknowledge impacts of potential changes to Plum Creek lands to current recreation users
- L3** Provide and encourage recreational activities that support the local economy
- L4** Provide affordable public access to recreation
- L5** Provide stewardship activities and programs that educate youth and adults about environmental resources on Plum Creek lands and the area's historical and cultural legacy
- L6** Protect water bodies to enhance opportunities for fishing

## GOALS AND PLANNING PRINCIPLES (continued)

**Goal M**  
**Governance**

Create a governance model to ensure long-term economic viability and environmental sustainability



*Alachua County Courthouse*

# M

## PLANNING PRINCIPLES

**M1**

Work with the County and nearby communities to explore options for governance that will support the timely implementation of the vision

**M2**

Implement a governance model that maintains the spirit and integrity of the Envision Alachua Vision Statement



## GOALS AND PLANNING PRINCIPLES (continued)

**Goal N****Envision Alachua  
Planning Process**

Ensure that the Envision Alachua process continues to remain open, transparent, inclusive and representative of all community members



*Envision Alachua Community Workshop Participants*

**PLANNING PRINCIPLES**

- N1** Ensure that Envision Alachua has tangible, short-term results within the first three years to help build momentum and community support for projects that are scalable and sustainable over time
- N2** Consider a long-term, 50+ year view for this process
- N3** Address both short- and long-term planning horizons—one-to-three years, three-to-five years, five-to-ten years, and beyond—so that foundational activities can be implemented
- N4** Ensure that the planning process remains open and inclusive of all community members

# N

- N5** Use the Envision Alachua process to create a new economic, environmental and social engine for the region
- N6** Develop partnerships with area institutions, educational providers and organizations to develop and implement the vision; consider potential partners such as the Water Management District and Plan East Gainesville, among others
- N7** Develop community buy-in and a broad base of community support for the Envision Alachua process
- N8** Ensure that the Envision Alachua process results in activities that are phased, scalable and economically sustainable
- N9** Explore availability of federal funds to support regional economic and community development processes
- N10** Align the plan with the Six Pillars for Florida's Future planning framework developed by the Florida Chamber Foundation so that it can inform state-wide planning processes and qualify Alachua County as a "Six Pillars Community"
- N11** Create a state-wide model for future ecologically-planned communities
- N12** Plan for growth that is sustainable and ecologically friendly
- N13** Build community pride through public involvement in the community development process
- N14** Engage broad-based participation from the community to ensure that all residents are represented in the ongoing planning process
- N15** Engage residents from nearby communities that may be affected by development proposals on Plum Creek lands

GOALS AND PLANNING PRINCIPLES (continued)



**Goal O**

**Performance Measures**

Develop performance measures to track progress on achieving the Envision Alachua planning process goals



*Performance Measures*





## PLANNING PRINCIPLES

- 01** Work with partner agencies, groups and organizations to develop performance measures and indicators to track progress on achieving goals
- 02** Develop methods for reporting progress

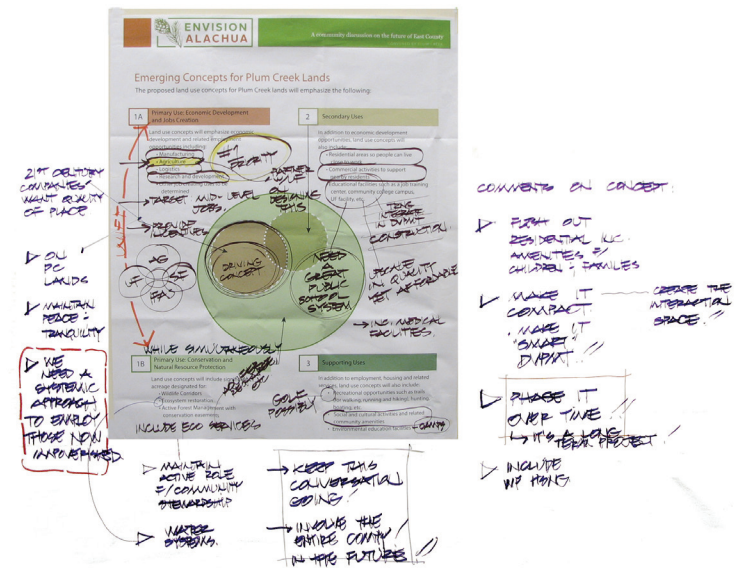


# 3 emerging concepts

## EMERGING CONCEPTS FOR PLUM CREEK LANDS

To support and clarify the Vision, Goals and Planning Principles, a conceptual diagram (see next page) was developed to convey the hierarchy of uses discussed and agreed upon by Task Force and community members. Participants commented that the primary uses should include both economic development for jobs creation and conservation for natural resource protection. Discussions emphasized that economic development could be accomplished through a range of uses, including manufacturing, agriculture, logistics, research and development, and other job-creating uses. Plum Creek lands would also include significant acreage designated for conservation easements managed by active forest management for the protection of natural resources, and accommodating uses such as wildlife corridors and ecosystem restoration.

Secondary uses were identified as residential, commercial and educational facilities, with these uses designed to serve the community that would

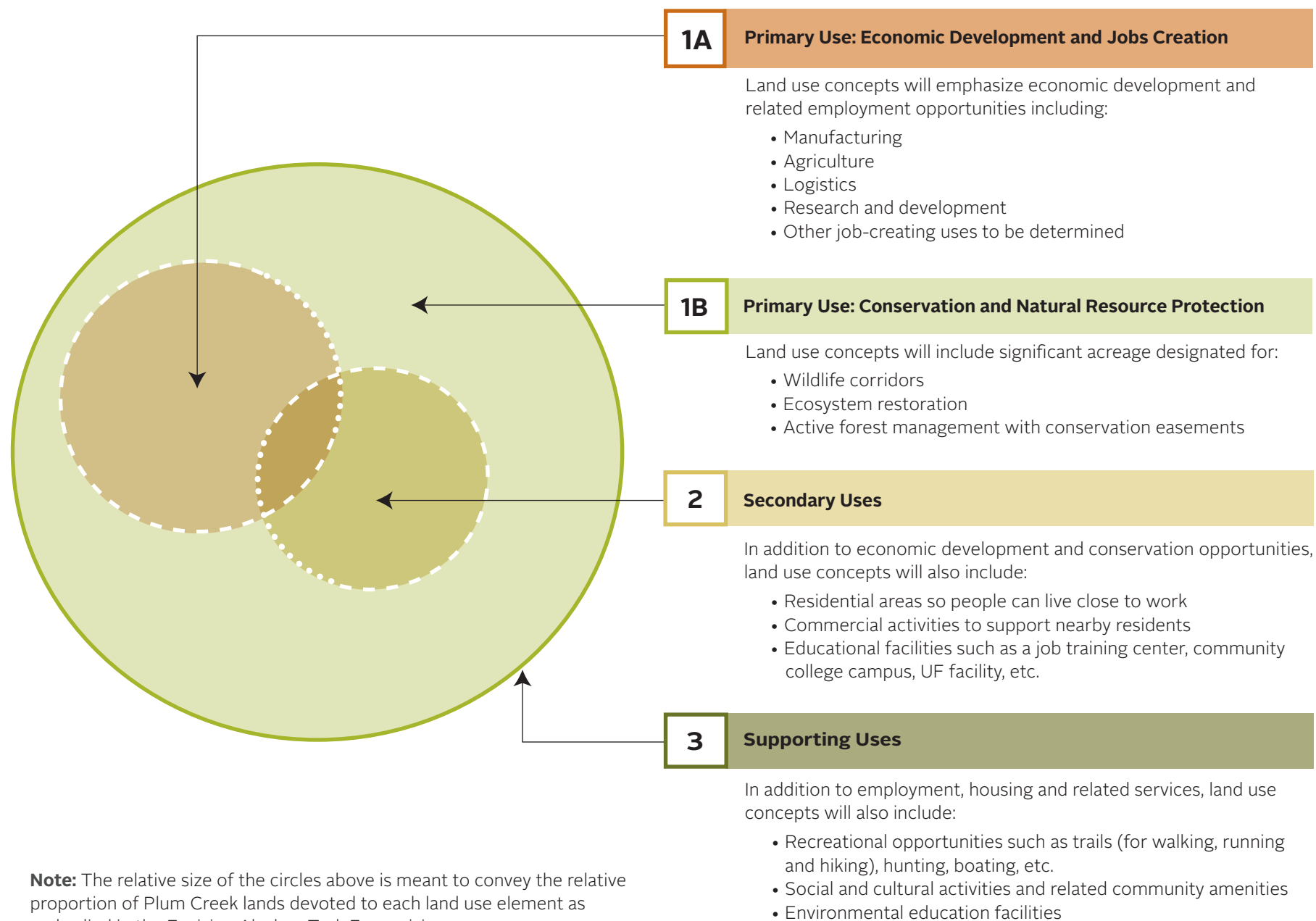


Task Force comments on Emerging Concepts.

live and work near the newly-created economic development opportunities. Supporting uses such as recreation, social and cultural activities, and environmental education activities would help augment the quality of life for all residents in and around Plum Creek lands.



The Envision Alachua Task Force Vision for Plum Creek lands emphasizes the following key land use elements:



## EMERGING LAND USE CONCEPT AREAS

The Emerging Land Use Concept Areas represent potential areas that may be suitable for the primary and secondary uses proposed for Plum Creek lands in East Alachua County. These areas were identified based on feedback from Task Force members. The areas are identified as areas A through E and range in size from 1,300 to 3,000 acres. The five areas total an estimated 10,100 acres. Task Force and community members stated that connections to the existing transportation infrastructure and industrial development should be key criteria for future consideration of these areas.

Plum Creek will focus additional planning and analysis in these areas to determine how the vision and goals may be achieved as it continues to plan for its holdings in the County.

Areas A, B, C, D and E will be studied for their potential to achieve the Envision Alachua Task Force vision. These areas represent approximately 16% of all Plum Creek lands in Alachua County. Areas that are shown in shades of pink are owned by Plum Creek.

FIGURE 5: EMERGING LAND USE CONCEPT AREAS MAP

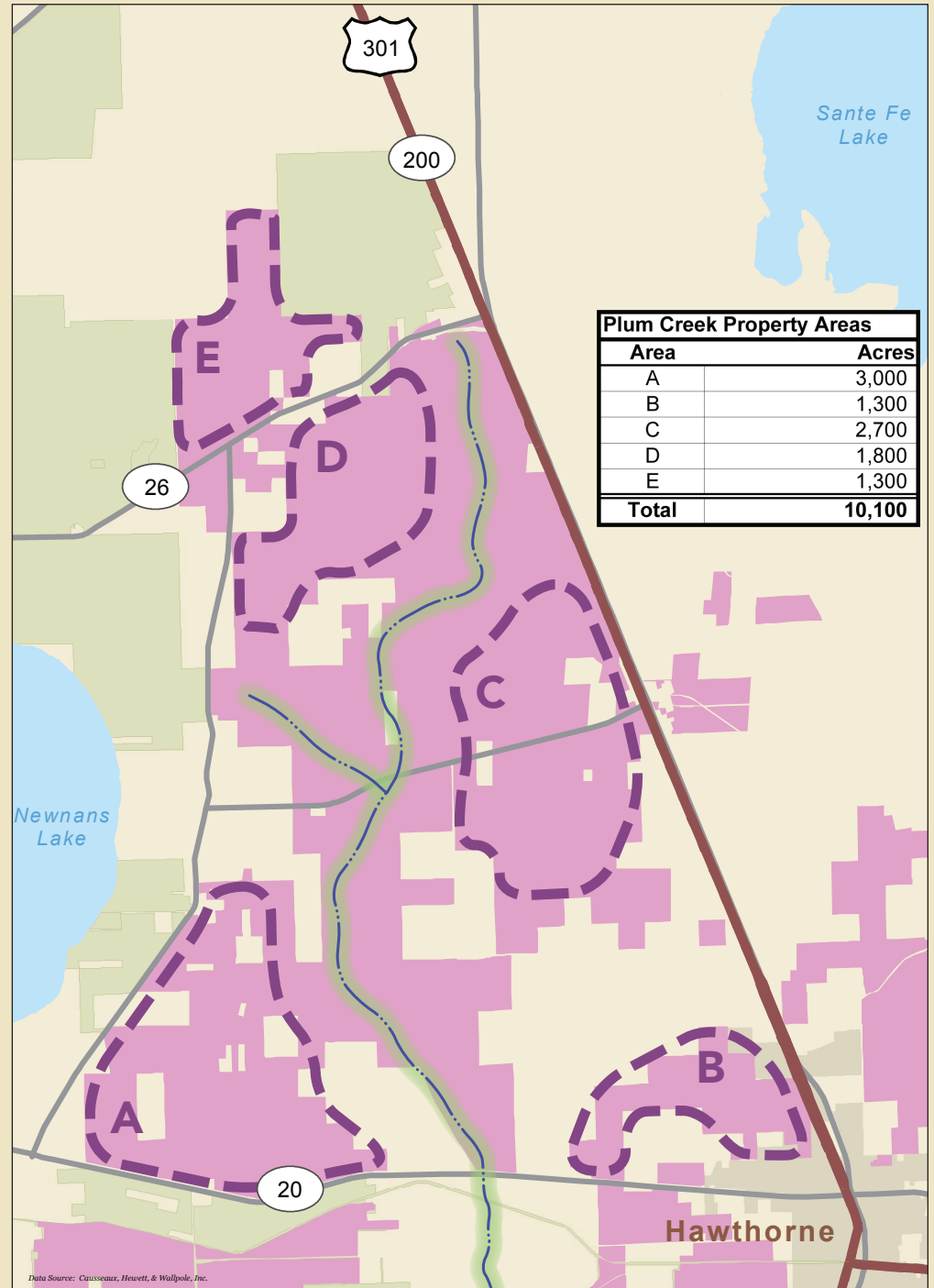
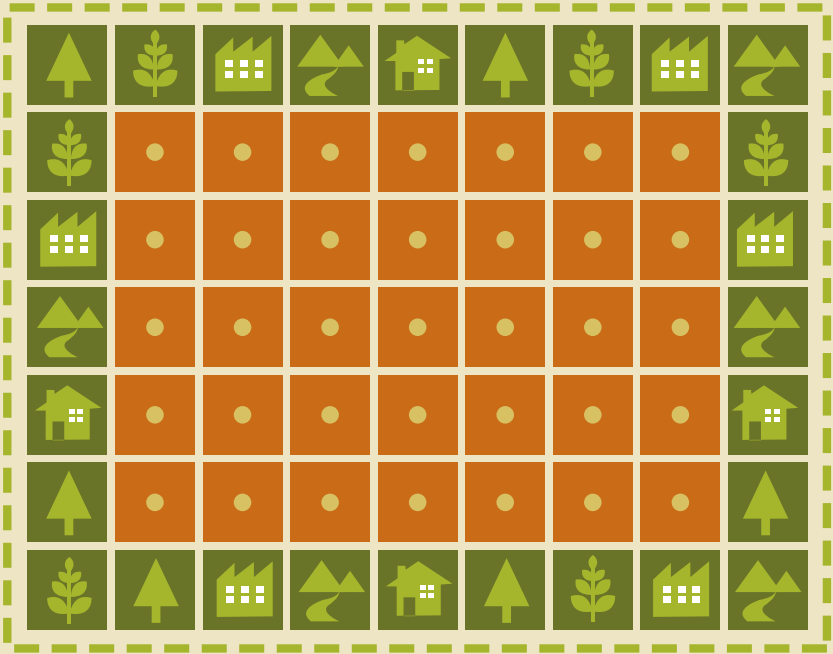


Figure 6 presents a conceptual representation of the Task Force Vision for Plum Creek lands that resulted from the Envision Alachua process.

FIGURE 6: TODAY’S LAND USE VS. TASK FORCE VISION



**TODAY’S LAND USE**

Current zoning allows one residential unit per five acres, producing unintended consequences of development sprawl and missed opportunities for large-scale environmental conservation.



**TASK FORCE VISION**

The Envision Alachua Task Force prefers a more compact development pattern, making more lands available for economic development, large scale environmental conservation, and agriculture and timber to maximize community goals and minimize water and energy use.









“Creating work inside of the environment that’s already there, that you can’t outsource...that makes a big difference and it makes people have a stake in the community.”

- Community Workshop participant,  
October 5, 2011



## 4 appendices

Throughout the first phase of the Envision Alachua process, participants were presented with “best practices” from communities across the country and around the world who are leading the way in economic development, conservation and community planning activities that can help realize the innovation economy. The following items are featured in these appendices and serve as reference materials for specific meetings and presentations:

**Appendix A:** Brain Hub Cities

**Appendix B:** Economic Development and  
Environmental Conservation  
Case Examples

**Appendix C:** Models of Innovation Educational  
Forum Programs

**Appendix D:** Task Force Land Use Preferences

**Appendix E:** Glossary of Terms





## appendix **A**

### **BRAIN HUB CITIES**

Participants were introduced to the concept of a “Brain Hub” city at Task Force Meeting #5 and Community Workshop #2. Brain Hub cities boast a large concentration of highly-educated workers, especially scientists, engineers and entrepreneurs holding bachelor’s degrees or higher. They are home to at least one major research university. Brain Hub cities can become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and incubators. Gainesville qualifies as a Brain Hub city and has the potential to compete with communities throughout the country to attract economic development activities. Additional Brain Hub cities are provided for comparison.

APPENDIX A

BRAIN HUB  
CITIES

Ann Arbor, Michigan

ann arbor, michigan

Culturally diverse and environmentally progressive Ann Arbor, located not far outside Detroit, is nicknamed “Tree Town” due to its many densely forested parks and tree-lined streets. Although the University of Michigan remains a significant contributor to its economic success, it is home to an increasing number of Fortune 500 and high-tech companies.

University of Michigan at Ann Arbor

Founded: 1837  
Students enrolled: 41,924  
Acreage: 3,153

Source: University of Michigan

Ann Arbor Public Schools

Graduation rate: 89.7%  
Students eligible for free or reduced-price school lunches: 23%

Source: Ann Arbor Public Schools

Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
University of Michigan	26,241
University of Michigan Hospitals & Health System	19,614
St. Joseph Mercy Health System	5,670
Washtenaw Community College	2,773
Ann Arbor Public Schools	2,659
Veterans Administration Medical Center	1,600
Washtenaw County	1,345
City of Ann Arbor	766

Source: City of Ann Arbor, Michigan Comprehensive Annual Financial Report

Notable High-Tech Companies in and around Ann Arbor

Google Adwords	HealthMedia/Johnson and Johnson	Ultra Electronics
Thomson Reuters		Aernnova Engineering US
Terumo Cardiovascular	Barracuda Networks	
General Dynamics	Accuri Cytometers	
Information Systems		

Source: Ann Arbor SPARK

Number of Patents Assigned to Ann Arbor Persons/  
Companies (1976-present): 3,538

Patents Per Capita: 1 FOR EVERY 32 RESIDENTS

Source: United States Patent & Trademark Office/MIG, Inc. independent research



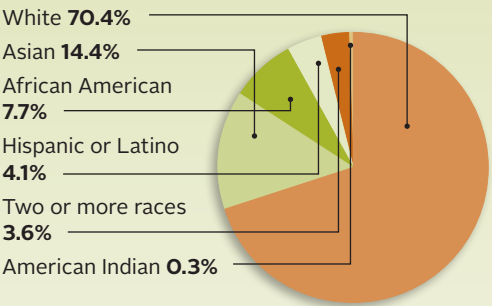
Photo: Susan Montgomery, bigstockphotos.com

Population

Ann Arbor: **113,934**  
Washtenaw County: **344,791**  
Michigan: **9,883,640**

Source: 2010 US Census

Ann Arbor Demographics\*



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

“Brain Hub” cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor’s degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.



# austin, texas

Austin, Texas is home to the state capital, the University of Texas (UT) and a hub of technology companies. Anchored by the UT's J.J. Pickel Research Campus, the area features a high quality of life, comparatively affordable cost of living and a lively arts and music scene.

## University of Texas at Austin

Founded: 1883

Students enrolled: 50,000

Acreage: 1,483

Source: University of Texas at Austin

## Austin Independent School District

Graduation rate: 76%

Students eligible for free or reduced-price school lunches: 52.6%

Source: Austin Independent School District/Annie E. Casey Foundation Kids Count Data Center

## Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
State of Texas	38,538
The University of Texas at Austin	24,864
Dell Computer Corporation	14,000
City of Austin	11,815
Seton Healthcare Network	11,500
Austin Independent School District	11,151
U.S. Federal Government	11,100
HEB Grocery	10,904
St. David's Healthcare Partnership	6,600
IBM Corporation	6,239

Source: City of Austin, Texas Comprehensive Annual Financial Report

## Notable High-Tech Companies in and around Austin

Nvidia	Cirrus Logic	National Instruments
3M	Cisco Systems	Samsung Group
Apple Inc.	eBay/PayPal	Buffalo Technology
Hewlett-Packard	Bioware	Silicon Laboratories
Google	Blizzard Entertainment	Oracle Corporation
AMD	Hoover's	Hostgator
Applied Materials	Intel Corporation	United Devices

Source: Austin Chamber of Commerce

## Number of Patents Assigned to Austin Persons/Companies (1976-present): 13,891

**Patents Per Capita:** 1 FOR EVERY 57 RESIDENTS

Source: United States Patent & Trademark Office/MIG, Inc. independent research



Photo: Photos.com

## Population

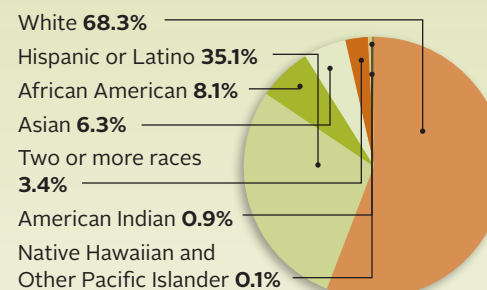
Austin: 790,390

Travis County: 1,024,266

Texas: 25,145,561

Source: 2010 US Census

## Austin Demographics\*



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

“Brain Hub” cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.

## APPENDIX A

## BRAIN HUB CITIES

### Austin, Texas

# APPENDIX A

## BRAIN HUB CITIES

### Boulder, Colorado

# boulder, colorado

A center of aerospace employment and one of the top-ranked cities in the nation for scientists and engineers as a percent of the workforce, Boulder also consistently ranks high among the nation's healthiest places to live. Located in the Rocky Mountain foothills, its dedication to preserving open space makes it ideal for outdoor recreation enthusiasts, and it also boasts a lively cultural scene.

## University of Colorado at Boulder

Founded: 1877  
Students enrolled: 29,952  
Acreage: 600

Source: University of Colorado at Boulder

## Boulder Valley School District

Graduation rate: 84.7%  
Students eligible for free or reduced-price school lunches: 18.4%

Source: Boulder Valley School District

## Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
University of Colorado	6,902
Boulder Valley School District RE2	4,296
IBM Corporation	3,400
Ball Aerospace & Technologies Corporation	3,100
Boulder Community Hospital Association	2,374
Covidien	1,750
Boulder County Government	1,700
University Corporation for Atmospheric Research (NCAR)	1,345
City of Boulder	1,103

Source: Boulder Economic Council

## Notable High-Tech Companies in and around Boulder

InfoPrint Solutions	Lockheed Martin	Qualcomm
Micro Motion/Emerson	NIST (National Institute of Standards and Technology)	Corden Pharma
Amgen		Spectra Logic
Array Bio Pharma		

Source: Boulder Economic Council

## Number of Patents Assigned to Boulder Persons/Companies (1976-present): 3,980

**Patents Per Capita:** 1 FOR EVERY 24 RESIDENTS

Source: United States Patent & Trademark Office/MIG, Inc. independent research



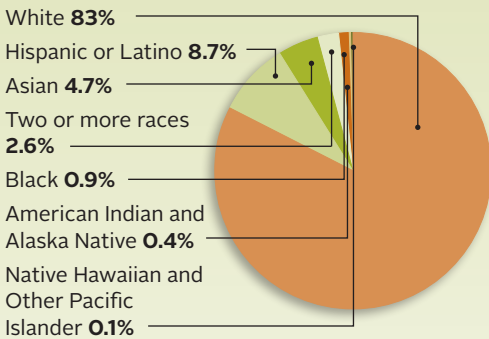
Photo: MIG, Inc.

## Population

Boulder: 97,385  
Boulder County: 294,567  
Colorado: 5,029,196

Source: 2010 US Census

## Boulder Demographics\*



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

“Brain Hub” cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.

# chapel hill, north carolina

Chapel Hill, nestled in the rolling, wooded Piedmont of North Carolina, has built a reputation as a state leader on social, economic and environmental issues. Along with Raleigh and Durham, it is one of three “points” of the Research Triangle surrounding 1,700-acre Research Triangle Park, a high-technology research and development center boasting more than 170 global companies employing over 38,000.

## University of North Carolina at Chapel Hill

Founded: 1795

Students enrolled: 29,000

Acreage: 729

*Source: University of Carolina at Chapel Hill*

## Chapel Hill-Carrboro City Schools

Graduation rate: 89%

Students eligible for free or reduced-price school lunches: 22.15%

*Source: Chapel Hill-Carrboro City Schools*

## Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
University of North Carolina at Chapel Hill	12,052
UNC Hospitals	7,215
Blue Cross/Blue Shield of NC	4,000
Chapel Hill-Carrboro City Schools	1,885
Orange County Schools	1,745
Orange County	1,016

*Source: Town of Chapel Hill/employer websites*

## Notable High-Tech Companies in and around Chapel Hill

IBM	Biogen Idec	North Carolina Biotechnology Center
GlaxoSmithKline	Bayer CropScience	IEM
Cisco	Fujifilm Diosynth Biotechnologies	MCNC
RTI International	DuPont Electronic Technologies	Eisai, Inc.
NetApp	EMC Corporation	Syngenta Biotechnology, Inc.
BASF Corporation Crop Protection		

*Source: Research Triangle Park/MIG, Inc. independent research*

## Number of Patents Assigned to Chapel Hill Persons/Companies (1976-present): 724

**Patents Per Capita: 1 FOR EVERY 79 RESIDENTS**

*Source: United States Patent & Trademark Office/MIG, Inc. independent research*



*Photo: University of North Carolina at Chapel Hill*

## Population (2010 US Census)

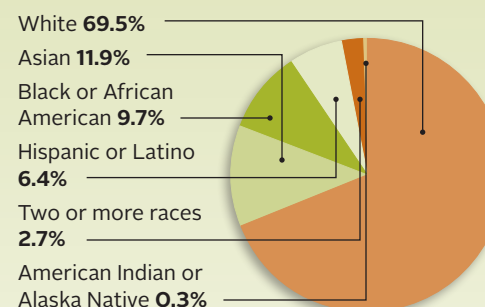
Chapel Hill: **57,233**

Orange County: **133,801**

North Carolina: **9,656,401**

*Source: 2010 US Census*

## Chapel Hill Demographics\*



*\*Percentages do not total 100% because respondents could identify two or more races.*

*Source: 2010 US Census*

“Brain Hub” cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.

## APPENDIX A

## BRAIN HUB CITIES

**Chapel Hill,  
North Carolina**



## APPENDIX A

### BRAIN HUB CITIES

#### Davis, California

# davis, california

Davis is a university-oriented city with a progressive, vigorous community noted for its small-town style, energy conservation, environmental programs, parks, and the quality of its educational institutions. In a town where bicycles are more prolific than people, the population features a highly skilled professional and technical labor force due mainly to the City's close relationship with the University of California campus.

#### University of California at Davis

Founded: 1905

Students enrolled: 32,653

Acreage: 5,300 acres

Source: University of California at Davis

#### Davis Joint Unified School District

Graduation rate: 95.5%

Students eligible for free or reduced-price school lunches: 19%

Source: California Department of Education

#### Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
University of California at Davis	30,770
Davis Joint Unified School District	972
City of Davis	572
Sutter Davis Hospital	375
Safeway	200
USDA	200
PG&E	200
Target	182
Nugget Market	166
Davis Food Co-op	133

Source: City of Davis Comprehensive Annual Financial Report

#### Notable High-Tech Companies in and around Davis

Intel Corporation	Apple Computers Inc.	FDI Collateral Management
Hewlett-Packard Company	Telefunken Semiconductors	Siemens Mobility
Aerojet	ALLDATA Corporation	IDEXX Laboratories

Source: Sacramento Business Journal/Sacramento Area Commerce and Trade Organization

#### Number of Patents Assigned to Davis Persons/Companies (1976-present): 458

**Patents Per Capita:** 1 FOR EVERY 143 RESIDENTS

Source: United States Patent & Trademark Office/MIG, Inc. independent research



Photo: UC Davis

#### Population

Davis: **65,622**

Yolo County: **200,849**

California: **37,253,956**

Source: 2010 US Census

#### Davis Demographics\*

White **58.9%**

Asian **21.9%**

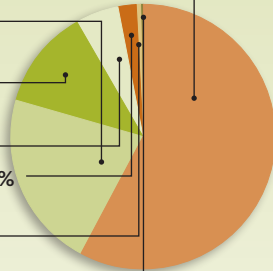
Hispanic or Latino **12.5%**

Two or more races **5.4%**

African American **2.3%**

American Indian and Alaska Native **0.5%**

Native Hawaiian and Other Pacific Islander **0.2%**



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

“Brain Hub” cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.

# gainesville, florida

Gainesville is the largest city and county seat of Alachua County, home to Florida's largest and oldest university, and is one of the state's centers of education, medicine, cultural events and athletics. Known for its preservation of historic buildings and the beauty of its natural surroundings, Gainesville has received numerous awards for its desirability as a place to "live, work and play."

## University of Florida

Founded: 1906

Students enrolled: 50,000

Acreage: 1,385

Source: University of Florida

## Alachua County Public Schools

Graduation rate: 78.6%

Students eligible for free or reduced-price school lunches: 48.5%

Source: Alachua County Public Schools

## Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
University of Florida	14,723
Shands Hospital	12,588
Veterans Affairs Medical Center	4,317
Alachua County School Board	4,299
City of Gainesville	2,200
Florida DCFS	2,319
Publix Supermarkets	2,056
North Florida Regional Medical Center	1,700
Nationwide Insurance Company	1,300
Alachua County	1,120

Source: Council for Economic Outreach

## Notable High-Tech Companies in and around Gainesville

RTI Biologics	HyGreen, Inc.	AxoGen, Inc.
Exactech	Nanotherapeutics, Inc.	InterMed Nuclear Medicine
Info Tech	Priora Robotics	Grooveshark
Phillips Invivo	Sinmat, Inc.	Banyan Biomarkers
Sage Software	Applied Genetics Technology Corporation	

Source: Council for Economic Outreach

## Number of Patents Assigned to Gainesville Persons/Companies (1976-present): 1,646

**Patents Per Capita: 1 FOR EVERY 76 RESIDENTS**

Source: United States Patent & Trademark Office/MIG, Inc. independent research



Photo: University of Florida

## Population (2010 US Census)

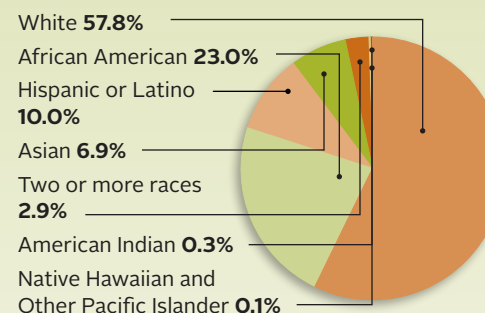
Gainesville: **124,354**

Alachua County: **247,336**

Florida: **18,801,310**

Source: 2010 US Census

## Gainesville Demographics\*



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

"Brain Hub" cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.

## APPENDIX A

### BRAIN HUB CITIES

#### Gainesville, Florida

APPENDIX A

BRAIN HUB  
CITIES

Huntsville, Alabama

huntsville, alabama

Huntsville successfully combines the rich heritage of Southern hospital-ity with innovative high-tech ventures, cultural diversity, and industry in-cluding several Fortune 500 companies. Technology, space, and defense industries have a major presence here with the Army's Redstone Arsenal, NASA's Marshall Space Flight Center, and Cummings Research Park.

University of Alabama in Huntsville

Founded: 1950  
Students enrolled: 7,700  
Acreage: 350

Source: University of Alabama in Huntsville

Madison County School District

Graduation rate: 85.2%  
Students eligible for free or reduced-price school lunches: 40%

Source: Madison County Schools

Top Employers in the Region

EMPLOYER	NUMBER OF EMPLOYEES
U.S. Army/Redstone Arsenal	30,000
Huntsville Hospital System	6,280
NASA/Marshall Space Flight Center	6,000
Huntsville City Schools	3,000
The Boeing Company	2,600
Madison County Schools	2,389
SAIC (Science Applications Intl. Corp.)	2,242
City of Huntsville	2,206
ADTRAN, Inc.	1,740
UAHuntsville	1,675
Sanmina-SCI Corporation	1,578
Teledyne Brown Engineering	1,530

Source: Chamber of Commerce of Huntsville/Madison County

Notable High-Tech Companies in and around Huntsville

CINRAM, Inc.	Dynetics, Inc.	ERC, Inc.
Intergraph Corporation	ITT/CAS, Inc.	SPARTA, Inc.
Lockheed Martin Corporation	PPG Industries, Inc.	CSC (Computer Sciences Corporation)
Jacobs Sverdrup Technology, Inc.	Benchmark Electronics	COLSA Corporation
	Raytheon Systems Company	Amtec Corporation

Source: Chamber of Commerce of Huntsville/Madison County

Number of Patents Assigned to Huntsville Persons/  
Companies (1976-present): 1,291

Patents Per Capita: 1 FOR EVERY 140 RESIDENTS

Source: United States Patent & Trademark Office/MIG, Inc. independent research



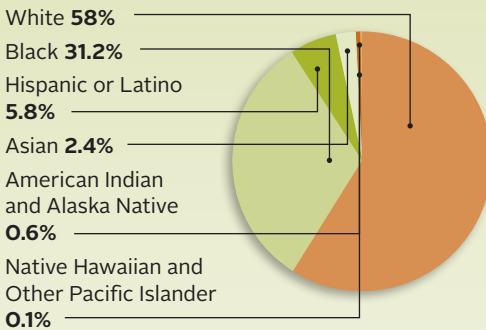
Photo: University of Alabama-Huntsville

Population

Huntsville: 180,105  
Madison County: 334,811  
Alabama: 4,779,736

Source: 2010 US Census

Huntsville Demographics\*



\*Percentages do not total 100% because respondents could identify two or more races.

Source: 2010 US Census

"Brain Hub" cities boast a large concentration of highly-educated workers, especially scientists, engineers and business entrepreneurs holding bachelor's degrees or higher. They are home to at least one major research university. Brain Hub cities become magnets for venture capital from local and national firms that identify and invest in university-related spin-off companies and business incubators.



## appendix **B**

### **ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES**

Case examples were developed to help share “best practices” from other communities, in the United States and abroad, which are demonstrating leadership in economic development and conservation. The case examples describe how this has been achieved in other places and call out lessons learned from these examples that Alachua County and Gainesville can improve upon.

## APPENDIX B

ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTAL  
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CASE EXAMPLES

**Austin, Texas**  
*front cover*



# Austin, Texas

DEVELOPING A SHARED  
ECONOMIC VISION TO CREATE  
AN INNOVATION ECONOMY



## APPENDIX B

ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTAL  
CONSERVATION  
CASE EXAMPLES**Austin, Texas**  
*title page*

CASE EXAMPLE

# Austin, Texas

DEVELOPING A SHARED ECONOMIC VISION  
TO CREATE AN INNOVATION ECONOMY

prepared by

**MIG, Inc.**

June 2011

in support of the Envision Alachua  
process convened by Plum Creek



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ECONOMIC  
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ENVIRONMENTAL  
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  - University of Texas at Austin – J.J. Pickle Research Campus (PRC).....5
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  - Opportunity Austin (2003-2008) .....9
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**APPENDIX B****ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTAL  
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CASE EXAMPLES****Austin, Texas***Capitol Building, Austin, Texas*

## APPENDIX B

ECONOMIC  
DEVELOPMENT AND  
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## CASE EXAMPLE

## Austin, Texas

DEVELOPING A SHARED ECONOMIC VISION  
TO CREATE AN INNOVATION ECONOMY

## INTRODUCTION

In 2010, while many regions in the United States continued to struggle under the weight of the deepest economic recession in a generation, Austin, Texas was the sixth fastest growing city in the nation. Led by strong growth in the innovation and high-tech sectors, Greater Austin ranked among the top metropolitan regions for economic recovery and job growth, and was listed as a top relocation city for young professionals, entrepreneurs, and students among mid-sized cities.<sup>1</sup> Kiplinger's Personal Finance Magazine listed it as number one on its "Best Cities for the Next Decade" list.<sup>2</sup>

As the state capitol of Texas, Austin has a strong public sector and history of civic leadership. Often called "The Human Capital," Austin is home to the University of Texas at Austin (UT Austin), a nationally-recognized, top-tier research university whose graduates make up the highly-educated and entrepreneurial workforce that draws major employers to the region. The region is also known for its high quality of life, comparatively affordable cost of living and lively arts and music scene. These

qualitative factors contribute greatly to Greater Austin's competitiveness and ability to cultivate a dynamic economy.

However, Austin's rise to becoming one of the nation's top metropolitan regions did not occur overnight. It is the result of three decades of strategic collaboration between government, academic and industry partners to attract and retain high tech and innovation companies to the region, and to foster an entrepreneurial business climate that supports a strong regional economy.

This case example is presented as part of a larger process for envisioning the future of Alachua County. It highlights key economic development milestones that have contributed to Austin's growth in recent decades, and provides insight into potential future directions for Alachua County as it seeks to attract and retain high-tech and innovation employers within the Greater Gainesville area.

The case example is organized into the following sections:

**I. Demographics and Regional Context:**

Provides an overview of Austin's demographics

<sup>1</sup> Austin Chamber of Commerce. "Austin in the News." <http://www.austin-chamber.org/the-chamber/media/austin-in-the-news.php>.

<sup>2</sup> Kiplinger's Personal Finance Magazine. "Ten Best Cities for the Next Decade: They're prosperous, innovative and they'll generate plenty of jobs too." July, 2010. <http://content.kiplinger.com/magazine/archives/10-best-cities-2010-for-the-next-decade.html>.



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and a description of Greater Austin's regional context for comparison with Gainesville and Alachua County.

**II. Putting the Austin Technopolis on the Map:**

Describes the early partnerships that positioned Austin as a leader in advanced research, information and technology, and the role of development in business attraction.

**III. Attracting Creatives:** Outlines ways that Austin strengthened its sense of place and quality of life to capitalize on the "second wave" of the tech boom and become a destination for the "creative class."

**IV. Fostering Innovation and Opportunity:**

Highlights recent multi-sector economic development partnerships that have helped to keep Austin's economy resilient during the economic downturn, and bolstered its ability to attract and retain employers.

**V. Lessons for Gainesville:** Outlines key lessons learned in Austin that offer insight into possible future economic development planning in Gainesville and Alachua County.

## APPENDIX B

### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

#### Austin, Texas page 3

#### I. DEMOGRAPHICS AND REGIONAL CONTEXT

Located in central Texas, Greater Austin is a five-county region comprised of Bastrop, Caldwell, Hays, Travis and Williamson counties. It includes 14 cities: Austin, Bastrop, Cedar Park, Elgin, Georgetown, Hutto, Jarrell, Kyle, Leander, Lockhart, Pflugerville, Round Rock, San Marcos, and Taylor. Map 1 shows the location of the five-county region within Texas.

In 2009, the Austin Metropolitan Statistical Area (MSA) population was approximately 1,705,000, with a growth rate of 36.4 percent between 2000 and 2009.

The Austin MSA is a highly educated area, with 67 percent of residents attending at least some college and 38 percent completing a Bachelor's degree or higher. Nearly 14 percent of residents had attained a graduate degree.

Median household income in the Austin MSA was \$59,221 in 2008, compared to \$50,083 in Texas and \$52,029 nationwide. The 2008 median household income in Alachua County was \$59,963.

These figures indicate Austin's continued population growth and economic strength despite the economic recession experienced over the past five years.

Map 1: Five-county Greater Austin Region



#### II. PUTTING THE AUSTIN TECHNOPOLIS ON THE MAP

Historically, Austin's major economic sectors were UT Austin and the Texas state government offices and agencies. In the 1960s and 1970s, the region was home to an emerging electronics industry that grew out of strategic recruitment efforts and transfer of technologies out of the university. However, starting in the 1980s, Austin attracted a broad and diverse array of technology companies, including Dell Corporation (founded in Austin), IBM, Advanced Micro Devices (AMD), 3M, and major U.S. operations for Korea's Samsung. Austin's highly educated workforce, affordable cost of living and favorable business climate boosted the region's attractiveness to companies and drew national attention to the region.

However, the greatest long-term impact on the regional economy stemmed from Austin's efforts to compete for the relocation bid of two major research consortia dedicated to advancing the

## APPENDIX B

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*Austin with Lady Bird Lake and Interstate 35 in the foreground.*

United States' semiconductor industry: Microelectronics and Computer Technology Corporation (MCC) and SEMATECH. Winning the competitive bids required Austin's regional leadership to join in multi-sector partnerships that focused government, business and academic resources toward common economic development goals.<sup>3</sup> The partnerships forged during these bids established the foundation for future partnerships that continue to guide Austin's regional economic development today.

#### Microelectronics and Computer Technology Corporation (MCC)

In 1983, MCC was the nation's first private sector, high-tech consortium dedicated to developing and bringing to market new semiconductor technologies. MCC's goal was to combine the resources of the nation's leading high-tech companies to produce breakthrough technologies that member companies could integrate into their own product line.<sup>4</sup>

To win the national competition, the Texas Governor's office, UT Austin, and the Greater Austin Chamber of Commerce partnered to put together a package of incentives to bring MCC to Austin. The incentives package was worth more than \$20 million and included the following:

- A facility and laboratory with a subsidized lease of \$10 per year at UT Austin's Balcones Research Center, now called the J.J. Pickle Research Campus;
- The creation of thirty-two (32) \$1 million endowed chairs in computer science, engineering and the natural sciences at central Texas universities;
- Low cost loans and reduced mortgages for personnel relocations;
- Fellowships and teaching positions for high level employees at central Texas universities; and
- Spousal job search and relocation assistance.<sup>5</sup>

In addition to presenting a strong package of incentives, Austin's quality of life was important in

<sup>3</sup> Powers, Pike. "Building the Austin Technology Cluster: The Role of Government and Community Collaboration in "The Human Capital." p. 56. <http://www.kansascityfed.org/PUBLICAT/NewGovernance04/Powers04.pdf>.

<sup>4</sup> Texas State Historical Association. "Microelectronics and Computer Technology Corporation (MCC)." <http://www.tshaonline.org/handbook/online/articles/dnm01>.

<sup>5</sup> Powers, Pike. "Building the Austin Technology Cluster: The Role of Government and Community Collaboration in "The Human Capital." p. 57. <http://www.kansascityfed.org/PUBLICAT/NewGovernance04/Powers04.pdf>.



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### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

#### Austin, Texas page 5

attracting MCC to the region. For competing cities, Austin's aggressive bid and multi-sector approach established a new standard for attracting high-tech economic development. For Austin, winning the 1983 MCC relocation bid was a watershed moment in Austin's history that transformed the region into a super-charged, high-tech powerhouse. In 2000, MCC dissolved and returned use of its research facility at the PRC to the University of Texas.

#### University of Texas at Austin – J. J. Pickle Research Campus (PRC)

MCC's research facility was located within the J.J. Pickle Research Campus, formerly known as the Balcones Research Center. The PRC is owned and operated by UT Austin.

#### *History*

Originally used as a magnesium plant during World War II, it was deemed surplus following the end of the war. The University of Texas signed an agreement to use the site for research purposes in 1946, and in 1953, it was named the Balcones Research Center. The University of Texas purchased the campus and an adjacent tract in 1971 and 1974, respectively. In 1994, it was renamed for Congressman J.J. Pickle, a UT Austin alumnus and advocate for bringing advanced scientific research to the university.

#### *Size and Scale of Development*

UT Austin's main campus consists of 423 urban acres adjacent to downtown Austin. The PRC is a 475-acre satellite campus located approximately eight miles north of the main campus. The PRC site is currently divided between the research campus, a privately-developed shopping center and undeveloped acreage. These two campuses

combined are significantly smaller than the 2,000 acre University of Florida Gainesville campus.

In 2003, the University of Texas reached a 50-year lease agreement with the Simon Property Group to develop the Arbor Walk shopping center on 46 acres of unused PRC lands located along Loop 1 and across from another Simon Property Group shopping center, The Domain. Arbor Walk was completed in 2006 and includes retail stores such as Home Depot, Sam Moon Trading Co., Dress Barn, Marshall's and a variety of dining and services.

The remaining 429 acres of the PRC are primarily undeveloped, with a gate surrounding the "closed" research campus. Campus buildings were developed as needed following the University's use agreement in 1946. Many of the campus' 29 original buildings are still in use today. Due to the sensitive nature of military defense-related research taking place on campus, the campus is closed from 6 p.m. to 6 a.m. on weekdays and on weekends. Campus access during closed hours is only granted to students, faculty and researchers who have received prior clearance.

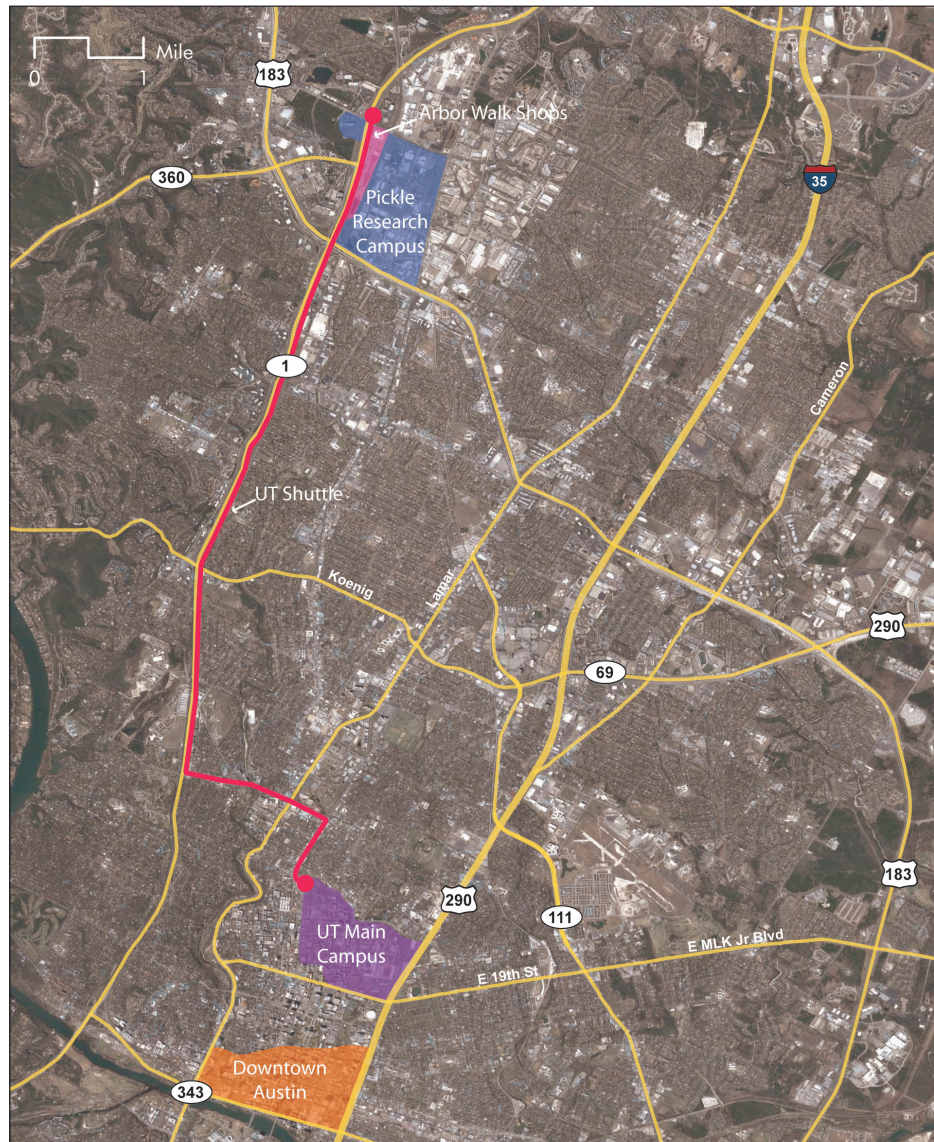
#### *Site Arrangement*

The research campus is comprised of 100 buildings that total 1.8 million square feet of laboratory, research, classroom and conference facilities. The Campus is loosely organized according to five sections, with four quadrants comprising the research campus and the West PRC located to the west along Braker Lane. The PRC is connected to the university's main campus by a campus shuttle and public bus transit. While similar in size to the main campus, only about 10% of the PRC site area

is built out and the remainder is undeveloped. In 1999, the University of Texas started a master plan process to develop a full-service university campus at the PRC, but the plan stalled during the preliminary stages and there are no discussions to restart

it. A major impediment to developing a full-service campus including housing was a lack of feasible transportation options to efficiently move students between the main UT Austin campus and the PRC.

*Map 2: PRC Location and Connection to University of Texas Main Campus*



## APPENDIX B

### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

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## APPENDIX B

### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

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##### **PRC Research and Tenants**

The PRC hosts a wide range of research and teaching facilities in an array of scientific fields, including: microelectronics, nanotechnology, information technology, computational science, energy, nuclear physics, environmental science, construction materials testing, geology and archaeology. Following is a sample of current research centers located at the PRC:

- **Applied Research Laboratories:** This research unit has been associated with UT Austin since 1946 and is dedicated to improving national security through applications of acoustics, electromagnetics and information sciences.
- **Center for Electromechanics:** This center is a leader in modeling, analyzing, designing, and fabricating advanced electrical power generation and distribution systems. The center houses extensive fabrication, assembly, and testing facilities in a 140,000 square foot laboratory.
- **Center for Energy and Environmental Resources:** This center coordinates multiple programs and projects for energy and environmental research, education, and public service. It occupies 43,000 square feet of labs and office space.
- **Imaging Research Center (IRC):** Housed in the newest building at the PRC, the IRC conducts research in imaging science and applications studying cognitive brain functions, factors associated with post-traumatic stress disorder, addiction and other biological processes appropriate for study using MRI techniques and procedures.
- **Microelectronic Research Center (MRC):** MRC performs research and development of materials and electronic devices for use in the optoelectronics, nanophotonics, nanostructures and microelectronics industries.
- **Nuclear Engineering Teaching Lab (NETL):** NETL is a laboratory that includes a nuclear reactor and is designed to provide education and research to support the use of nuclear science and engineering for solving multidisciplinary problems.
- **Robotic Research Group (RRG):** RRG is a division of the Department of Mechanical Engineering that focuses on the advancement of open architecture intelligent machine technology and robotics. The RRG occupies more than 16,000 sq. ft. of office and laboratory space.
- **Texas Advanced Computing Center (TACC):** TACC provides support and consultation with leading researchers across all science disciplines, providing teaching and training nationally and internationally to increase the capabilities of high performance computing and computational research.
- **Texas Archeological Research Laboratory (TARL):** TARL is a nationally-recognized archeological research facility and the state's largest archeological repository that focuses on the collection, preservation and curation of archeological specimens.
- **Texas Natural Science Center:** This center encourages awareness and appreciation of the world's biological, geological and environmental forces through exhibits and educational programs at the Texas Memorial Museum, and research conducted at the Vertebrate Paleontology Laboratory, the Non-Vertebrate Paleontology Laboratory and the Texas Natural History Collections.

##### **SEMATECH**

In 1988, Austin's civic, business and academic leadership collaborated again to win the second competitive relocation bid of a major semiconductor consortium, SEMATECH. Whereas MCC was a consortium of private sector companies, SEMATECH was a government-academic-industry consortium that sought to create a vertically-



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Austin riverfront

integrated structure with ties to semiconductor producers, suppliers and the U.S. Department of Defense. As they had during the MCC competition, Austin's leadership partnered to put together an incentive package that included a new 94-acre research facility in South Austin purchased by the University of Texas and leased to SEMATECH for \$1 per year. Additional incentives included government startup funds that amounted to nearly \$100 million a year for six years.<sup>6</sup>

### Technopolis

Based on the success of these two attraction bids, Austin business leaders began to expand their thinking of regional economic development. They commissioned a long-range economic development plan to set a coordinated course for Austin's economic growth. Key to this plan was the concept of strengthening Austin as a Technopolis, a city linking technology development with the public and private sectors to spur economic development through the combined investment of business, government and education. The Technopolis model was transformative in that it encouraged collaboration between university researchers and

industry, and focused on the need to improve the efficiency of technology transfer.<sup>7</sup>

### III. ATTRACTING CREATIVES

In the 1990s, Austin continued to capitalize on its high-tech foundations and established itself as a location of choice for the "second wave" of the tech boom. Austin, like North Carolina's Research Triangle, attracted technology firms and cultivated homegrown technology start-ups, many stemming from university-based research. Because Greater Austin's cost of living was considerably lower than either the Silicon Valley or Boston's 128 corridor, the area attracted younger professionals seeking the innovative and entrepreneurial spirit of the more established technology clusters, but with lower costs of living and housing prices. In addition, the region's weather and mild climate was attractive for those seeking active lifestyles and nearly four-season outdoor recreation opportunities.

During this period, Austin's sense of place and quality of life stepped up to play an even larger role in strengthening the regional economy.

<sup>6</sup> Texas State Historical Association. "SEMATECH." <http://www.tshaonline.org/handbook/online/articles/dns03>.

<sup>7</sup> Sapp, Rick. "Can Gainesville Become the Next Austin?" <http://gainesvillebizreport.com/component/content/article/44-cangainesvillebecomethenextaustin>.

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### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

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Historically known for its local musical talent and nightlife, Austin's music scene grew in the 1980s and 1990s to become a premier national live music destination. Officially known as the "Live Music Capital of the World," Austin boasts nearly 200 live music venues and hosts national music events, such as the Austin City Limits Music Festival (ACL) and South by Southwest (SXSW). In the 25 years since its inception, SXSW has transformed from a regional music festival to an internationally-recognized innovation trade show highlighting the intersections of music, film, interactive media and technology. It is estimated that the 10-day 2010 SXSW festival was attended by over 190,000 attendees and brought in \$113 million to Austin.<sup>8</sup>

Over the past two decades, Austin has become one of the nation's top domestic travel destinations. The presence of a top tier research university, a strong job market and a vibrant music and arts scene have combined to establish Austin as a very desirable place to be. The region's lower costs provide opportunities for artists to make their living as artists, and supports creativity and entrepreneurship in all sectors. And through the growth and change, residents continue to value Austin's unique character and work hard to maintain its college town ambiance even as it cultivates the cultural hallmarks of a world-class city.<sup>9</sup>

## IV. FOSTERING INNOVATION AND OPPORTUNITY

In 2000, the crash of the dot-com sector hit Austin's regional economy. The region's economic dependence on high technology left it vulnerable to the market downturn. Between 2000 and 2003, the Greater Austin region lost 25,000 jobs (3.7 percent) and the unemployment rate was on the rise. For the first time since the 1980s, the Greater Austin region experienced no net in-migration and declining regional population growth. At the same time, per capita and real personal income dropped for the first time since 1987.

### Opportunity Austin (2003-2008)

Led by the Austin Chamber of Commerce, Opportunity Austin was launched in 2004 as a coordinated effort between the public, private, civic and academic sectors to strategically respond to Austin's economic downturn following the dot-com bust. Since its launch in 2004, it has become a national example of successful regional economic development.

Opportunity Austin established five goal areas:

- Capitalizing on existing strengths;
- Recruiting and targeting specific sectors;
- Entrepreneurship and small business development;
- Marketing; and
- Regional competitiveness.

<sup>8</sup> Hiller, Jenna. "SXSW Brings \$113 Million to Austin Economy." Your News Now. November 8, 2010. <http://austin.ynn.com/content/275091/sxsw-brings-113-million-to-austin-economy>.

<sup>9</sup> Presentation. "Boosting Financial Support and Community Engagement for Economic Development Activities." ACCE Convention. Pittsburgh, Pennsylvania. August 2, 2008. [http://www.acce.org/uploadedFiles/Education\\_and\\_Events/Annual\\_Convention/2008/When\\_is\\_the\\_blank\\_Taking\\_Place/WSA-605%20Boosting%20Financial%20Support%20-%20Holladay%20ready%20for%20web.pdf](http://www.acce.org/uploadedFiles/Education_and_Events/Annual_Convention/2008/When_is_the_blank_Taking_Place/WSA-605%20Boosting%20Financial%20Support%20-%20Holladay%20ready%20for%20web.pdf).

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It set out to create 72,000 new jobs by the end of 2008 and to increase the regional payroll by \$2.9 billion. It also sought a \$15 million commitment from the regional business community to support the initiative. The public sector also played an important role, with the City of Austin, Travis County and local school districts cooperating to offer economic development incentives in their jurisdictions. Overall, a commitment to cross-sector cooperation created a strong foundation for regional planning.

Key strategies to support Opportunity Austin included:<sup>10</sup>

- Improving the region's physical infrastructure through billions of dollars in city and county capital investments in transit and roads, and school facilities;
- Providing public economic incentives such as property tax abatements, utility rate agreements, tax exemptions and expedited permitting to attract and retain technology and innovation firms;
- Engaging local universities in hiring faculty, attracting researchers and building new laboratory facilities;
- Focusing economic incentives to encourage start-up incubation, research consortia, and quicker technology transfer to market from the University of Texas; and
- Targeting Chamber of Commerce business recruitment and marketing efforts to firms and business operations that complement Austin's economy (e.g. wireless technology, biotechnology, nanotechnology, and next-generation semiconductor research).

Broadly speaking, leaders from the public, private

and academic sectors collaborated to demonstrate that the Austin community understands the specific needs of targeted industry sectors and will support the growth and expansion of firms that locate in the area.

Implementation of the first Opportunity Austin five-year strategic plan was completed in 2008 and exceeded its original goals. The program resulted in the addition of 125,000 new jobs and \$5.6 billion net payroll growth in the Greater Austin region. It also forged new strategic partnerships between key businesses, civic leaders and educational institutions. In 2009, Austin was ranked third on Forbes Magazine's list of the nation's Fastest Recovering Cities.<sup>11</sup>

#### Opportunity Austin 2.0 (2009-2013)

Following a second strategic planning effort, Opportunity Austin 2.0 was launched in 2009 to build on the successes of the first Opportunity Austin and continue the positive economic momentum into the next five years. Opportunity Austin 2.0 seeks to continue to grow the Austin economy, despite the severe national recession, and to increase Austin's global competitiveness.

Opportunity Austin 2.0 seeks to find regional solutions to issues and challenges that hinder economic growth. Some key issues include:

- Traffic congestion and inadequate investment in public transit;
- Limited nonstop airport access to domestic and international destinations;

<sup>10</sup> Powers, Pike. "Building the Austin Technology Cluster: The Role of Government and Community Collaboration in "The Human Capital." pp. 58-59. <http://www.kansascityfed.org/PUBLICAT/NewGovernance04/Powers04.pdf>.

<sup>11</sup> Austin Chamber of Commerce. "Austin in the News." <http://www.austin-chamber.org/the-chamber/media/austin-in-the-news.php>.



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- Ongoing K-12 education achievement gaps, particularly for Limited English Proficiency (LEP) students;
- A mismatch between the skills demanded by local businesses and the degree programs from which many college students are graduating; and
- Challenges finding experienced managers and engineers with 5 or more years of experience, and filling some entry-level positions in the digital media and technology sectors.

In a distinct departure from earlier economic development efforts, Opportunity Austin 2.0 incorporates direct support for K-12 education initiatives to strengthen the region's talent pool. One initiative aimed to increase college enrollment by 30 percent by 2015 by hosting 30 Financial Aid Saturday events in 2010 to help 2,000 families submit federal financial aid forms (FAFSA), bringing millions of dollars of federal financial aid funding to Austin. The Chamber also worked with other local chambers of commerce to develop progress reports for 10 local school districts and Austin Community College (ACC).<sup>12</sup>

#### V. LESSONS FOR GAINESVILLE

Gainesville and Austin share a number of regional characteristics. Both have top-tier research universities producing leading edge research in innovative technology sectors that have strong marketability. Each also boasts comparatively low costs of living and high quality of life indicators, such as local cultural attractions and outdoor recreational opportunities that tend to attract younger profes-



*Pennybacker Bridge*

sionals. In addition, each region has strategically focused on technology transfer and business incubation to encourage homegrown entrepreneurialism.

A trip to Austin in the late 1990's led by Gainesville Chamber of Commerce representatives helped inspire and stimulate support for the Gainesville Technology Enterprise Center (GTEC), located on Hawthorne Road. The GTEC program was created by a partnership between the City of Gainesville and Alachua County, with assistance from the U.S. Economic Development Administration. The facility where the GTEC program is housed is owned by the City of Gainesville, and the Gainesville Area Chamber of Commerce has been entrusted with

<sup>12</sup> Austin Chamber of Commerce. "Opportunity Austin 2010 Annual Report." <http://www.austinchamber.com/the-chamber/opportunity-austin/files/Opportunity-Austin2010.pdf>.

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the management of the GTEC program. The University of Florida is actively involved in GTEC and vice versa. Many of the tech startups participating in the GTEC program have technologies developed at the University. Incubators like GTEC provide key support in the start up phase of innovation-based businesses.<sup>13</sup>

However, Gainesville and Austin are very different sizes and scales. Alachua County's ability to mobilize economic and planning resources to the same intensity as Austin may be limited. There are a number of key lessons learned in Austin that provide insight into Alachua County's future economic directions.

- **Promote smart regional growth and development.** Land use plans for Austin emphasize investing in transit, roads and airport access. These strategies improve both the business climate and the quality of life in and around Austin. Reducing congestion and creating accessible, livable communities can make the Gainesville area more attractive to graduates, young professionals and entrepreneurs.
- **Create public-private partnerships.** Austin has excelled at engaging civic, business and educational leaders to envision and develop the

region as a Technopolis. Public-private partnerships can create both political and financial support for implementing plans. Fostering and maintaining productive partnerships between business, city, county and university leaders will be critical to achieving the long-range goals of Alachua County's stakeholders.

- **Create comprehensive regional strategic plans.** Opportunity Austin is a national example of successful regional economic development and is now in its second iteration. Alachua County should incorporate business, education, land use, transportation, technology and other elements when developing long-range plans. Plans should include business attraction, retention and expansion guidelines. Precedents set by other cities, such as Dallas, that have experienced the success in developing strategic regulations may be relevant to the Gainesville area.
- **Continue to pursue strategic key areas for economic growth.** Austin's resilient economy was grown in part by recruiting businesses based on university technology transfers and then growing and diversifying this base. The Gainesville area has laid the foundation of these efforts through the Chamber of Commerce's strategic plan Innovation Gainesville (iG). Community partners in north central Florida should continue to build upon and complement

<sup>13</sup> Gainesville Technology Enterprise Center. "Frequently Asked Questions." [http://www.gtecflorida.com/frequently\\_asked\\_questions.aspx](http://www.gtecflorida.com/frequently_asked_questions.aspx).

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existing regional assets to grow and diversify economic activity in the region.

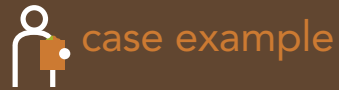
- Retain and recruit talent.** Austin's success is based on both its economic opportunity and its quality of life. Alachua County can attract young professionals by supporting the development of places where younger professionals can live affordably, recreate and socialize. Encouraging local arts, music and cultural offerings can strengthen Gainesville's unique sense of place and identity as an attractive and desirable place to live. Economic development strategies should ensure there are job opportunities at all levels of production from entry-level to executives. This can limit the occurrence of "brain drain" in the region by providing hiring and advancement opportunities.
- Improve the "talent pipeline."** Opportunity Austin 2.0 emphasizes addressing gaps in K-12 education and mismatches between job opportunities and candidate qualification. Similar efforts for the Gainesville region could engage public and private sectors to invest resources in local education at all levels including K-12, vocational training centers, state (community) colleges, and the University of Florida to maintain the strength of the local workforce and the long-term competitiveness of the county to attract and retain companies.
- Provide adequate room for growth.** Austin's early recruitment successes relied in part on the availability of ample land for firms and consortiums. SEMATECH received a 94-acre facility for \$1/year. Today, the 475-acre Pickle Research Center provides hundreds of acres for growth and expansion of research centers. Similarly, the MetCenter mixed-use business park in Austin is 550 acres. The Gainesville region can position itself for opportunity by identifying large-scale sites for research, education and employment.



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**Research Parks in China**  
*front cover*



case example

# Research Parks in China

PROMOTING STATE POLICIES TO  
CREATE INNOVATION ZONES



ENVISION  
ALACHUA

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CASE EXAMPLE

## Research Parks in China

PROMOTING STATE POLICIES TO  
CREATE INNOVATION ZONES

prepared by

**MIG, Inc.**

June 2011

in support of the Envision Alachua  
process convened by Plum Creek

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#### Research Parks in China



*Shanghai Skyline*

# Research Parks in China

## PROMOTING STATE POLICIES TO CREATE INNOVATION ZONES

### INTRODUCTION

China has the world's fastest growing economy. It is unique as a single-party state that exerts control over the economy, but also uses market-based economic development tools and encourages private enterprise. Beginning in the 1990s, a series of political and economic reforms in China led to rapid economic development. Today, much of this economic activity is focused in large-scale research parks.

Economic development in China is directed by Five Year Plans or Guidelines. For the last few decades, these Five Year Plans have emphasized technological innovation as a driver of economic development. A major tool used is the large-scale science and technology research parks. China has 54 industrial parks, with an average size of 10,375 acres. By contrast, the Triangle Research Park in North Carolina is approximately 7,000 acres and the average North American park is 358 acres.<sup>1</sup>

These parks are largely focused on the following industries:

- Electronics
- Information Technology
- New materials
- Biomedicine

These research parks are often compared to California's Silicon Valley as centers of research, education and innovation. However, while that California high technology (high-tech) center grew mostly organically in locations rich with educational, economic and technological resources, the Chinese parks are the product of aggressive state policy and market intervention.

Chinese research parks are – and were designed to be – major contributors to the national economy. They are typically run by a state-owned corporation with on-site administrators to help investors with permitting and operations. Utilities are often shared, and tax rates are typically lower than outside parks.<sup>2</sup>

The China case example is presented as part of a larger process for envisioning the future of Alachua County. To compete in the global economy, the U.S. will need to strategically position and promote

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<sup>1</sup> Wessner, Charles W. (Editor). "Understanding Research, Science and Technology Parks: Global Best Practice: Report of a Symposium. Comparative Innovation Policy: Best Practice for the 21st Century". National Academies Press, 2009. <http://www.nap.edu/catalog/12546.html>

<sup>2</sup> Chemical and Engineering News. "Chinese Industrial Parks Up the Ante." October, 2006. <http://pubs.acs.org/cen/business/84/8444bus1.html>

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metropolitan areas with the greatest economic potential. Alachua County currently has many elements upon which this type of strategy can be built and, as such, may be positioned to compete globally.

While many of the actions identified in these case studies would be impossible to replicate in the U.S., there are lessons that may be applicable to Alachua County. In the three specific case studies below, particular strategies and tools that may be of use to the Gainesville area are highlighted.

For example, China has stepped up efforts to reverse the “brain drain” and attract Chinese

professionals who have been educated and employed overseas back to China.

This case example highlights three major industrial parks in three large Chinese metropolitan areas – Shanghai, Beijing and Suzhou. Each case example is organized into the following sections, followed by a summary of lessons for Gainesville.

- i. Overview and Context
- ii. Planning and Growth
- iii. Strategies, Innovation and Accomplishments

*Map 1: Location of Case Example Research Parks in China*





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## I. CASE EXAMPLES

## 1) Zhangjiang Hi-Tech Park, Shanghai

**Overview and Context**

The Zhangjiang Hi-Tech Park (ZHP) is a major high-tech research, education and innovation center located in the Pudong New Area of Shanghai, China. Shanghai is a major metropolitan area and commercial center of China and is home to over 50 colleges and universities.

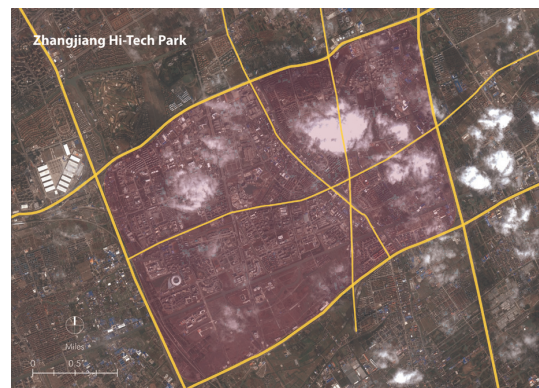
The Pudong New Area encompasses most of the eastern district of Shanghai and has sub-provincial administrative status (i.e., it is a government entity between a province and a county). Its population is approximately five million people. Pudong is considered a financial and commercial hub of China. The ZHP is one of four economic districts in Pudong. It is approximately 600 acres (9.5 square miles) and has about 50,000 employees.

ZHP's major industries are information technology, including software, and biotechnology/pharmaceuticals with an emphasis on value-added products and innovation. A number of national innovation bases are located at ZHP as well as national incubators and new economy enterprises, university centers, and housing and services.

**Planning and Growth**

ZHP was established by the Central Government in 1992 as China's state-level high-tech industrial development zone. At that time, the site was undeveloped farmland. The Chinese government actively facilitated its growth by encouraging research institutions to partner with multinationals' research and development (R&D) departments to anchor the park. Hundreds of Chinese biotechnology companies followed. In 1999, the Shanghai

Map 2: Zhangjiang Hi-Tech Park, Shanghai



Municipal Government and Committee identified ZHP as an important 21st century innovation base and created the "Focus on Zhangjiang" strategic policy to accelerate ZHP's rate of development. The Focus program also increased ZHP's area from 6.5 to 9.5 square miles.

ZHP is located between the Inner Ring Road and Outer Ring Road in Shanghai. It is within a 30-minute drive of two airports, 15 miles from China's largest port and 17 miles from Shanghai's railway station. ZHP is served by bus and is the only industrial park in China served by subway.

ZHP is divided into five zones – Technical Innovation, Biomedical Industry, IC (integrated circuit) Industry, Scientific Research, and Education and Residential. The Biomedical and IC Industry zones are being planned and developed in two phases each.

**Strategies, Innovation and Accomplishments**

ZHP has five general development approaches:

- Focusing national strategies
- Integrating industry developments
- Promoting research and development collaboration

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- Innovating developing modes
- Leading cutting edge technology

ZHP draws many employees from nearby universities but is also taking advantage of national policies to recruit overseas Chinese professionals.

ZHP tenants are a combination of international leaders and Chinese companies. These include many of the world's top 10 pharmaceutical companies (Roche, Eli Lilly, Pfizer), IT firms (Hewlett-Packard, Lenovo, Intel) and chemical companies (DuPont, Dow, DSM).

In 2009, ZHP accounted for 25% of Shanghai's GDP, 50% of its foreign trade and 25% of its foreign investment. About two-thirds of the site was developed by this time, housing over 3,600 companies and more than 100,000 employees. The Chinese government is a major financial supporter for many biotech companies in ZHP. In addition to grants from the National Technology Innovation Fund, the government established the Shanghai Pudong New Area Venture Fund to attract additional venture capital. In 2006, this brought over \$2.5 billion in funding to the ZHP.<sup>3</sup>

## 2) Zhongguancun Science Park, Beijing

### Overview and Context

Zhongguancun Science Park, also known as "Z-Park" is the oldest and largest of China's high-tech zones. Z-Park is made up of a group of seven parks, covering an area of about 90 square miles at the northwest edge of Beijing between the Third and Fourth Ring Roads. Bus and light rail service is available and the site is about 25 miles from an airport.



*Pudong Financial Center*

Z-Park has been granted the national software industry and software export base.

### Planning and Growth

Z-Park was founded in 1980 when Chen Chuxian, a researcher at the Chinese Academy of Science (CAS), returned from a trip to Silicon Valley. He founded the Advanced Technology Service Association, which was China's first private, civilian consulting firm for high-tech. Support from CAS and the Chinese government drew additional researchers and firms. In 1988, the municipal government officially recognized the area as the Beijing Experimental Zone for the Development of

<sup>3</sup> Wessner, Charles W. (Editor). "Understanding Research, Science and Technology Parks: Global Best Practice: Report of a Symposium. Comparative Innovation Policy: Best Practice for the 21st Century". National Academies Press, 2009. <http://www.nap.edu/catalog/12546.html>

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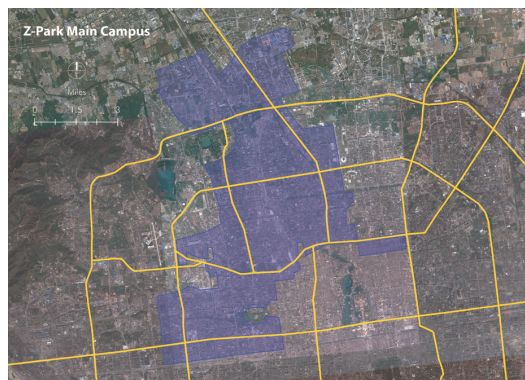
New Technology Industries, and lent support for innovative product development as well as new institutional models.

Z-Park partners with commercial Chinese lending institutions to provide attractive financing packages for investors. Tax incentives are also used to recruit desirable companies to site their headquarters in the park. For example, high-tech enterprises are tax exempt for the first three years, and the rate is reduced by 50% for the following three years.

A combination of screening criteria and open regulations govern what kind of business is conducted in Z-Park. Companies that locate in Z-Park guarantee that half of their revenue is from high-tech projects. Further, R&D expenditure must be at least 3% of total revenue, and at least 20% of employees must have a college degree.

A set of very open regulations – interpreted by law firm Perkins Coie as “anything not prohibited is allowed” – encourage innovation and startups. This is a sharp contrast from most prohibitive Chinese business regulations. Z-Park was the first place in China where companies could hire or lay off employees at will. These practices were implemented nationwide in 1995.<sup>4</sup>

Map 3: Zhongguancun Science Park, Beijing



### Strategies, Innovation and Accomplishments

Today, Z-Park is home to over 20,000 companies and 950,000 employees and has aggressive growth plans. It recruits international and Chinese talent and investors from high-tech areas such as Silicon Valley and North Carolina's Research Triangle. Incentives for employees and entrepreneurs include benefits such as reduced rent, travel benefits, high wages and startup assistance. Over 10,000 Chinese “sea turtles” have returned and established over 4,200 Chinese firms in Z-Park.<sup>5</sup>

The business income generated from the industry, trade and technology of Z-Park in 2001 accounted for 18% of the total income of all the 53 Chinese national industrial parks. In 2006, Z-Park generated \$85.75 billion in revenues and \$12.6 billion in exports.<sup>6</sup> Between 1996 and 2006, its high-tech industries maintained an annual growth rate of 25% a year.

<sup>4</sup> Bloomberg Business Week. “Z-Park: China's Silicon Valley.” June, 2007. [http://www.businessweek.com/innovate/content/jun2007/id20070605\\_039465.htm](http://www.businessweek.com/innovate/content/jun2007/id20070605_039465.htm)

<sup>5</sup> Wessner, Charles W. (Editor). “Understanding Research, Science and Technology Parks: Global Best Practice: Report of a Symposium. Comparative Innovation Policy: Best Practice for the 21st Century”. National Academies Press, 2009. <http://www.nap.edu/catalog/12546.html>

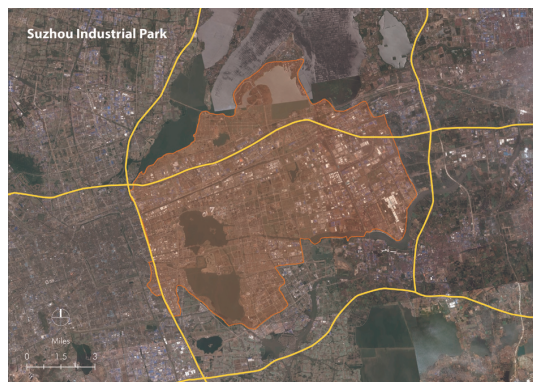
<sup>6</sup> Bloomberg Business Week. “Z-Park: China's Silicon Valley.” June, 2007. [http://www.businessweek.com/innovate/content/jun2007/id20070605\\_039465.htm](http://www.businessweek.com/innovate/content/jun2007/id20070605_039465.htm)



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Map 4: China-Singapore Suzhou Industrial Park



## 3) China-Singapore Suzhou Industrial Park

**Overview and Context**

Suzhou Industrial Park (SIP) was founded cooperatively by China and Singapore in an area renowned for its gardens and lakes. Today, it is a mixed-use industrial park with abundant green space and an emphasis on reversing environmental degradation.

Located in a major city 50 miles west of Shanghai, SIP is 112 square miles and includes industrial, residential, commercial and open space. It is served by the inter-city high-speed rail service that connects several major cities in the Yangtze River Delta between Shanghai and Nanjing.

SIP's three "pillar" industries are machinery manufacturing, electronics and information, and modern service industry/outsourcing.

**Planning and Growth**

SIP was jointly established in 1994 by an unprecedented agreement between the governments of China and Singapore. China was seeking to learn modern management from Singapore and Singapore, in turn, was focused on

overseas investment and diversification. The park suffered losses in the 1990s and the Singapore government now owns a minority share.

Following the recent economic downturn, SIP has developed an updated strategic plan. Its vision is to create "a high-tech industrial park with an international competitive edge, as well as an innovative, eco-friendly and information-based city." SIP is seeking to diversify its industrial base and rely less heavily on exports. Its strategy is a "3+5" plan to continue to develop its three pillar industries but focus on five emerging markets: biomedicine, nano-technology, converged communications, software and animation, and environmental protection.<sup>7</sup>

**Strategies, Innovation and Accomplishments**

SIP is regarded as the most "pro-business" of all Chinese regions with a focus on efficiency and consistency of policies. SIP promotes a service and incentive package to attract businesses and employees. For example, it has a unique social security system that lowers costs for employers, increases benefits and employees' take-home pay. SIP also promotes industry clustering as an economic development strategy. Other incentives include: government-funded technology development assistance; talent relocation subsidies; venture capital financing; and legal, regulatory and financial advisors. SIP has made major investments in infrastructure for industrial growth and multi-modal transportation.

To attract talent, SIP also fosters a high quality of life for residents and workers, including international families. Over 45% of the site is green or

<sup>7</sup> China Daily. "Suzhou Industrial Park faces challenges on path to change." March, 2010. [http://www.chinadaily.com.cn/usa/2010-03/16/content\\_11016847.htm](http://www.chinadaily.com.cn/usa/2010-03/16/content_11016847.htm)

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*SIP is sited in a region known for its parks and lakes.*

open space and the overall park environment has been certified as meeting environmental management goals (by the International Organization for Standardization). The park hosts recreation and cultural facilities and a comprehensive school system including two international schools.

SIP has a major impact on China's high-tech economy. It is less than 0.1% of China's land area and 0.5% of its population, but is responsible for 2.3% of its GDP, 1.5% of financial revenue and almost 10% of import/export activity. One hundred and thirteen (113) Fortune 500 companies have a presence in the SIP.

The 3+5 plan guiding SIP's growth is focused on innovation while maintaining environmental quality. The park will increase cooperation with state and academic research centers to develop laboratories for its five emerging industries such as nanotechnology and biomedicine. There are also plans to develop a central business district, increased services for business travelers and additional cultural amenities.

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## III. LESSONS FOR GAINESVILLE

- **Enlist government support.** The Chinese single-party system allows aggressive action that cannot be replicated in the U.S. However, partnering with all levels of government and publicly-funded ventures will be critical to the political and financial success of Alachua County's plan and financial success of the north central Florida region.
- **Create competitive advantages.** Chinese business parks are able to offer unique benefits, specialized tax structures and infrastructure that attract high-tech employers. Alachua County should explore ways to combine and leverage resources regionally to create a favorable business environment.
- **Ensure services are in place.** Chinese industrial parks provide a wide range of services. These include permitting and legal advice as well as accounting and access to venture capital. Building partnerships with and co-locating these services will make the Gainesville area more attractive to employers.
- **Combat the "brain drain."** China is reversing a long trend of professionals leaving for education and employment overseas. Relocation incentive packages include reduced rent, spousal job search and relocation assistance. The Gainesville region could create similar incentive packages particularly for recent graduates and young professionals. Chinese parks and successful U.S. cities also attract talent by creating vibrant, mixed-use communities desirable to professionals.

*High-speed rail in China*



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UCSF Mission Bay  
CREATING A NEW INNOVATION HUB THROUGH  
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prepared by

**MIG, Inc.**

July 2011

in support of the Envision Alachua  
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## UCSF Mission Bay

*Wayfinding sign on UCSF Mission Bay Campus*

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## UCSF Mission Bay

CREATING A NEW INNOVATION HUB THROUGH  
PUBLIC-PRIVATE COLLABORATION

## INTRODUCTION

In the last dozen years, the University of California San Francisco's (UCSF) Mission Bay Campus has transformed from a mostly-vacant former rail yard to a state-of-the art biotechnology campus. Today, UCSF Mission Bay is an economic engine for San Francisco, as well as the anchor of the city's largest urban development in several decades. The newest of UCSF's three sites, Mission Bay is a 57-acre health sciences campus located within the 303-acre Mission Bay redevelopment area. The UCSF campus consists of a 43-acre research campus and the new 14-acre Medical Center at Mission Bay.

Despite the economic downturn of the last several years, the Mission Bay Campus has continued to grow at a rapid pace, attracting significant donations, private employers and investment. Mission Bay's success is largely due to cooperation and collaboration between the university, City, landowners and the surrounding community. Strategic land and space planning is contributing to the rapid growth of the Mission Bay Campus, the surrounding neighborhood and the biotechnology industry in San Francisco.

The UCSF Mission Bay case example is presented as part of a larger process for envisioning the future of Alachua County. This case example demonstrates how the City of San Francisco was able to leverage available resources and work with UCSF and private partners to attract investment and talent.

The case example is organized into the following sections:

- I. History, Planning and Growth
- II. Strategies, Innovations and Accomplishments
- III. Lessons for Gainesville and Alachua County



*UCSF Mission Bay Campus*



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GROWTH

In its 1996 Long Range Development Plan (LRDP), UCSF identified the need for a new site to relieve crowding at its two urban campuses. Of three potential locations identified, only Mission Bay was entirely within the City and County of San Francisco. In 1997, in an effort to keep UCSF within its boundaries, the City negotiated for the donation of 43 acres of property from Catellus (the private landowner) and the City of San Francisco.

This deal was a defining moment and involved San Francisco Mayor Willie Brown, former UCSF Vice Chancellor Bruce Spaulding, and Nelson Rising, former CEO of Catellus. Catellus had originally offered to sell the land to the City for \$200 million, which was cost-prohibitive for the City. UCSF was

moving towards buying land at another site when the three leaders stepped in. Rising became CEO of Catellus in 1995 and approached Spaulding about the UCSF site. When Willie Brown became mayor in 1996, he directed the City's economic development staff to focus on keeping UCSF in the city. Bruce Spaulding then convened a nonprofit limited liability company (LLC) comprised of San Francisco power brokers. Following years of negotiation, the LLC reached an agreement among UCSF, the City and Catellus.<sup>1</sup>

Catellus donated 29.2 acres to UCSF and the City donated the remaining 13.2 acres. UCSF convinced Catellus and the City that the land donation was an investment, as the university's campus and research development in Mission Bay would trigger economic and community development that would



*San Francisco Bay shoreline with UCSF Mission Bay Campus in foreground*

<sup>1</sup> <http://www.bizjournals.com/sanfrancisco/stories/2010/03/29/focus4.html>.



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vastly increase the value of the adjacent Catellus lands. This landmark agreement was the catalyst for the subsequent public and private investment in the neighborhood.

Today, UCSF Mission Bay occupies land immediately adjacent to the San Francisco Bay that had been largely vacant since the 1950s. In 2007, UCSF assembled and purchased 14.5 acres south of the original site, bringing the total campus size to 57 acres.

The campus is part of the larger Mission Bay neighborhood and redevelopment area. This 303-acre site is directly south of AT&T Park (the San Francisco Giants baseball stadium) and about one mile south of the city's financial district and the Bay Bridge. The area is well-served by bus and light rail that connects to the financial district and Bay Area Rapid Transit (BART). A Caltrain station that connects the city to communities south of San Francisco on the peninsula is directly adjacent to Mission Bay.

*Map 1: Mission Bay Redevelopment Area and UCSF Campus*



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## UCSF Research Campus

The original 43-acre site is now home to UCSF Mission Bay's research campus, under development since 2003. Several buildings housing biotechnology research programs are now on site. These include:

- **Genentech Hall:** One of biotechnology's founding corporations, Genentech, expanded from its South San Francisco headquarters to occupy the first of UCSF's Mission Bay buildings.
- **Arthur and Toni Rembe Rock Hall:** This research center houses programs in human genetics, developmental neuroscience and the Center for Brain Development.
- **Byers Hall – QB3:** The California Institute for Quantitative Biomedical Research (QB3) is a cooperative effort between the UC campuses of Berkeley, San Francisco and Santa Cruz and private industry to further biological research and therapies.
- **Orthopedic Institute:** The Institute was the first clinical service at Mission Bay and includes research, treatment and training in orthopedics.
- **Helen Diller Family Cancer Research Building:** Opened in 2005, this five-story research center focuses on a variety of cancer studies.
- **Smith Cardiovascular Research Building:** The building is home to research scientists and clinicians who focus on treatment for heart and vascular diseases.

These facilities are supported by on-campus housing, a child care center, parking structures, retail, open space and a public art program.

## Medical Center at Mission Bay

The next phase of the Mission Bay Campus

development will be the Medical Campus. The Medical Center will occupy the acres south of 16th Street and bring three new hospitals to San Francisco – the first in 30 years.

The three hospitals slated to open in 2014 are:

- **Benioff Children's Hospital:** This facility will include urgent care, a children's emergency department, and pediatric primary and specialty outpatient care.
- **Women's Specialty Hospital:** This facility will include cancer care, specialty surgery, a 36-bed birth center and select women's ambulatory services.
- **Cancer Hospital:** Part of the Helen Diller Family Comprehensive Cancer Center – 70 beds; first step to full cancer services at Mission Bay.

With the medical expansion, the UCSF space will be used as follows:<sup>2</sup>

Use	Square Feet <sup>3</sup>	Percent of Total Space
Instruction	160,000	4%
Research	1,220,000	27%
Support Services	870,000	20%
Housing	400,000	9%
Clinical	1,787,000	40%
<b>TOTAL</b>	<b>4,437,000</b>	<b>100%</b>

UCSF is setting aside 2.2 acres for the San Francisco Unified School District's use as a public school site. The new Medical Center will be constructed using green building practices designed to reduce water consumption, conserve energy and contribute to the health and well-being of employees and patients.

<sup>2</sup> UCSF Long Range Development Plan as Amended, Chapter 6. Available at: <http://campusplanning.ucsf.edu/reports/>.

<sup>3</sup> Note that most of the buildings on the UCSF Campus will be 5 stories tall.

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page 5II. STRATEGIES, INNOVATIONS AND  
ACCOMPLISHMENTS

## Master Planning

The master planning process allows the City – in partnership with UCSF – to focus development on serving and growing the biotechnology industry. The redevelopment of the Mission Bay neighborhood has been carefully planned to provide for the needs of biotechnology companies and their employees. The City hopes that providing these amenities and access to the three major regional research centers (UCSF, UC Berkeley and Stanford) will cement its status as a biotechnology hub. An estimated 10,000 persons are expected to be employed at the Mission Bay Campus at full build-out.

The master plan for the Mission Bay neighborhood allows for the 303-acre site to include up to:

- 6,000 residential units, 28% of which will be affordable to moderate, low, and very low-income households. Over 80% of these units will be built on 16 acres of land contributed by Catellus as the master developer.
- 4.4 million square feet of office space
- 2.6 million square feet of UCSF campus space
- 500,000 square feet of retail
- A 500-room hotel
- 41 acres of public open space
- A new 500-student public school
- A new public library and new fire and police stations<sup>4</sup>

## Community Engagement

As a state agency, UCSF is not required to conform to local land use and zoning guidelines,

giving neighborhoods surrounding Mission Bay less certainty about UCSF's potential development activities. Throughout most of its history, UCSF land use proposals were often a source of community opposition, several of which involved litigation. At the outset of the Mission Bay planning, the surrounding community expressed concern that UCSF, as a tax-exempt non-profit educational institution, would not adequately contribute towards the development and maintenance of housing, transportation, amenities, open space and infrastructure.

As a result, UCSF Office of Community and Government Relations, in coordination with the Campus Planning Department, convened the



*View of existing neighborhood near Mission Bay*

<sup>4</sup> City and County of San Francisco Redevelopment Agency. <http://www.sfredevelopment.org/index.aspx?page=61>.



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Mission Bay Community Task Force to oversee an eight-month community planning process. The process was designed to examine the potential impacts of the UCSF Mission Bay Campus on surrounding communities and develop community planning principles to address them.

This process resulted in a series of Planning Principles that were adopted as an amendment to the LRDP and are used as a guideline for campus planning and community consultation. The Mission Bay CAG Action Team (CAT), a subcommittee of the UCSF Community Advisory Group (CAG), continues to serve as the mechanism for ongoing community involvement.

#### Strategic Site Development

The Mission Bay Redevelopment Area Plan includes space for private-sector research and development directly adjacent to the campus. This proximity is intended to foster technology transfer between UCSF and private industry.

The addition of the Medical Center to Mission Bay creates a full-spectrum biotechnology and

health sciences campus. In combination with the research center, it is intended to turn UCSF Mission Bay into a model of how to combine research, patient care and job creation on a single urban site. UCSF hopes to translate basic science into clinical practice more rapidly through increased collaboration and expanding the campus' focus from laboratory-based basic research to include clinical and translational research.

#### Incentives

The establishment of UCSF's biomedical research facility in Mission Bay was a major factor in attracting venture capitalists and biotechnology companies, including major players like Bayer and Genentech, to the site. The City of San Francisco also created incentives to help lure biotechnology companies and high-paying jobs to the city. In 2005, it began offering some biotechnology companies a 7.5-year exemption from its 1.5% payroll tax so that it could compete on equal footing with jurisdictions without this tax. In 2005, the average salary for employees of firms who applied for the exemption was \$99,000.<sup>5</sup>



Construction work at Mission Bay UCSF Campus as of October 2007

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page 7**Accomplishments**

A 2010 Economic Impact Report found that, despite its tax-exempt status, UCSF has a significant, positive net financial impact on the City's budget. UCSF is the second largest employer in the city and the fifth largest in the Bay Area.

Due in large part to its new Mission Bay Campus, UCSF is a \$3.3 billion economic driver. The biotechnology industry now creates more jobs in San Francisco than the financial services sector. In fact, UCSF's overall economic impact in San Francisco represents 5.6 percent of the city's total employment.<sup>6</sup>

**III. LESSONS FOR GAINESVILLE AND ALACHUA COUNTY**

- **Identify a catalyst for large-scale development.** The land donation by Catellus was pivotal to the development of the Mission Bay campus. UCSF's ability to develop the land at a scale and intensity that would be attractive to major employers and research funding was critical to the return on both the public and private investment. The County and Greater Gainesville community should identify pivotal opportunities and partners who have the capacity to leverage resources at the scale needed to encourage and expand economic development in the County.
- **Urban design for innovation.** The Mission Bay campus and surrounding neighborhoods feature a mix of land uses, transportation services and community amenities designed to attract biotechnology companies, institutes, and research and development activities, as well as professionals, technicians and their families. The combination of academic, research, clinical and

support services in Mission Bay will generate thousands of quality jobs at many pay scales while creating a highly desirable place to live and work. Alachua County should encourage quality planning and design that creates a sense of place and provides access to high quality amenities including an attractive natural environment.

- **Create new vehicles for public/private investment.** UCSF created a non profit limited liability company (LLC) comprised of San Francisco business and community leaders to negotiate a development agreement with the University, the City and the developer. The LLC brought together the resources of the University, multiple private sector interests, public agency incentives and the political support needed to transform these vacant lands into a new innovation hub. Gainesville and Alachua County should determine if it has the partnership vehicles in place with the required flexibility and scope to address market needs and realities.
- **Create a mechanism for on-going community engagement.** As a state institution, UCSF was not required to adhere to local planning and zoning requirements. Nevertheless, it voluntarily agreed to work hand-in-hand with the City and the community to address all issues of concern, including: housing affordability, transportation, environmental protection and community facilities. UCSF and the community also agreed to a set of planning principles that were incorporated into UCSF's Long Range Development Plan, thereby establishing a collaborative working relationship among City, neighborhood and University representatives. The County should build on successful engagement efforts to ensure early and ongoing community input in on-going specific land use and development planning processes.

<sup>5</sup> San Francisco Examiner, June 14, 2008. [http://examiner.com/a-1441235-City\\_s\\_strategy\\_fueling\\_biotech\\_boom.html](http://examiner.com/a-1441235-City_s_strategy_fueling_biotech_boom.html).

<sup>6</sup> UCSF 2010 Economic Impact Report. <http://eir.ucsf.edu/eir>.

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**Conservation of  
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*front cover*



case example

# Conservation of Forest Lands

DEVELOPING CREATIVE TOOLS  
AND STRATEGIES FOR CONSERVING  
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CASE EXAMPLE

## Conservation of Forest Lands

DEVELOPING CREATIVE TOOLS AND STRATEGIES  
FOR CONSERVING NATURAL RESOURCES

prepared by

**MIG, Inc.**

September 2011

in support of the Envision Alachua  
process convened by Plum Creek

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*Swan Valley in Montana, conserved through the Montana Legacy Project.*



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## CASE EXAMPLE

## Conservation of Forest Lands

DEVELOPING CREATIVE TOOLS AND STRATEGIES  
FOR CONSERVING NATURAL RESOURCES

## I. INTRODUCTION

For generations, the conservation of America's forests and the flora and fauna that rely on the unique forest ecosystems has been a central concern for communities at the local, state and national levels. Current initiatives to ensure clean air and clean water, and to mitigate climate change highlight the key functions that forests play. In recent decades, the recreational use of forests and wildlands have also been a growing focus for local active-living initiatives. While much of the forestland in the United States is publicly protected in national, state and local parks, millions of acres are privately-held working forests that play a critical role in the national economy, contributing over \$115 billion to the Gross Domestic Product each year through timber harvesting and other economic uses.<sup>1</sup>

Privately-held farms and forests are increasingly tapped for development as the U.S. population grows and communities expand into previously undeveloped areas. Consequently, there is a growing need to create incentives for working forests to remain in active use so that they contribute to local economies while remaining undeveloped and available for ecological conservation or recreation purposes well into the

future. These strategies must also ensure that communities have the land needed for housing, economic development and other uses important to the health of local communities.

A series of tools is available to facilitate partnerships between private landowners and cities, counties and states to protect lands in perpetuity, for specified amounts of times, or under specific conditions. Different contexts and conditions call for different tools. As we consider which of these strategies may be best suited for Alachua County, this case example describes each of the primary conservation tools available to landowners and policymakers.

Following these descriptions are the stories of three communities across the country that have successfully used some of these tools to conserve forest lands for recreation, water protection, wildlife habitat and other uses. Although some of the conservation projects presented rely on unique geographic or political partnerships and circumstances, many of the broader lessons may be applicable to Alachua County.

The document closes with a summary of lessons for Gainesville and Alachua County drawn from each of these conservation examples.

<sup>1</sup> National Alliance of Forest Owners. "Working Forests." <http://nafoalliance.org/policy-issues/working-forests/>.

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This working forest conservation case example is presented as part of a larger process for envisioning the future of Alachua County. As development and growth in Alachua County moves forward, conserving some natural lands for future generations will be a critical component of a successful, healthy future. Alachua County currently has rich natural lands and resources that can foster a vibrant, healthy community for flora, fauna and residents alike, provided that some of these critical habitats are conserved as part of the overall growth strategy in the county.

## II. CONSERVATION TOOLS AND STRATEGIES

A number of conservation strategies and tools are available to communities seeking to protect undeveloped land for agriculture, habitat and recreation. This section provides a snapshot of each category of tools, including many that provide innovative alternatives to traditional conservation strategies.

**Restrictive zoning.** One conservation tool used in some areas is restrictive zoning, a strategy in which a local government enacts zoning restrictions on a property that limit permitted uses to agriculture, recreation, forestry, or other uses that do not conflict with conservation goals. However, imposing such strict limits on how property owners may use their land may result in a loss of value for landowners, making this option infeasible for many cities and counties.

**Transfer of development rights (TDR).** Transfer of development rights is an alternative to

restrictive zoning. These allow local governments to permanently protect agricultural land, forest land and special habitat by transferring the development allowed by right on the property to other designated areas within the jurisdiction, effectively rezoning the property while preserving its full value for the landowner. Typically, development rights are separated from the conserved property, which is then protected in perpetuity. The landowner can then use the severed development rights to develop land in other areas at an increased intensity, or can sell these rights to developers to realize their value. TDRs can be a good alternative to restrictive zoning in cases where significant land value might be lost by simply rezoning property. TDRs also offer a tool for local governments to direct growth towards specific areas or parcels.

**Land exchanges.** In a land exchange, two parcels are traded in a single transaction. Much like TDRs, land exchanges ensure that lands valued for conservation are preserved while those appropriate for growth are developed without penalizing the landowner with a loss of monetary value. In most land exchanges, public land with development value is traded for private land with conservation value; however, exchanges may also be between public agencies or nonprofit organizations.

**Fee estate and fee simple purchases of land.** In these types of purchases, local governments, land trusts or other entities acquire the title, structures and all development rights associated with real property that is desired for its conservation or recreation value. The buyer may also maintain and manage the land, or may arrange to transfer

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the land to another organization or governmental agency for this purpose. In a variant of this strategy, a landowner may also opt to sell land for below market value to enable a conservation organization or local government to purchase land it might otherwise be unable to finance. In this case, there are typically tax benefits for the landowner to compensate for the loss.

**Conservation easements.** Conservation easements allow working forests and agricultural lands to remain in economically productive use, but protect land from degradation by limiting uses to specific activities. Landowners who sell easements retain ownership of their property and the right to use their land for forestry and farming activities and may also qualify for federal tax benefits. Holders of the easements—often local governments, land trusts or nonprofit conservation organizations—must work with landowners to monitor the properties to ensure that only permitted uses occur. Some easements may also provide public recreational access to the land, where appropriate.

Under an agricultural conservation easement, a landowner retains the title of the land, but sells development rights to the land. Agricultural operations, including ranching and logging, are permitted to continue on the land provided specific conditions are met. In some cases, agricultural easements may also contain clauses that allow the land to transition to recreational or conservation uses if active agricultural use is no longer viable.

Another form of easement, a recreational easement, operates in the same manner,

but protects public access or other forms of recreational use, typically in perpetuity. In some cases, a state or regional parks service may manage land protected under recreational easements.

**Land donation.** A land donation occurs when a property owner willingly chooses to donate land with conservation, agricultural or recreational value to a local government or nonprofit organization for the purposes of conserving it. Recipients of land donations may be established land trusts, state or local governments, or other organizations equipped to manage and maintain the land. The donation typically provides tax benefits to the landowner or, in the case of donations by will, to the estate of the donor.

### III. CONSERVATION EXAMPLES

This series of conservation examples highlights working forest conservation partnerships using the tools and strategies discussed above in three states—Maryland, Florida and Montana.

Each conservation example is organized into the following sections:

- i. Overview and Context
- ii. How the Program Operates
- iii. Innovation and Accomplishments

Each of these conservation examples uses a unique combination of conservation tools to achieve the same end: the protection of forestland in perpetuity for conservation, agricultural, forestry and recreational purposes.



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## 1) Maryland Rural Legacy Program

**Overview and Context**

The State of Maryland has rich resources of active farmland and stunning forests, but it is also home to some of the country's fastest growing suburban areas. Over the past several decades, the Washington, DC commutershed has continued to expand, and many Maryland cities and counties have grown enormously to meet new housing demand. Consequently, there has been a great deal of development pressure on the state's agricultural lands and forests.

The Maryland Rural Legacy Program is a state program enacted by the Maryland Legislature in 1997 to create alternatives for private landowners faced with the dilemma of whether or not to sell their farms and forest lands to developers. The program's goals include establishing greenbelts of forests and farms around rural communities in order to preserve cultural heritage and sense of place; preserving critical habitat for native plant and wildlife species; supporting natural resource economies such as farming, forestry, tourism and outdoor recreation; and protecting riparian forests, wetlands and greenways to buffer the Chesapeake Bay and its tributaries from pollution runoff. The Rural Legacy Program provides funding to conserve large, contiguous tracts of land to help meet these goals. The program also helps provide a sustainable land base for natural resource-based industries.<sup>2</sup>

Since 1997, the Rural Legacy Program has invested funds from Maryland's Program Open Space

and general obligation bonds from the state's capital budget in the conservation of Maryland's privately-held open space and farmland. The program emphasizes public-private partnerships in which local governments, land trusts and other conservation organizations can work with property owners to identify the most effective ways to protect forests, agricultural lands and open space to achieve multiple goals.

**How the Rural Legacy Program Operates**

Under the Rural Legacy Program, local governments and private land trusts identify Rural Legacy Areas—areas rich in natural or cultural resources. When priority areas are identified, the local governments and private land trusts apply for competitive funds to preserve those resources. Conservation efforts can expand existing programs or create new ones.

The Maryland Rural Legacy Advisory Committee and Board oversees the competitive grant process, and evaluates each proposed Rural Legacy Area for its significance with respect to natural and cultural resources, the magnitude of the development threats facing it, and the economic value of the industries or activities such as forestry, agriculture, recreation and tourism that will be protected. Also considered are the strengths of the public-private partnerships for the proposed project, the ability of the local jurisdiction or organization to match funds, and the ability of the project sponsors to see the project through and meet the goals of the Rural Legacy Program. Each proposal is scored based on a set of specific criteria, and projects are funded accordingly.

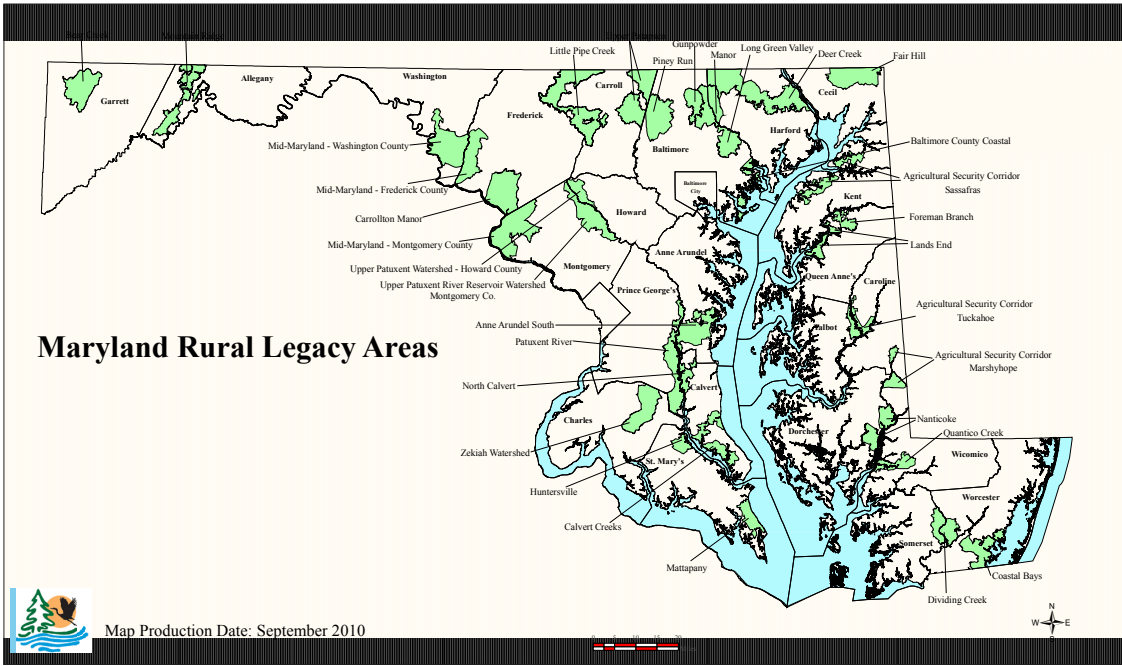
<sup>2</sup> Maryland Department of Natural Resources. "Land Acquisition and Planning Celebrates 12th Anniversary of Maryland's Rural Legacy Program." <http://www.dnr.state.md.us/land/rurallegacy/12thAnniversary.asp>.

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Map 1: Areas preserved through the Maryland Rural Legacy Program as of September 2010.  
(Source: Maryland Department of Natural Resources)



The Rural Legacy Program is intended to be flexible, so it can adapt to the unique needs of each community. Consequently, the program allows project sponsors to use a wide range of conservation tools to achieve the program goals and objectives. The program funds conservation easements, fee estates and fee simple purchases, and conservation easements, among other strategies.

**Innovations and Accomplishments**

The Maryland Rural Legacy Program has been hugely successful since its creation 14 years ago, and, as of April 2011, has protected over 70,000

acres of privately-held open space.<sup>3</sup> Considered a national model for public-private conservation partnerships, demand for the program funding—over \$259 million since the program’s inception<sup>4</sup>—now far exceeds the available resources. The program leverages public funds to provide public amenities in ways that also benefit private landowners, allowing many of the state’s forestry and agricultural operations to continue to contribute to the Maryland economy while ensuring that the land is protected for future generations. The unusual marriage of public and private sectors has opened new doors for conservation in the state.

<sup>3</sup> Maryland Department of Natural Resources. “BPW Approves Preservation of 1,073 Acres Through Rural Legacy Program.” <http://www.dnr.state.md.us/dnrnews/pressrelease2011/042011.asp>.

<sup>4</sup> Ibid.

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Forest Lands  
page 6**2) Florida Rural Lands Stewardship Program****Overview and Context**

In the State of Florida, an innovative program to manage growth in rural areas has been in place for almost a decade. In 2001, the Florida Legislature adopted the Rural Lands Stewardship Area (RLSA) program at the state level to provide counties with a mechanism for addressing development pressures on rural areas and creating more sustainable communities. The Collier County Rural Lands Stewardship Area (RLSA) Program, made possible by this legislation, was created in 2002 to prevent urban sprawl and to protect environmentally sensitive lands and habitat.

The Florida Legislature's enabling legislation had six primary goals:

- Restoration and maintenance of the economic value of rural land;
- Control of urban sprawl;
- Identification and protection of ecosystems, habitats and natural resources;
- Promotion of rural economic activity;
- Maintenance of the viability of Florida's agricultural economy; and
- Protection of the character of rural areas of Florida.

The legislation laid the groundwork for a transferable rural land use credits system that could help to shift development rights from sensitive lands to more appropriate locations. These credits, called "stewardship credits," could be used as a form of currency to transfer development from land designated as sending areas to properties

designated as receiving areas. The credits could be used by the original landowners, but could also be bought, sold or traded.

Beyond creating this system and establishing basic criteria for receiving areas and credits, however, the RLSA legislation was intended to be flexible and to give counties a great deal of discretion to craft specific programs and strategies appropriate to their contexts. However, the legislation did require counties adopting RLSA programs to create overlays of their future land use maps as part of the comprehensive planning process, ensuring a nexus between long-term planning, growth and protection of sensitive lands.

***How the Collier County RLSA Program Operates***

Collier County's RLSA Program, one of the first created in the state, covers 195,000 contiguous acres of land under single ownership. The RLSA Program operates by transferring development from this land into a designated sending area within the Town of Ave Maria.<sup>5</sup> The intent of the program is to capture the value of rural lands and move this value into urban areas to help fund the growth of towns where development is most appropriate and where infrastructure is needed. To achieve this, the County created an RLSA Plan and Overlay to identify which lands would be protected, where development rights would be transferred and how the program would operate.

The RLSA Program is part of a comprehensive strategic plan to guide growth in the coming decades. As a tool to manage growth and protect lands for conservation, the Collier County RLSA Program's goals are to:

<sup>5</sup> Conservancy of Southwest Florida. "Vision and Mission." <http://www.conservancy.org/page.aspx?pid=576>.

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- Protect agriculture and prevent premature conversion of agricultural land to nonagricultural uses;
- Direct incompatible uses away from wetlands and upland habitat;
- Enable the conversion of rural land to other uses in appropriate locations; and
- Discourage urban sprawl and encourage urban development that utilizes creative land use planning techniques.<sup>6</sup>

Participation in the program is voluntary, and only privately-owned lands in Collier County are included.

The Collier County RLSA Program operates by providing credits to property owners who prevent or remove environmentally incompatible land uses from habitat lands that are designated as “Stewardship Sending Areas” (SSAs), as described in the state legislation. Conservation easements placed on the SSAs restrict the land to agricultural uses in perpetuity. Landowners can then transfer these credits to designated urbanized areas within the Town of Ave Maria, where the credits can be applied to higher density projects.

#### ***Innovations and Accomplishments***

Between 2007 and 2009, a five-year review of the RLSA Program was completed to evaluate the program’s success and collect feedback from the community on its goals and process. Based on this review, the County opted to continue the program, expanding the SSAs and the

receiving areas within Ave Maria. Several wildlife organizations had concerns about expanding development in Ave Maria and how that growth might impact the protected lands, but local residents and businesses supported these changes and they were ultimately adopted.

As a unique initiative that builds on the transfer of development rights concept to simultaneously achieve conservation and growth goals, the Collier County RLSA provides a snapshot of what can be achieved when private landowners, public entities and conservation organizations work together towards a common end.

### 3) **Montana Legacy Project**

#### ***Overview and Context***

In the State of Montana, commercial timberland is not only a critical part of local economies—for decades, it has also provided an alternative to development in many parts of the state, protecting critical habitats for species with wide home ranges. However, as this land moves out of active forestry use, identifying alternative methods of protecting ecologically significant landscapes from development has become a key goal for communities across the state.

The Montana Legacy Project is a large-scale partnership between the Nature Conservancy, The Trust for Public Land, and Plum Creek. The project is designed to conserve former timberlands that form part of the Crown of the Continent, 10 million acres of wildlands that stretch from Montana north

<sup>5</sup> Collier County. “Collier County, Florida Rural Lands Stewardship Overlay.” <http://www.colliergov.net/Modules/ShowDocument.aspx?documentid=22383>.

<sup>6</sup> The Nature Conservancy. “The Montana Legacy Project: A New Era for Conservation.” <http://www.nature.org/ourinitiatives/regions/northamerica/unitedstates/montana/mlp.pdf>.



## APPENDIX B

ECONOMIC  
DEVELOPMENT AND  
ENVIRONMENTAL  
CONSERVATION  
CASE EXAMPLESConservation of  
Forest Lands  
page 8

into Canada, and to provide contiguous habitat for many protected and endangered species. The area is one of the most ecologically diverse and intact habitats in the nation.<sup>7</sup> The initiative is intended to keep targeted timberlands in single ownership and undeveloped to support the many unique species that rely on this habitat. The Project also protects public recreational access to these lands for hiking, hunting and other activities.<sup>8</sup>

***How the Montana Legacy Project Operates***

The Montana Legacy Project represents a confluence of unique circumstances: significant acreage of valuable habitat land was owned by a single owner who was willing to sell this land.

This represented an opportunity to establish a partnership between the landowner and conservation organizations to transfer ownership of this land in a single transaction—a highly unusual situation, given that conservation of large-scale tracts of land often involves negotiations with multiple owners over long periods of time.

The Nature Conservancy and The Trust for Public Land partnered in this effort to purchase 310,000 acres of forestland in Missoula, Mineral, Lake and Powell Counties near Swan Valley. The \$490 million purchase was completed in three phases beginning in December 2008 and concluding in December 2010. Funding came through a combination of public and private financing, including Qualified Forestry Conservation Bonds, a public financing mechanism created by the 2008 Federal Farm Bill. The final phase of the project was completed in

part through the support of a private donor who offered \$35 million to the Nature Conservancy for the initiative.<sup>9</sup>

Goals of the purchase included: keeping some forests in active timber use to preserve jobs in the region through sustainable forestry; protecting waterways and fish and wildlife habitat; and continuing to provide access to these lands for recreational activities such as hiking, fishing and hunting. Protected habitats are home to grizzly bears, lynx, wolverines, bull trout, and other wide-ranging animals that rely on large-scale habitats for survival.

***Innovations and Accomplishments***

With the completion of the third phase of funding, the Montana Legacy Project became the largest private conservation purchase in history, protecting thousands of acres of critical habitat adjacent to Glacier National Park.<sup>9</sup>

Although The Nature Conservancy and The Trust for Public Land purchased the conserved lands, the intent has never been for the land to remain in their ownership. Instead, land will be transferred over time to public entities, including the Montana Department of Fish, Wildlife and Parks (FWP), which has already purchased outright or received easements on over 44,000 acres. In the coming years, additional acreage will be transferred to FWP or other public agencies to manage for ecological and recreational value.

The project represents an unusual coalition of public agencies, local, state and national

<sup>8</sup> Missoulain. "Donor's \$35M funds Montana Legacy Project, but years of work remain." [http://missoulain.com/news/state-and-regional/article\\_7d4631de-073e-11e0-aa8e-001cc4c03286.html](http://missoulain.com/news/state-and-regional/article_7d4631de-073e-11e0-aa8e-001cc4c03286.html).

<sup>9</sup> The Nature Conservancy.

## APPENDIX B

### ECONOMIC DEVELOPMENT AND ENVIRONMENTAL CONSERVATION CASE EXAMPLES

#### Conservation of Forest Lands *page 9*

governments, nonprofit organizations, and private property owners working together to achieve an unparalleled level of protection for Montana's forest lands through a creative approach to an outright purchase of land.

#### IV. LESSONS FOR GAINESVILLE AND ALACHUA COUNTY

Alachua County has proven its abilities to conserve important natural resources by working with landowners and conservation groups in the region using a variety of approaches. However, the changing funding climate and limited availability of funding through the "Florida Forever" program may require agencies and organizations to consider additional, creative approaches to achieve conservation goals and to protect priority lands.

- **Encourage state and local governments to seek out public-private conservation partnerships.** Joint conservation efforts between public and private sectors have proven especially effective in the communities featured above, and have helped to buffer conservation activities from shifts in federal and state funding and economic health.
- **Promote local transfer of development rights (TDR) programs to provide an alternate means of financing conservation of land while encouraging development within and near existing urban areas.** When created correctly, TDR programs allow private landowners to realize the full development value of their land even as the land itself is conserved. These programs are

a key conservation tool to ensure that private property rights are respected. In addition, as concerns about greenhouse gas emissions and natural resource consumption increase and federal, state and local budgets are more constrained, TDR programs provide a tool for local governments to encourage more sustainable development within existing developed areas.

- **Provide opportunities for private landowners to protect land, while continuing commercial activities that do not interfere with conservation.** Conservation easements for land in active agricultural, recreational or forestry use are particularly appealing for landowners who are interested in conservation, but are still using land for commercial activities. This hybrid solution can permanently protect land while keeping it in private ownership, and may also be more affordable for government or nonprofit organizations managing conservation activities.
- **Work with state and local government to create tax benefits and other incentives to encourage conservation.** The federal government provides tax incentives to make it feasible for landowners to conserve their lands. Coupled with additional benefits at the state and local level, these incentives may provide the additional push needed to allow and encourage conservation of these lands in perpetuity.

## appendix C

### MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

Plum Creek convened four educational forums featuring speakers sharing national, regional and local perspectives on economic development, conservation and community planning achievements. The forums were designed to stimulate and expand thinking regarding a potential vision for Plum Creek lands.

Educational Forum #1 included speakers who shared the global context in which economic development activities are occurring, as well as local and regional data to help provide context for Alachua County.

Educational Forum #2 shared best practices in land conservation and highlighted the significant conservation achievements that have been accomplished by local groups.

Educational Forum #3 featured community projects designed to respond to the needs of the “innovation economy” and create a more environmentally sustainable community.

Educational Forum #4 showcased the work of University of Florida students who were tasked with developing site plans that accommodated a wide range of land uses in new ways to achieve economic, conservation and community goals. The student work, unconstrained by conventional practices and detailed regulatory requirements, helped open people’s minds to land use alternatives that might achieve the goals of the Envision Alachua process.

This appendix includes the program and speakers’ bios for each forum. Videotape of the complete forums can be viewed on the project website at [www.envisionalachua.com](http://www.envisionalachua.com).

## APPENDIX C

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

August 4, 2011 program



envision alachua

models of innovation series

innovations in  
economic development

August 4, 2011




A community discussion on the future of East County

CONVENED BY PLUM CREEK

program

Welcome and Opening Remarks

Dr. Daniel Iacofano, Principal, MIG, Inc.  
and Envision Alachua Process Facilitator

Maintaining US Competitiveness in the Global Economy

Mr. John Doggett, J.D., M.B.A.

Urban Design for the Innovation Economy

Dr. Daniel Iacofano, FAICP, FASLA

Alachua County: Where Are We?

Dr. David Denslow, Jr.

Question and Discussion Session

If you have a question for the presenters, please use the  
comment card that you received at registration to submit  
your question.



## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

August 4, 2011 program

## speaker bios

**John Doggett, J.D., M.B.A.**

John Doggett is a Senior Lecturer in the Department of Management at the McCombs School of Business at the University of Texas (UT) at Austin. His research and teaching interests include international entrepreneurship, global competition and sustainability. Mr. Doggett spends part of each summer and winter teaching entrepreneurship and global competition workshops in Austria, China, Japan, Korea, Malaysia, Mexico, Singapore and Thailand. Since the spring of 2003, he has led M.B.A. students on annual two-week observation tours of the People's Republic of China. Mr. Doggett is co-author, with Prabhudev Konana and S. Balasubramanian, of "Advantage China: Comparing India's and China's Growth Strategies," an article comparing the economic development strategies of China and India. Frontline,

India's leading opinion magazine with 700,000 subscribers, published "Advantage China" as their cover story in March 2005. In August 2001, Mr. Doggett was appointed director of the Texas Executive M.B.A. Program that was developed by UT and Texas Instruments (TI) in 1999 to provide an Executive M.B.A. for TI employees. Mr. Doggett received his J.D. from Yale University, his M.B.A. from Harvard University and his B.A. from Claremont Men's College.

**Dr. Daniel Iacofano, FAICP, FASLA**

Daniel Iacofano is a founding principal of MIG with over 28 years of experience in urban design and community planning, facilitation, organizational development and strategic planning. Dr. Iacofano has combined his urban planning and design expertise with com-

*speaker bios continued*

community visioning and facilitation techniques to assist numerous communities, companies and agencies in articulating goals, visions and strategies for future planning. Dr. Iacofano is the lead facilitator for the Envision Alachua process convened by Plum Creek. He is author of *Public Involvement as an Organizational Development Process, Meeting of the Minds: A Guide to Successful Meeting Facilitation*, and a co-author of *The Inclusive City*, a collection of project studies highlighting the best of universal, inclusive design for buildings, neighborhoods and urban spaces.

**Dr. David Denslow, Jr.**

Dr. David Denslow, Jr., Distinguished Service Professor in the Department of Economics at the University of Florida, is also in the University's Bureau of Economic and Business Research (BEBR). He came to the University of Florida in 1970, where he chaired the Department of Economics in 1987-89. Dr. Denslow has also taught in Brazil, first as a Fulbright Visiting Professor and then with funding from the Ford Foundation. He has served on the Governor's Council of Economic Advisors twice, once as chair. Dr. Denslow earned a bachelor's degree from Earlham College and a master's and doctoral degrees from Yale University.

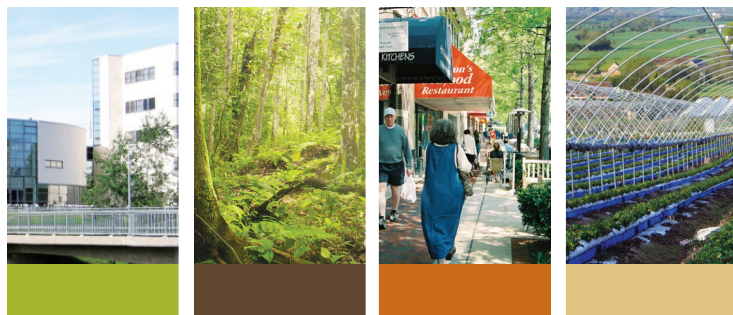
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## APPENDIX C

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

September 29, 2011 program



## envision alachua

models of innovation series

innovations in land  
conservation and resource  
management

September 29, 2011

innovation



A community discussion on the future of East County

CONVENED BY PLUM CREEK

## program

Welcome and Opening RemarksDr. Daniel Iacofano, Principal, MIG, Inc.  
and Envision Alachua Process FacilitatorLand Conservation in America

Alan Front

History of Land Conservation in Alachua County

Robert "Hutch" Hutchinson

Working Landscapes in Alachua County

Busy Byerly

Question and Discussion SessionIf you have a question for the presenters, please use the  
comment card that you received at registration to submit  
your question.

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

September 29, 2011 program

## speaker bios

**Alan Front**

For nearly 30 years, Alan Front has been a key figure in the conservation of natural, cultural, and recreational landscapes across America. Prior to 2009, Alan worked at The Trust for Public Land (TPL), a national nonprofit organization where, as TPL's Senior Vice President for Federal Affairs and Public Policy, he directed federal conservation activities for two decades. In 2009, Mr. Front left TPL to found Conservation Pathways, a consulting venture that offers strategic, government relations, and policy solutions to address resource land challenges and conflicts.

Working with the White House, Congress, and public and private partners, Mr. Front has helped secure nearly \$2 billion in funding for projects in 48 states. He has played a

significant role in initiatives including: passage of legislation to establish more than 50 new national park, wildlife refuge, and federal conservation areas; enactment of land-protection strategies to protect drinking water supplies; advanced efforts to restore the threatened ecosystem of the Gulf Coast, following the 2010 BP Deepwater Horizon oil spill; developed new conservation avenues including NOAA's Coastal and Estuarine Land Conservation Program, USDA's Forest Legacy and Farm and Ranchland Protection Programs, EPA's Brown-fields Program, and DOI's HCP and Recovery Land Acquisition programs.

**Robert "Hutch" Hutchinson**

Robert Hutchinson was the founding Executive Director of the Alachua Conservation Trust (ACT), and began a

*speaker bios continued*

second term as Executive Director in 2008. Since 1988, ACT has been carrying out its mission to protect the natural, historic, scenic and recreational resources in and around Alachua County, Florida. ACT protects land through purchase, donation, and conservation easements. Mr. Hutchinson has served as an Alachua County Commissioner, helped establish land trusts, spearheaded the passage of the Alachua County Forever and the Wild Spaces Public Places referenda, and is currently a member of the Envision Alachua Task Force and the Board of the Gainesville Area Chamber of Commerce.

**Busy Byerly**

Busy Byerly is the Executive Director of the Conservation Trust for Florida, a non-profit land trust working with private landowners to protect their farms, ranches, timberlands, and

to preserve natural areas and wildlife corridors. She received a B.A. in Geography from the University of Florida and is a graduate of the Florida Natural Resources Leadership Institute. Prior to her work at CTF, she was a Land Conservation Specialist for an environmental consulting firm, Conway Conservation, and has worked on projects for The Wildlands Project and the National Gap Analysis Program. Ms. Byerly is a native of Alachua County.

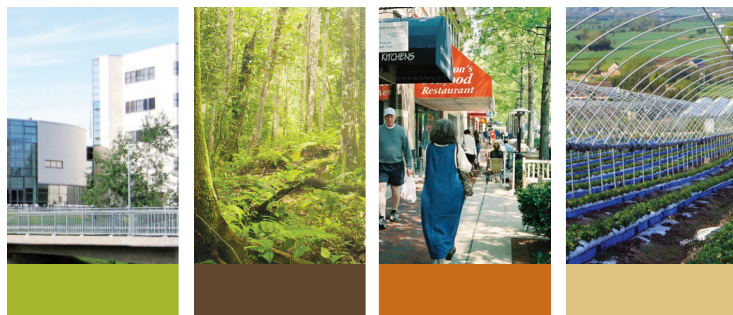
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## APPENDIX C

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

November 15, 2011 program



envision alachua

models of innovation series

innovations in  
community design

November 15, 2011

innovation

ENVISION  
ALACHUA

A community discussion on the future of East County

CONVENED BY PLUM CREEK

program

Welcome and Opening Remarks

Dr. Daniel Iacofano, Principal, MIG, Inc.  
Envision Alachua Process Facilitator

Featured Speakers

Mr. Robert B. Segar  
Assistant Vice Chancellor,  
Campus Planning and Community Resources  
University of California Davis

Ms. Frances Chandler-Marino  
Principal, Director of Regional Planning, AECOM

Question and Discussion Session

Please use the comment card that you received at registration  
to submit your question or comment and hand to one of our  
staff members. Thank you!



## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

November 15, 2011 program

## speaker bios

**Robert B. Segar**

As Assistant Vice Chancellor for Campus Planning and Community Resources, Bob Segar has been guiding the physical transformation of the 5,300-acre campus at the University of California in Davis for the past 20 years. Bob's most recent work includes the planning and development of the UC Davis West Village, which is emerging as one of the largest net zero energy communities in the country.

In the last 10 years alone, the campus has realized over \$1.5 billion of capital investment spanning every possible campus activity—libraries, student unions, arts centers, major athletic facilities, lab buildings, office buildings, student housing, dining centers, gathering spaces, roadways and pathways. Bob is responsible for long

range land use planning, site planning, and community planning coordination with local jurisdictions.

Since 1989, Bob has led several important campus initiatives, including serving as the Chancellor's coordinator for the Mondavi Center, and directing the celebration of the UC Davis Centennial in 2008-09.

Prior to his work at UC Davis, Bob worked in the Stanford University Planning Office and in private practice. He is a graduate of Stanford University and the University of Michigan.

*speaker bios continued*

**Frances Chandler-Marino**

Frances Chandler-Marino has over twenty five years of experience in local government comprehensive planning and land development regulation. As the Director of Regional Planning with AECOM (formerly Glatting Jackson), she has directed large-scale, multi-disciplinary projects and project teams from vision to policy to implementation including award winning projects for innovations in planning, rural strategies, resource management strategies and city redevelopment. Frances has conducted hundreds of public meetings and speaks regularly on the need to establish clear community directions

for economic prosperity and growth that can guide public policy and spending decisions. Frances is co-author of "Collaborating to Prevent Sprawl," Chapter 4, ICMA Green Book – Local Planning: Contemporary Principles and Practice.

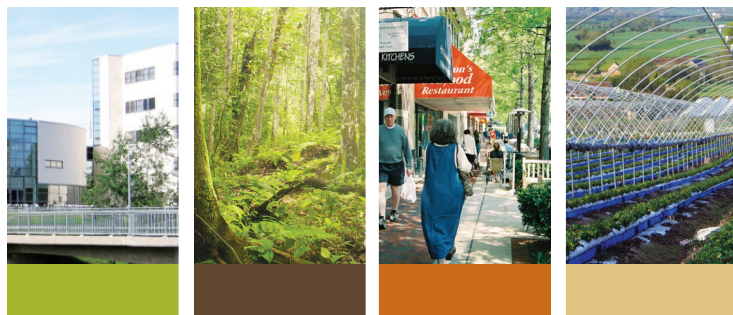
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## APPENDIX C

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

January 26, 2012 program



## envision alachua

models of innovation series

innovations from the  
university of florida:  
community design and  
agricultural urbanism

January 26, 2012



A community discussion on the future of East County

CONVENED BY PLUM CREEK

## program

Welcome and Opening Remarks

Dr. Daniel Iacofano, Principal, MIG, Inc.  
Envision Alachua Process Facilitator

Featured Speakers

Dr. Pierce Jones  
Professor and Director  
Program for Resource Efficient Communities  
Institute of Food and Agricultural Sciences  
University of Florida

Dr. Mary Padua  
Associate Professor  
University of Florida School of Landscape Architecture and Planning  
Department of Landscape Architecture

Martin Gold, AIA  
Director and Associate Professor  
University of Florida School of Architecture  
Executive Director, Florida Community Design Center

Question and Discussion Session

Please use the comment card that you received at registration to submit your question or comment and hand to one of our staff members. Thank you!

## MODELS OF INNOVATION EDUCATIONAL FORUM PROGRAMS

January 26, 2012 program

## speaker bios

**Dr. Pierce Jones**

Dr. Pierce Jones graduated from UF in 1980 with a PhD in Mechanical Engineering and is a Professor in the Agricultural & Biological Engineering Department in the Institute of Food and Agricultural Sciences at the University of Florida. He directs the Program for Resource Efficient Communities, an interdisciplinary group that promotes the adoption of “best design, construction and management practices” in master planned developments. The Program works with built environment professionals, local governments, utilities and others on integrating strategic resource efficiency considerations into land use decision-making. Recent activities include workshops targeting Low Impact Development, greenhouse gas reduction in land

development and residential loan programs for energy efficiency retrofits. Finally, his program directly participates in land development and building projects that adopt and demonstrate “green” practices.

**Dr. Mary Padua**

Dr. Mary G. Padua is an Associate Professor at the University of Florida's Department of Landscape Architecture where she teaches research-based design to students in the Bachelor of Landscape Architecture and Master of Landscape Architecture programs. She is a design educator, urban theorist and licensed landscape architect with over twenty years professional experience in the public and private sectors. Dr. Padua has lectured and conducted workshops at universities on four continents.

*speaker bios continued*

Her teaching and scholarly interests are focused on sustainable urbanism and the design and meaning of public space. In addition to producing traditional text-based research, she is an exhibiting fine art photographer with work held in public and private collections. She holds a PhD from the University of Edinburgh's School of Architecture and Landscape Architecture; Master's in Architecture and Urban Design from UCLA's Graduate School of Architecture and Urban Planning; and BA in Landscape Architecture from UC Berkeley's College of Environmental Design.

**Martin Gold**

Martin Gold has over fifteen years of experience in architectural design, education, and research, specializing

in the environmental technologies with an emphasis on infrastructural, civic, and residential projects responsive to the climate and character of the Florida landscape. His work has garnered local, state, and national design and service awards. He teaches graduate and undergraduate design studios, lecture and seminar courses and supervises master and doctoral projects that advance research-based environmental design and sustainable methodologies. He also serves as the Executive Director of the Florida Community Design Center, a nonprofit entity that studies and develops proposals for sustainable urbanism, enhanced mobility, and improved community engagement in the design process.

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## appendix D

### **TASK FORCE LAND USE PREFERENCES**

This appendix presents the results of a polling exercise conducted to solicit Task Force member feedback on a series of development concepts designed to illustrate the Vision, Goals and Planning Principles. Participants were asked to vote on their general acceptance of or willingness to consider the concept for implementation on Plum Creek lands. A positive vote did not imply an endorsement of the actual project, but rather an interest in the types of economic opportunities, conservation activities and community uses that might be considered on Plum Creek lands. The results can serve as an early indicator of the more specific activities that might be supported in later phases as more detailed planning is completed.

## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4

November 9, 2011

Envision Alachua Task Meeting #4  
Polling Exercise Results

	Responses	
Gender	%	#
Male	82%	14
Female	18%	3
<b>TOTALS</b>	<b>100%</b>	<b>17</b>

	Responses	
Which age category describes you best?	%	#
18-24	0%	0
25-34	11%	2
35-44	22%	4
45-54	17%	3
55-64	39%	7
65+	11%	2
<b>TOTALS</b>	<b>100%</b>	<b>18</b>

	Responses	
In which quadrant of Alachua County do you live?	%	#
Northwest	45%	9
Northeast	5%	1
Southeast	20%	4
Southwest	5%	1
I do not live in Alachua County	25%	5
<b>TOTALS</b>	<b>100%</b>	<b>20</b>

	Responses	
How long have you lived in Alachua County?	%	#
0-5 years	0%	0
6-10 years	24%	5
10-20 years	14%	3
20+ years	38%	8
I do not live in Alachua County	24%	5
<b>TOTALS</b>	<b>100%</b>	<b>21</b>

## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4

November 9, 2011

**ENVISION ALACHUA**  
A community discussion on the future of East County

**Economic Development**

Encourage development that provides for a sustainable economic future for residents at all wage and skill levels while being compatible with community goals for land conservation and natural resource protection.

	Responses	
GOAL: Economic Development	%	#
Agree	75%	18
Agree with changes	21%	5
Disagree	0%	0
I'm not sure/No answer	4%	1
<b>TOTALS</b>	<b>100%</b>	<b>24</b>



	Responses	
Economic Development 1 (ED-1)	%	#
I really like it	68%	15
It's worth considering	27%	6
I don't think so	0%	0
I'm not sure	5%	1
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Economic Development 2 (ED-2)	%	#
I really like it	56%	13
It's worth considering	35%	8
I don't think so	9%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>23</b>

APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCES

Summary of  
Meeting #4  
November 9, 2011



Nike Campus – Sports Apparel – Beaverton (near Portland), OR

	Responses	
Economic Development 3 (ED-3)	%	#
I really like it	81%	17
It's worth considering	19%	4
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	21



Ford River Rouge Plant – Manufacturing – Dearborn, MI

	Responses	
Economic Development 4 (ED-4)	%	#
I really like it	52%	11
It's worth considering	43%	9
I don't think so	5%	1
I'm not sure	0%	0
TOTALS	100%	21



Scripps Institute – BioMedical Research – Jupiter, FL

	Responses	
Economic Development 5 (ED-5)	%	#
I really like it	80%	16
It's worth considering	20%	4
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	20



## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4

November 9, 2011



	Responses	
Economic Development 6 (ED-6)	%	#
I really like it	76%	16
It's worth considering	24%	5
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>



	Responses	
Economic Development 7 (ED-7)	%	#
I really like it	86%	19
It's worth considering	14%	3
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>

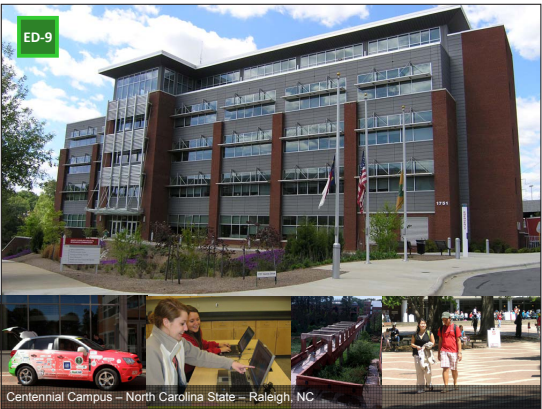


	Responses	
Economic Development 8 (ED-8)	%	#
I really like it	87%	20
It's worth considering	13%	3
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>23</b>

# APPENDIX D

## TASK FORCE LAND USE PREFERENCES

Summary of  
Meeting #4  
November 9, 2011



	Responses	
Economic Development 9 (ED-9)	%	#
I really like it	68%	15
It's worth considering	32%	7
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Economic Development 10 (ED-10)	%	#
I really like it	75%	15
It's worth considering	25%	5
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Economic Development 11 (ED-11)	%	#
I really like it	47%	9
It's worth considering	47%	9
I don't think so	0%	0
I'm not sure	6%	1
<b>TOTALS</b>	<b>100%</b>	<b>19</b>

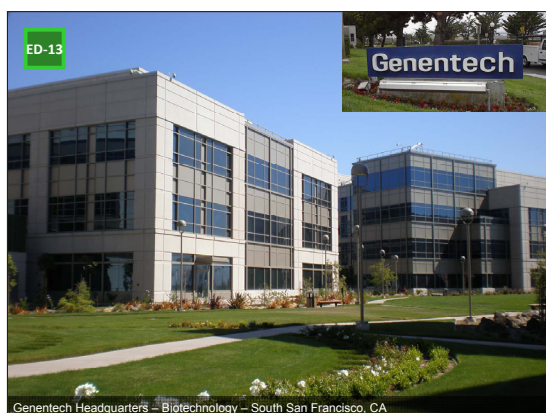
## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4

November 9, 2011



	Responses	
Economic Development 12 (ED-12)	%	#
I really like it	86%	19
It's worth considering	14%	3
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Economic Development 13 (ED-13)	%	#
I really like it	91%	20
It's worth considering	9%	2
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Economic Development 14 (ED-14)	%	#
I really like it	64%	14
It's worth considering	27%	6
I don't think so	9%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



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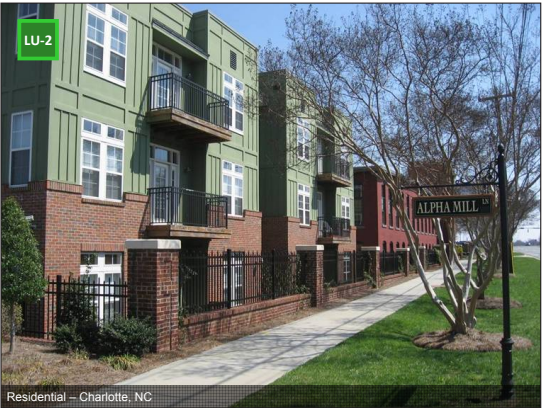
Land Use

Create family-friendly, transit-supported, mixed-use communities that meet the needs of all residents

	Responses	
GOAL: Land Use	%	#
Agree	70%	16
Agree with changes	30%	7
Disagree	0%	0
I'm not sure/No answer	0%	0
TOTALS	100%	23



	Responses	
Land Use 1 (LU-1)	%	#
I really like it	47%	9
It's worth considering	47%	9
I don't think so	0%	0
I'm not sure	6%	1
TOTALS	100%	19



	Responses	
Land Use 2 (LU-2)	%	#
I really like it	45%	10
It's worth considering	23%	5
I don't think so	27%	6
I'm not sure	5%	1
TOTALS	100%	22



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	Responses	
Land Use 3 (LU-3)	%	#
I really like it	26%	6
It's worth considering	26%	6
I don't think so	39%	9
I'm not sure	9%	2
<b>TOTALS</b>	<b>100%</b>	<b>23</b>



	Responses	
Land Use 4 (LU-4)	%	#
I really like it	17%	4
It's worth considering	33%	8
I don't think so	42%	10
I'm not sure	8%	2
<b>TOTALS</b>	<b>100%</b>	<b>24</b>

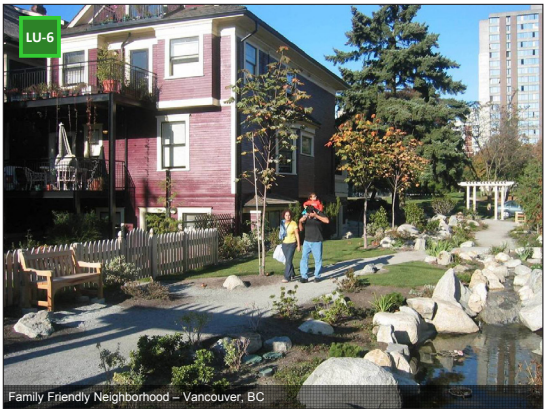


	Responses	
Land Use 5 (LU-5)	%	#
I really like it	22%	5
It's worth considering	39%	9
I don't think so	35%	8
I'm not sure	4%	1
<b>TOTALS</b>	<b>100%</b>	<b>23</b>

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	Responses	
Land Use 6 (LU-6)	%	#
I really like it	45%	10
It's worth considering	23%	5
I don't think so	32%	7
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>

	Responses	
Land Use 7 (LU-7)	%	#
I really like it	45%	10
It's worth considering	32%	7
I don't think so	23%	5
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>

	Responses	
Land Use 8 (LU-8)	%	#
I really like it	5%	1
It's worth considering	39%	7
I don't think so	39%	7
I'm not sure	17%	3
<b>TOTALS</b>	<b>100%</b>	<b>18</b>

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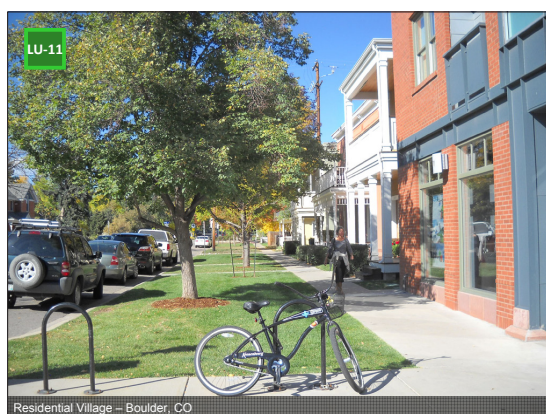
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	Responses	
Land Use 9 (LU-9)	%	#
I really like it	28%	6
It's worth considering	36%	8
I don't think so	36%	8
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Land Use 10 (LU-10)	%	#
I really like it	47%	7
It's worth considering	40%	6
I don't think so	13%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>15</b>



	Responses	
Land Use 11 (LU-11)	%	#
I really like it	35%	7
It's worth considering	50%	10
I don't think so	15%	3
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



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	Responses	
	%	#
Land Use 12 (LU-12)		
I really like it	43%	6
It's worth considering	50%	7
I don't think so	7%	1
I'm not sure	0%	0
TOTALS	100%	14



	Responses	
	%	#
Land Use 13 (LU-13)		
I really like it	50%	9
It's worth considering	28%	5
I don't think so	22%	4
I'm not sure	0%	0
TOTALS	100%	18



	Responses	
	%	#
Land Use 14 (LU-14)		
I really like it	35%	6
It's worth considering	47%	8
I don't think so	18%	3
I'm not sure	0%	0
TOTALS	100%	17



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**Agriculture**

Maintain agriculture and silviculture as viable and sustainable economic activities

	Responses	
GOAL: Agriculture	%	#
Agree	95%	18
Agree with changes	5%	1
Disagree	0%	0
I'm not sure/No answer	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>19</b>



	Responses	
Agriculture 1 (AG-1)	%	#
I really like it	83%	15
It's worth considering	11%	2
I don't think so	0%	0
I'm not sure	6%	1
<b>TOTALS</b>	<b>100%</b>	<b>18</b>



	Responses	
Agriculture 2 (AG-2)	%	#
I really like it	92%	22
It's worth considering	8%	2
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>24</b>

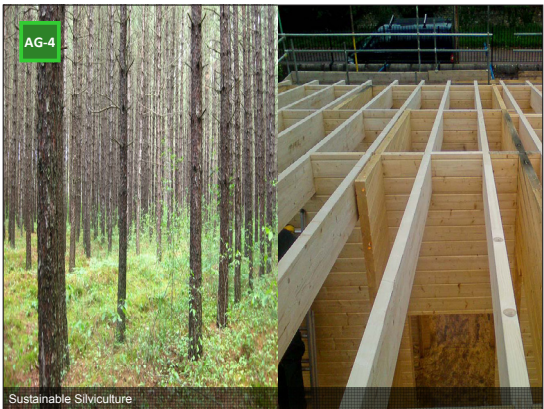
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	Responses	
Agriculture 3 (AG-3)	%	#
I really like it	81%	17
It's worth considering	14%	3
I don't think so	5%	1
I'm not sure	0%	0
TOTALS	100%	21



	Responses	
Agriculture 4 (AG-4)	%	#
I really like it	85%	17
It's worth considering	10%	2
I don't think so	5%	1
I'm not sure	0%	0
TOTALS	100%	20



	Responses	
Agriculture 5 (AG-5)	%	#
I really like it	80%	16
It's worth considering	20%	4
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	20

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	Responses	
Agriculture 6 (AG-6)	%	#
I really like it	75%	15
It's worth considering	25%	5
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Agriculture 7 (AG-7)	%	#
I really like it	100%	19
It's worth considering	0%	0
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>19</b>



	Responses	
Agriculture 8 (AG-8)	%	#
I really like it	89%	16
It's worth considering	11%	2
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>18</b>



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	Responses	
	%	#
<b>Agriculture 9 (AG-9)</b>		
I really like it	81%	17
It's worth considering	19%	4
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>



	Responses	
	%	#
<b>Agriculture 10 (AG-10)</b>		
I really like it	32%	7
It's worth considering	41%	9
I don't think so	23%	5
I'm not sure	4%	1
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



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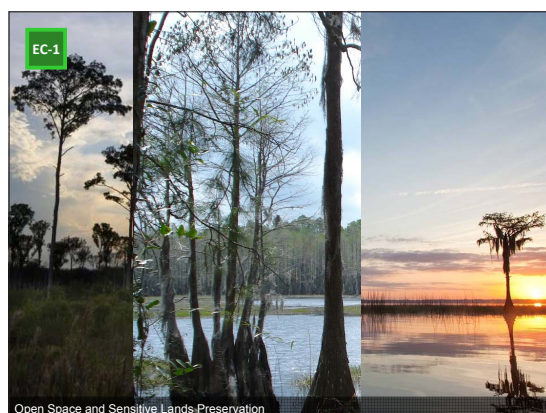
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### Environmental Conservation

Protect and retain lands for conservation, habitat protection and wildlife connectivity

	Responses	
GOAL: Environmental Conservation	%	#
Agree	94%	15
Agree with changes	6%	1
Disagree	0%	0
I'm not sure/No answer	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>16</b>



	Responses	
Environmental Conservation 1 (EC-1)	%	#
I really like it	100%	17
It's worth considering	0%	0
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>17</b>



	Responses	
Environmental Conservation 2 (EC-2)	%	#
I really like it	95%	18
It's worth considering	5%	1
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>19</b>

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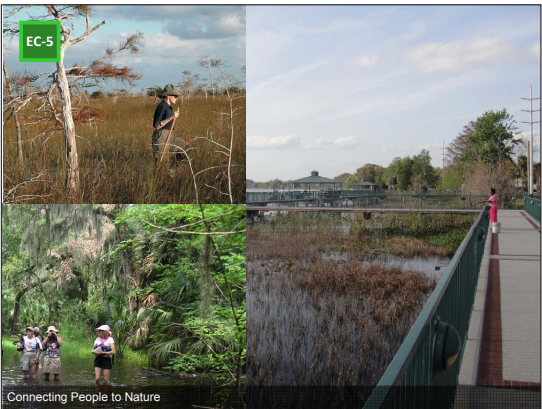
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	Responses	
Environmental Conservation 3 (EC-3)	%	#
I really like it	82%	18
It's worth considering	18%	4
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	22



	Responses	
Environmental Conservation 4 (EC-4)	%	#
I really like it	90%	18
It's worth considering	10%	2
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	20



	Responses	
Environmental Conservation 5 (EC-5)	%	#
I really like it	86%	19
It's worth considering	14%	3
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	22



Environmental Conservation 6 (EC-6)	Responses	
	%	#
I really like it	95%	19
It's worth considering	5%	1
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>

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### Transportation

Create communities that are walkable, provide for multiple modes of transportation, and build on policies expressed in city and county transportation plans

	Responses	
GOAL: Transportation	%	#
Agree	76%	13
Agree with changes	24%	4
Disagree	0%	0
I'm not sure/No answer	0%	0
TOTALS	100%	17



	Responses	
Transportation 1 (TR-1)	%	#
I really like it	45%	10
It's worth considering	50%	11
I don't think so	5%	1
I'm not sure	0%	0
TOTALS	100%	22



	Responses	
Transportation 2 (TR-2)	%	#
I really like it	38%	8
It's worth considering	52%	11
I don't think so	10%	2
I'm not sure	0%	0
TOTALS	100%	21



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	Responses	
Transportation 3 (TR-3)	%	#
I really like it	35%	8
It's worth considering	56%	13
I don't think so	9%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>23</b>



	Responses	
Transportation 4 (TR-4)	%	#
I really like it	72%	13
It's worth considering	28%	5
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>18</b>



	Responses	
Transportation 5 (TR-5)	%	#
I really like it	19%	4
It's worth considering	57%	12
I don't think so	24%	5
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>

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	Responses	
Transportation 6 (TR-6)	%	#
I really like it	10%	2
It's worth considering	33%	7
I don't think so	57%	12
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>



	Responses	
Transportation 7 (TR-7)	%	#
I really like it	25%	5
It's worth considering	55%	11
I don't think so	20%	4
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Transportation 8 (TR-8)	%	#
I really like it	50%	10
It's worth considering	40%	8
I don't think so	10%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



Car Sharing

Transportation 9 (TR-9)	Responses	
	%	#
I really like it	33%	7
It's worth considering	57%	12
I don't think so	10%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>

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### Energy and Utilities

Work closely with utility providers to develop partnerships for planning and delivering required infrastructure

	Responses	
GOAL: Energy and Utilities	%	#
Agree	90%	18
Agree with changes	10%	2
Disagree	0%	0
I'm not sure/No answer	0%	0
TOTALS	100%	20



	Responses	
Energy and Utilities 1 (EU-1)	%	#
I really like it	77%	17
It's worth considering	18%	4
I don't think so	5%	1
I'm not sure	0%	0
TOTALS	100%	22



	Responses	
Energy and Utilities 2 (EU-2)	%	#
I really like it	60%	12
It's worth considering	30%	6
I don't think so	10%	2
I'm not sure	0%	0
TOTALS	100%	20



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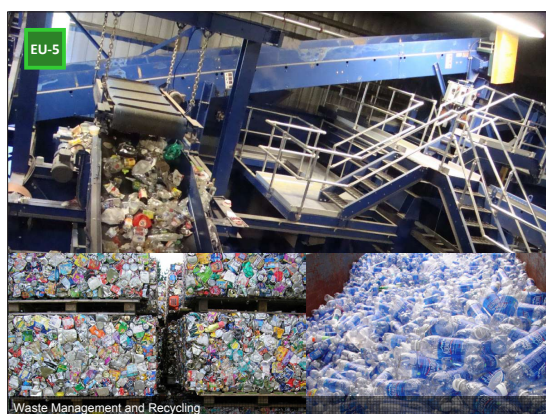
Simulated BioMass Facility

	Responses	
Energy and Utilities 3 (EU-3)	%	#
I really like it	41%	9
It's worth considering	32%	7
I don't think so	27%	6
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



Woody BioMass Energy Production

	Responses	
Energy and Utilities 4 (EU-4)	%	#
I really like it	56%	13
It's worth considering	35%	8
I don't think so	9%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>23</b>



Waste Management and Recycling

	Responses	
Energy and Utilities 5 (EU-5)	%	#
I really like it	70%	14
It's worth considering	25%	5
I don't think so	5%	1
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>

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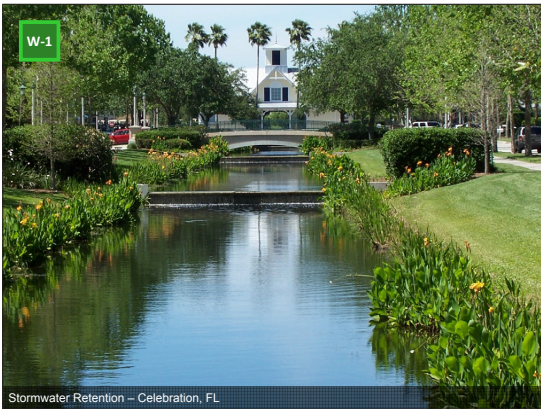
ENVISION ALACHUA

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### Water

Address long-term needs for water supply, water quality and water conservation

	Responses	
GOAL: Water	%	#
Agree	100%	21
Agree with changes	0%	0
Disagree	0%	0
I'm not sure/No answer	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>



	Responses	
Water 1 (W-1)	%	#
I really like it	50%	9
It's worth considering	50%	9
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>18</b>



	Responses	
Water 2 (W-2)	%	#
I really like it	70%	14
It's worth considering	30%	6
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>

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	Responses	
Water 3 (W-3)	%	#
I really like it	89%	17
It's worth considering	11%	2
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>19</b>



	Responses	
Water 4 (W-4)	%	#
I really like it	95%	19
It's worth considering	5%	1
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Water 5 (W-5)	%	#
I really like it	100%	8
It's worth considering	0%	0
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>8</b>



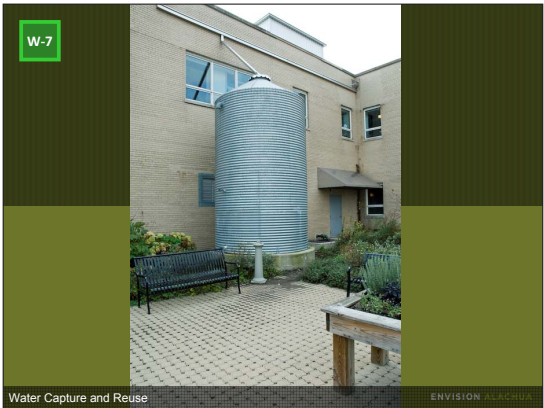
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	Responses	
	%	#
Water 6 (W-6)		
I really like it	95%	20
It's worth considering	5%	1
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	21



	Responses	
	%	#
Water 7 (W-7)		
I really like it	73%	16
It's worth considering	27%	6
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	22



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**Education**

Use potential development on Plum Creek lands as a springboard for strengthening educational programs and facilities in East County

	Responses	
GOAL: Education	%	#
Agree	91%	20
Agree with changes	9%	2
Disagree	0%	0
I'm not sure/No answer	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Education 1 (E-1)	%	#
I really like it	59%	13
It's worth considering	41%	9
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



	Responses	
Education 2 (E-2)	%	#
I really like it	58%	14
It's worth considering	42%	10
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>24</b>

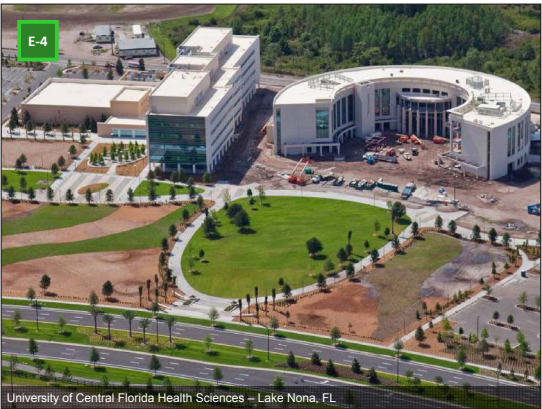
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	Responses	
Education 3 (E-3)	%	#
I really like it	53%	10
It's worth considering	37%	7
I don't think so	5%	1
I'm not sure	5%	1
TOTALS	100%	19



	Responses	
Education 4 (E-4)	%	#
I really like it	31%	6
It's worth considering	53%	10
I don't think so	16%	3
I'm not sure	0%	0
TOTALS	100%	19



	Responses	
Education 5 (E-5)	%	#
I really like it	43%	9
It's worth considering	57%	12
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	21



	Responses	
Education 6 (E-6)	%	#
I really like it	5%	1
It's worth considering	58%	11
I don't think so	32%	6
I'm not sure	5%	1
<b>TOTALS</b>	<b>100%</b>	<b>19</b>

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### Recreation

Maximize recreational opportunities including existing activities such as hunting, birding, wildlife viewing, etc. on Plum Creek lands

	Responses	
GOAL: Recreation	%	#
Agree	80%	17
Agree with changes	10%	2
Disagree	10%	2
I'm not sure/No answer	0%	0
TOTALS	100%	21



	Responses	
Recreation 1 (R-1)	%	#
I really like it	91%	20
It's worth considering	9%	2
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	22



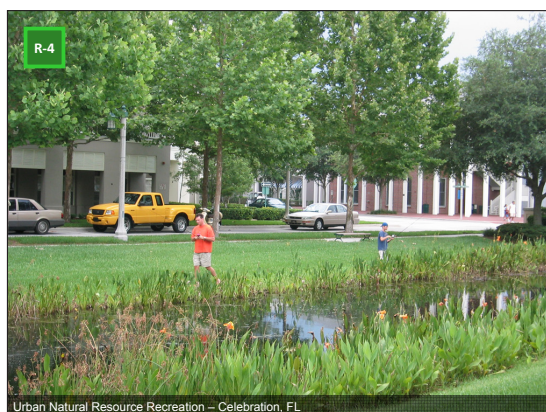
	Responses	
Recreation 2 (R-2)	%	#
I really like it	80%	16
It's worth considering	20%	4
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	20



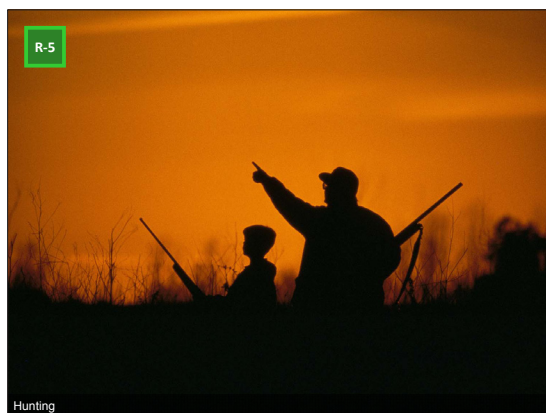
## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4  
November 9, 2011

	Responses	
Recreation 3 (R-3)	%	#
I really like it	75%	15
It's worth considering	15%	3
I don't think so	5%	1
I'm not sure	5%	1
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Recreation 4 (R-4)	%	#
I really like it	65%	13
It's worth considering	35%	7
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Recreation 5 (R-5)	%	#
I really like it	64%	14
It's worth considering	23%	5
I don't think so	13%	3
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>

# APPENDIX D

## TASK FORCE LAND USE PREFERENCES

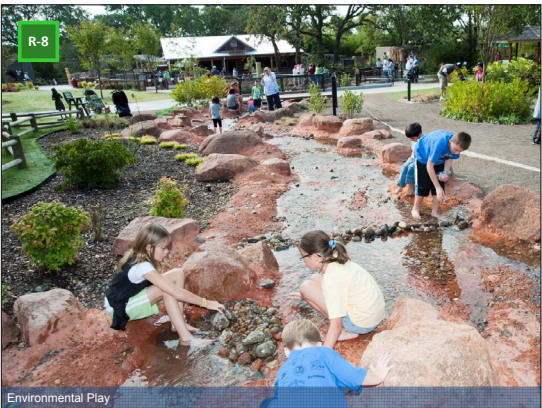
Summary of  
Meeting #4  
November 9, 2011



	Responses	
Recreation 6 (R-6)	%	#
I really like it	70%	14
It's worth considering	25%	5
I don't think so	5%	1
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Recreation 7 (R-7)	%	#
I really like it	5%	1
It's worth considering	75%	15
I don't think so	20%	4
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Recreation 8 (R-8)	%	#
I really like it	60%	12
It's worth considering	40%	8
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>



	Responses	
Recreation 9 (R-9)	%	#
I really like it	70%	14
It's worth considering	30%	6
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>20</b>

## APPENDIX D

### TASK FORCE LAND USE PREFERENCES

**Summary of  
Meeting #4**  
*November 9, 2011*



APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCES

Summary of  
Meeting #4  
November 9, 2011

ENVISION ALACHUA

A community discussion on the future of East County

### Social and Cultural Development

Provide a high quality of life for all residents on and near Plum Creek lands

	Responses	
GOAL: Social and Cultural Development	%	#
Agree	78%	18
Agree with changes	13%	3
Disagree	9%	2
I'm not sure/No answer	0%	0
TOTALS	100%	23



	Responses	
Social and Cultural Development 1 (SC-1)	%	#
I really like it	84%	16
It's worth considering	16%	3
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	19



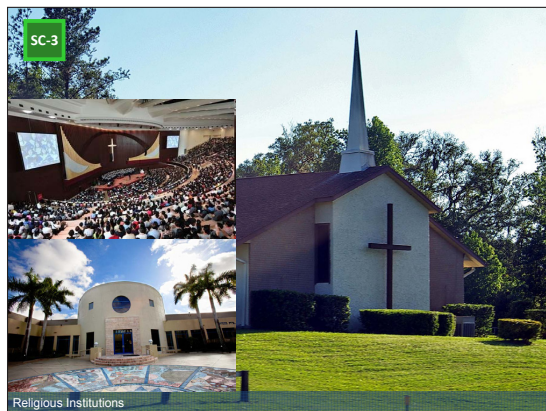
	Responses	
Social and Cultural Development 2 (SC-2)	%	#
I really like it	70%	14
It's worth considering	30%	6
I don't think so	0%	0
I'm not sure	0%	0
TOTALS	100%	20



## APPENDIX D

TASK FORCE  
LAND USE  
PREFERENCESSummary of  
Meeting #4

November 9, 2011



	Responses	
Social and Cultural Development 3 (SC-3)	%	#
I really like it	62%	13
It's worth considering	29%	6
I don't think so	9%	2
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>21</b>



	Responses	
Social and Cultural Development 4 (SC-4)	%	#
I really like it	68%	15
It's worth considering	32%	7
I don't think so	0%	0
I'm not sure	0%	0
<b>TOTALS</b>	<b>100%</b>	<b>22</b>



## appendix E

### **GLOSSARY OF TERMS**

This appendix provides a brief explanation of planning terms and concepts referenced throughout the document.

# glossary of terms

**Alachua County Comprehensive Plan:** The Alachua County Comprehensive Plan (Comp Plan) is a blueprint, adopted by the County Commission, to guide economic growth, development of land, resource protection, and provision of public services and facilities in Alachua County. The Comp Plan implements the community's vision through a series of 'Elements' that provide a framework for development to maintain and achieve the quality of life desired by residents and business owners.

**Brain Hub City:** a city with a large concentration of highly-educated workers, especially scientists, engineers and entrepreneurs holding bachelor's degrees or higher, and home to at least one major research university.

**Conservation:** land use activities that protect natural areas and open space, while allowing compatible uses such as agriculture and forestry.

**Geography of Innovation:** a mapping approach that presents and identifies key infrastructure such as roadways, major employers, educational institutions and other community assets in relation to large-scale property ownership.

**Green building practices:** planning, design and construction practices that reduce the energy and resources needed to develop a structure or facility.

**Innovation Economy:** refers to research and development, entrepreneurial, and economic development activities that focus on the vital role of innovation in sustaining and building upon U.S. competitiveness in the global economy.

**Silviculture:** the practice of controlling the establishment, growth, composition, health and quality of forests to meet diverse needs.

**Six Pillars of Florida's Future:** the "Six Pillars" is a framework developed by the Florida Chamber Foundation that identifies the critical factors determining Florida's future: (1) Talent and Education, (2) Innovation and Economic Development, (3) Infrastructure and Growth Leadership, (4) Competitive Business Climate, (5) Civic and Government Systems, and (6) Quality of Life. This framework serves as an organizing force for strategic planning at local, regional and state levels and can be used to direct fragmented viewpoints into a common and consistent conversation on these topics.

**Sustainable design:** design approach that seeks to reduce negative impacts on the environment, and the health and comfort of building occupants, thereby improving building performance. The basic objectives of sustainability are to reduce consumption of non-renewable resources, minimize waste and create healthy, productive environments.

**Task Force:** a group of individuals, including professional staff, volunteers and private citizens who represent specific economic, conservation and community interests. Representatives serve in an advisory capacity and make recommendations.



“We’re very excited that the Plum  
Creek organization is soliciting  
input from the community...and  
we anxiously await to see what’s  
going to happen!”

*- Community Workshop participant,  
October 5, 2011*



# vision goalsplanning



Prepared by MIG, Inc., Envision Alachua Process Facilitator  
On behalf of the Envision Alachua Task Force | May 2012  
Envision Alachua is a community planning process convened by Plum Creek