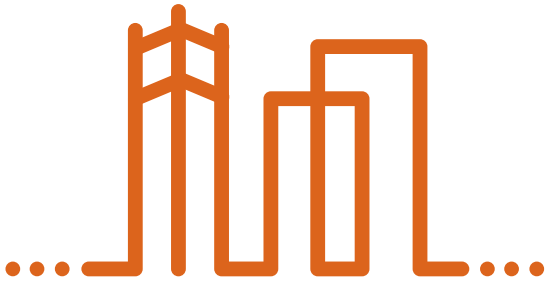

# STRATEGIC DEVELOPMENT PLAN

UNIVERSITY OF FLORIDA
GAINESVILLE

PHASE 1 SUMMARY REPORT | MAY 2016

# STRATEGIC DEVELOPMENT PLAN PHASE 1 SUMMARY REPORT EXECUTIVE SUMMARY

## INTRODUCTION:

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

In February 2016, the University established a large Steering Committee comprised of leaders from the University, the City and the County and retained a consultant team comprised of Elkus Manfredi Architects and DumontJanks to embark on a nine month study to posit transformative ideas that would drive the University's mission for the next five decades. The assignment is divided into three Phases: Analysis and Visioning, Strategies and Objectives, and Implementation and Branding. This Phase 1 Summary Report documents the activities this team completed during the first three months of this assignment.

## PHASE 1 OVERVIEW:

This phase focused on data gathering, early stakeholder meetings and interviews, and parsing reams of data into stories and illustrations that document trends and provide insights. The team analyzed data from myriad local sources and other peer universities to establish relevant benchmarks in a variety of categories. Over 2,000 students, faculty, staff and residents of the city and county participated in an open online survey, called Co-Map, which generated visual maps of their experiences and preferences on the campus and in the community. The phase concluded with the team assimilating all of this data to formulate a menu of "Big Ideas" for further study and refinement in Phase 2.

## DATA AND ANALYSIS:

The team collected data on ecology, demographics, historic growth patterns, transportation, land use, building use, and campus infrastructure. We gathered community input by first hand interviews, two public meetings, and the Co-Map survey. We polled various stakeholders about the concept of a preeminent University and what that meant to them. Perhaps one of the most cogent responses came from President Kent Fuchs, who said "I want to do things that others will want to emulate."

Our analysis pointed to several aspects of the University and community that would benefit from further study. Among these were a more vibrant central Gainesville that would attract a diversity of residents including faculty, young professionals, and empty nesters to live and work within the city; a greater engagement between the University and the City in planning and economic development; a desire for more social equity; and an evolving emphasis on sustainable ecology. Data also showed that the westward expansion of the University and the City toward Interstate 75 had diluted the vibrancy and quality of the campus and the city, leaving many central areas with vacant or underutilized buildings and lots. The Co-Map survey revealed that the places that people most enjoy in Gainesville are predominantly connected to its natural landscape and amenities.

ESTABLISHING BENCHMARKS:

The design team benchmarked the University of Florida against the 2016 U.S. News and World Report's top 20 public national universities and top 10 (private) national universities along a variety of metrics including student body composition, class size, faculty ratio, endowment and research funding. We then identified five "vectors", or quality categories, that define leading universities: research, teaching, allied entities ("Plus Ones"), cultural quality, and a fifth vector that we entitled the "New American City", which attempts to measure the quality of life for the community, both on and off campus.

The University ranks well compared to its peers in both research and teaching, but lacks the allied entities such as an adjacent university, a state capital, a fortune 500 company headquarters, an adjacent governmental research institution, or similar "Plus Ones". It does however benefit from a strong community college in Santa Fe and a significant medical school and research hospital in the UF Health Medical Center. Both data and stakeholder interviews suggest that the University suffers from a lack of interdisciplinary initiatives on campus, which might be a function of the funding structure and possibly the physical separation of the schools. Florida has one of the least dense campuses (building area / land area) of all of its peers. Other areas of strength include an active technology transfer program that produces an outsized number of startup companies, a nationally recognized athletic program, and a loyal alumni network.

Areas of concern include large economic disparity, evident geographical racial segregation, high vacancy rates in retail tenancies, and a lack of necessary varieties of commercial and residential opportunities required to create a vibrant walkable environment in the city of Gainesville. From a student life perspective, the University has the lowest percentage of students living on campus (or the highest percentage of students living off campus) of any of the other 29 universities except one.

PRELIMINARY VISIONING:

Phase 1 concluded in May 2016 with a series of "Big Ideas" that will be developed and refined in the remaining phases of the study. Conceptually, the design team presented a menu of possible directions along with a strategic framework that would better connect the University to the community, attract more investment to the University, the City, and the County, bring the world closer to Gainesville through international outreach efforts, create sustainable living opportunities, and enhance scholarship. Physically, the plan will look at creating a more vibrant campus and city by focusing growth over the next 50 years into the eastern third of the campus and within five precincts of Gainesville. Focusing the physical growth and development of the University and the City in these core areas will better facilitate the strategic goals and create value for the entire region, allowing the University of Florida to "do things that others will want to emulate."

This initial conceptualizing sets the stage for further development in Phase 2 of a clear vision that charts a path forward for accommodating growth, promoting physical proximity to foster collaboration, increasing economic vitality, and enhancing the quality of life for all constituents.


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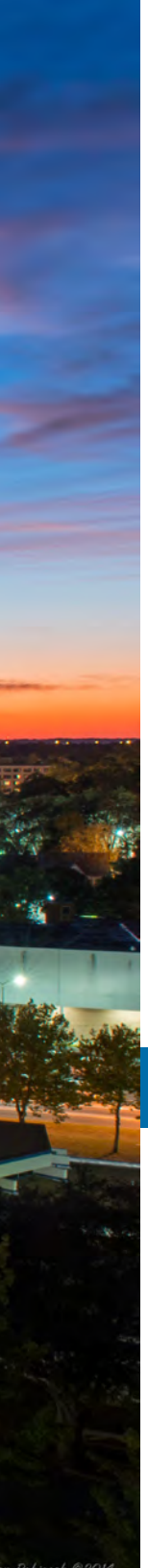




The University of Florida seeks to become a top ten public University. This Strategic Development Plan will provide a roadmap for achieving that goal and position the University and Gainesville for continued growth and prosperity for the next fifty years. This transformative plan will integrate with current campus master planning efforts and prepare the University and the community for the future by identifying optimal trends for growth, density, economic viability, and livability to support the University's preeminent status.

## WHAT WE ARE DOING

ASCERTAIN OPPORTUNITIES FOR LEVERAGING PREEMINENCE

DETERMINE OPTIMAL SYNERGY BETWEEN THE UNIVERSITY AND THE CITY

INTEGRATE WITH ONGOING CAMPUS MASTER PLANNING INITIATIVES

ENHANCE THE QUALITY OF THE BUILT ENVIRONMENT

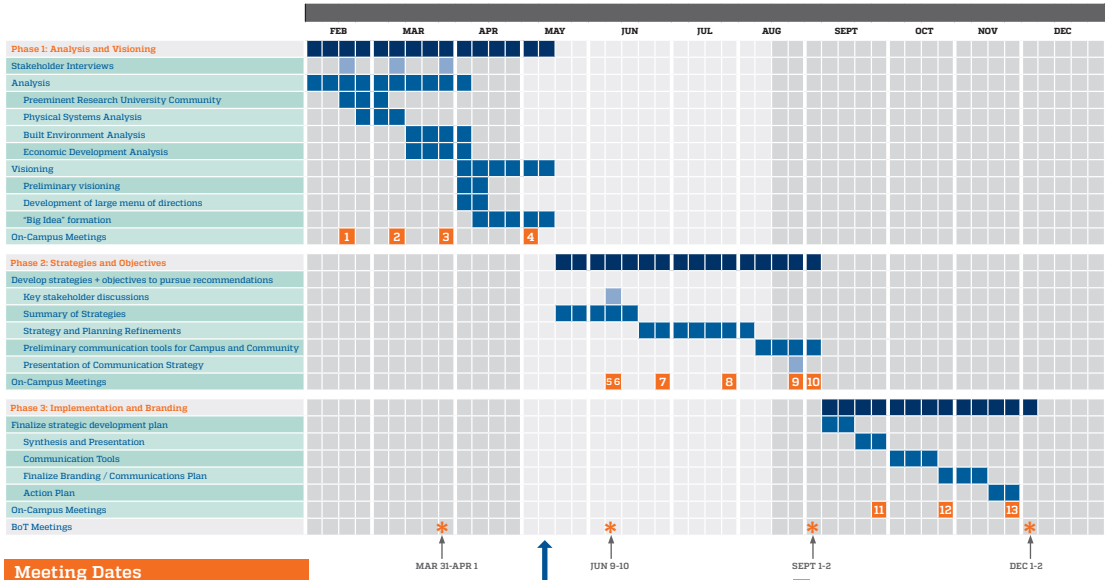
FOSTER STRONG PHYSICAL CONNECTIONS BETWEEN THE CAMPUS AND THE COMMUNITY

IDENTIFY AND ADDRESS WEAKNESSES IN INFRASTRUCTURE

COMMUNICATE A COMPREHENSIVE VISION THAT ENGAGES THE ENTIRE COMMUNITY

## WHAT ARE OUR OBJECTIVES?

## Draft Project Schedule




### Meeting Dates

| | | | |
|---|---|---|---|
| 1 | February 15-16 | 8 | July 27-28 |
| 2 | March 10-11 | 9 | August 24-25 |
| 3 | March 28-29 | 10 | September 1-2 |
| 4 | May 2-4 | 11 | September 28-29 |
| 5 | June 6-7 | 12 | October 26-27 |
| 6 | June 10 | 13 | November (meeting TBD) |
| 7 | June 29-30 | | |

## WHERE ARE WE IN THE PROCESS?

## THIS SUMMARY REPORT DOCUMENTS OUR WORK IN PHASE ONE OF THE STRATEGIC DEVELOPMENT PLAN, COVERING THE TIME PERIOD FROM JANUARY TO MAY 2016.

## DURING THIS PHASE WE HAVE:

Gathered and analyzed myriad previous planning initiatives by both the University and the City

Studied the current Campus Master Plan 2015-2025 to integrate our work with its imperatives

Analyzed existing conditions of topography, water management, transportation, utilities and other infrastructure systems

Interviewed over 200 stakeholders from all constituencies within the University and the community of Gainesville and Alachua County

Conducted high-level benchmarking studies of relevant peer Universities and cities

Conducted a community wide co-mapping exercise to determine behavior and use patterns for daily activities

Developed an intellectual framework to explore a big menu of transformative ideas

ECOLOGY

DEMOGRAPHICS

HISTORIC GROWTH

TRANSPORTATION AND LAND USE

BUILDING USE

STAKEHOLDER DISCUSSIONS

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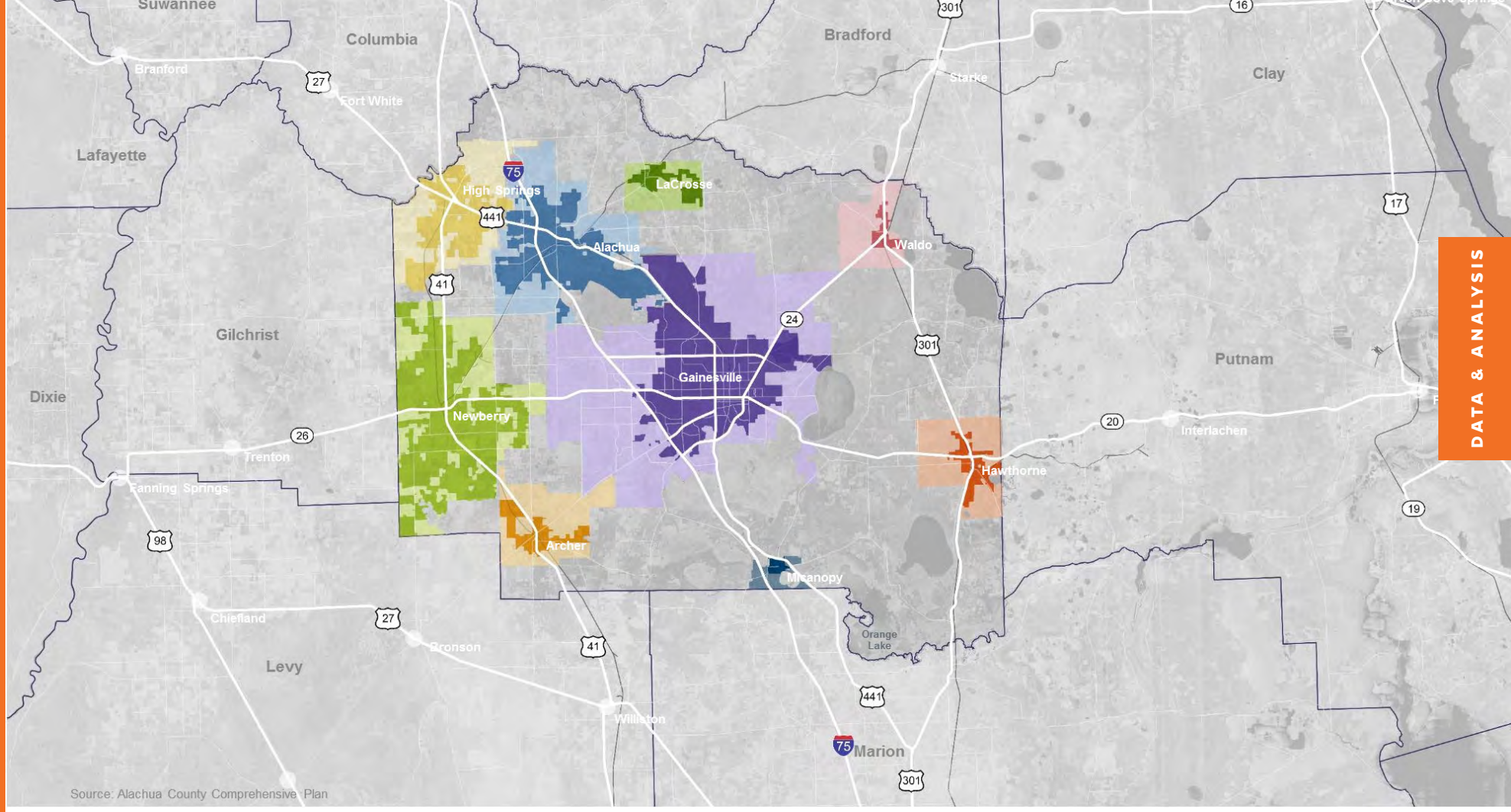
# DATA & ANALYSIS

Successful planning includes a rigorous analysis function that supports ongoing visioning and decision making.

Data gathering through one-on one listening sessions, data mining, and crowd-sourced interactive mapping comprise much of Phase 1 efforts along with subsequent analysis.
The results help identify trends, resources, “problem areas”, and strengths.




# ALACHUA COUNTY CITIES

Gainesville's natural environment is a wonderful resource to the town and the University.

Alachua County is roughly divided diagonally with more pervious land and better drainage to the southwest. Wetlands and Natural Ecosystems dominate the eastern portion of the county.

Focusing closer in on Gainesville, the importance of watersheds in the region and how ecological areas tend to organize around them becomes apparent.

## ECOLOGY

### DEMOGRAPHICS

### HISTORIC GROWTH

### TRANSPORTATION AND LAND USE

### BUILDING USE

### STAKEHOLDER DISCUSSIONS

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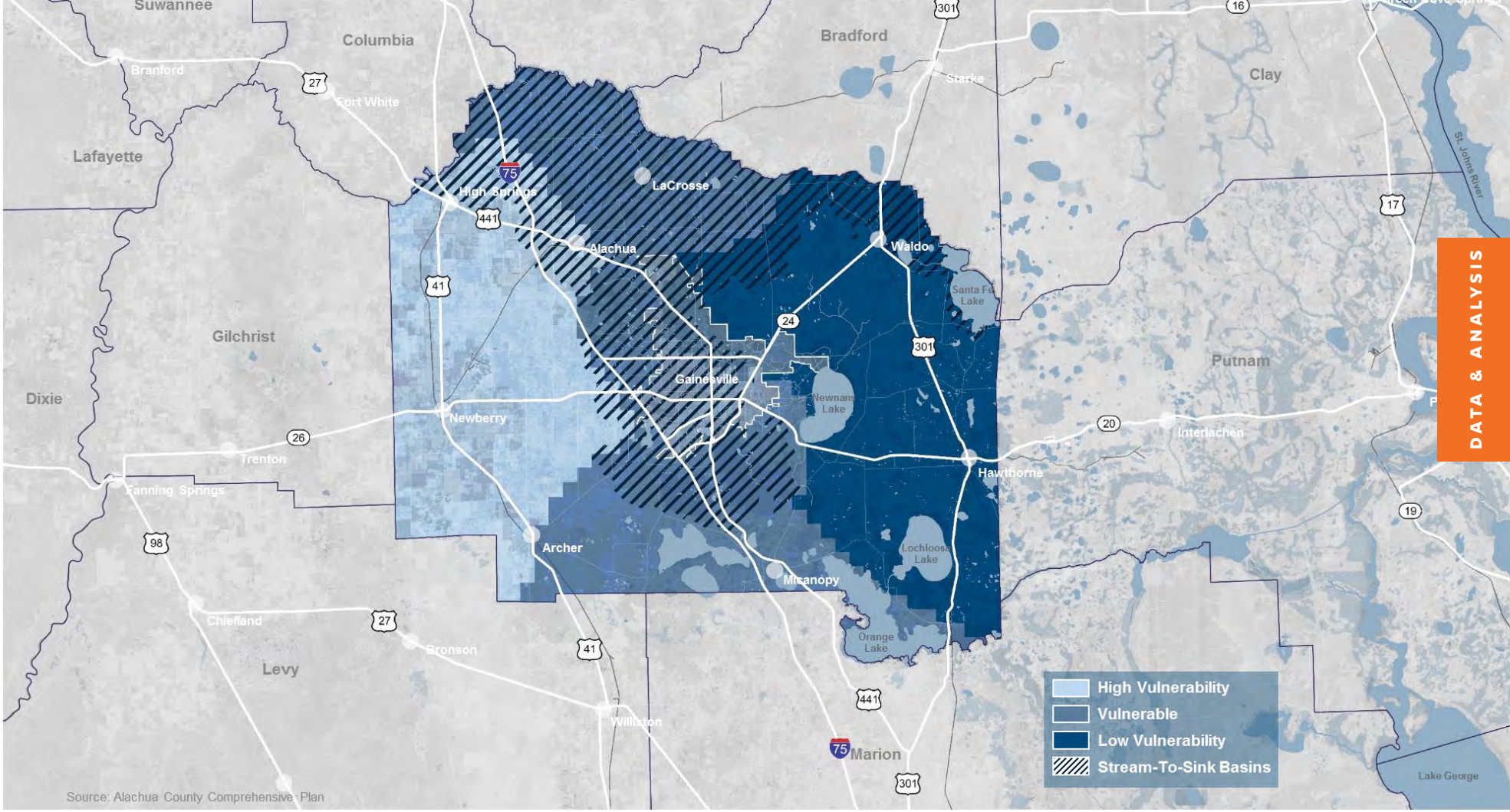
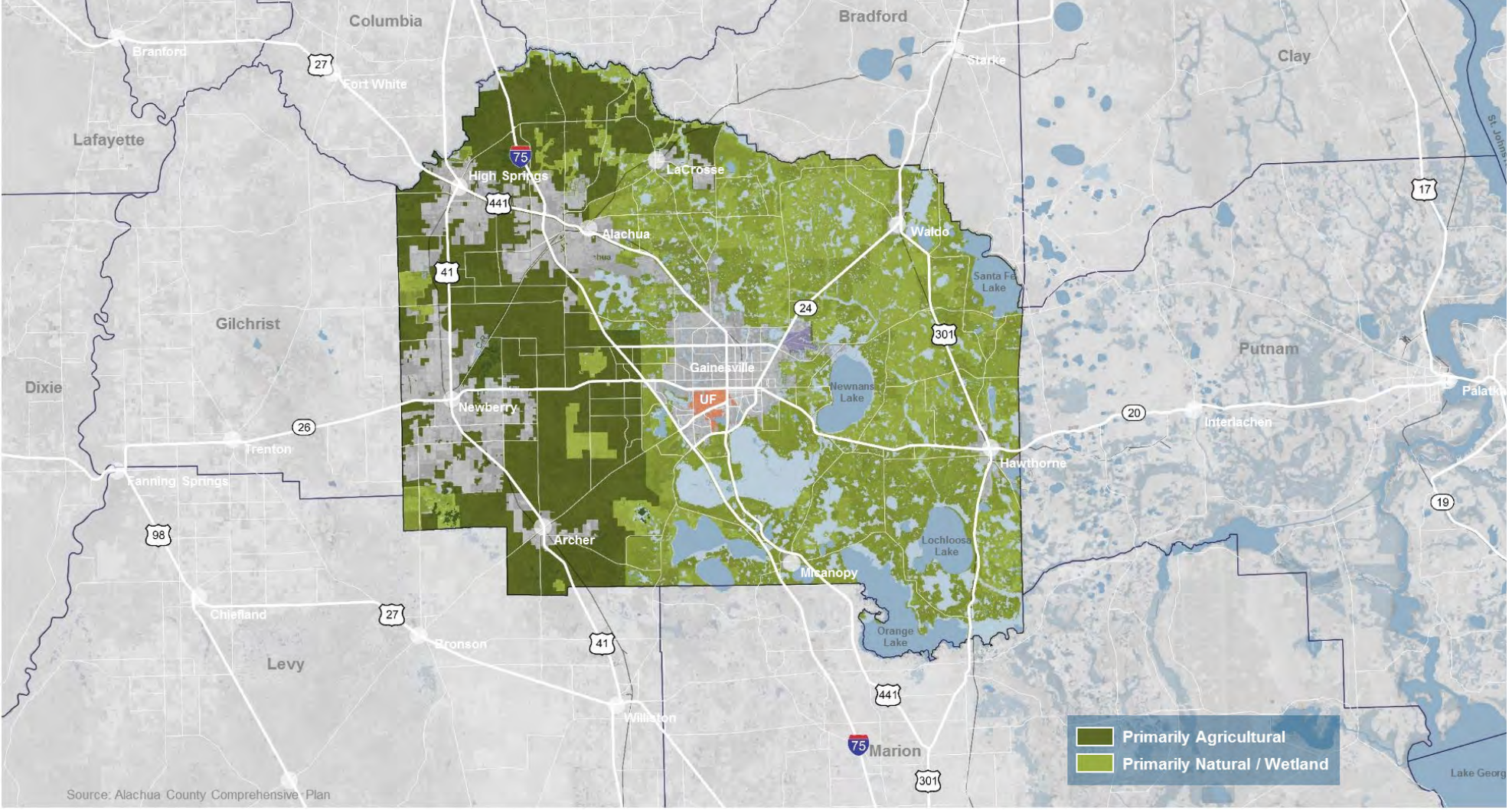


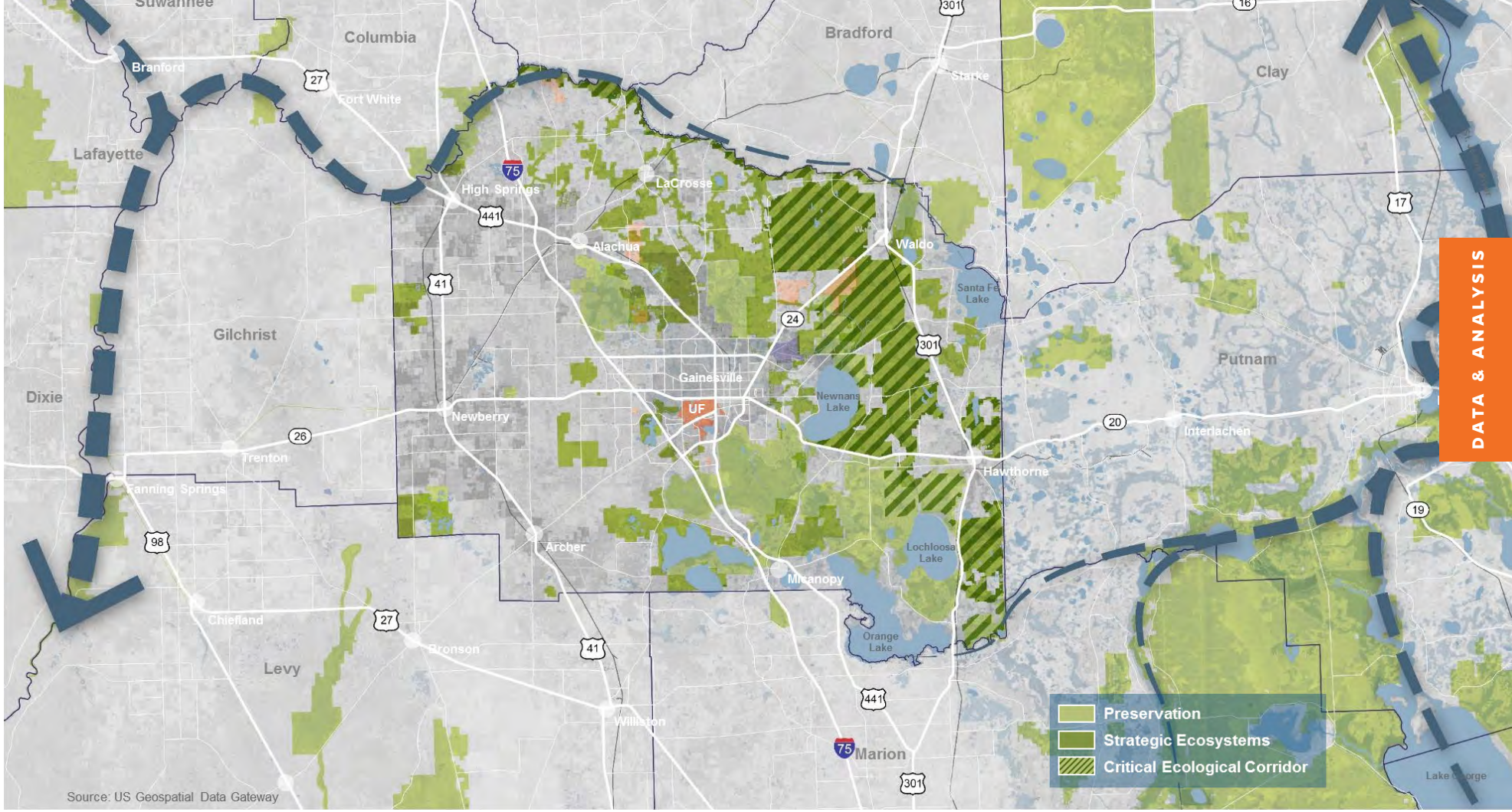

# ALACHUA: AQUIFER VULNERABILITY

This diagram identifies areas that are vulnerable to depletion given current water demand. Water management and aquifer replenishment will be important issues for Alachua County in the next 50 years.



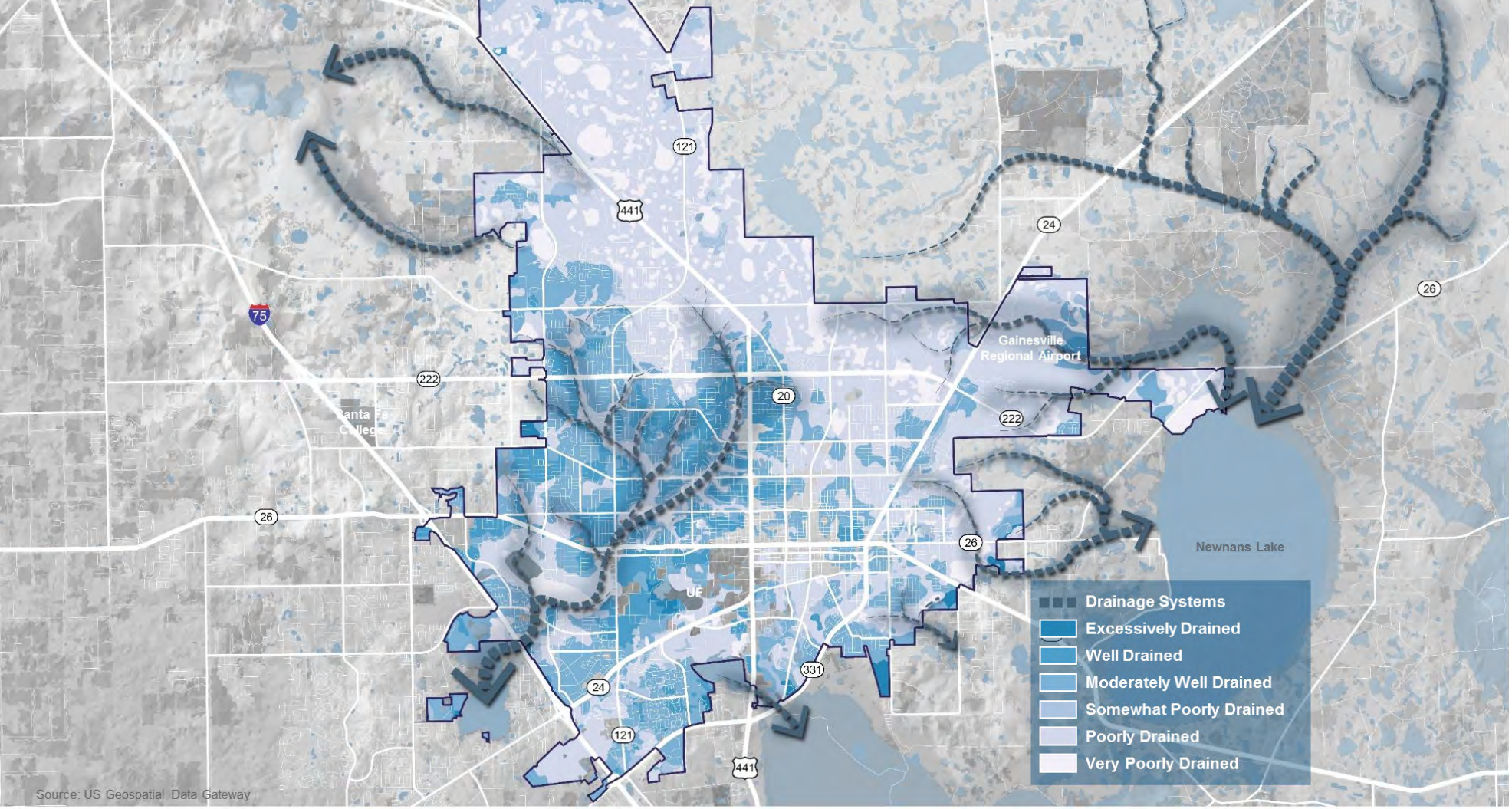

## ALACHUA: AGRICULTURAL VS WETLAND

This diagram identifies areas with higher-quality soils suitable for agriculture versus soils that are less drainable and serving as wetlands. Note the similar locations of agriculture and wetland to high and low aquifer vulnerability on the previous diagram.



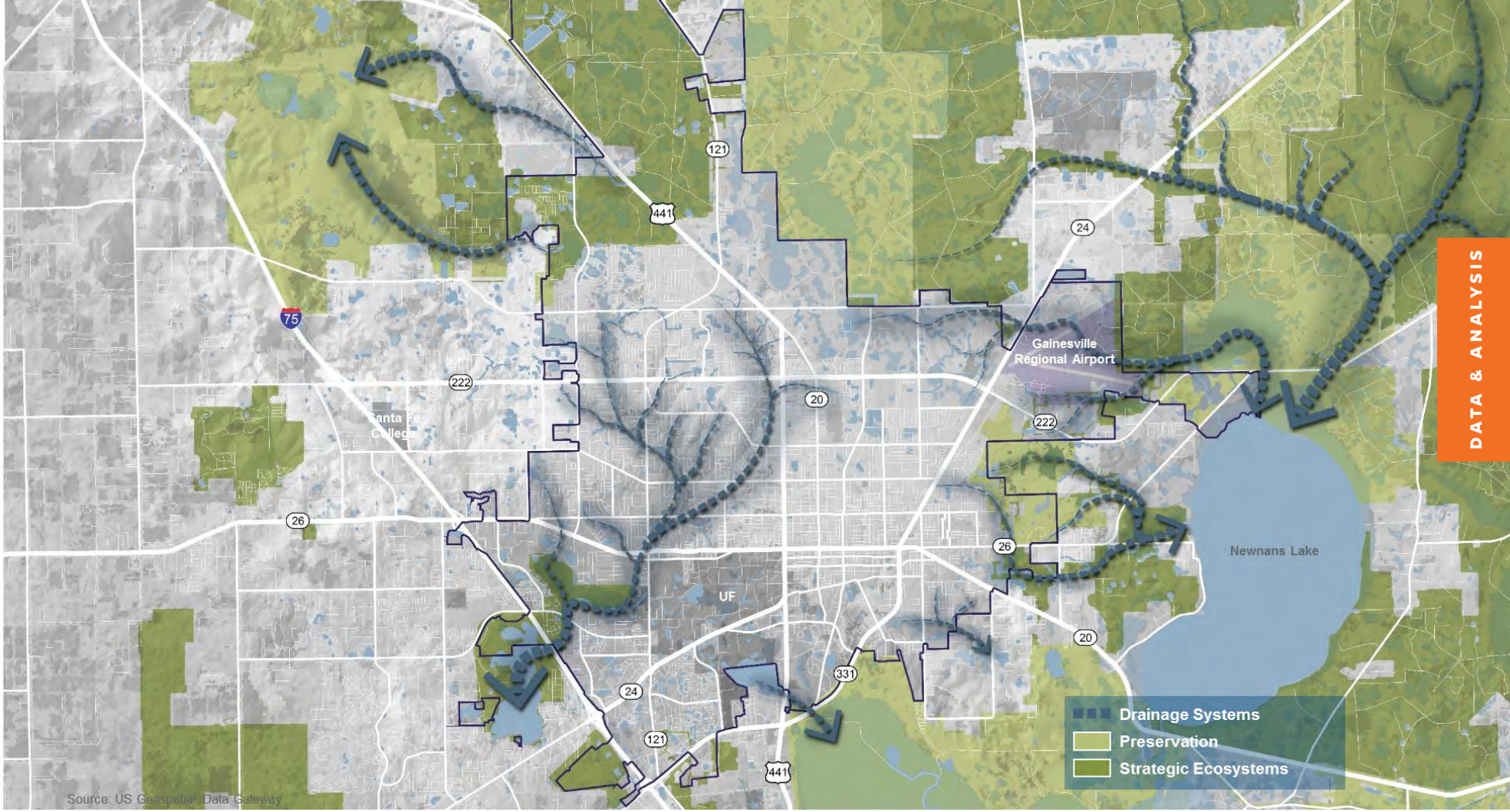

# ALACHUA: ECOLOGICAL SYSTEMS AND HYDROLOGY

Lands supporting environmental conservation occur in the same locations as the areas with lower aquifer vulnerability and poor soils (wetlands). Lakes and preservation areas in these zones feed hydrological patterns.




# GAINESVILLE: SOILS AND DRAINAGE PATTERNS

This page indicates how soils quality and drainage patterns relate at the city scale.




# GAINESVILLE: NATURAL SYSTEMS

The team expects that Gainesville's natural systems will play an important organizing role in the evolution of the Strategic Development Plan.

Metropolitan Transportation Planning Organization projections for future growth show absolute household and employment growth occurring at the edges of the city rather than at the city center, further promoting urban dispersal.

Demographic data trends generally follow the ecological conditions. For example, higher per capita income and Caucasian populations are more prevalent to the west and lower per capita income and African American populations are more prevalent to the east.

Predictably student housing clusters are found close to campus edges, particularly to the north and east. Faculty and staff are more widely scattered.


ECOLOGY

DEMOGRAPHICS

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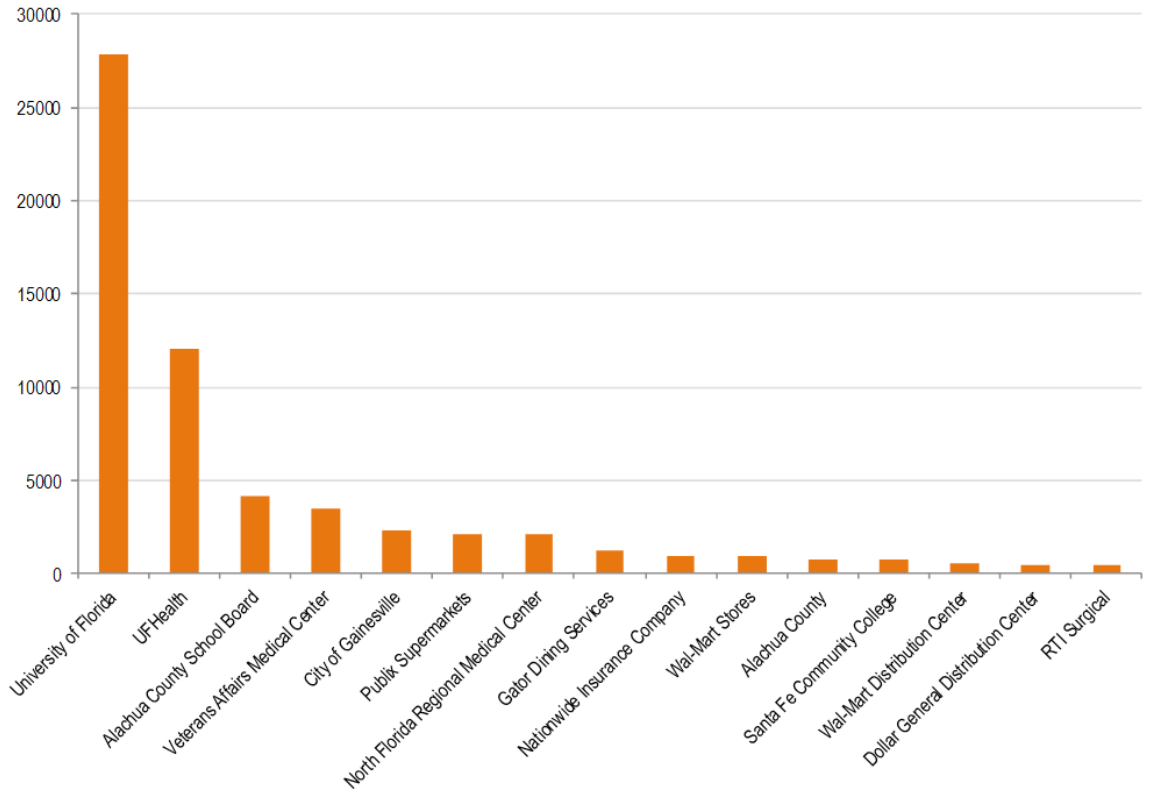
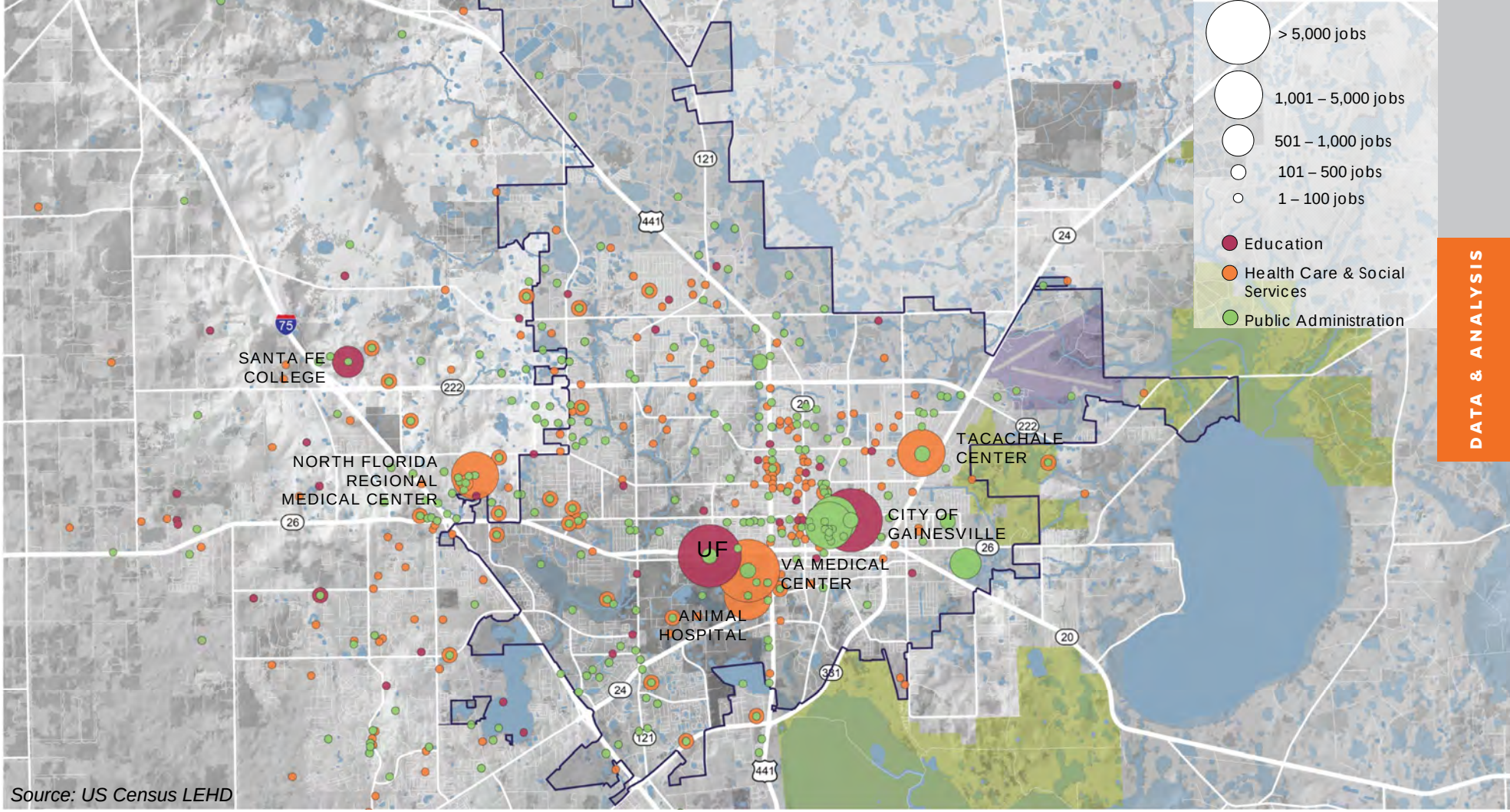



Source: 2014, Gainesville Area Chamber of Commerce

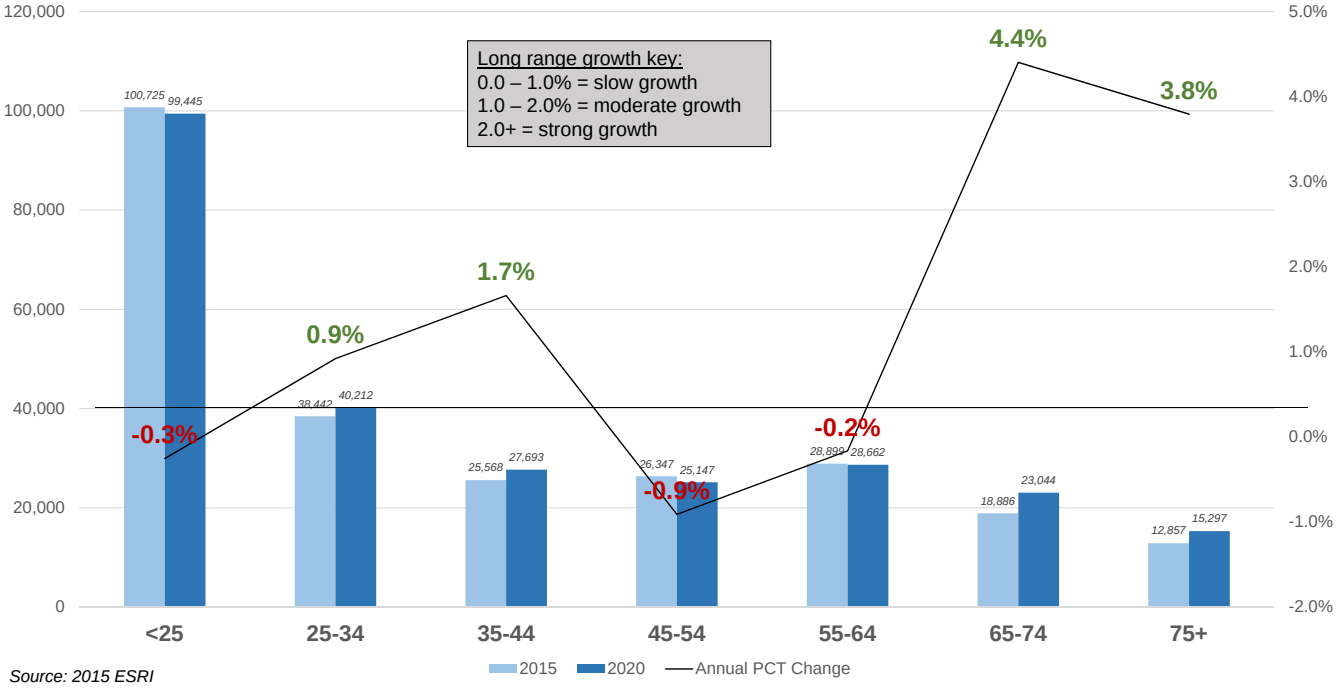
## TOP ALACHUA COUNTY EMPLOYERS




Source: US Census LEHD

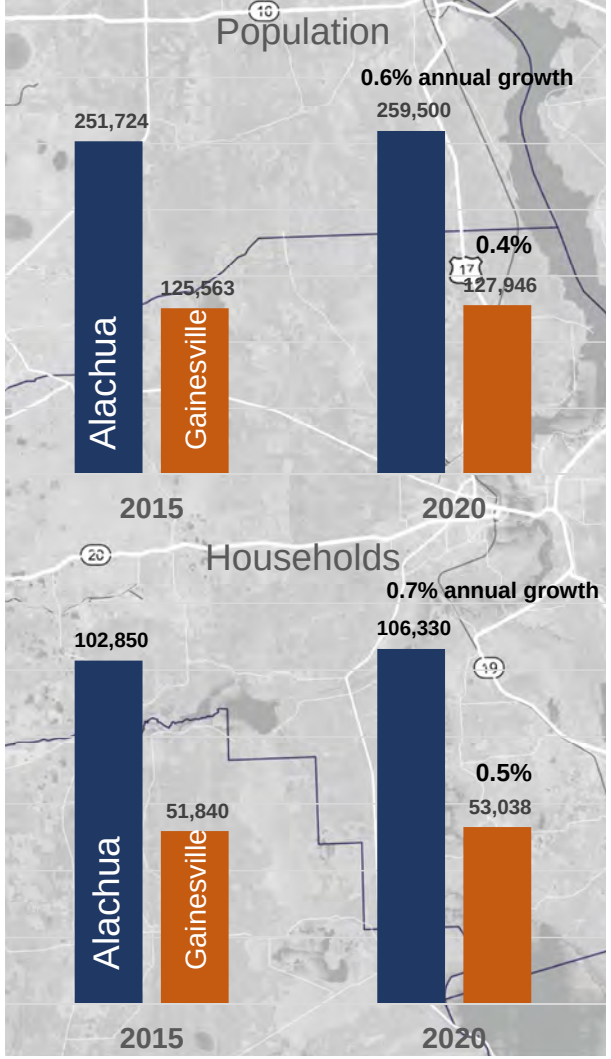
## GAINESVILLE AREA ECONOMIC ENGINES

Higher Education, Healthcare, and Government entities are the largest contributors to the jobs market for the city.

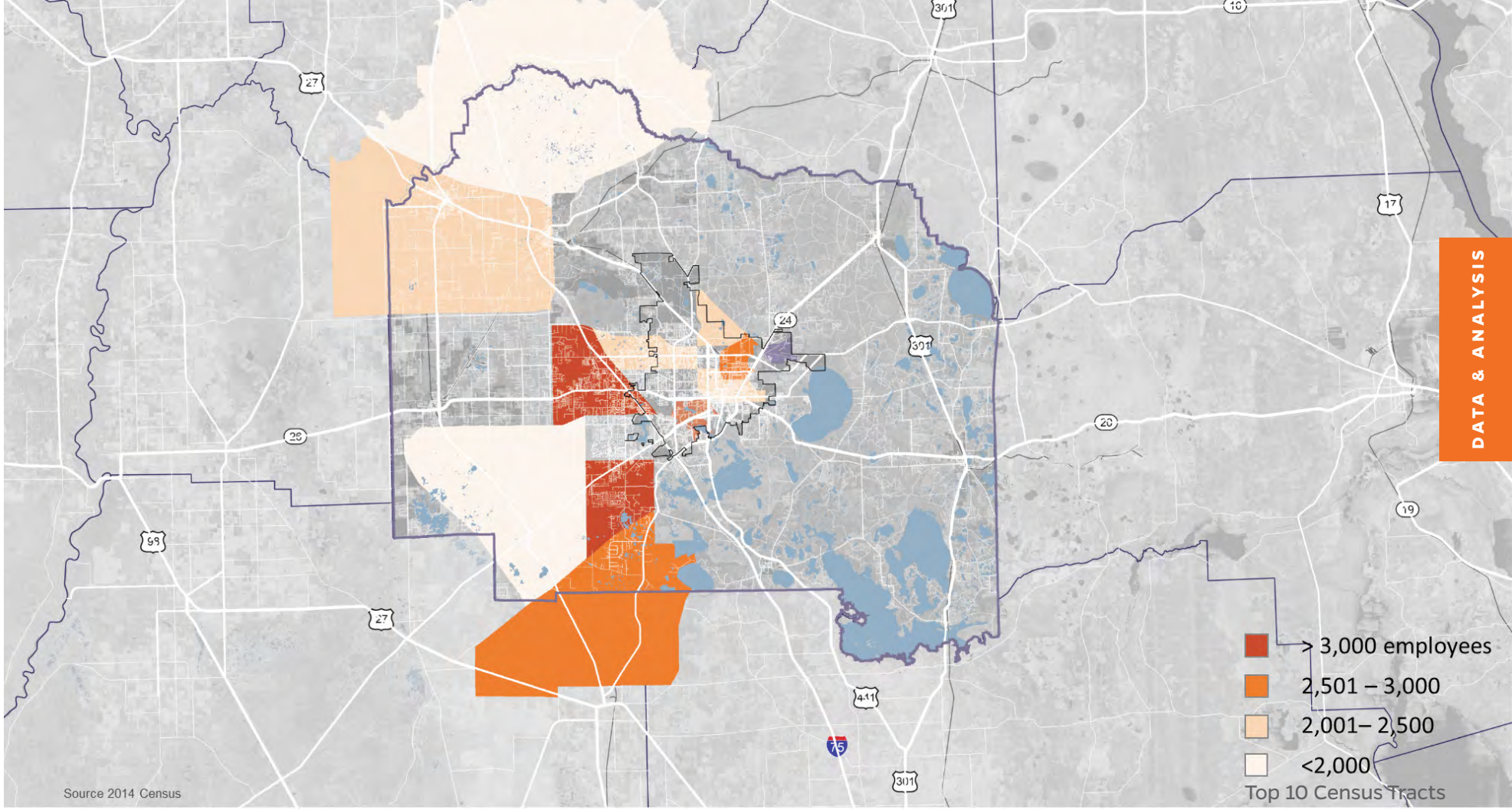



*Source: 2015 ESRI*

## ALACHUA: POPULATION GROWTH BY AGE

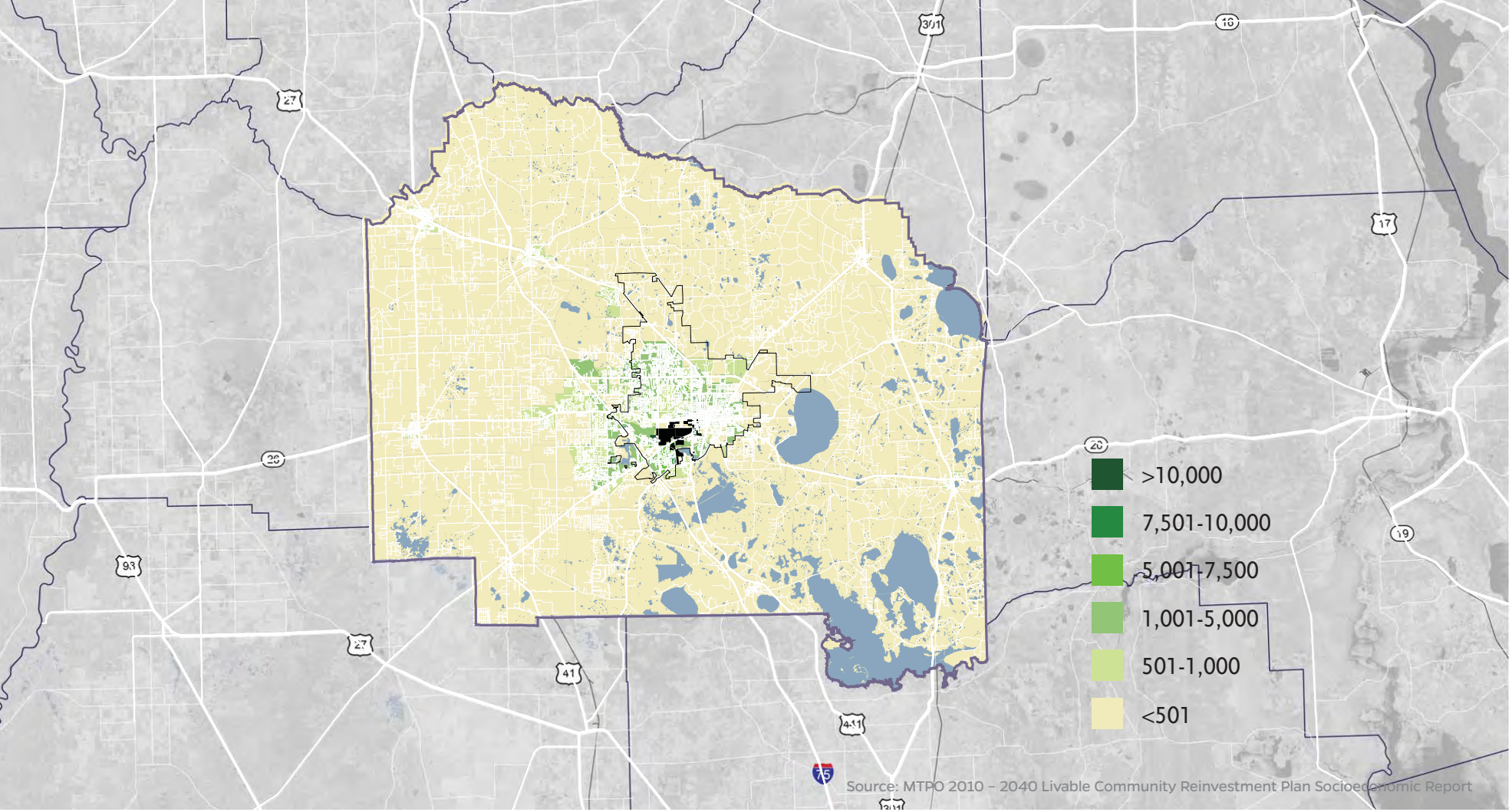



## ALACHUA AND GAINESVILLE: SLOW AND STEADY GROWTH




## 71% OF GAINESVILLE EMPLOYEES LIVE OUTSIDE CITY LIMITS

Consistent with post-war development patterns, most non-university market rate housing has been constructed outside the Gainesville city limits over the past sixty years. This pattern results in over seventy percent of the people who work in Gainesville living outside of the city limits.

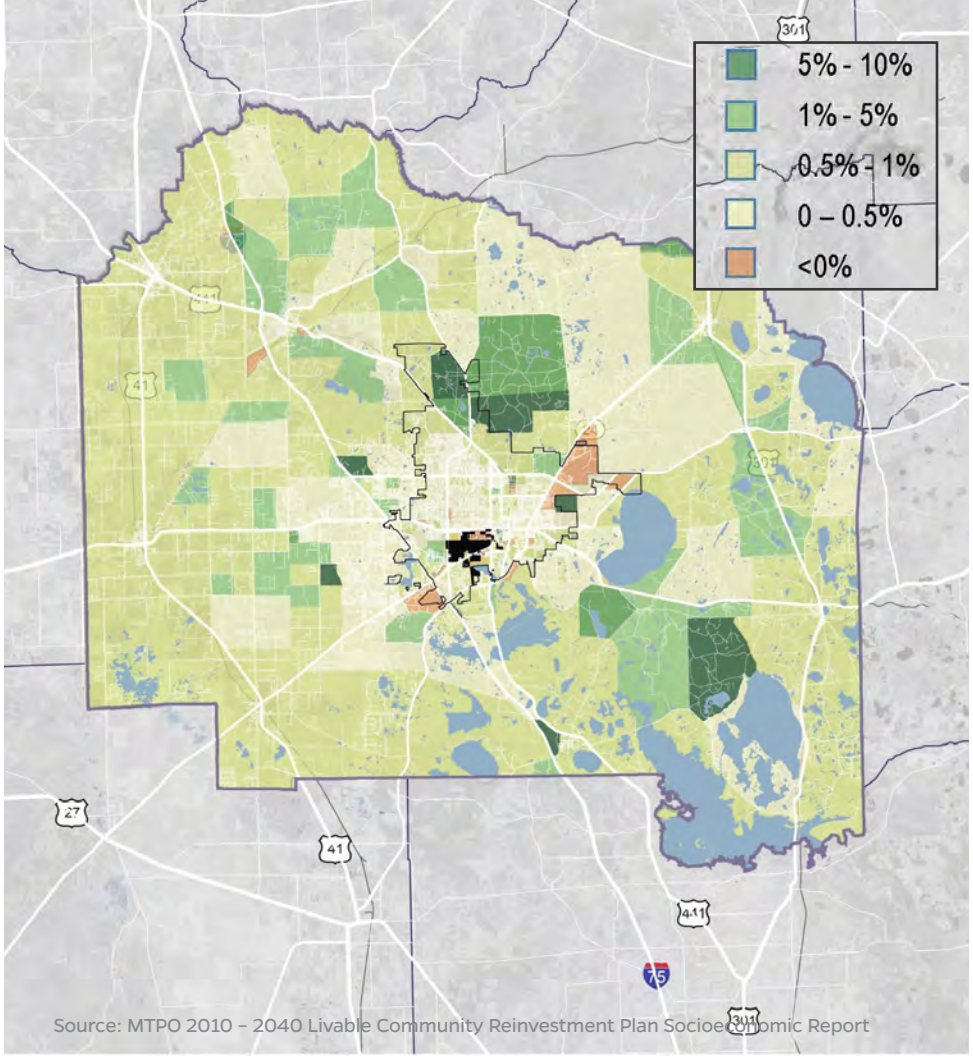



## 2010 HOUSEHOLDS PER SQUARE MILE

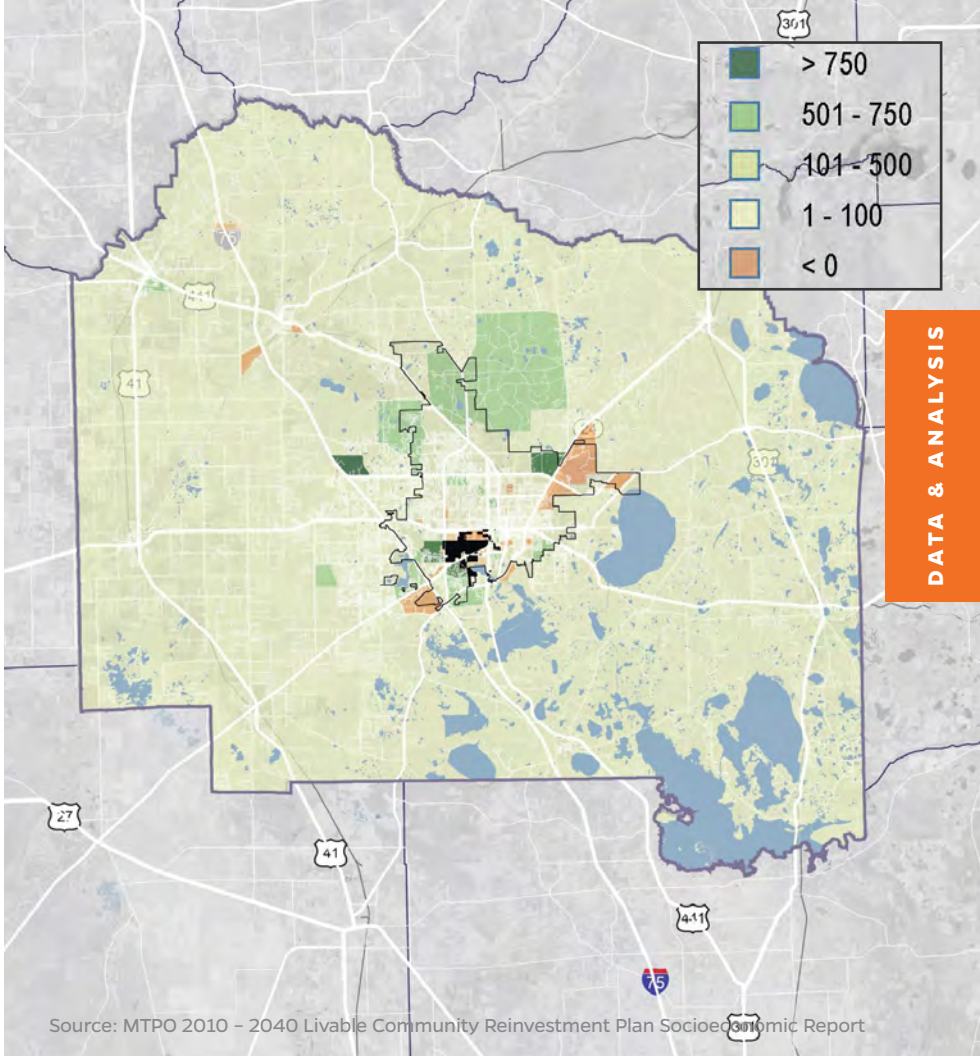
Household growth has developed more westerly of Main Street, spanning I-75.

Pockets of residential density appear in certain areas near campus serving the University.

MTPO: The Metropolitan Transportation Planning Organization for the Gainesville Urbanized Area is responsible for the continuing, comprehensive, and cooperative urban transportation planning program for the Gainesville Metropolitan Area.

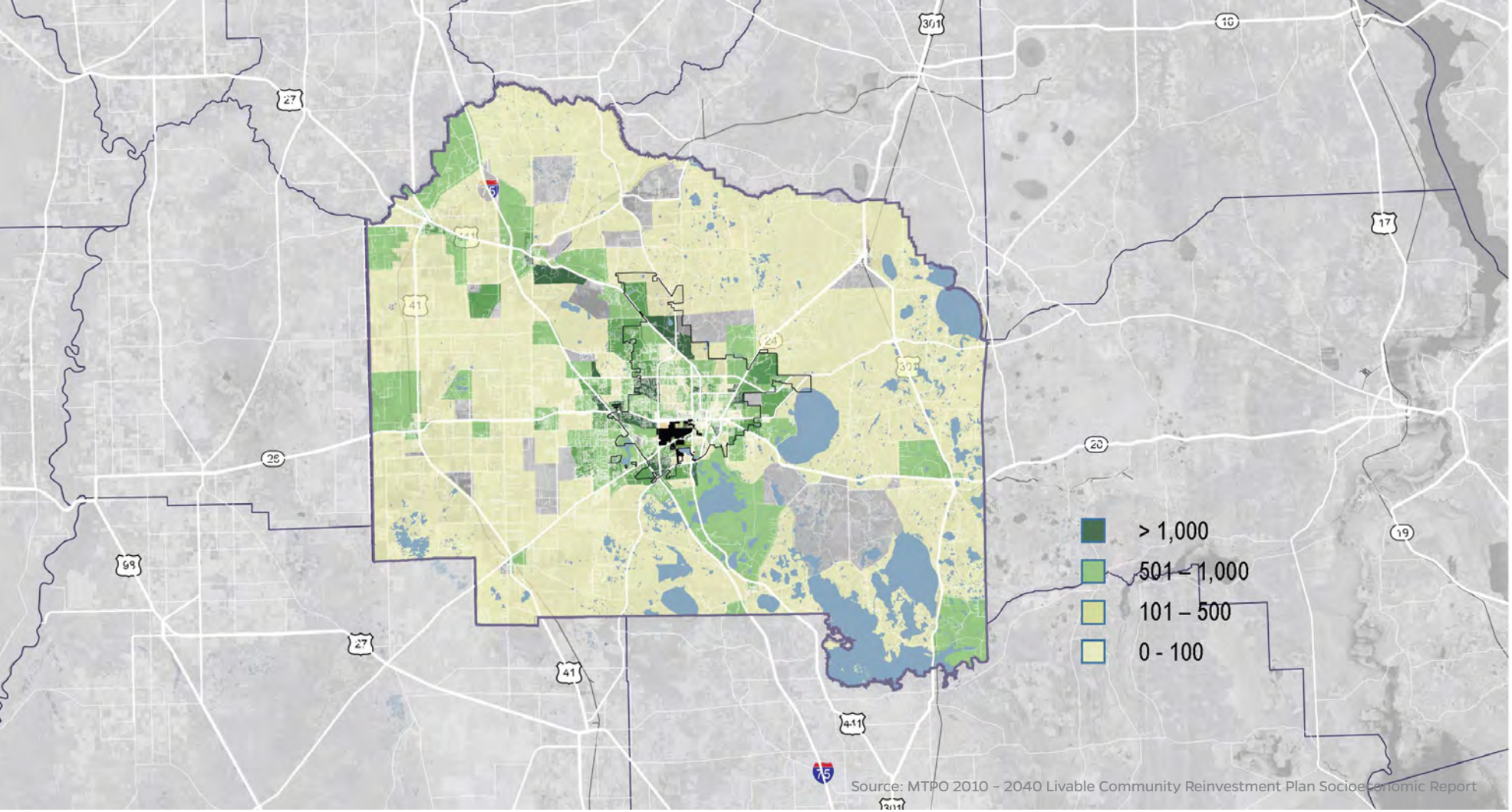



## 2010-2040 HOUSEHOLD GROWTH
AVERAGE ANNUAL % CHANGE



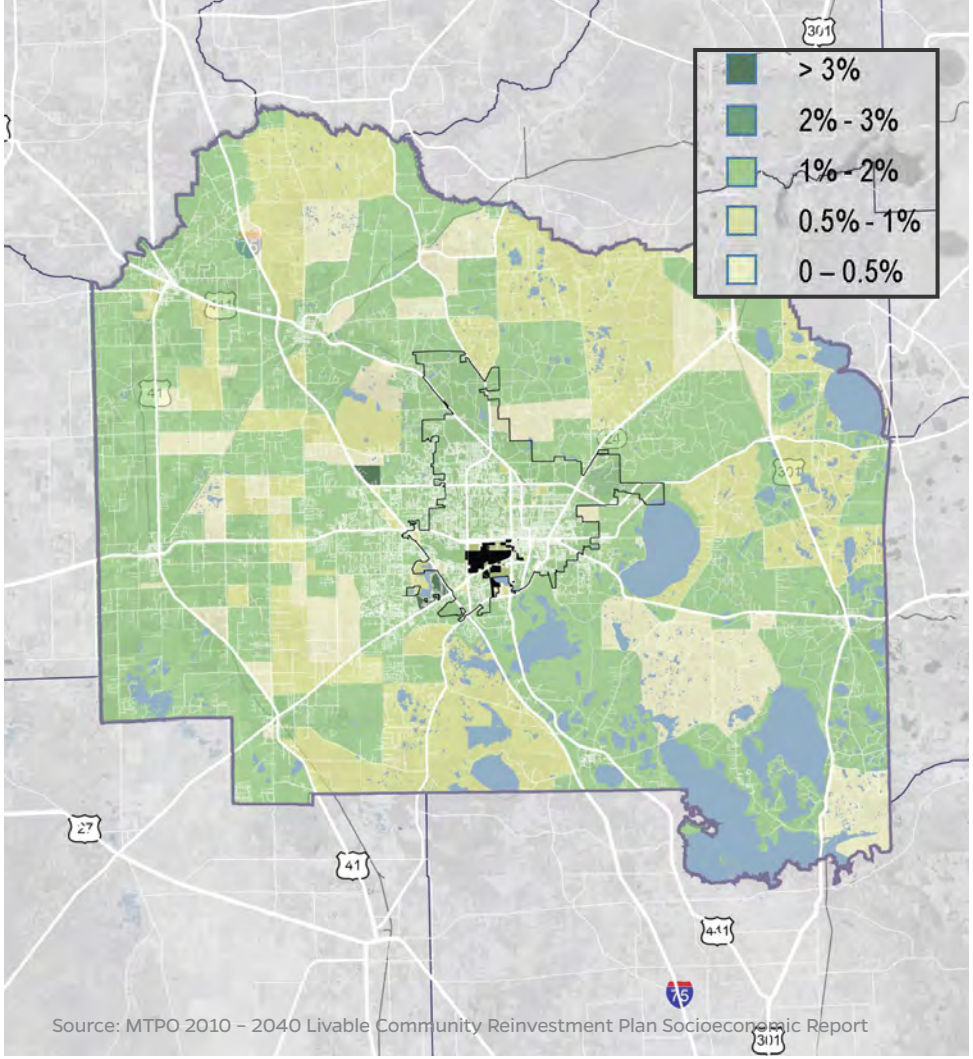

## 2010-2040 HOUSHOLD GROWTH
TOTAL ABSOLUTE CHANGE

Projected household growth over the next thirty years is anticipated to occur outside the city limits.



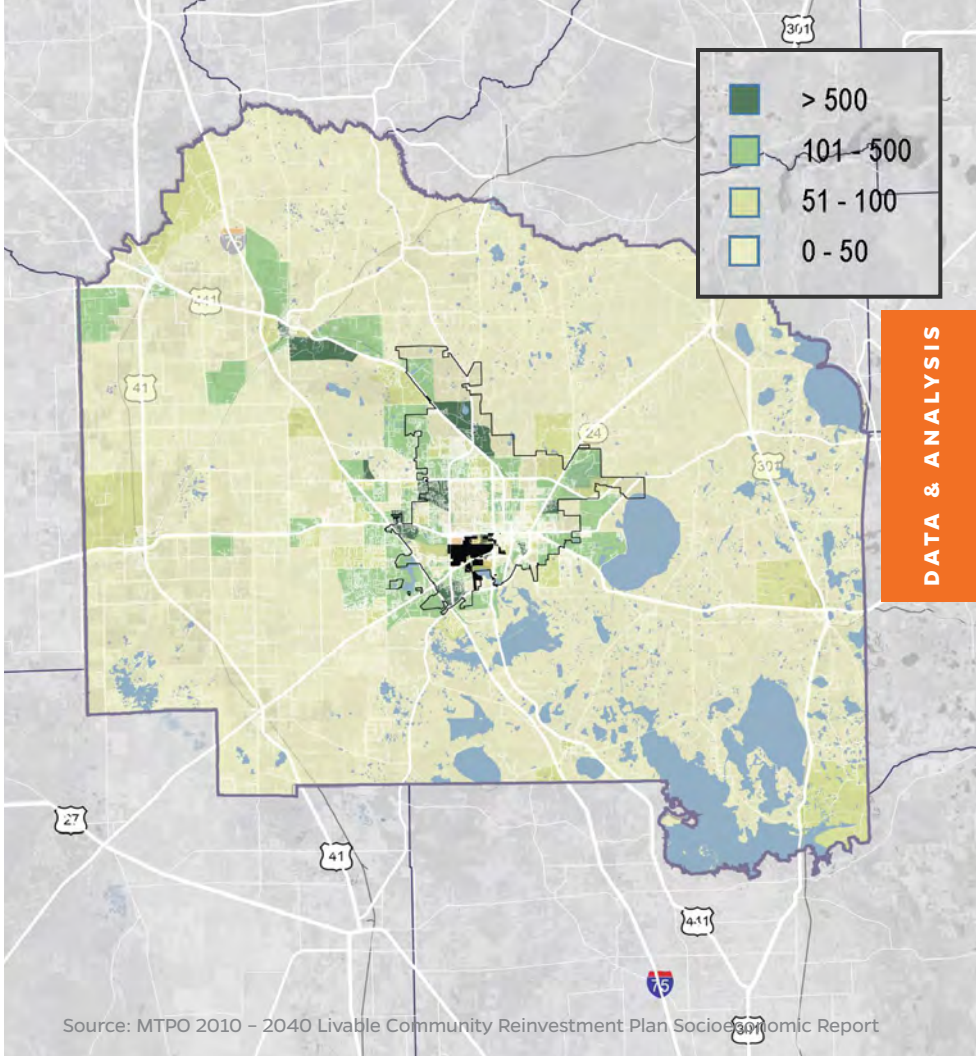

## 2010 TOTAL EMPLOYMENT

The most dense concentrations of employment in Alachua County occur inside the Gainesville city limits.




Source: MTPO 2010 – 2040 Livable Community Reinvestment Plan Socioeconomic Report

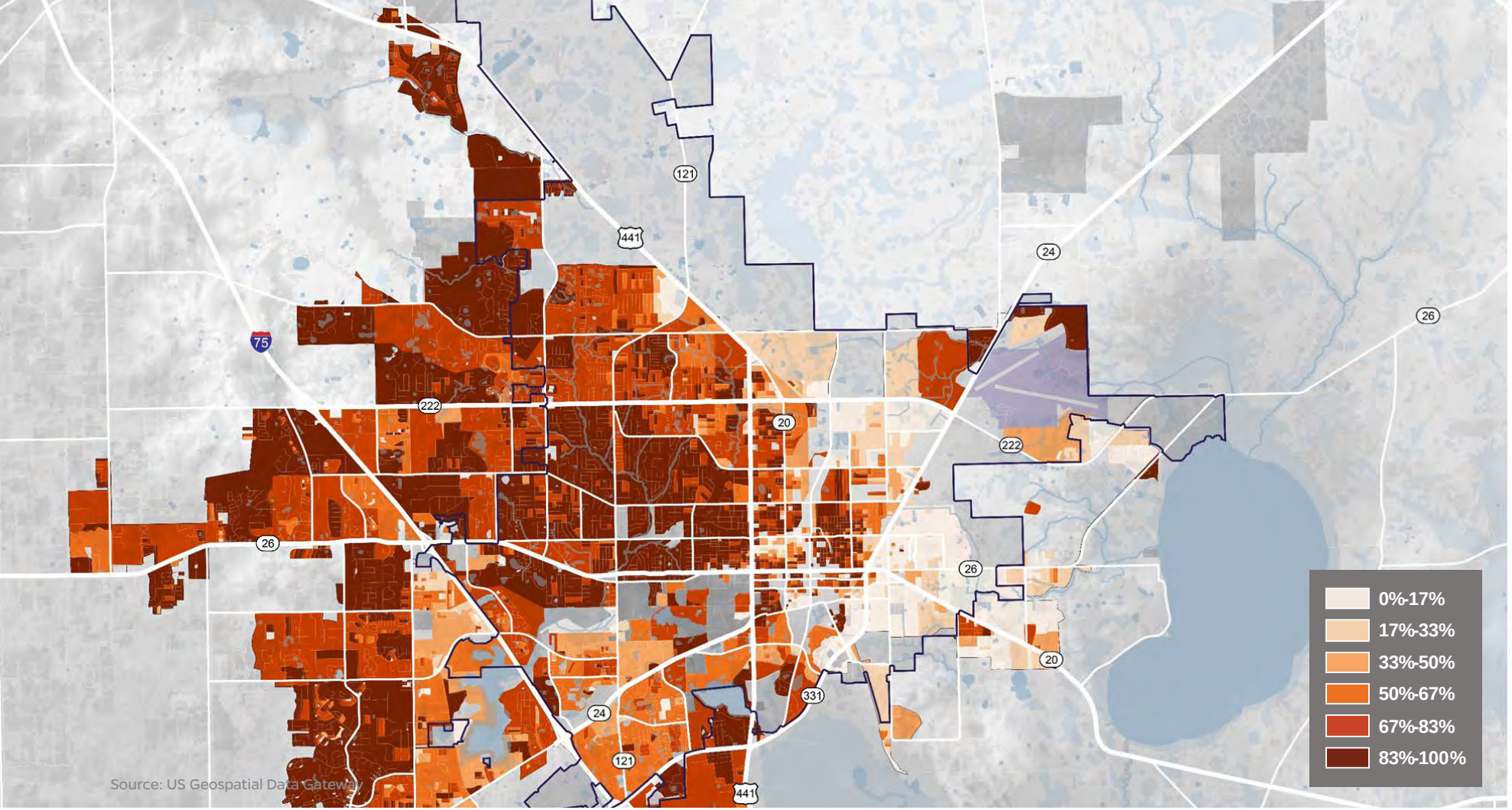
## 2010-2040 EMPLOYMENT GROWTH
AVERAGE ANNUAL % CHANGE



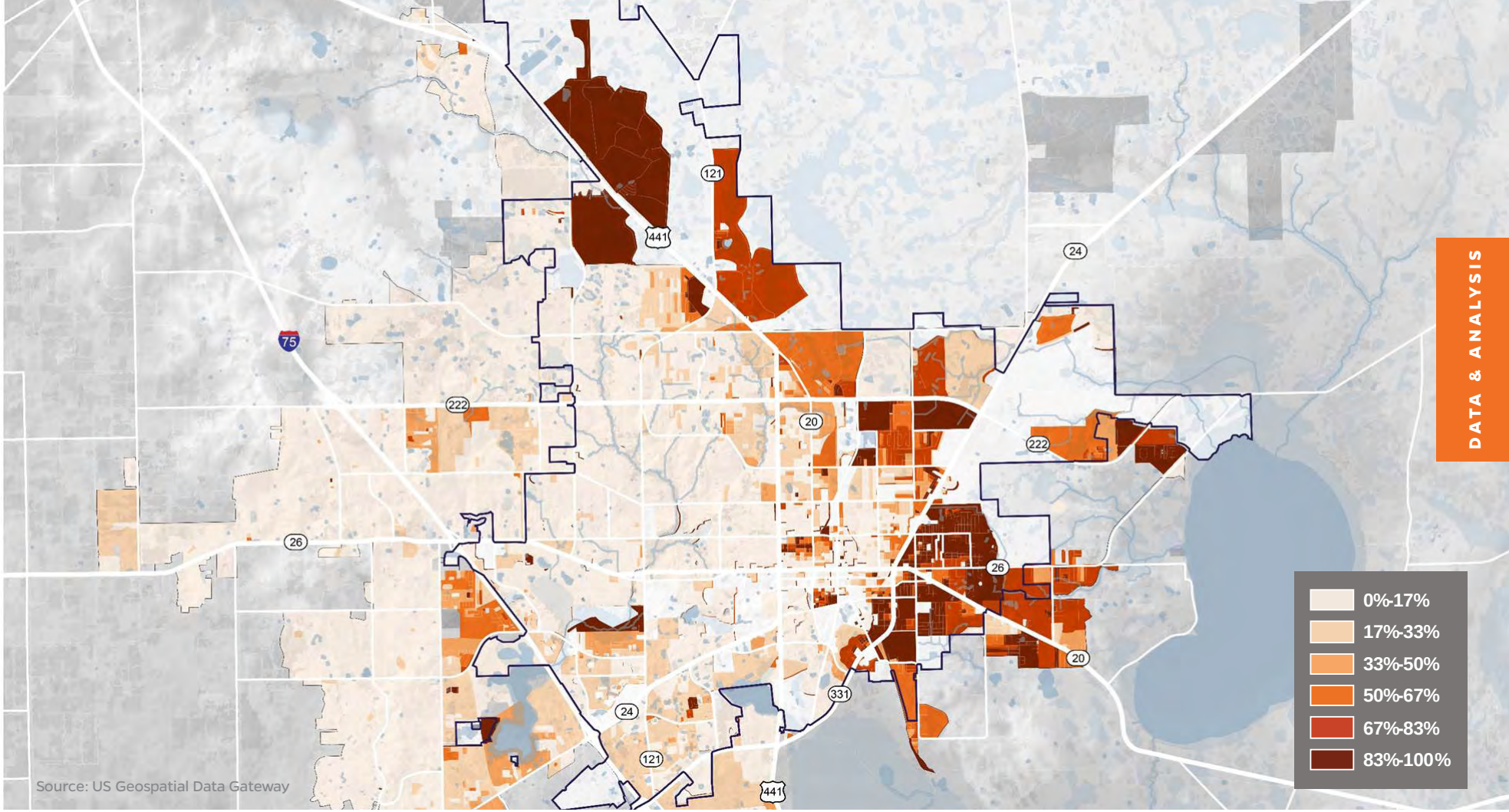

Source: MTPO 2010 – 2040 Livable Community Reinvestment Plan Socioeconomic Report

## 2010-2040 EMPLOYMENT GROWTH
TOTAL ABSOLUTE CHANGE

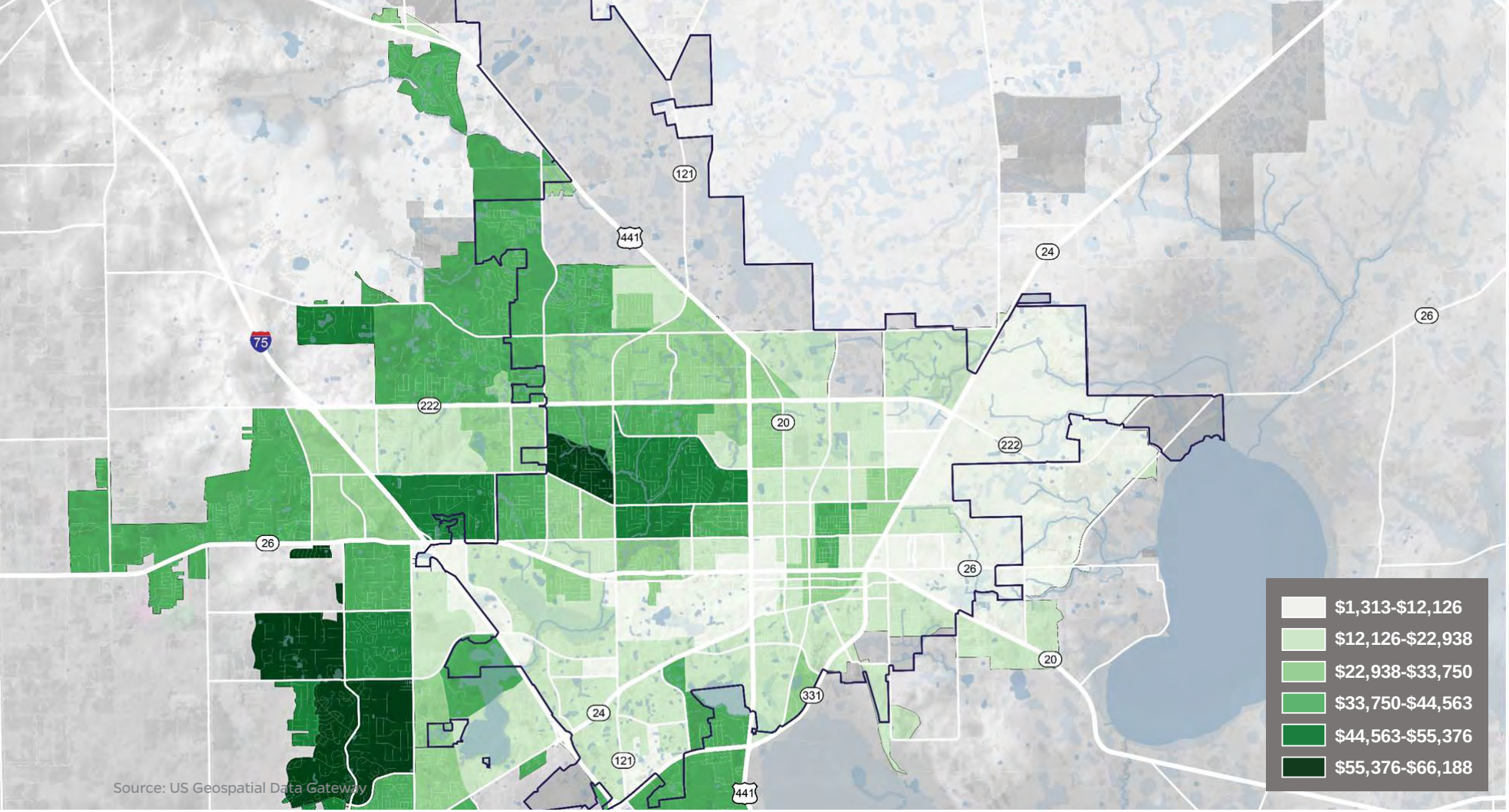
Based upon current conditions, employment growth projections for both the county and the city are relatively low.




## GAINESVILLE: % CAUCASIAN POPULATION

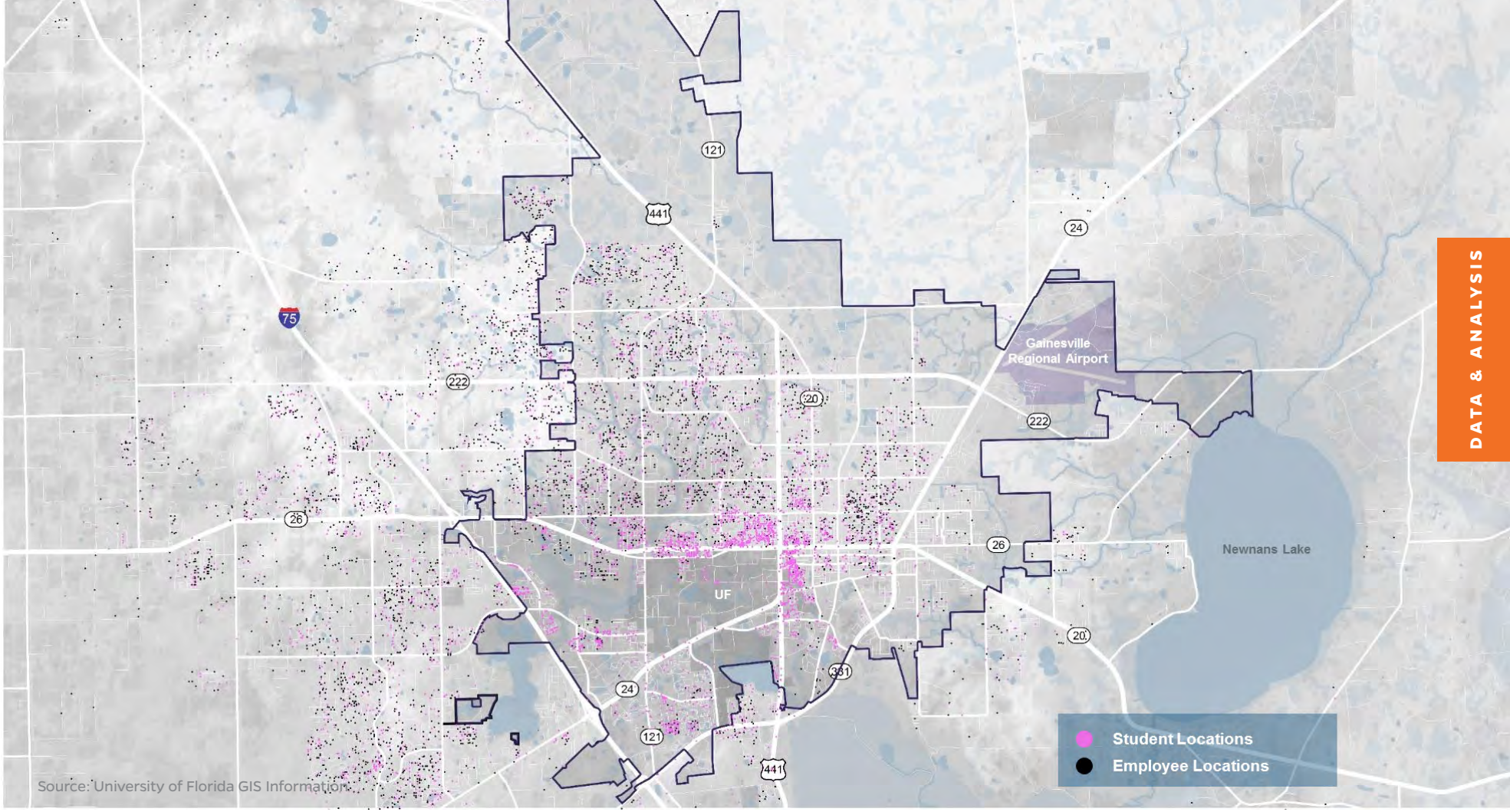



## GAINESVILLE: % AFRICAN AMERICAN POPULATION




## GAINESVILLE: PER CAPITA INCOME

This map paired with the previous two show the relationship between race and income level in the Gainesville area, an issue that is found in many of today's American cities and one broached at stakeholder meetings.




## GAINESVILLE: STUDENT + UF EMPLOYEE LOCATIONS

University employee residences are relatively evenly distributed throughout Gainesville and Alachua County. Student residences tend to cluster to the immediate north and east of the historic core of the UF campus.

Gainesville's importance on the map began with its location as county seat along the railroad route. Further status came with the location of the land-grant university. More modern growth has followed a westerly expansion toward the Interstate, drawing density from the town core.


## ALACHUA COUNTY: HISTORIC GROWTH

ECOLOGY

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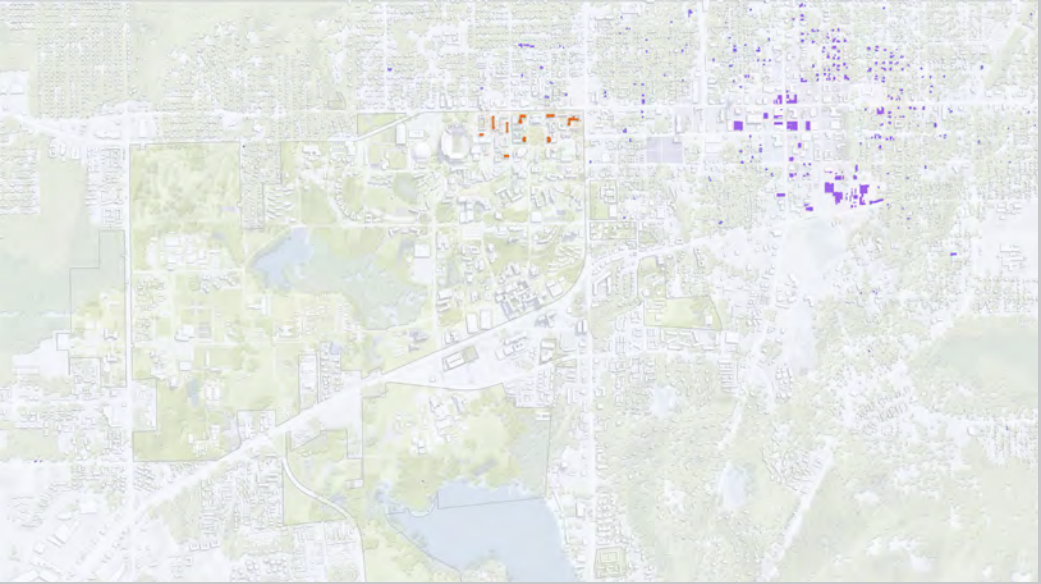
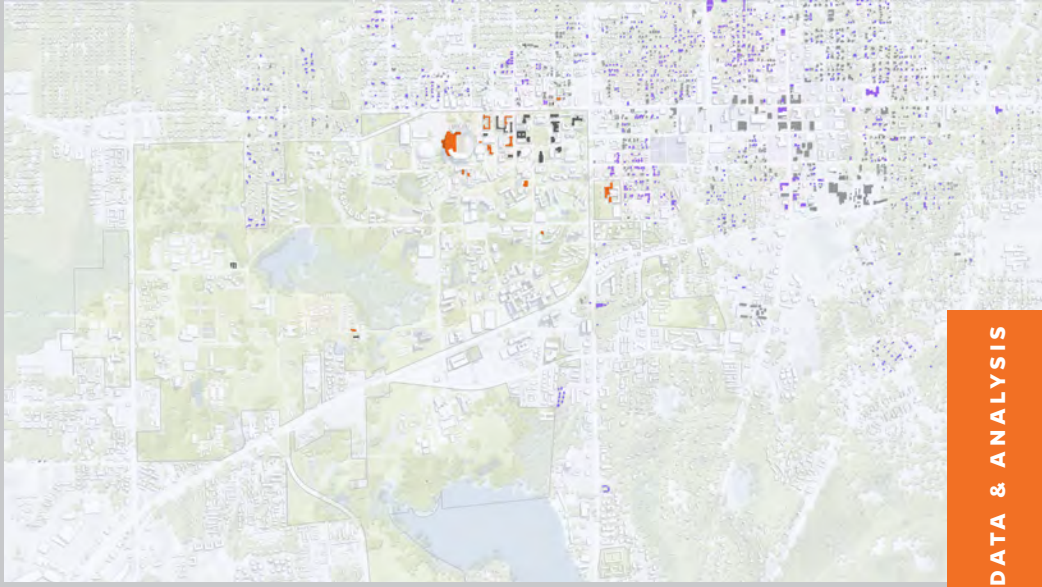
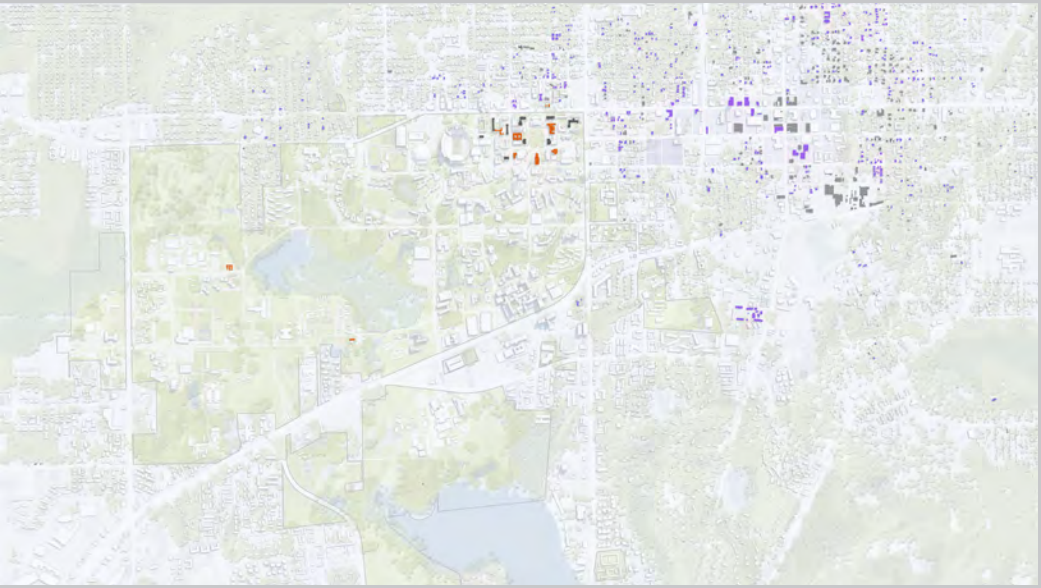
COMAP



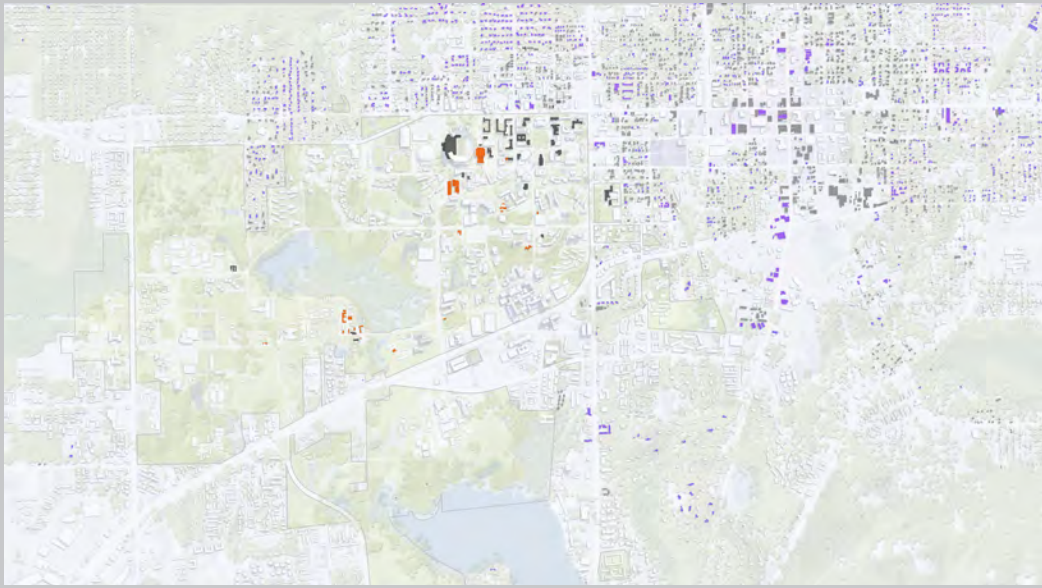
UP TO 1919



1930-1939

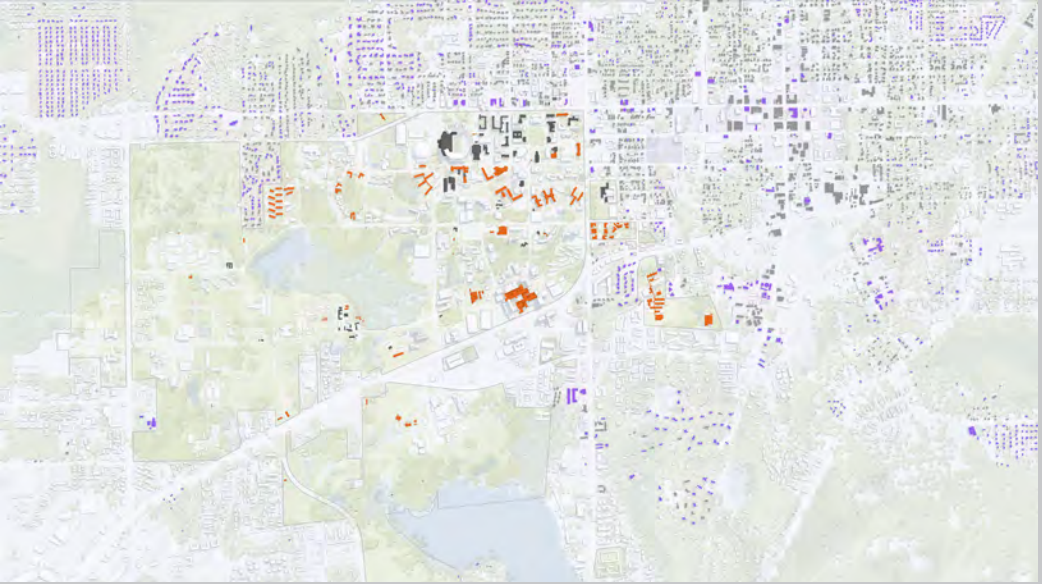


1920-1929

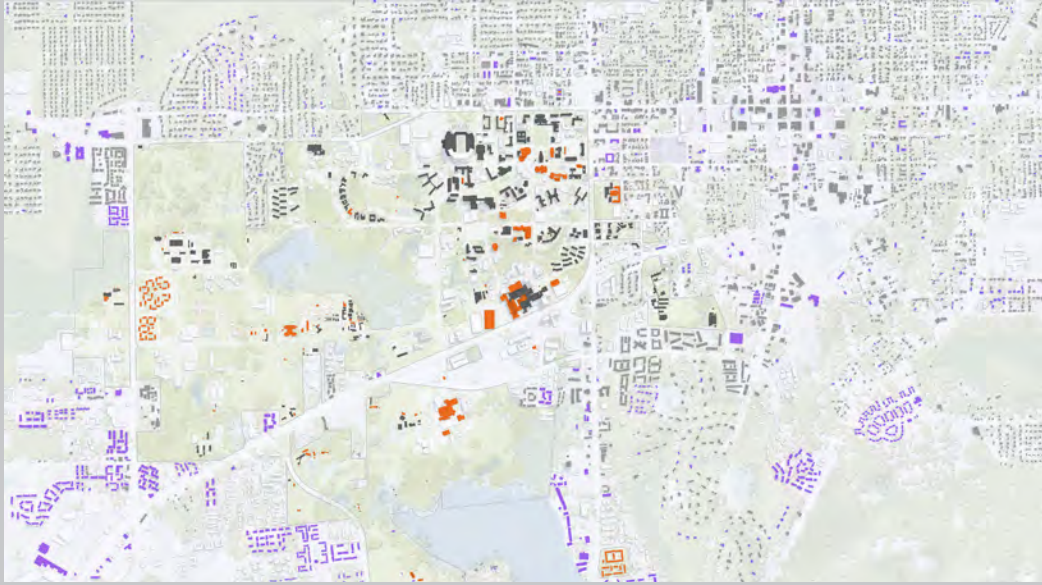


1940-1949

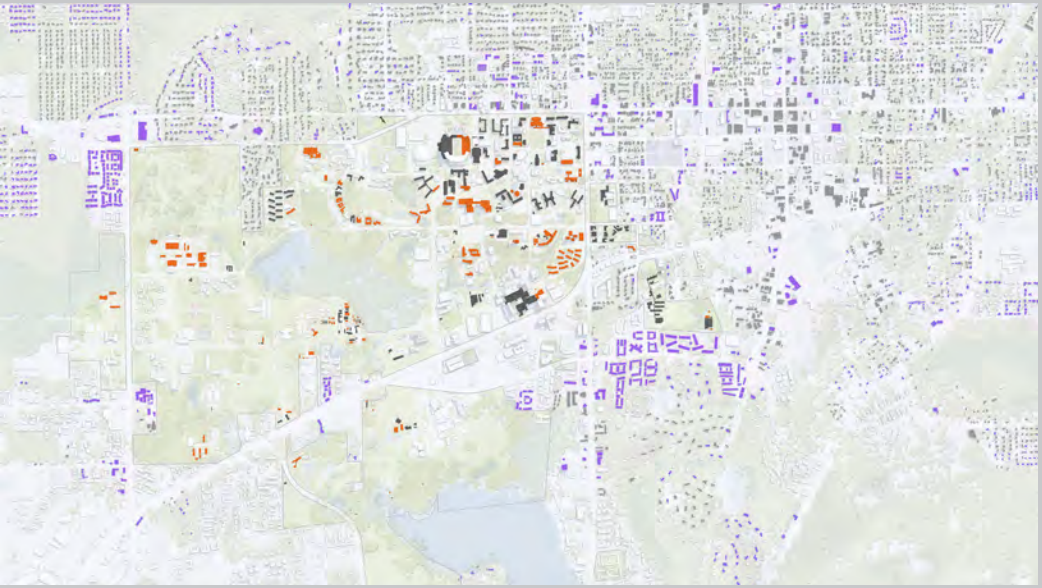
## HISTORIC DEVELOPMENT



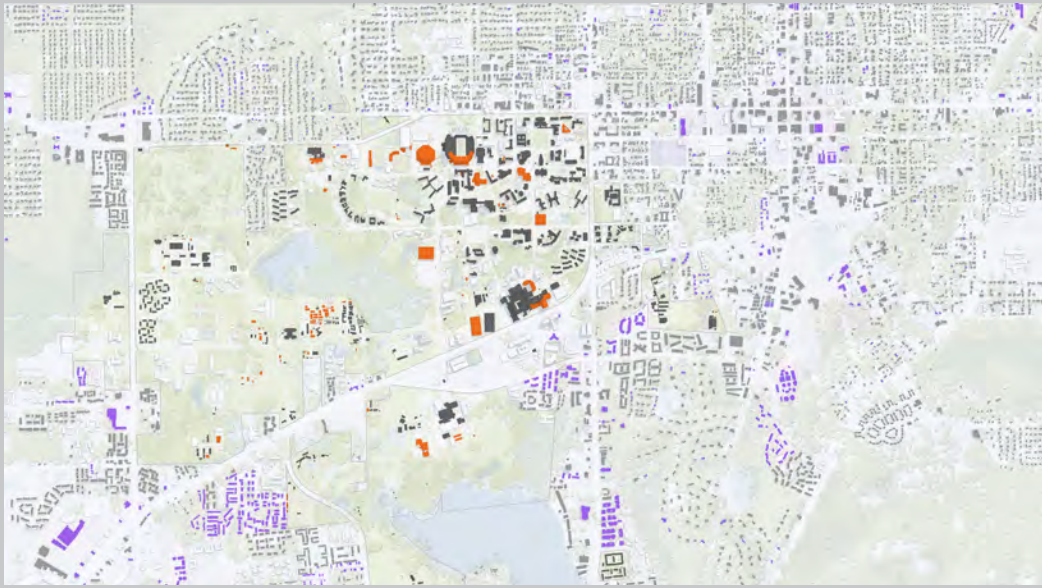
1950-1959



1970-1979

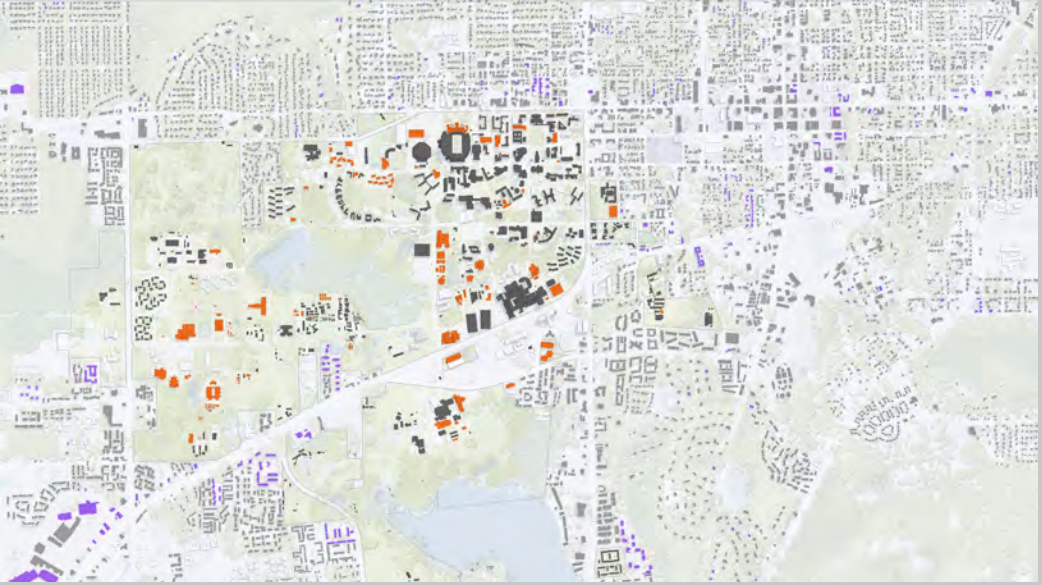


1960-1969

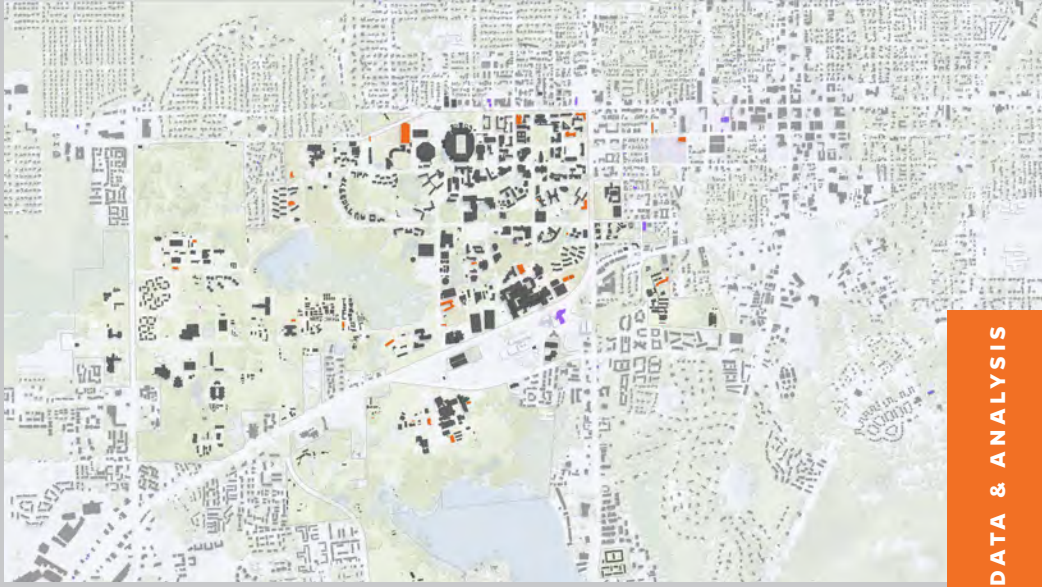


1980-1989

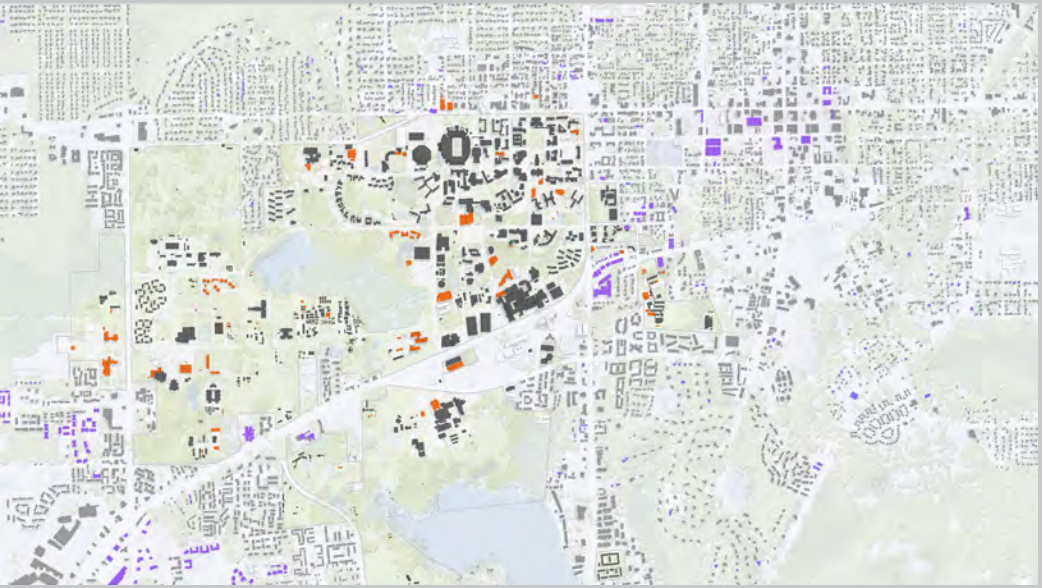
## HISTORIC DEVELOPMENT



1990-1999



2010-2015



2000-2009

# HISTORIC DEVELOPMENT

Alachua County is easy to arrive in by highway, lesser so by its small airport with only three direct connection destinations (Atlanta, Charlotte, and Miami).

Growth beyond Gainesville's city limits proper marks expanding urban clusters. However, much of that population commutes into Gainesville for work at the University or campus related businesses.

Bike path infrastructure is expanding somewhat. City and county discussion regarding public transportation options serving commuters continues.

Current zoning and land use planning allows for higher density and more diverse projects in areas between campus and downtown, however this potential is not yet met.


ECOLOGY

DEMOGRAPHICS

HISTORIC GROWTH

**TRANSPORTATION AND LAND USE**

BUILDING USE

STAKEHOLDER DISCUSSIONS

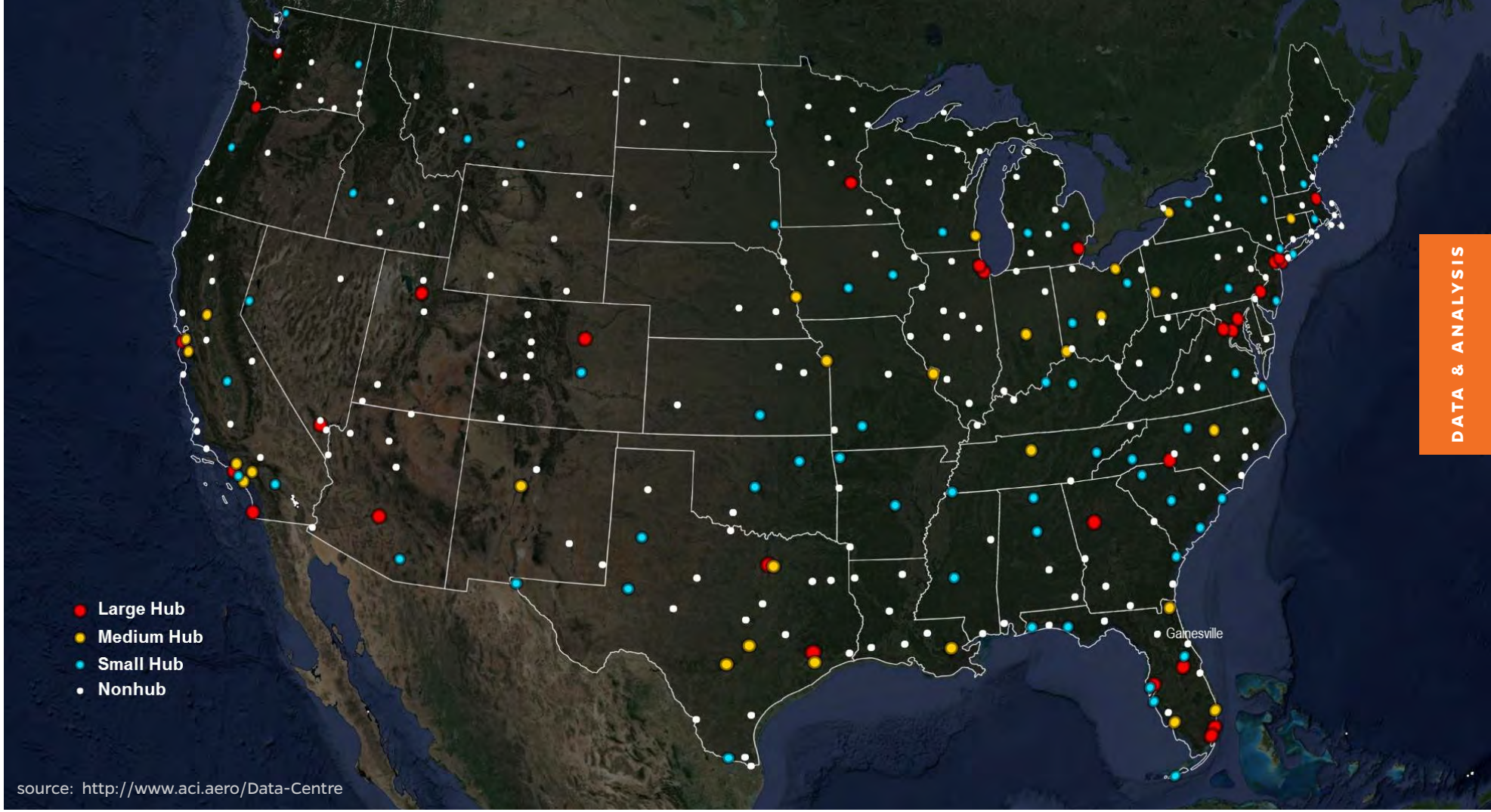
COMAP


Many stakeholders discussed how an increase in direct flight destinations from Gainesville Regional Airport would be helpful to University and Gainesville endeavors. A direct flight to Houston for example would help engagement with the Americas. Greater mobility in and out of the city would reduce the perceived distance of UF to the rest of the world and encourage the development of "Plus Ones" by making business travel more efficient.

However the numerous policy considerations on the path to service expansion are complex, particularly when taken in conjunction with economic, political, and legal pressures. They include:

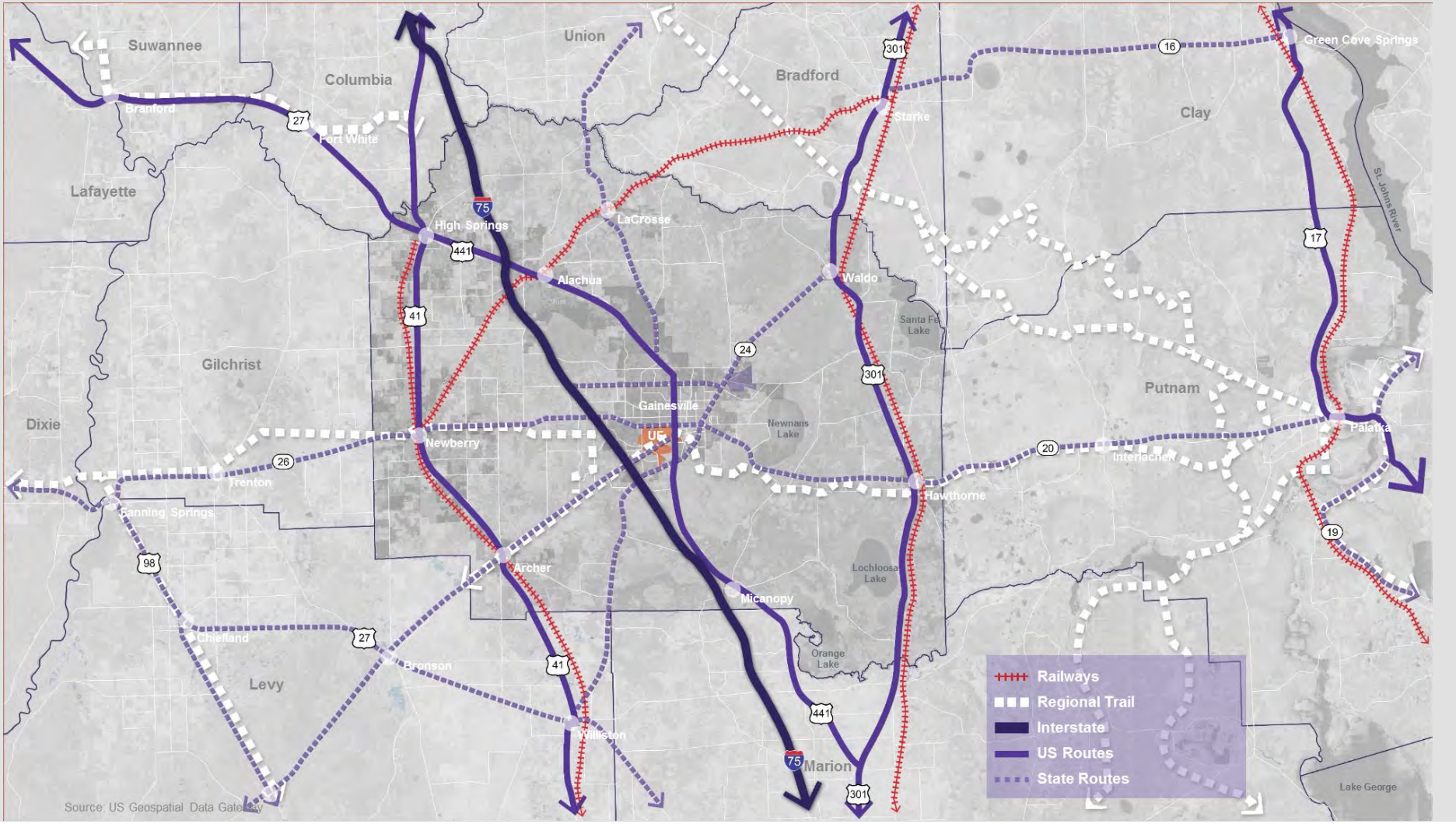
-market opportunity
-metropolitan area unserved by other convenient airports
-level of international traffic and premium business travel
-route profitability
-incentive for airlines
-tax breaks on jet fuel
-landing fee and rent cuts

The image at right shows the geographic location and proximity of airports by hub type.

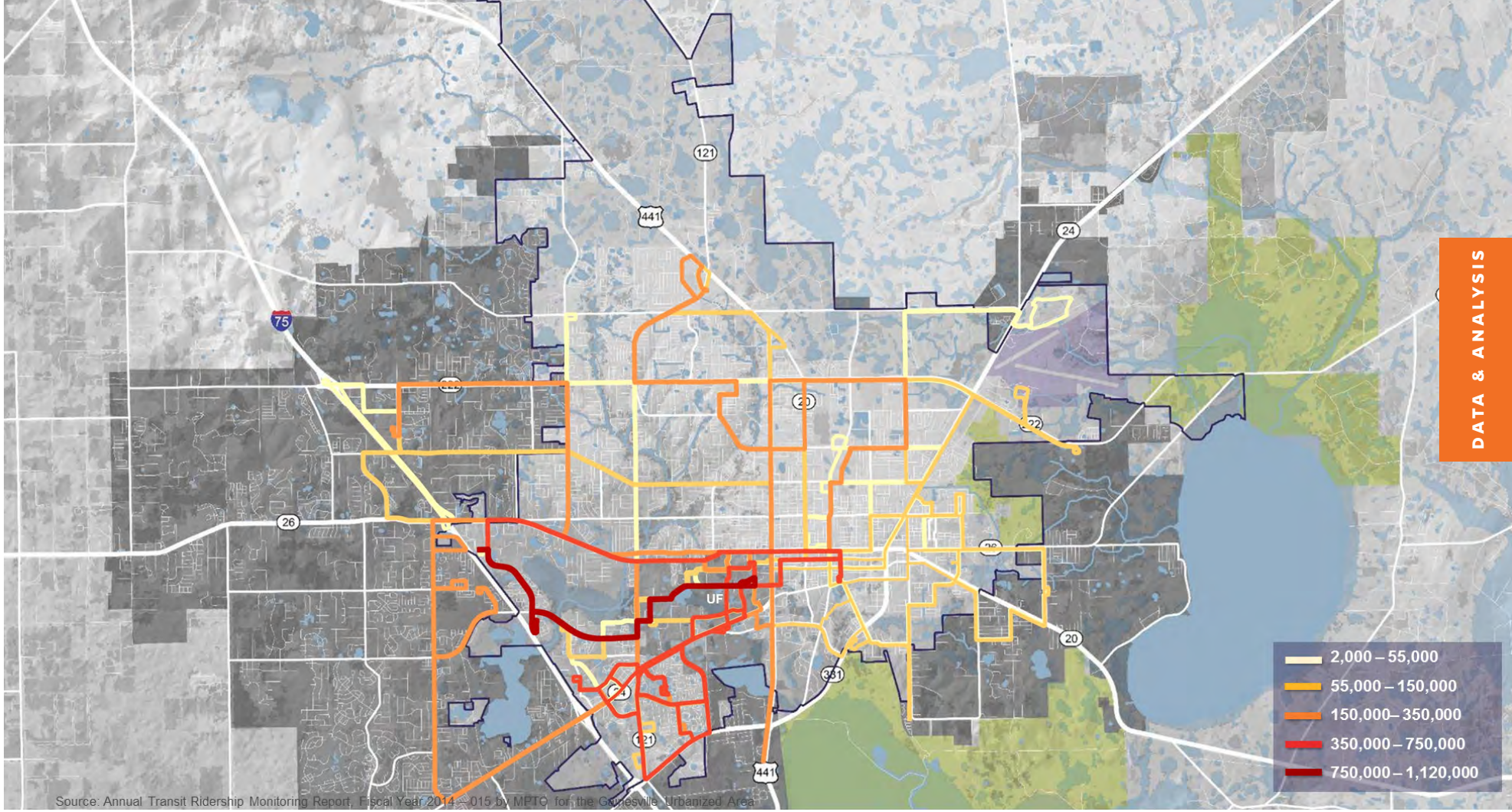



## US AIRPORT CLASSIFICATIONS

| hub type | percent of annual passenger boardings | range in MSA population max | range in MSA population min | number of airports |
|---|---|---|---|---|
| large | 1% or more | 20 million | 990,000 | 30 |
| medium | 0.25 to 1% | 13.3 million | 163,000 | 31 |
| small | 0.05 to 0.25% | 13.3 million | ~ 177,000 | 72 |
| nonhub | < 0.05% but more than 10,000 | 6 million | ~ 63,000 | 250 |



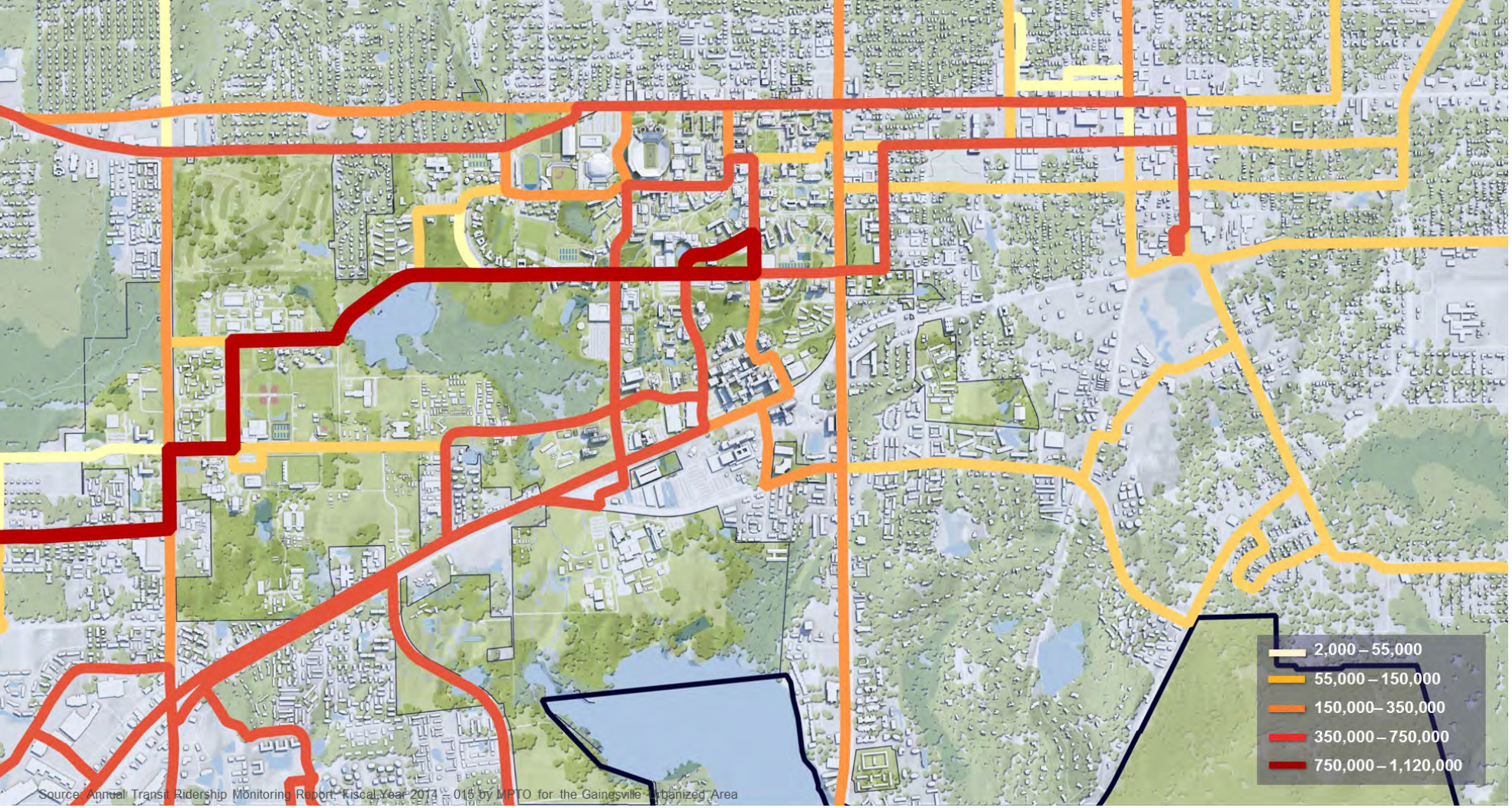

# RAILWAYS, MAJOR ROADS, AND TRAILS




Source: Annual Transit Ridership Monitoring Report, Fiscal Year 2014 – 015 by MPTC for the Gainesville Urbanized Area

## RTS RIDERSHIP BY ROUTES

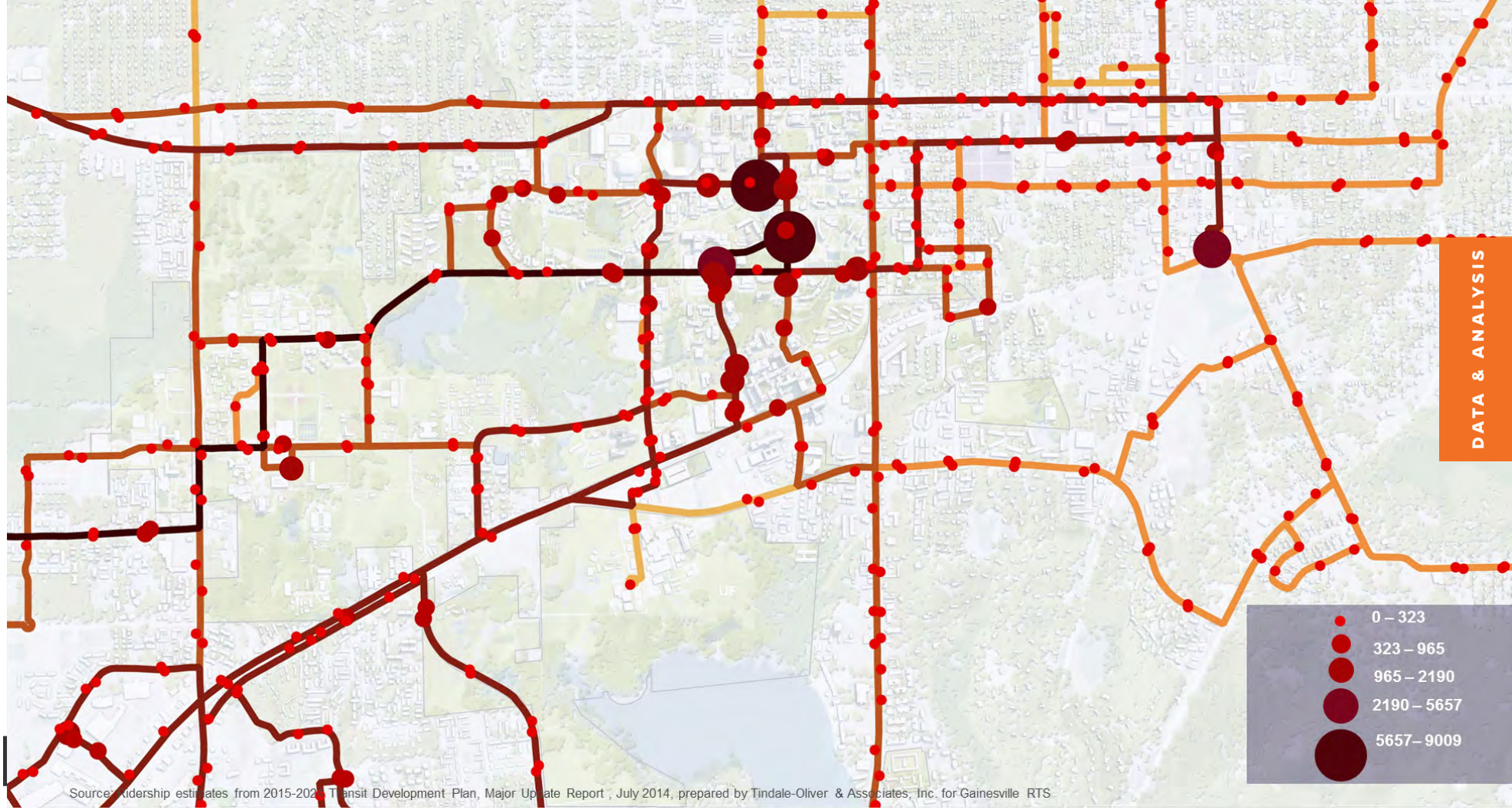
FY2015 TOTAL PASSENGER VOLUMES




Source: Annual Transit Ridership Monitoring Report, Fiscal Year 2014 – 015 by MPTO for the Gainesville Urbanized Area

## RTS RIDERSHIP BY ROUTES

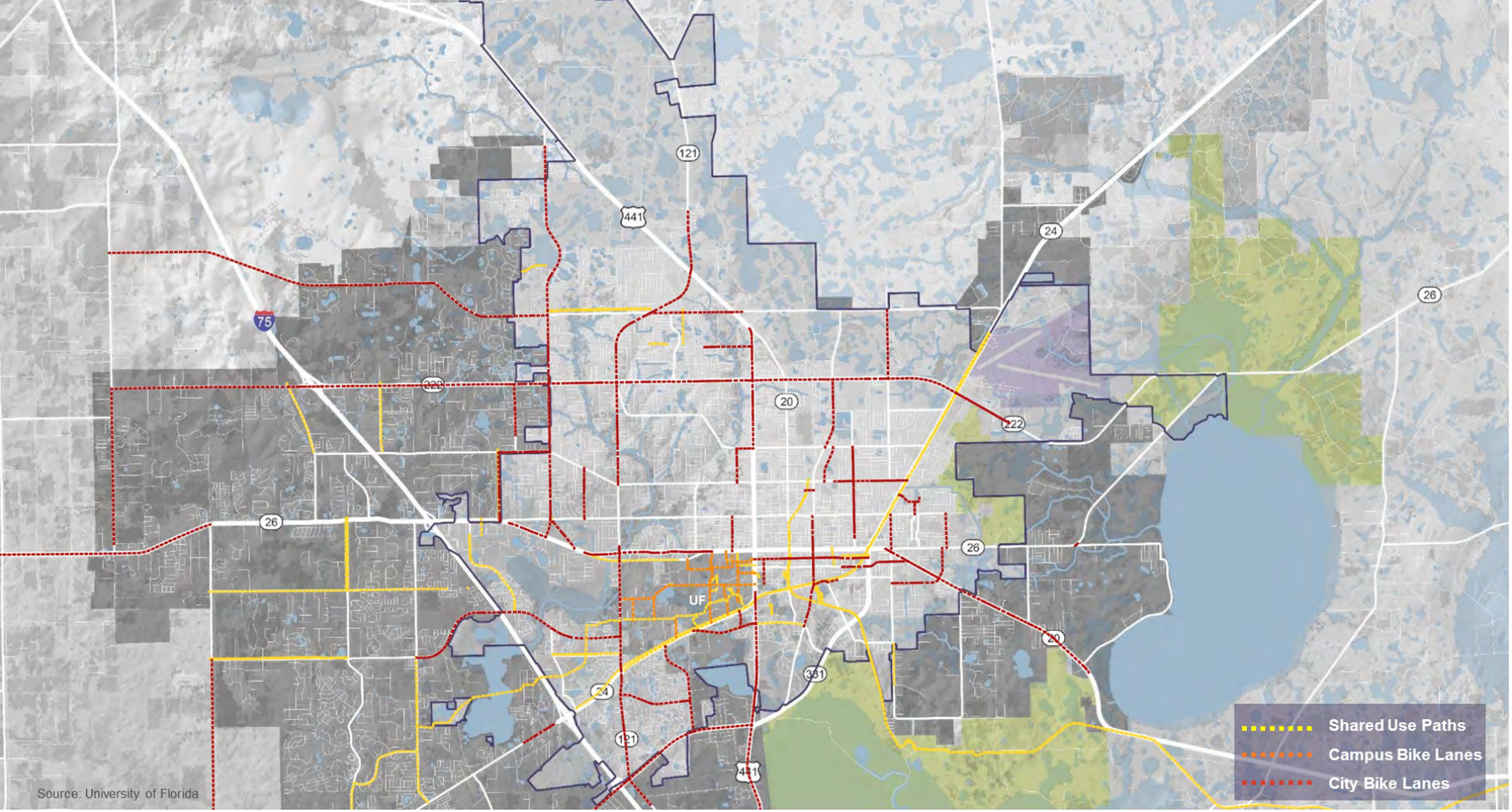
FY2015 TOTAL PASSENGER VOLUMES



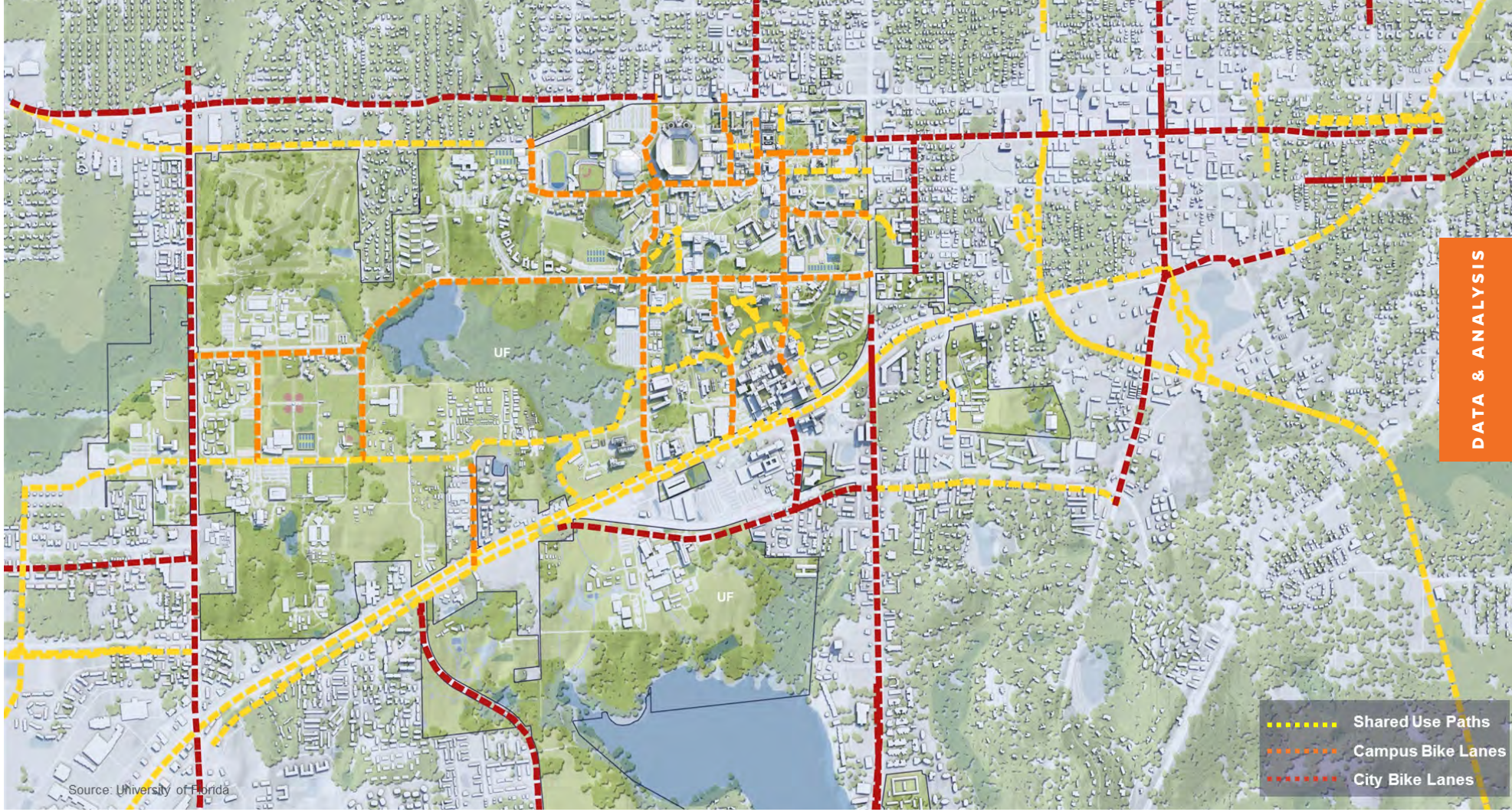

Source: Ridership estimates from 2015-2024 Transit Development Plan, Major Update Report , July 2014, prepared by Tindale-Oliver & Associates, Inc. for Gainesville RTS

## RTS RIDERSHIP BY STOPS

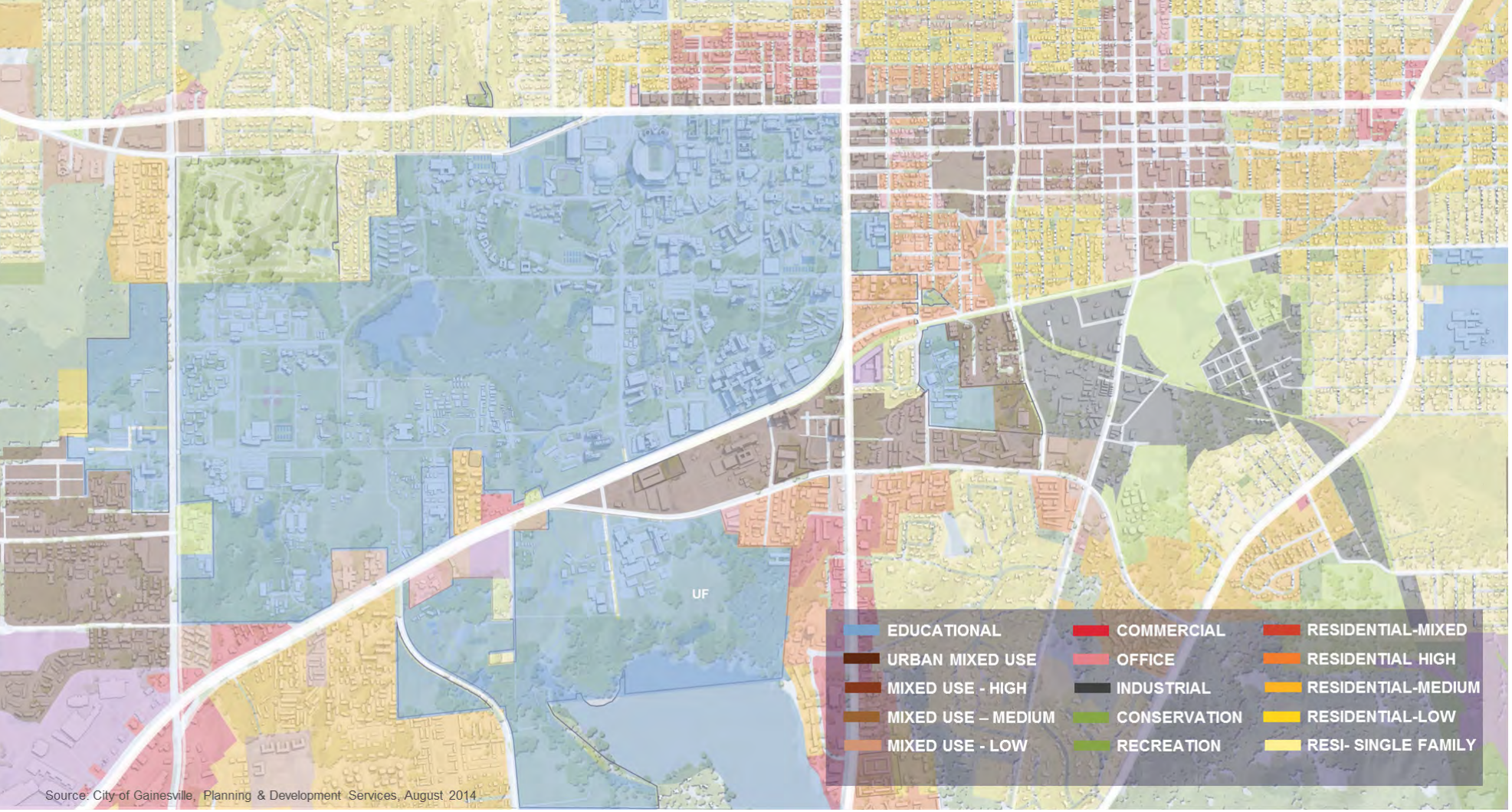
DAILY AVERAGE PASSENGER VOLUMES




# GAINESVILLE BIKE LANES/MULTI-USE PATHS



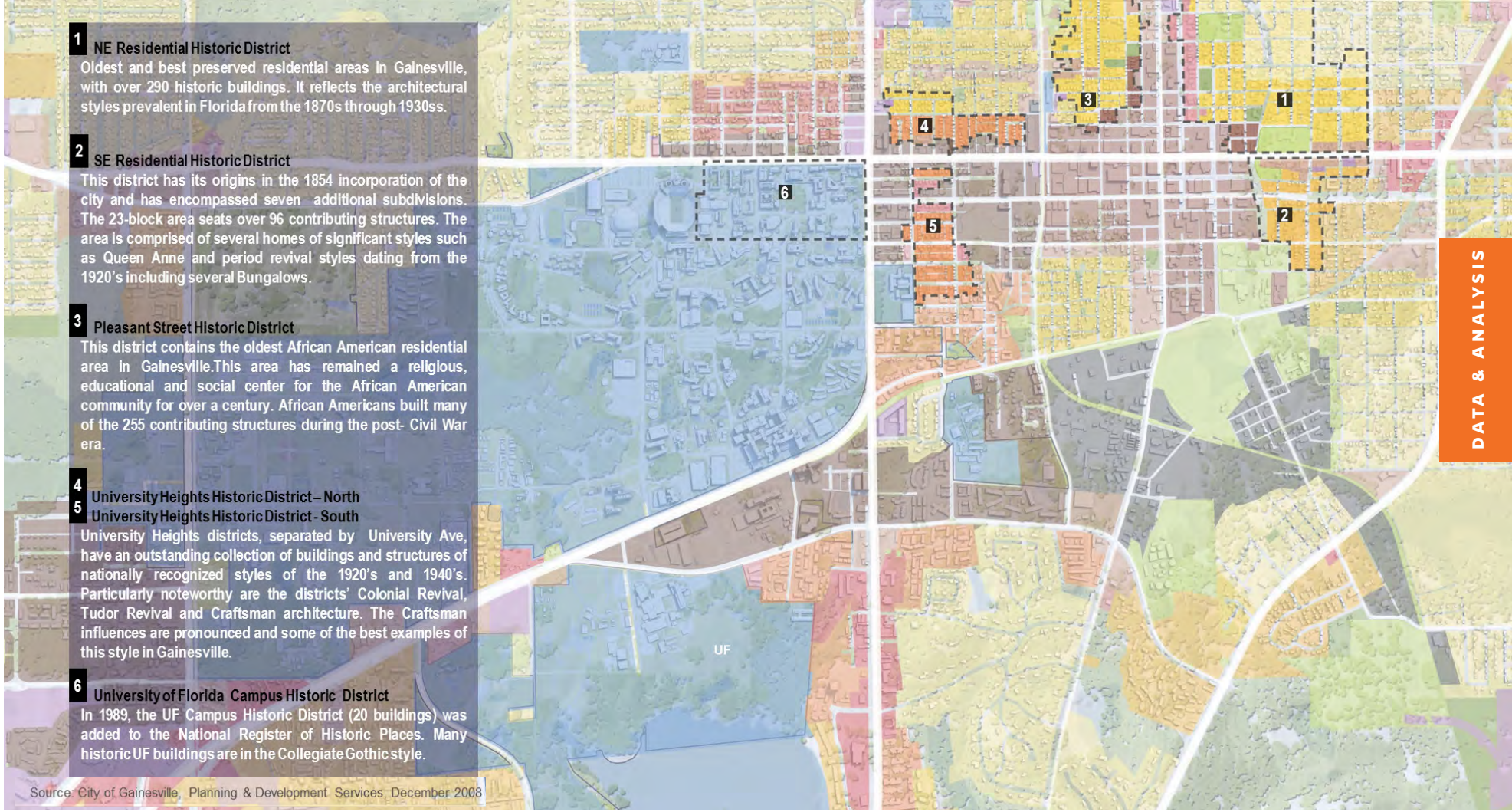

# CAMPUS BIKE PATHS




Source: City of Gainesville, Planning & Development Services, August 2014

# LANDUSE

The City of Gainesville is currently in the process of revising its ordinances to include transect zones, each zone with particular sectional features that a construction project in that area would need to meet. Both the current law and the proposed law allow for considerable height and density in most areas in the urban core. University engagement with the city on the development of these regulations and local investment would lead to coordinated goals, resources, and planning.




**1 NE Residential Historic District**
Oldest and best preserved residential areas in Gainesville, with over 290 historic buildings. It reflects the architectural styles prevalent in Florida from the 1870s through 1930ss.

**2 SE Residential Historic District**
This district has its origins in the 1854 incorporation of the city and has encompassed seven additional subdivisions. The 23-block area seats over 96 contributing structures. The area is comprised of several homes of significant styles such as Queen Anne and period revival styles dating from the 1920's including several Bungalows.

**3 Pleasant Street Historic District**
This district contains the oldest African American residential area in Gainesville.This area has remained a religious, educational and social center for the African American community for over a century. African Americans built many of the 255 contributing structures during the post- Civil War era.

**4 University Heights Historic District – North**
**5 University Heights Historic District - South**
University Heights districts, separated by University Ave, have an outstanding collection of buildings and structures of nationally recognized styles of the 1920's and 1940's. Particularly noteworthy are the districts' Colonial Revival, Tudor Revival and Craftsman architecture. The Craftsman influences are pronounced and some of the best examples of this style in Gainesville.

**6 University of Florida Campus Historic District**
In 1989, the UF Campus Historic District (20 buildings) was added to the National Register of Historic Places. Many historic UF buildings are in the Collegiate Gothic style.

Source: City of Gainesville, Planning & Development Services, December 2008

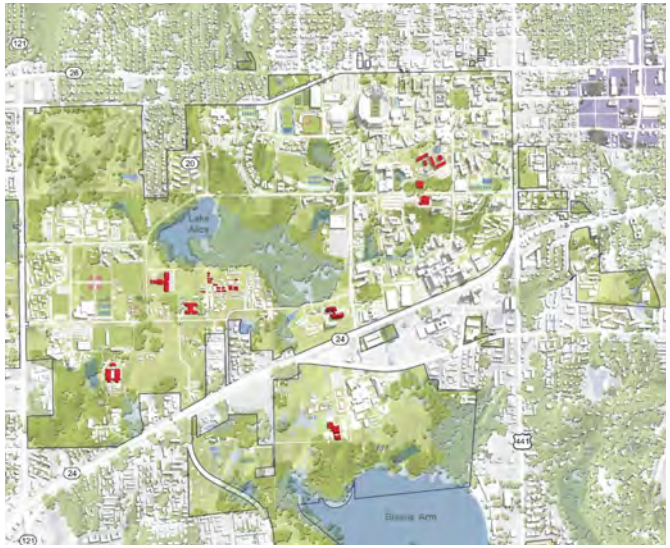
# HISTORIC DISTRICTS

Campus and town growth both followed a pattern of the development of a historic core with nearby growth followed by more dramatic growth to the southwest in the last several decades.

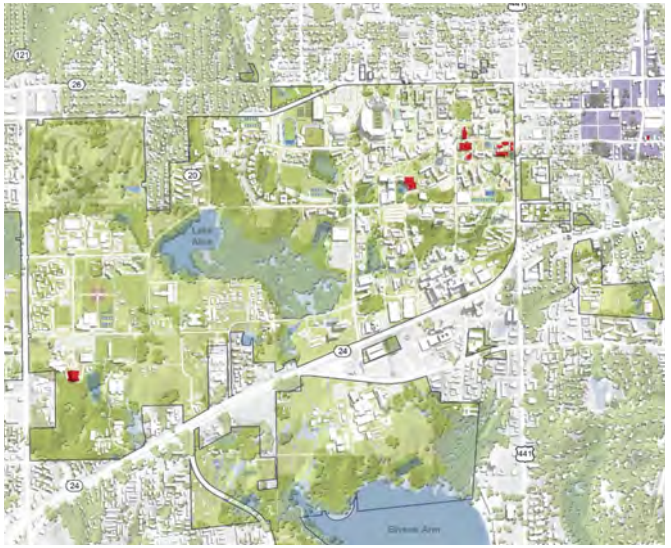
One impact of that campus expansion is the notable distance between departments and sometimes within departments.

Similarly, city activity has spread outward throughout Gainesville and Alachua county lessening the vitality of the downtown core.

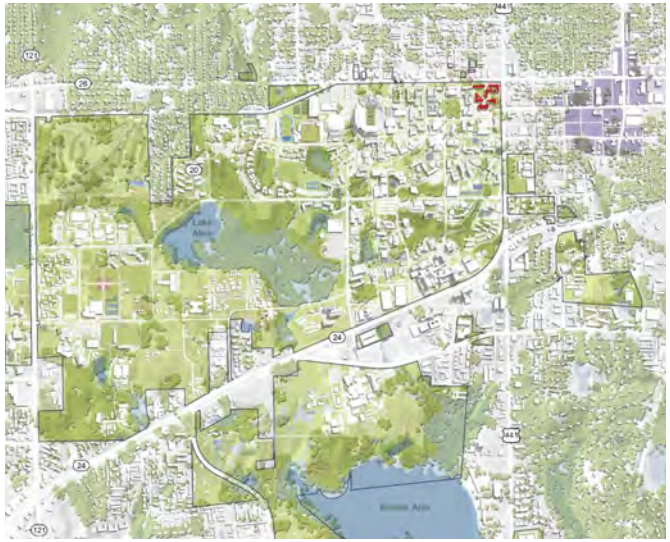
ECOLOGY
DEMOGRAPHICS
HISTORIC GROWTH
TRANSPORTATION AND LAND USE
**BUILDING USE**
STAKEHOLDER DISCUSSIONS
COMAP



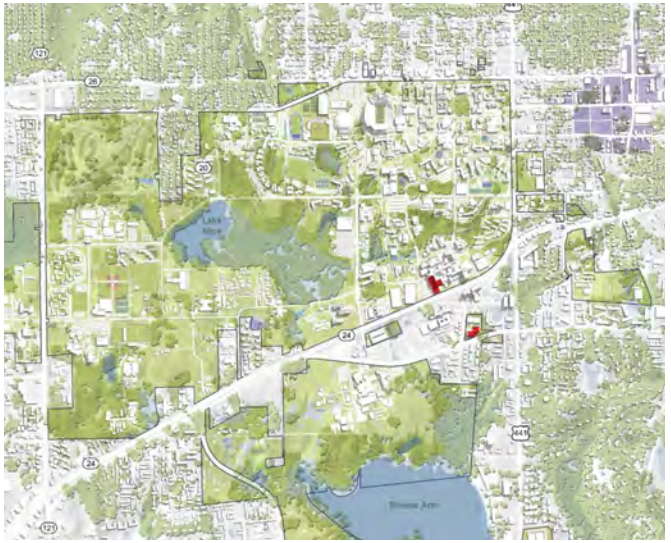
AGRICULTURE AND LIFE SCIENCES



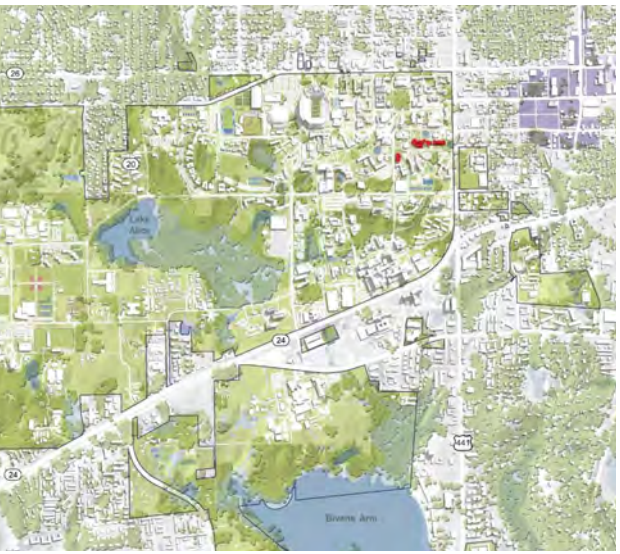
ARTS



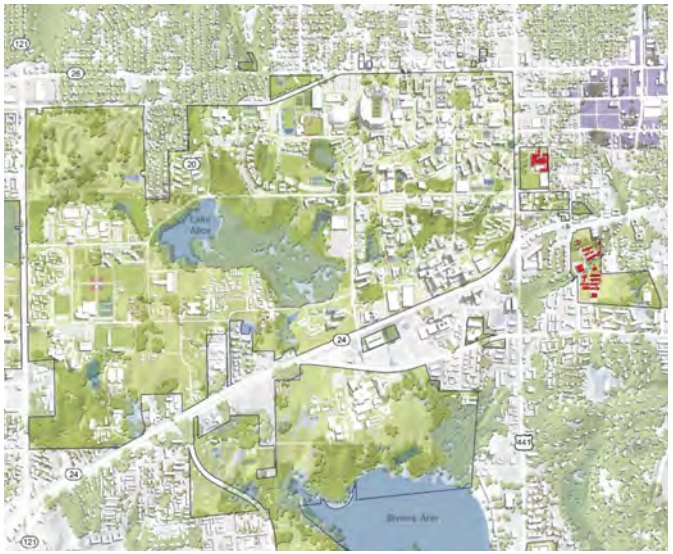
BUSINESS, WARRINGTON COLLEGE



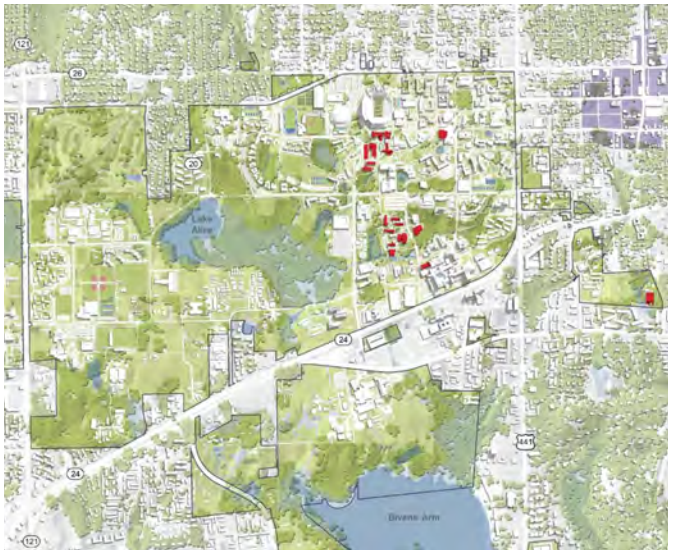
DENTISTRY



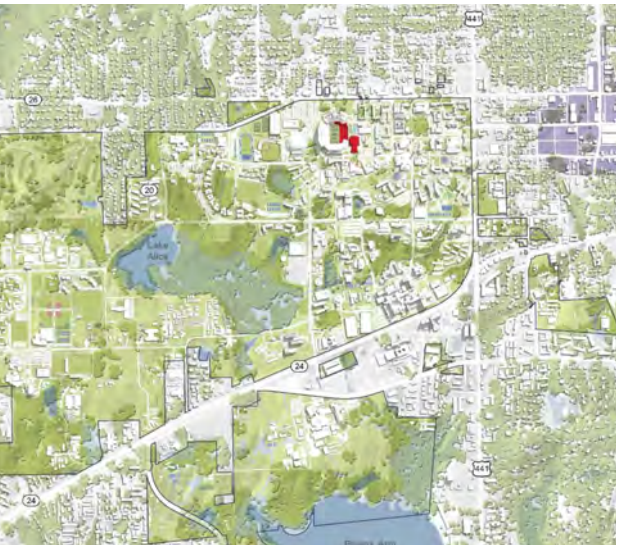
DESIGN, CONSTRUCTION AND PLANNING



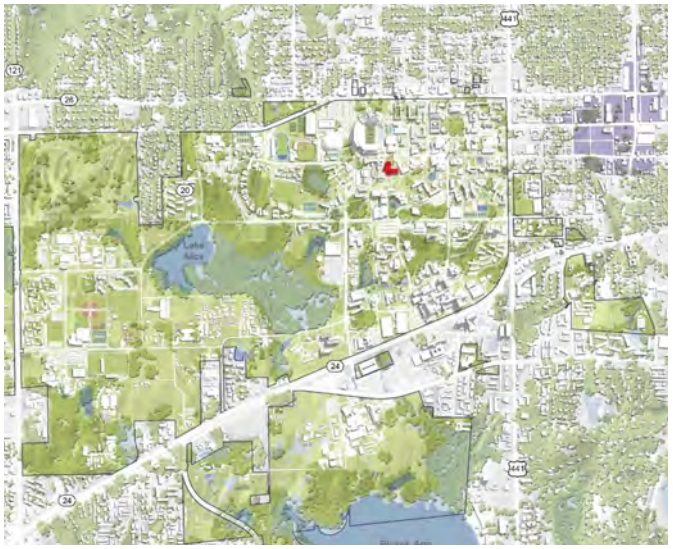
EDUCATION



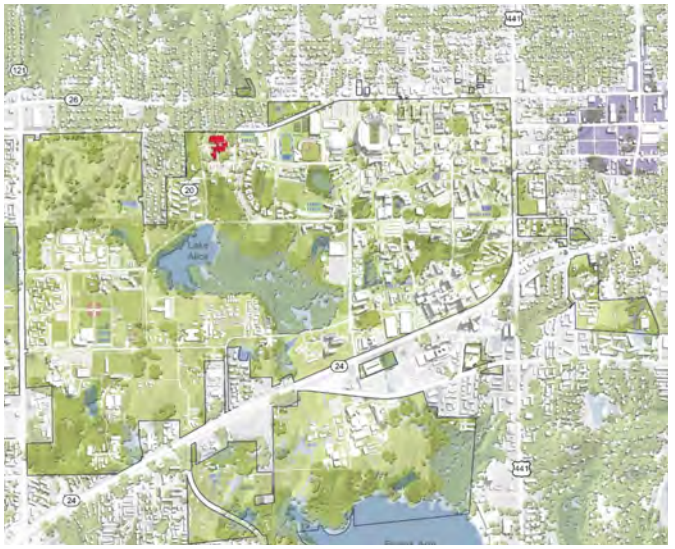
ENGINEERING



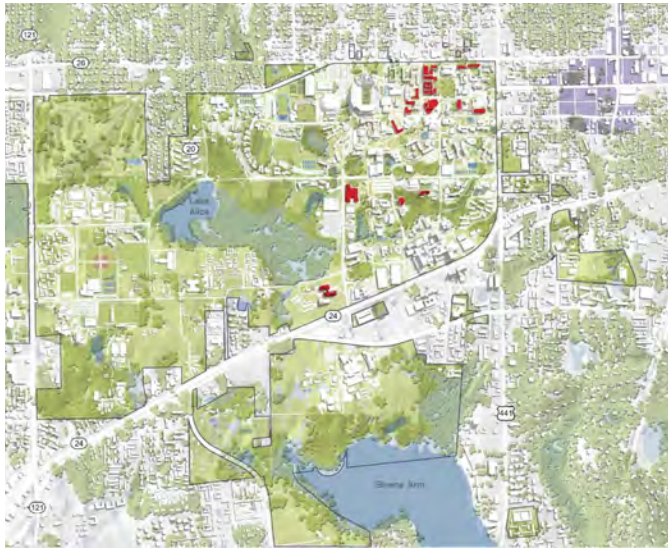
HEALTH AND HUMAN PERFORMANCE



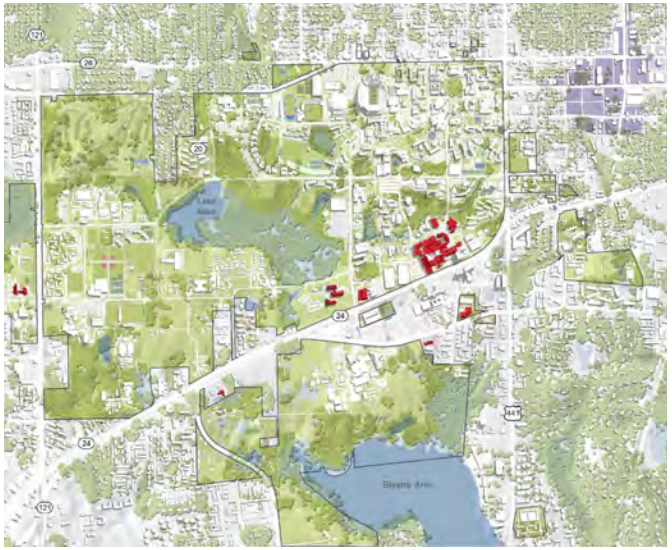
JOURNALISM AND COMMUNICATIONS



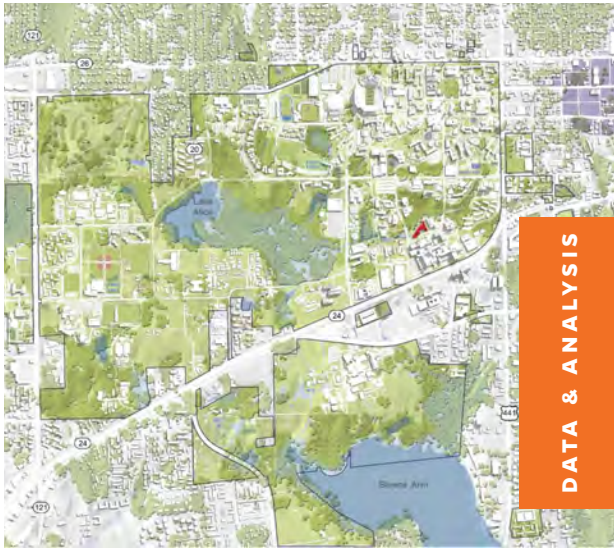
LAW, LEVIN COLLEGE



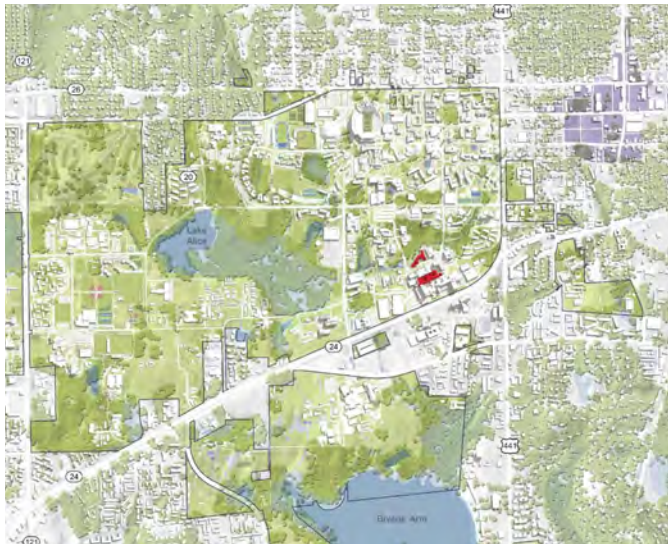
LIBERAL ARTS AND SCIENCES



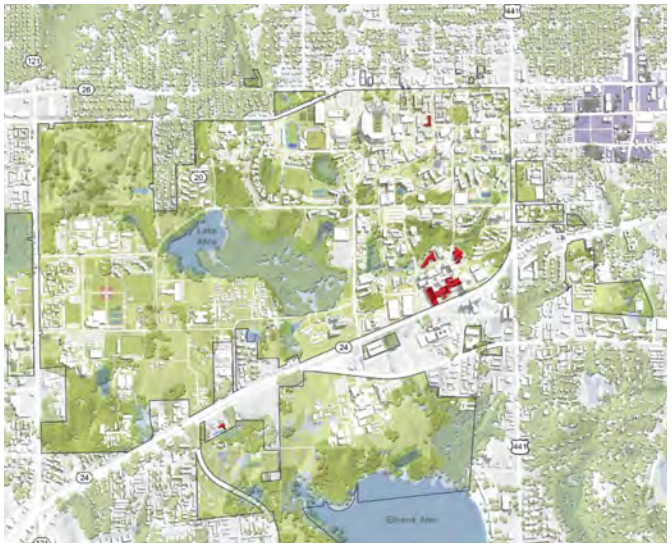
MEDICINE



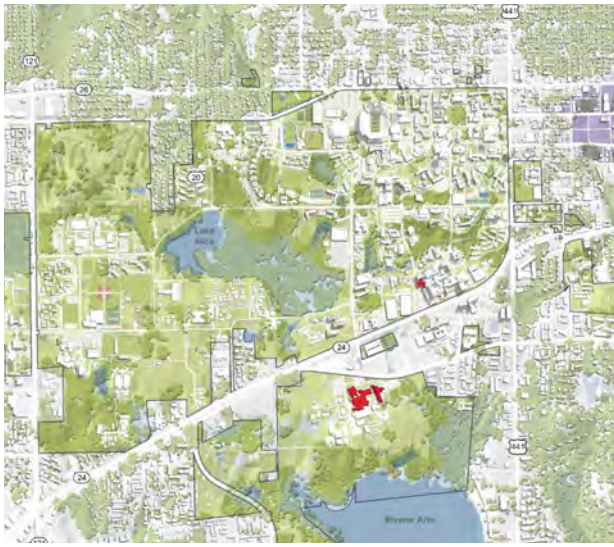
NURSING



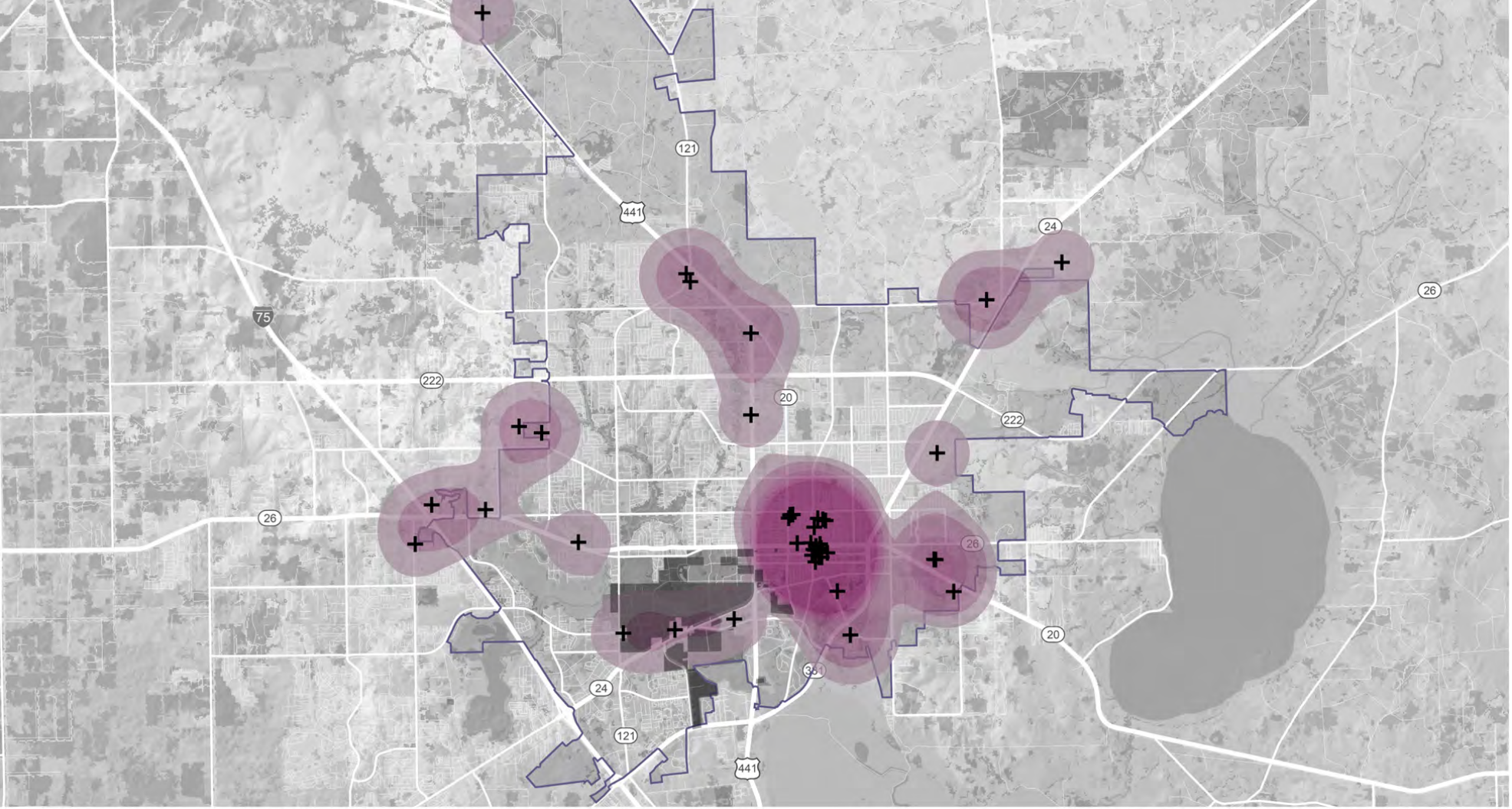
PHARMACY



PUBLIC HEALTH AND
HEALTH PROFESSIONS

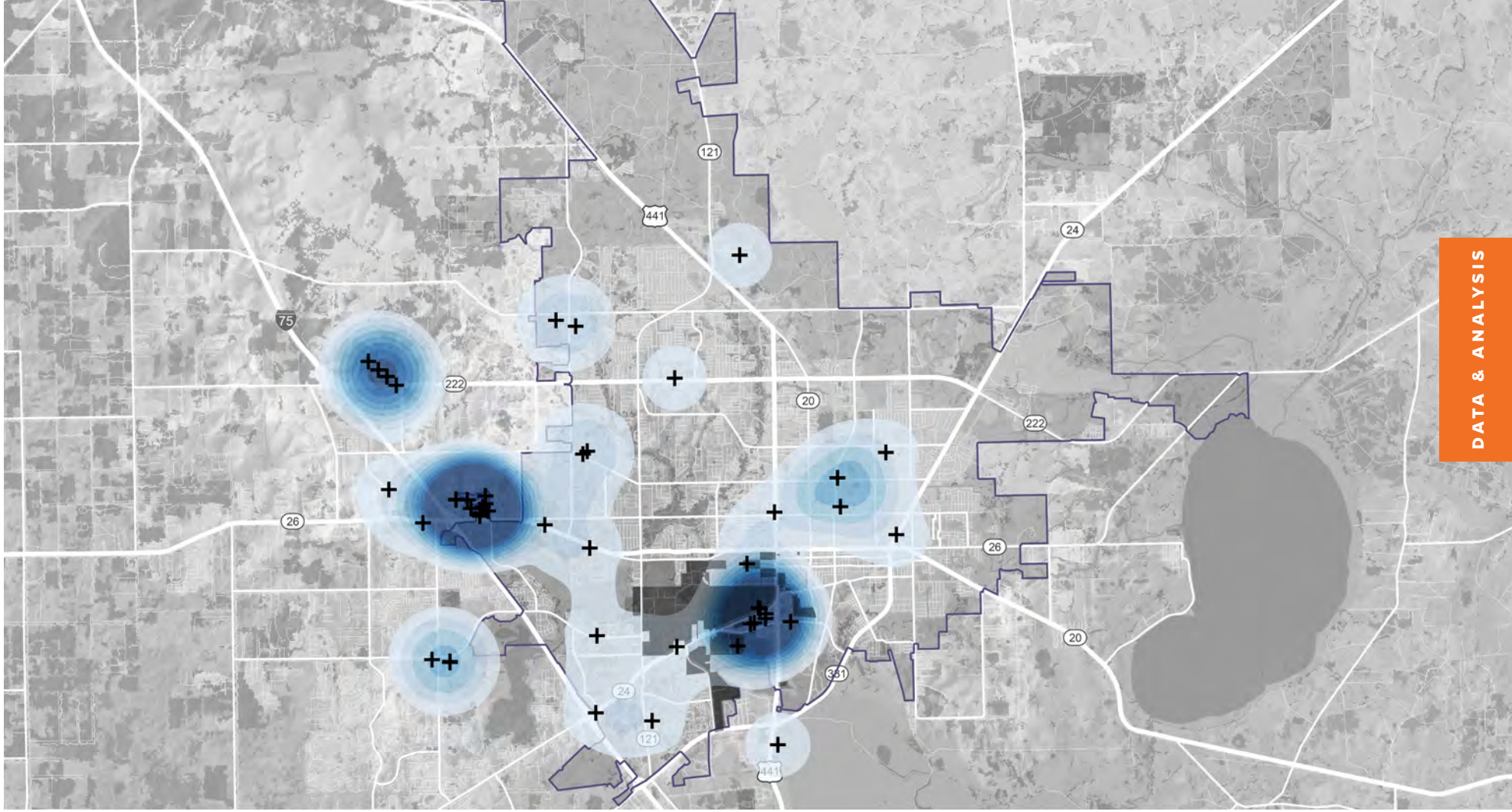


VETERINARY MEDICINE



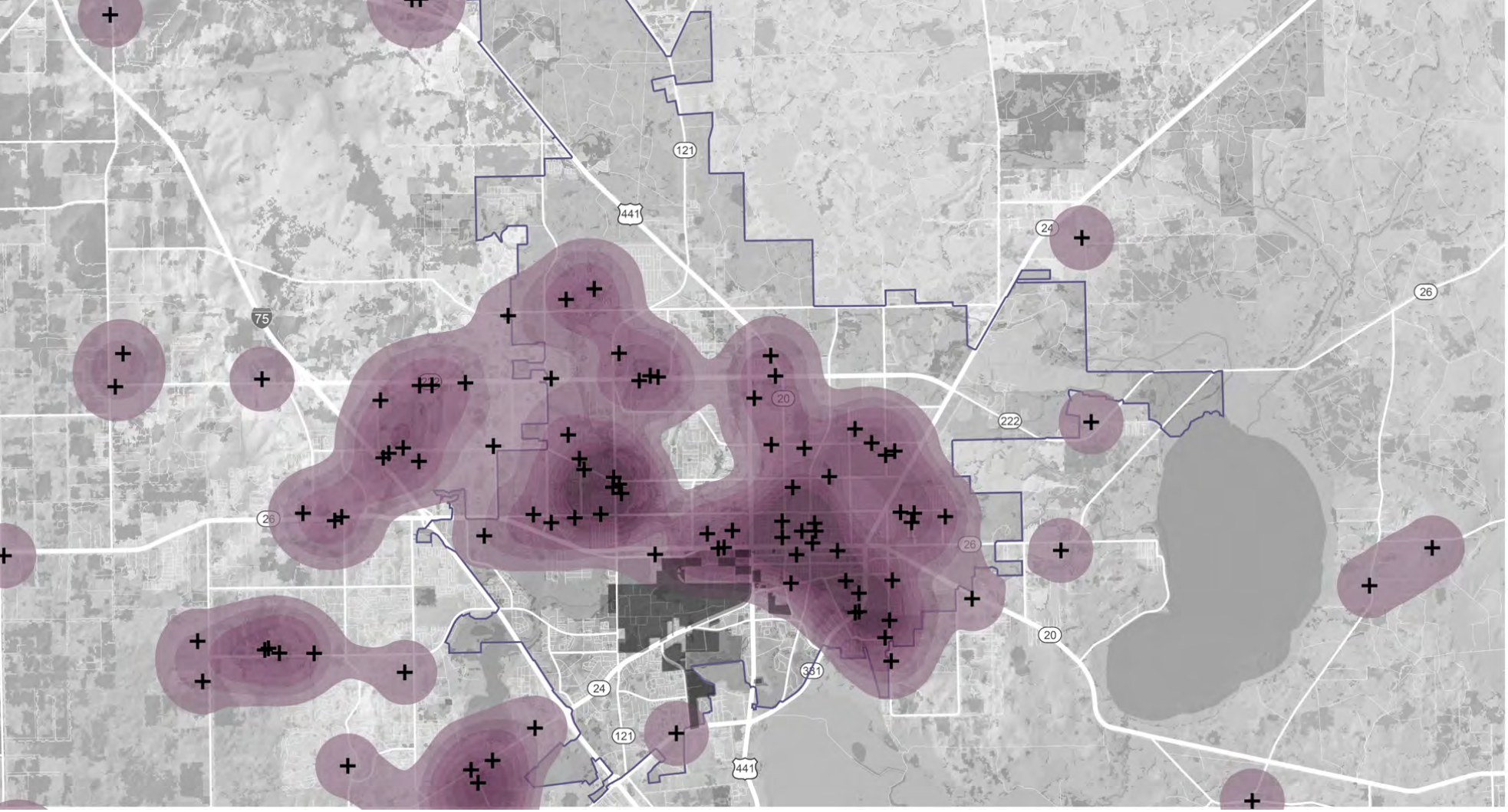

## **HEATMAP:** GOVERNMENT INSTITUTIONS

Downtown Gainesville is home to a good number of city, county, and statewide offices that provide a core population for daytime activities.



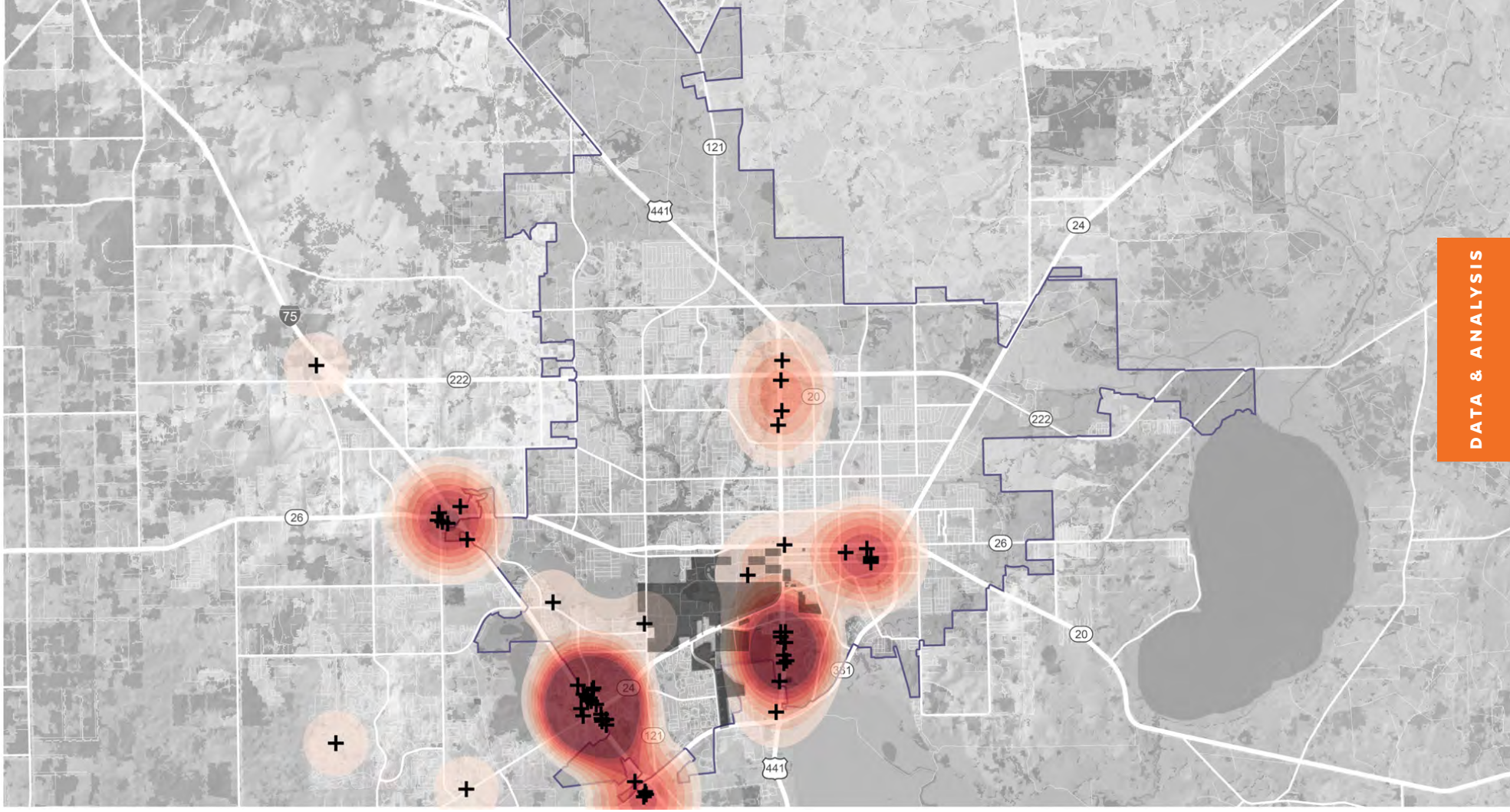

## **HEATMAP:** HOSPITALS, MEDICAL CENTERS, NURSING HOMES

Although distributed throughout the city, medical facilities have a larger concentration south of Archer Road near the University as well as near I-75.



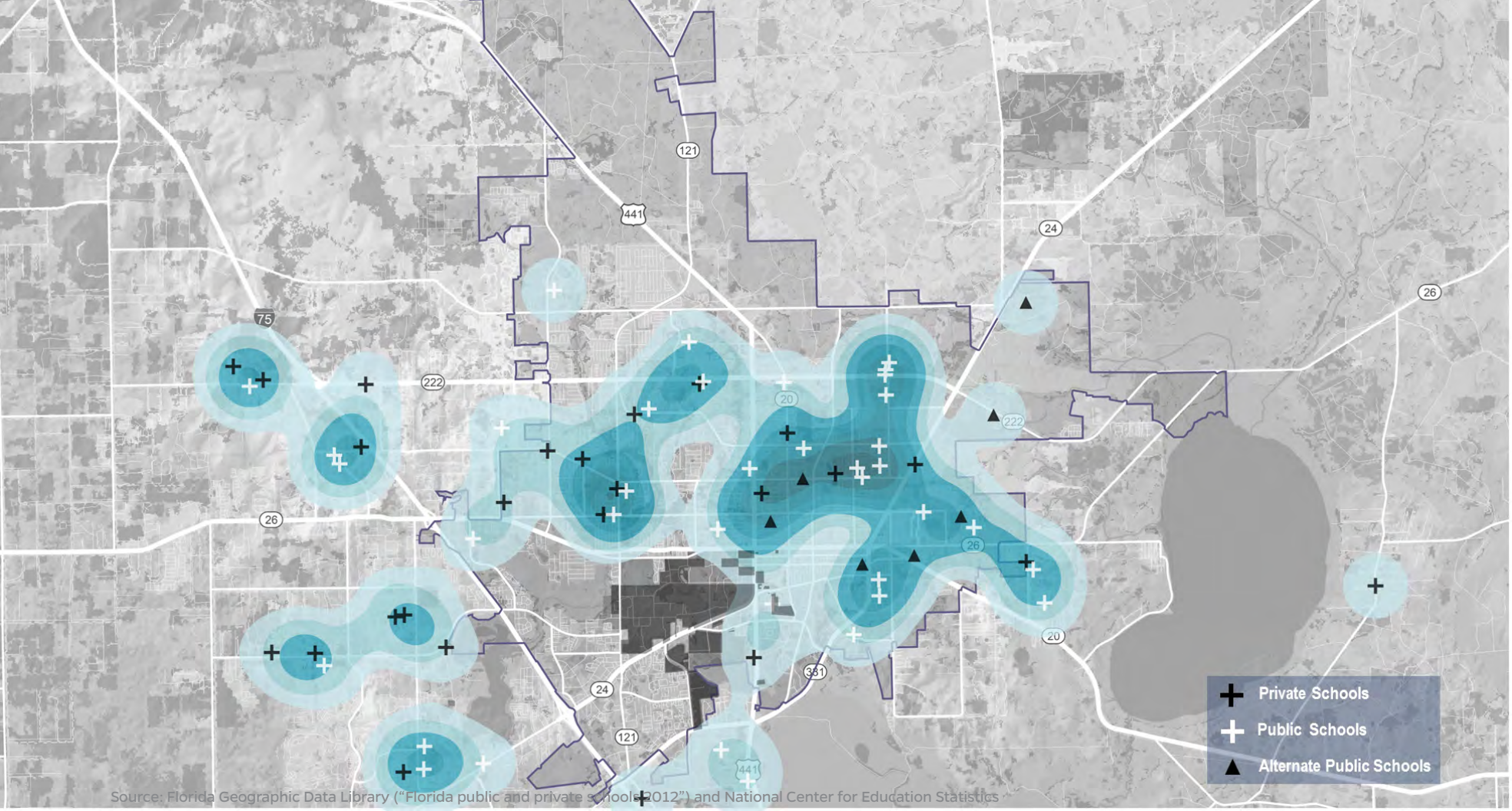

## **HEATMAP:** RELIGIOUS INSTITUTIONS

Gainesville has been a deeply religious community throughout the past two centuries. The faith community provides a social structure that can be leveraged to address both social and economic issues.



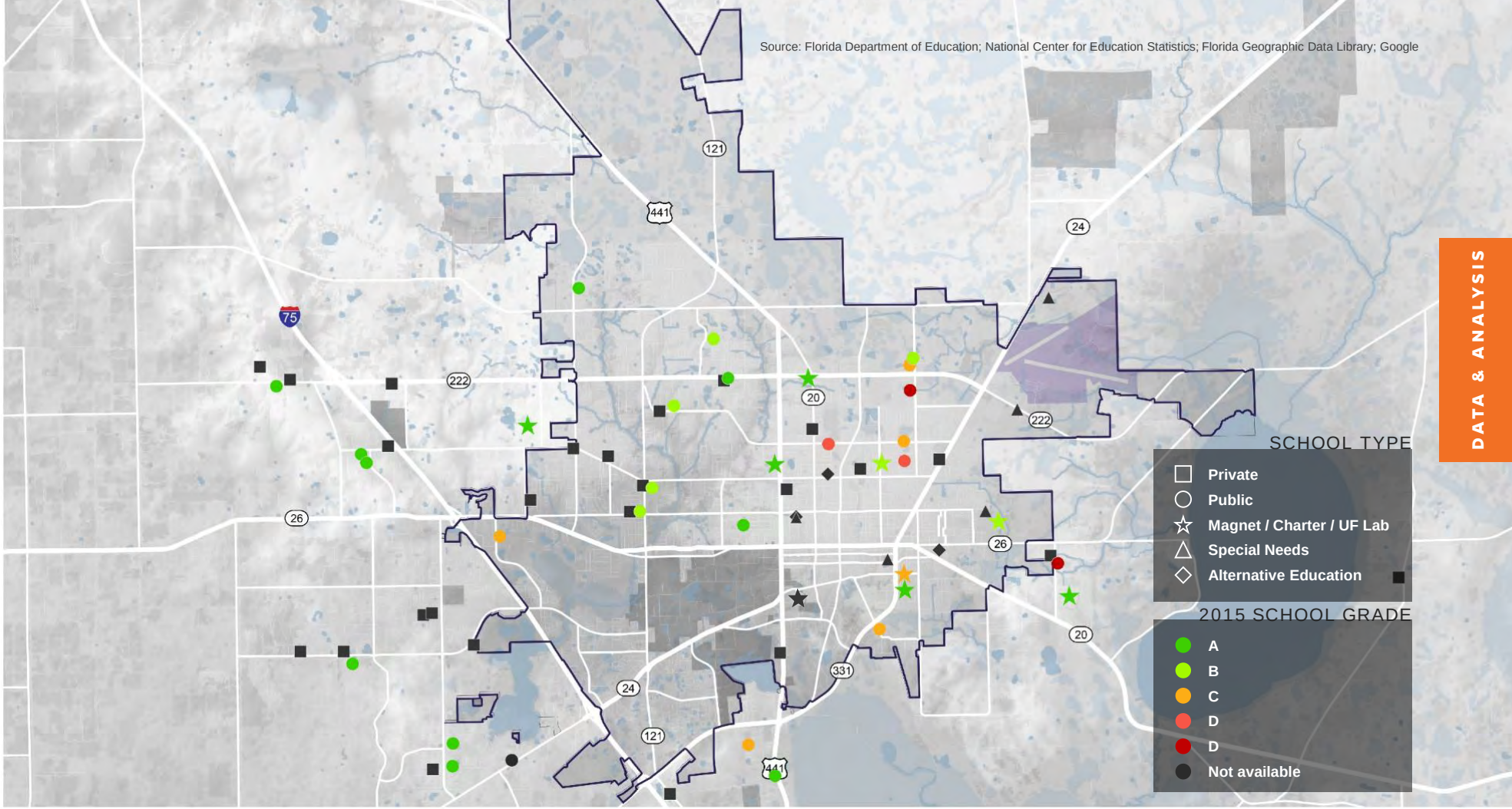

## HEATMAP: STAY (HOTELS, MOTELS, B&BS)

Hospitality uses are clustered at major entry portals (I-75, Archer Road, and along Main Street/441) to the campus and the city.



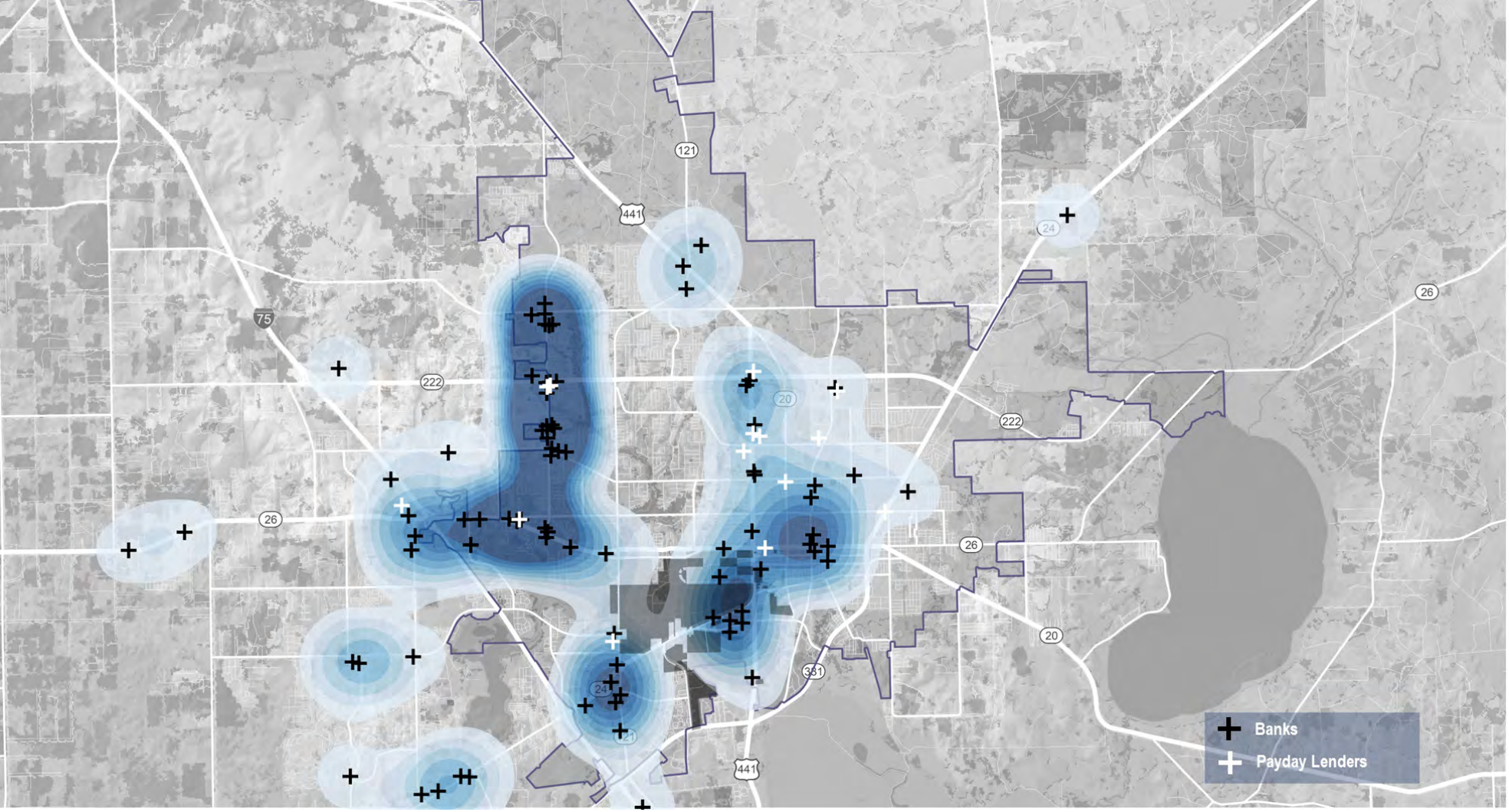

Source: Florida Geographic Data Library ("Florida public and private schools 2012") and National Center for Education Statistics

## **HEATMAP:** SCHOOLS




# GAINESVILLE PRIMARY AND SECONDARY SCHOOLS

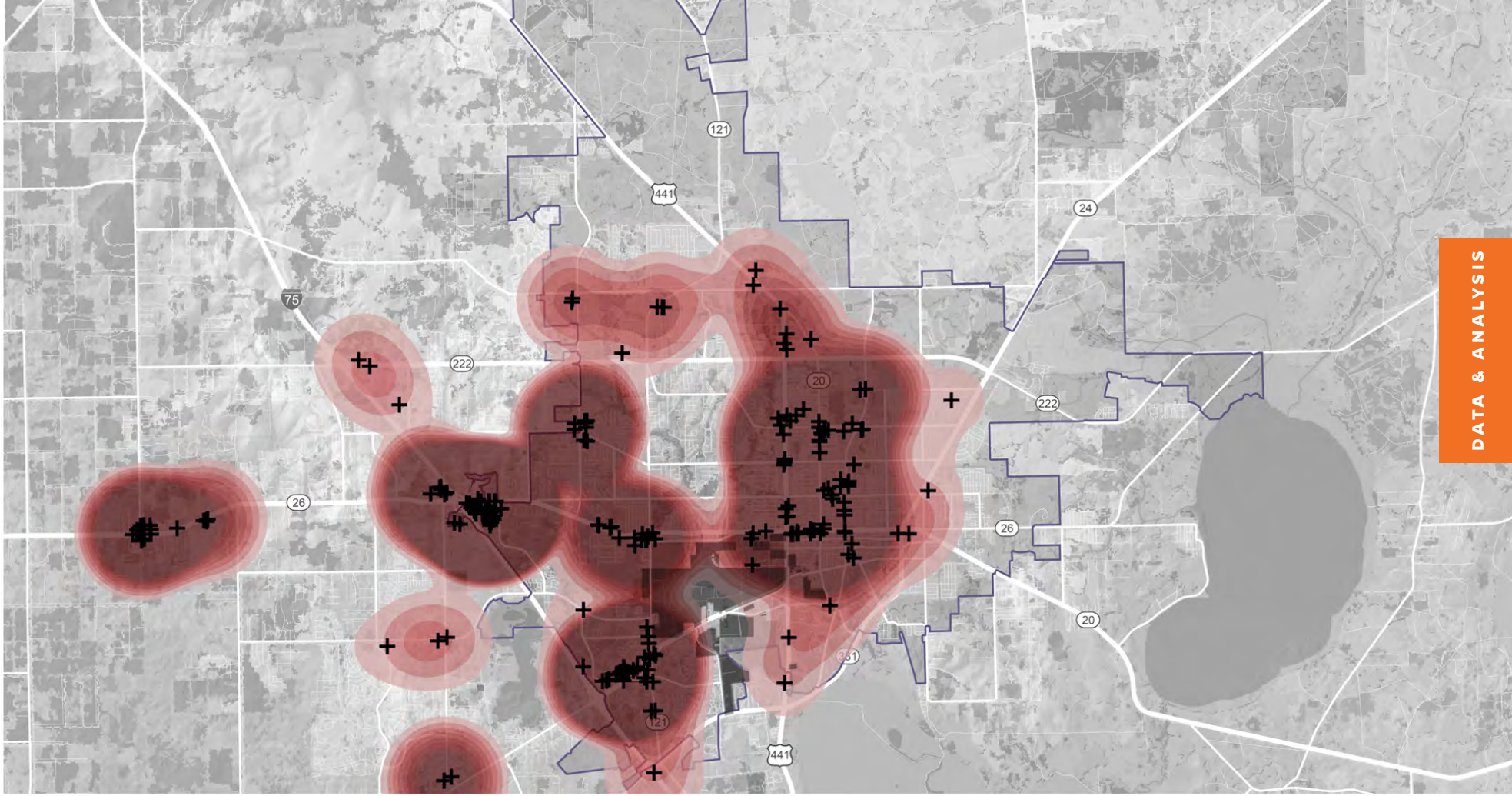
Greater numbers of private and better performing public schools are located in west Gainesville where higher percentages of Caucasian and per capita income populations live.




## **HEATMAP:** BANKS AND PAYDAY LENDERS

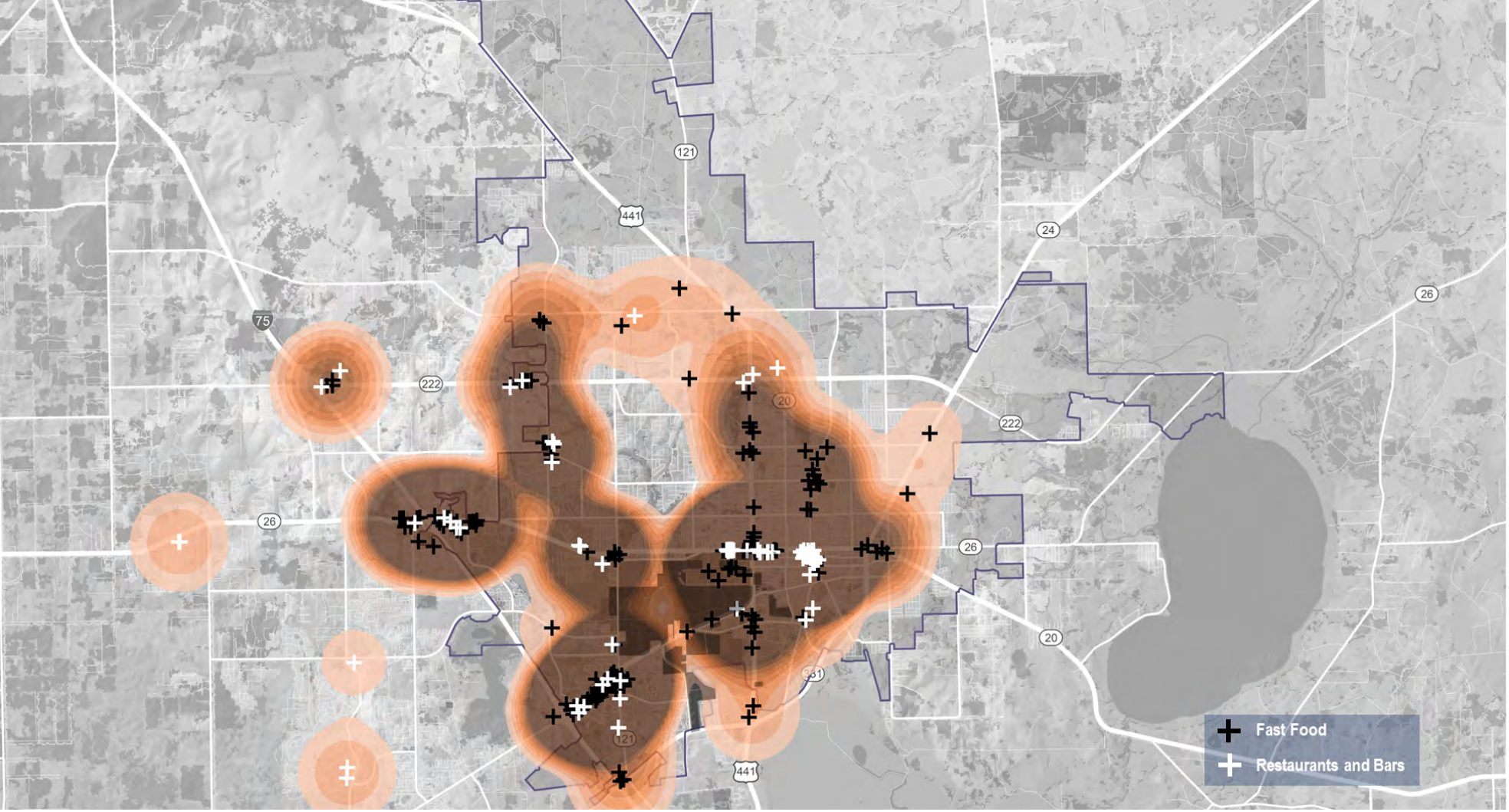
Banking options are limited in the quadrant of the city south of University Avenue and east of West 13th Street.

Payday lenders form a higher percentage of all bank options east of W 13th than west.



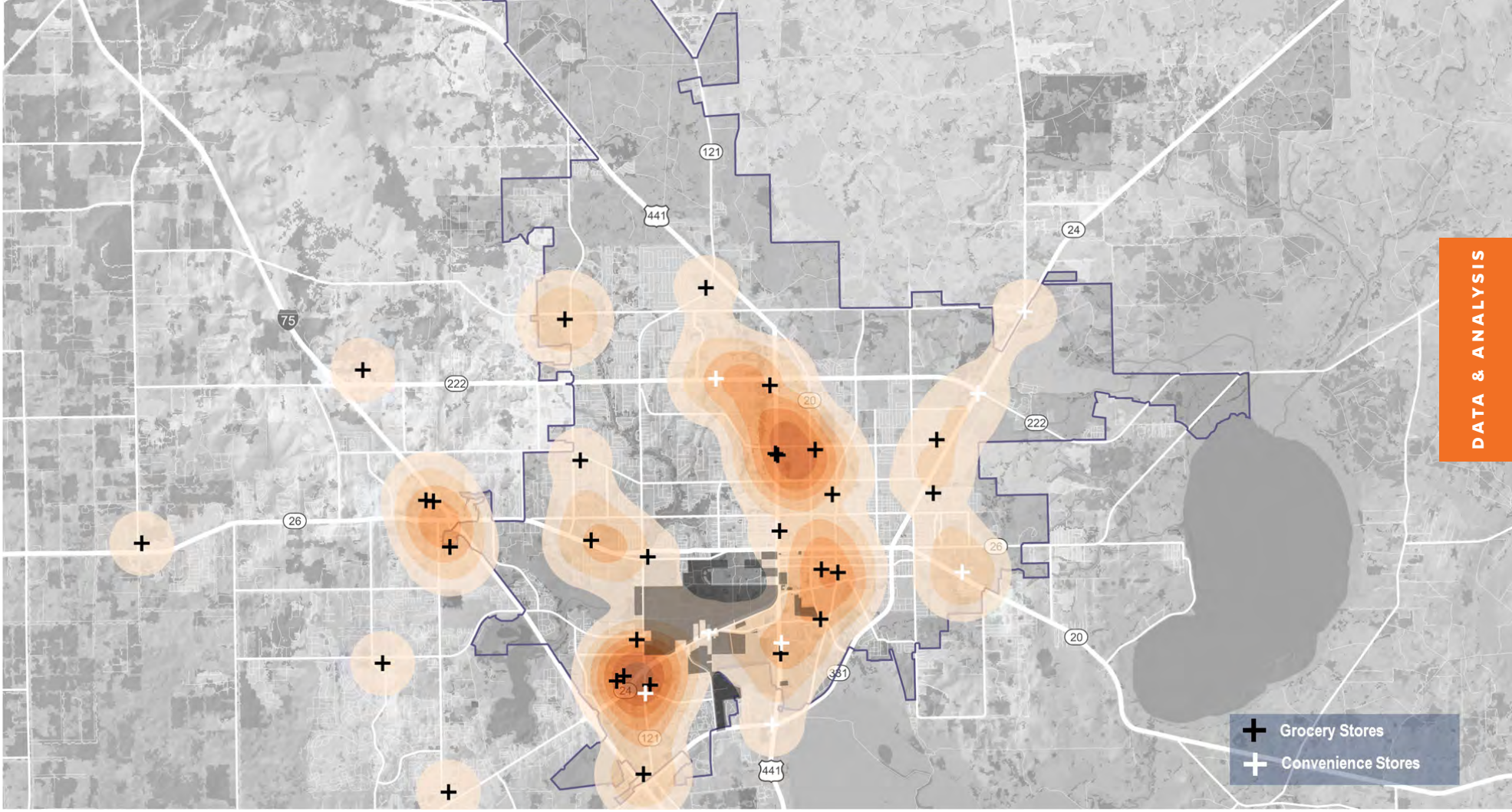

## HEAT MAP: NEIGHBORHOOD RETAIL

Automobile dependent, Celebration Point and Butler Plaza along I-75 form two large retail clusters. University Avenue, North W13th, W6th and Main streets serve as neighborhood retail spines.



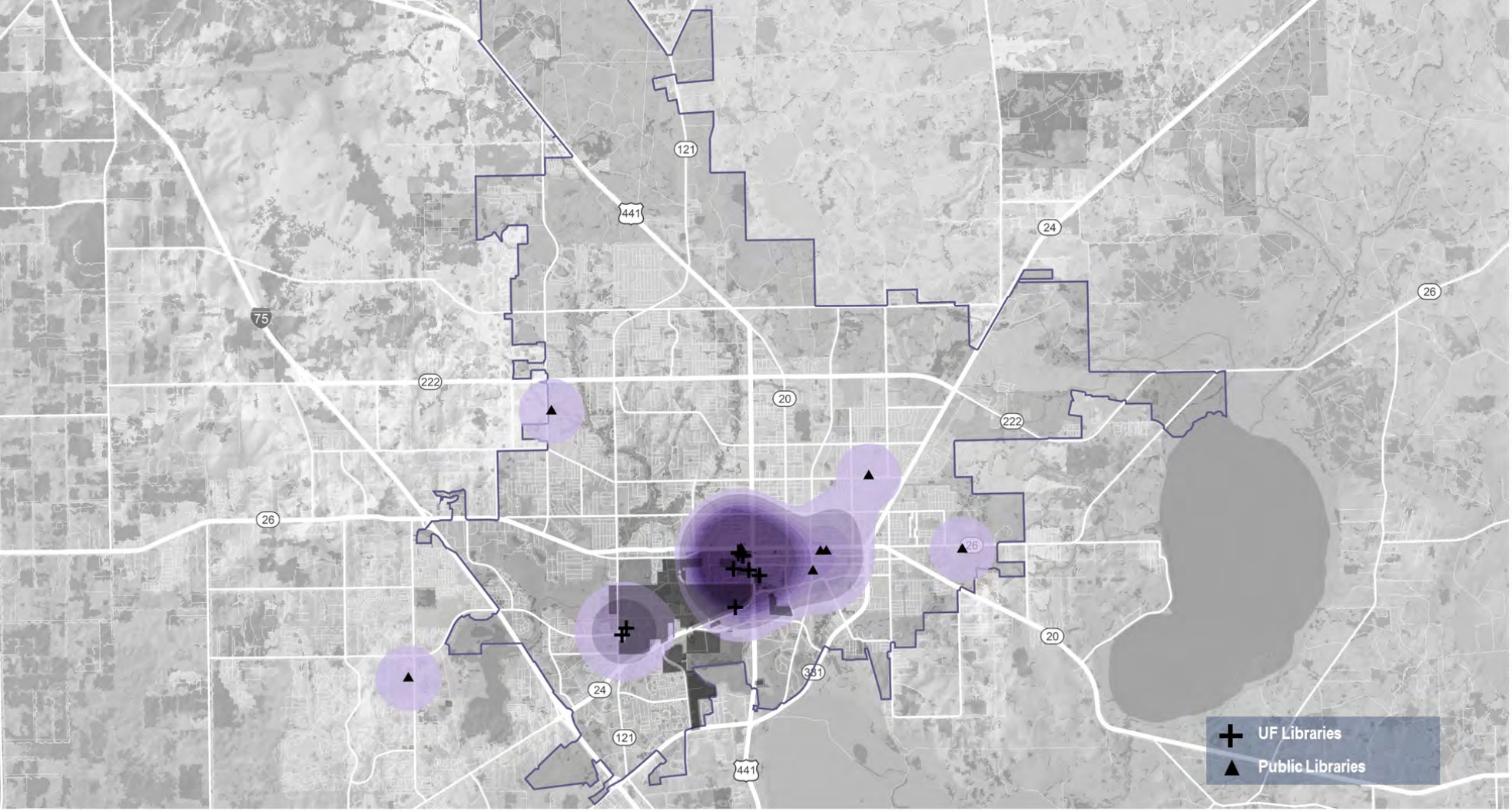

## **HEATMAP:** RESTAURANTS AND FAST FOOD

Restaurants are located in three clusters: Downtown, Butler Plaza, and Celebration Point. East Gainesville is mostly served by fast food businesses.

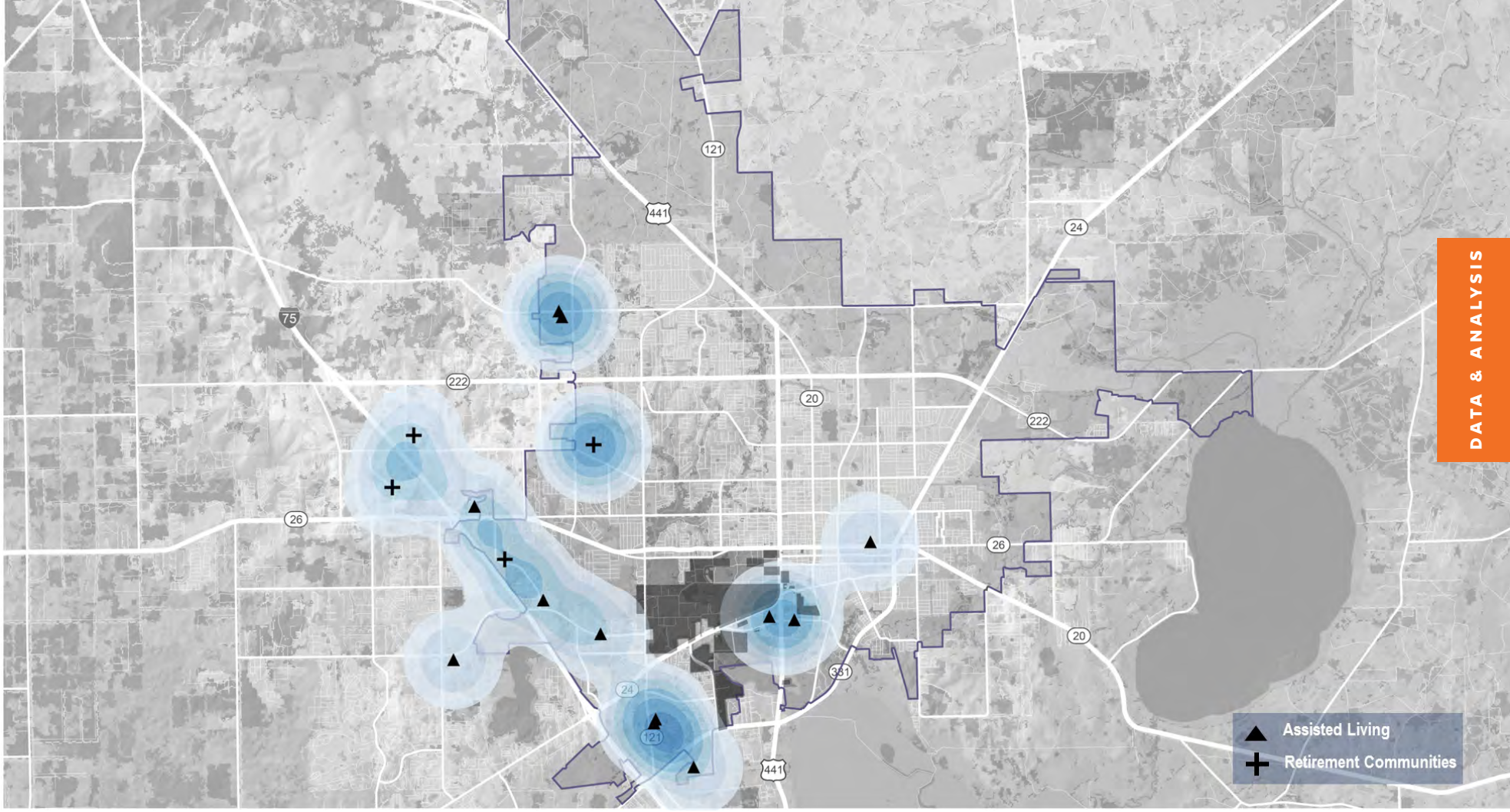



## **HEAT MAP:** GROCERY AND CONVENIENCE STORES

The east Gainesville area has poor access to fresh produce. Few options are located east of Main Street, and Grocers shown on this map between W 13th and E 11th and south of University tend to be small or limited.

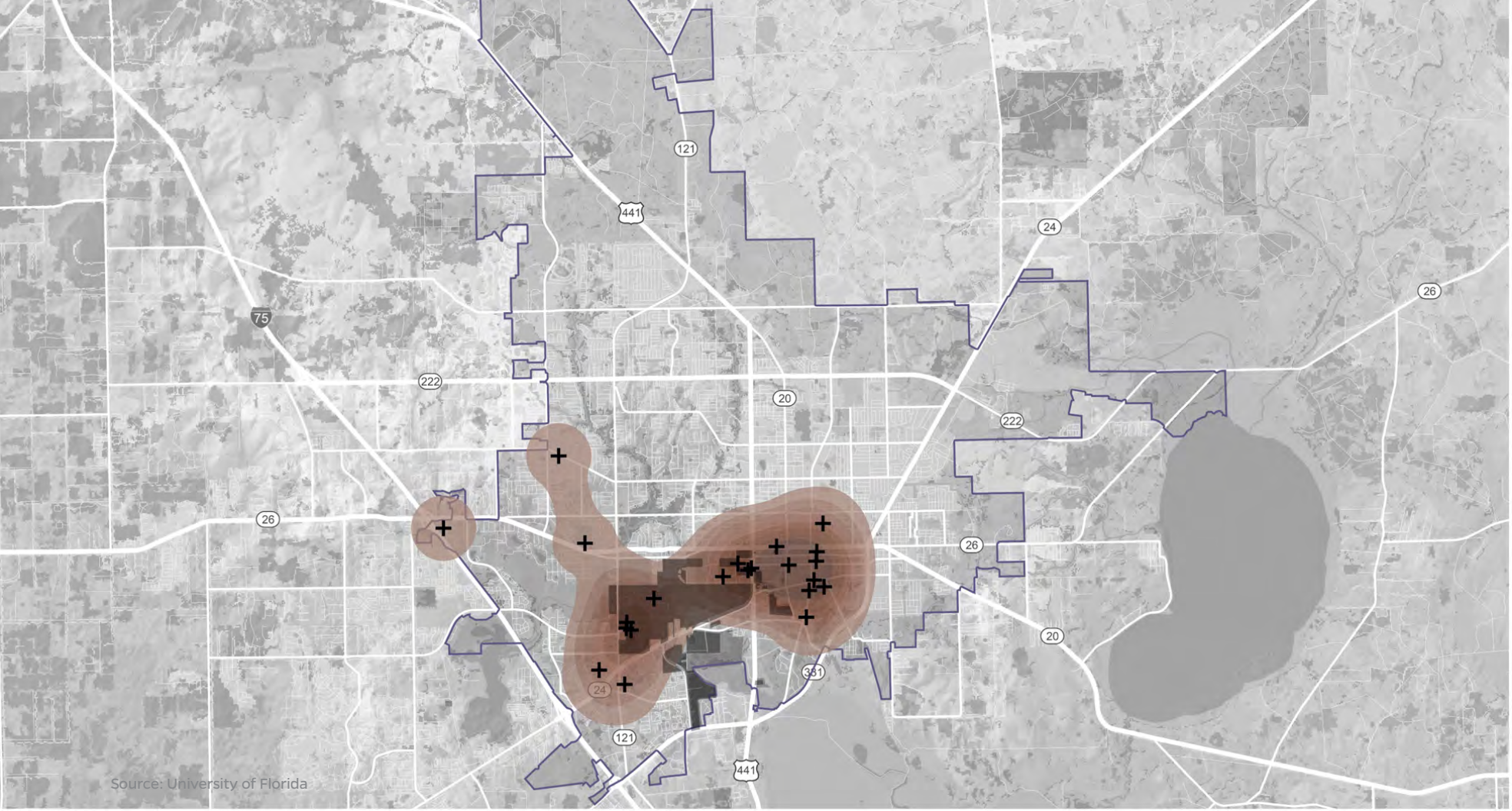



## HEATMAP: LIBRARIES



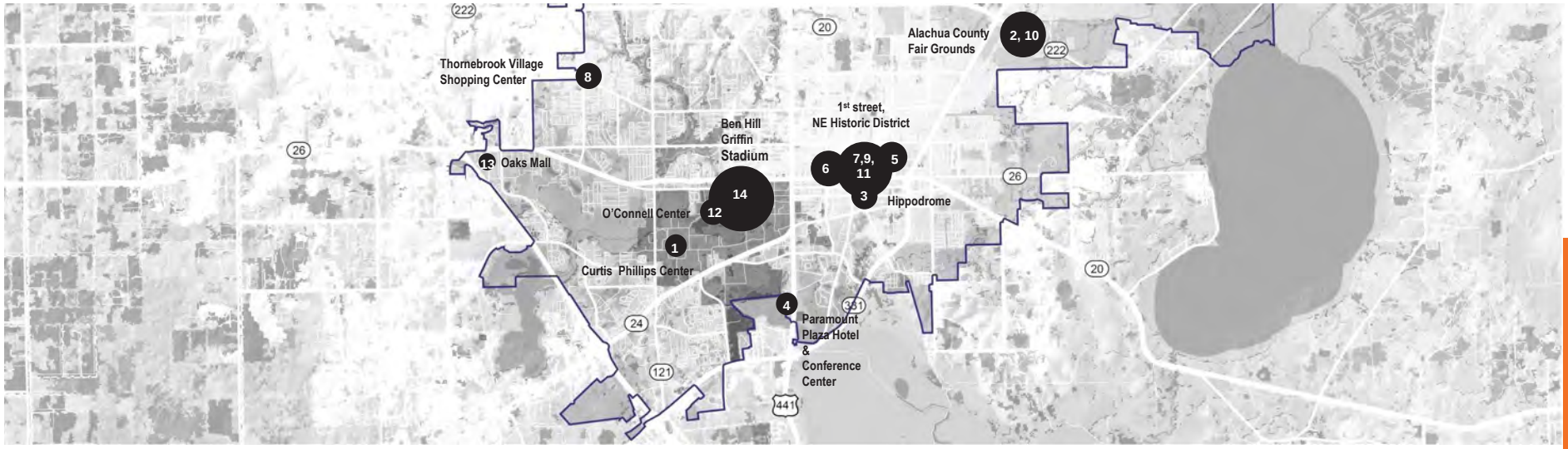

## **HEAT MAP:** ASSISTED LIVING AND RETIREMENT COMMUNITIES

Retirement communities are located along I-75 and the western parts of the city, closer to the interstate and in more affluent areas. These exist as gated, automobile dependent communities.




## **HEATMAP:** CULTURAL VENUES

Downtown forms the main core for cultural venues, while the southwest corner of UF diverts some of the attractions.




**5. Jest Festival**
By City of Gainesville
Attendees:20,000/yr
2 Days/ Free

**8. GFAA Art Festival**
By City of Gainesville
Attendees:6,000/yr
1 Day/ Free

**1. Gainesville Improv Festival**
By UF Alumni
Attendees:3,500/yr
4 Days/ Free

**6. Fifth Avenue Arts Festival**
By Cultural Arts Coalition
Attendees:20,000/yr
2 Days/ Free

**9. The Fest**
Attendees:4,000 /yr
3 Days

**12. Craft Festival**
Attendees: 8,000/yr
2 Days/ Entry

**2. Hoggetown Medieval Fair**
By City of Gainesville
Attendees:50,000/yr
5 Days/ Entry

**3. Cinema Verde**
Attendees:3000/yr
6 Days/ Entry

**4. ReptiDay Gainesville**
Attendees:3000/yr
1 Day/ Entry

**7. Spring Arts Festival**
By Santa Fe College
Attendees:100,000/yr
2 Days/ Free

**10. Alachua County Fair**
By City of Gainesville
Attendees: 50,000 /yr
5 Days/ Entry

**11. The Downtown Festival & Art Show**
By City of Gainesville
Attendees:100,000/yr
2 Days/ Free

**13. Holiday Market Craft Show**
Attendees: 2,000/yr
4 Days/ Free

jan | feb | mar | apr | may | jun | jul | aug | sept | oct | nov | dec

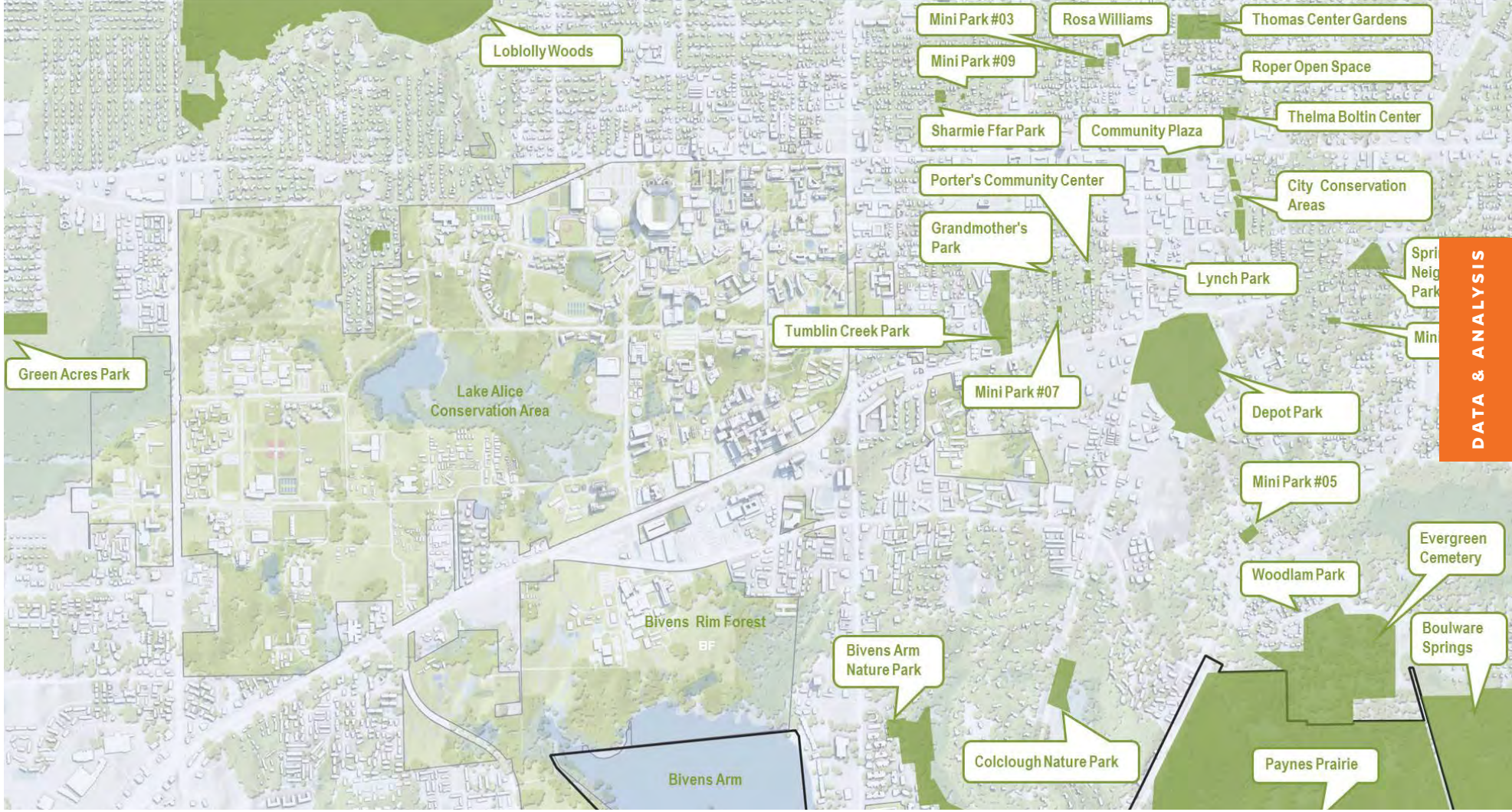
**14 . Gators Football -** By UF - Attendees: 90,000 /weekend

Santa Fe College spring semester | break | Santa Fe summer school | Santa Fe College fall semester | break

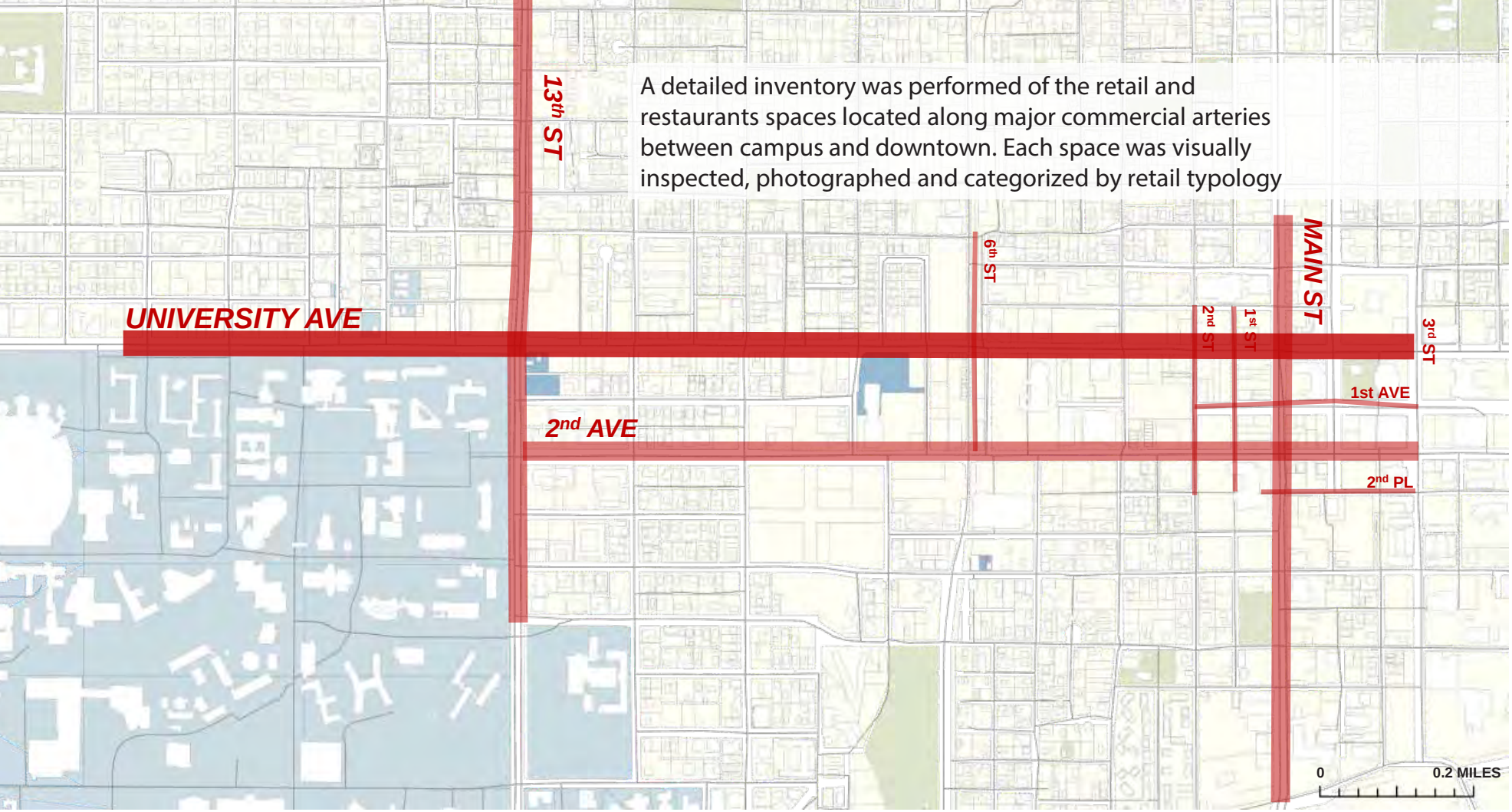
University of Florida spring semester | break | UF summer school | University of Florida fall semester | break

# ART AND CULTURAL EVENTS IN GAINESVILLE

Gainesville has a few well attended arts and entertainment festivals as well as several smaller events that are geared toward a wide range of interests. While not every festival or event that might occur in the area is shown here (such as the Halloween oriented Florida Bat Festival or September's ButterflyFest), the chart does indicate that summer is a festival off-season. Whether due to climate or coordinated with the school year, an event calendar with more depth in those months might contribute to the culture available for year-round citizens.




## LOCATION: OPEN SPACES

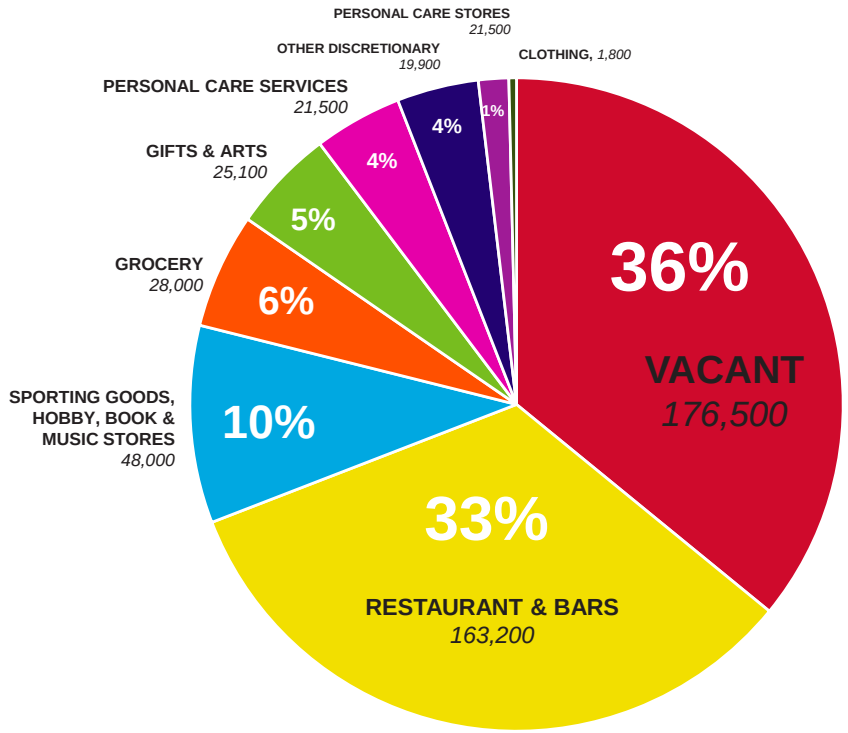



A detailed inventory was performed of the retail and restaurants spaces located along major commercial arteries between campus and downtown. Each space was visually inspected, photographed and categorized by retail typology

## RETAIL SUPPLY - METHODOLOGY

# 491,400 SF

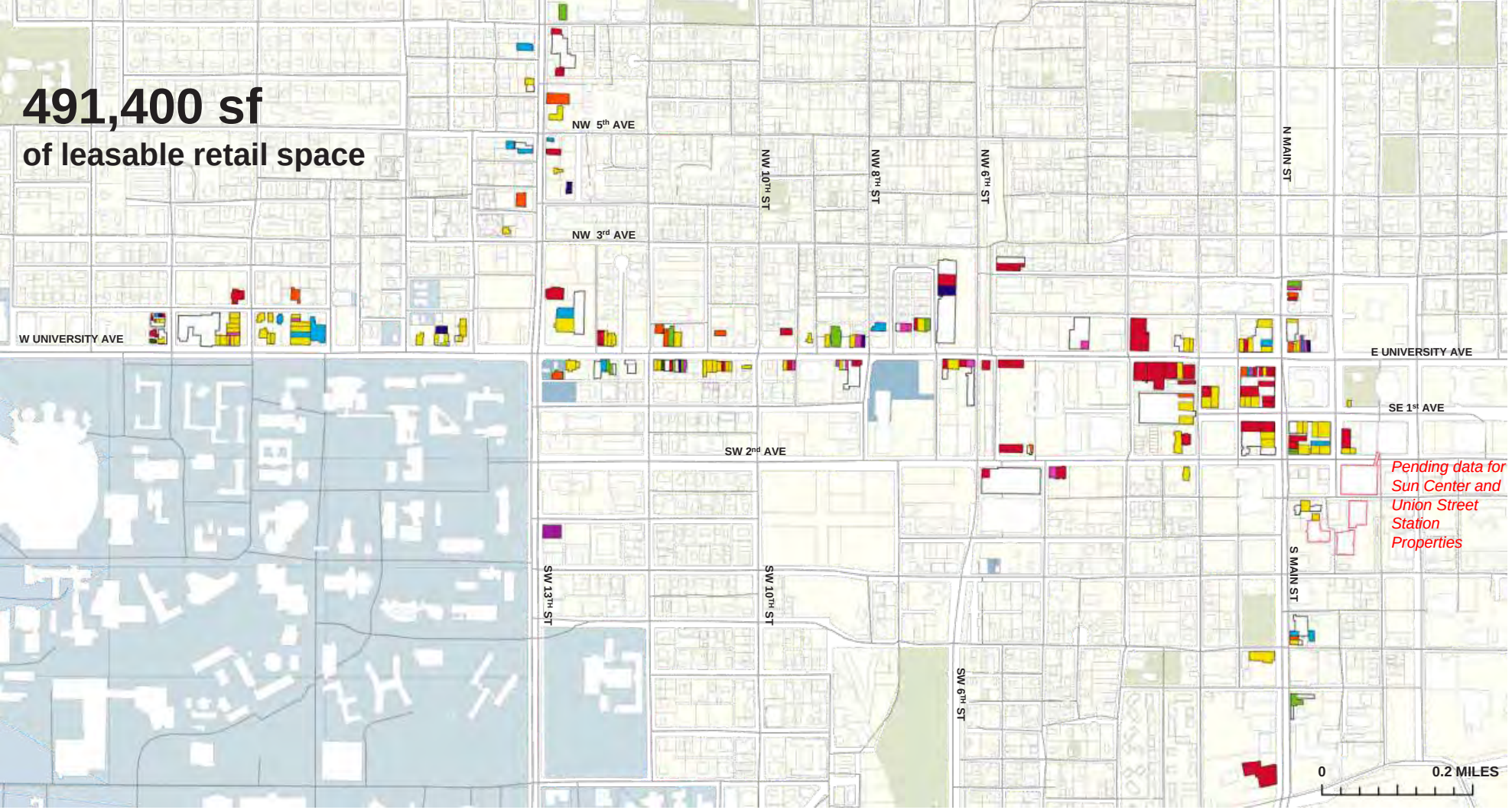
## of leasable retail space





## RETAIL SUPPLY - SUMMARY

The 36% vacancy rate is too high to sustain a healthy retail environment. Vibrant districts usually have vacancy rates of less than 10%. This suggests there might be a disconnect between tenant and landlord assessments of the value of these spaces. We might also explore alternative uses of these spaces in future phases of this study.



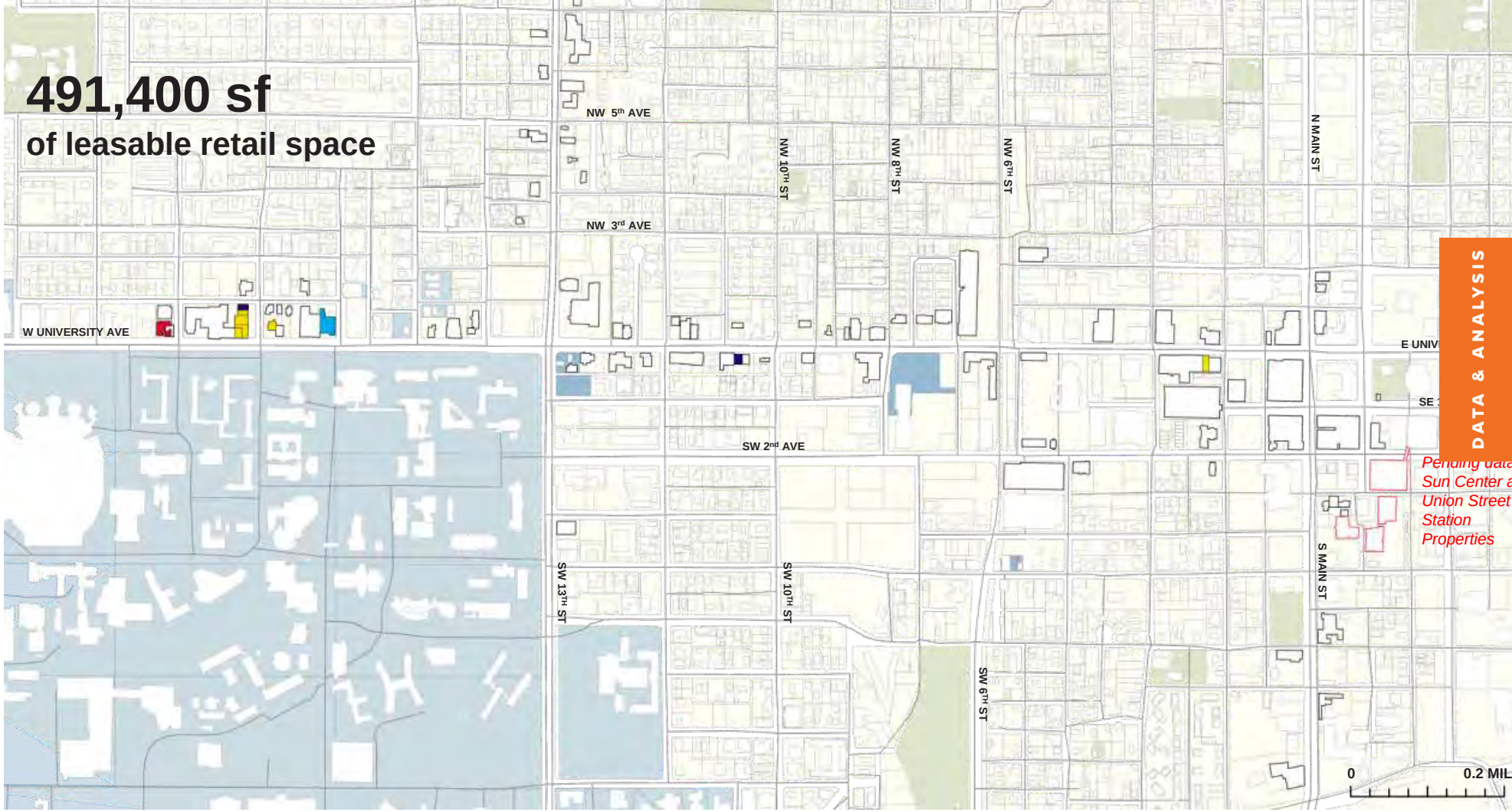

## RETAIL SUPPLY - STREET LEVEL

176,000 SF of vacant space was identified along these important commercial corridors, or 36% vacancy.

We then asked, “How many households are needed to bring current retail vacancy to a healthy number, 10%?”

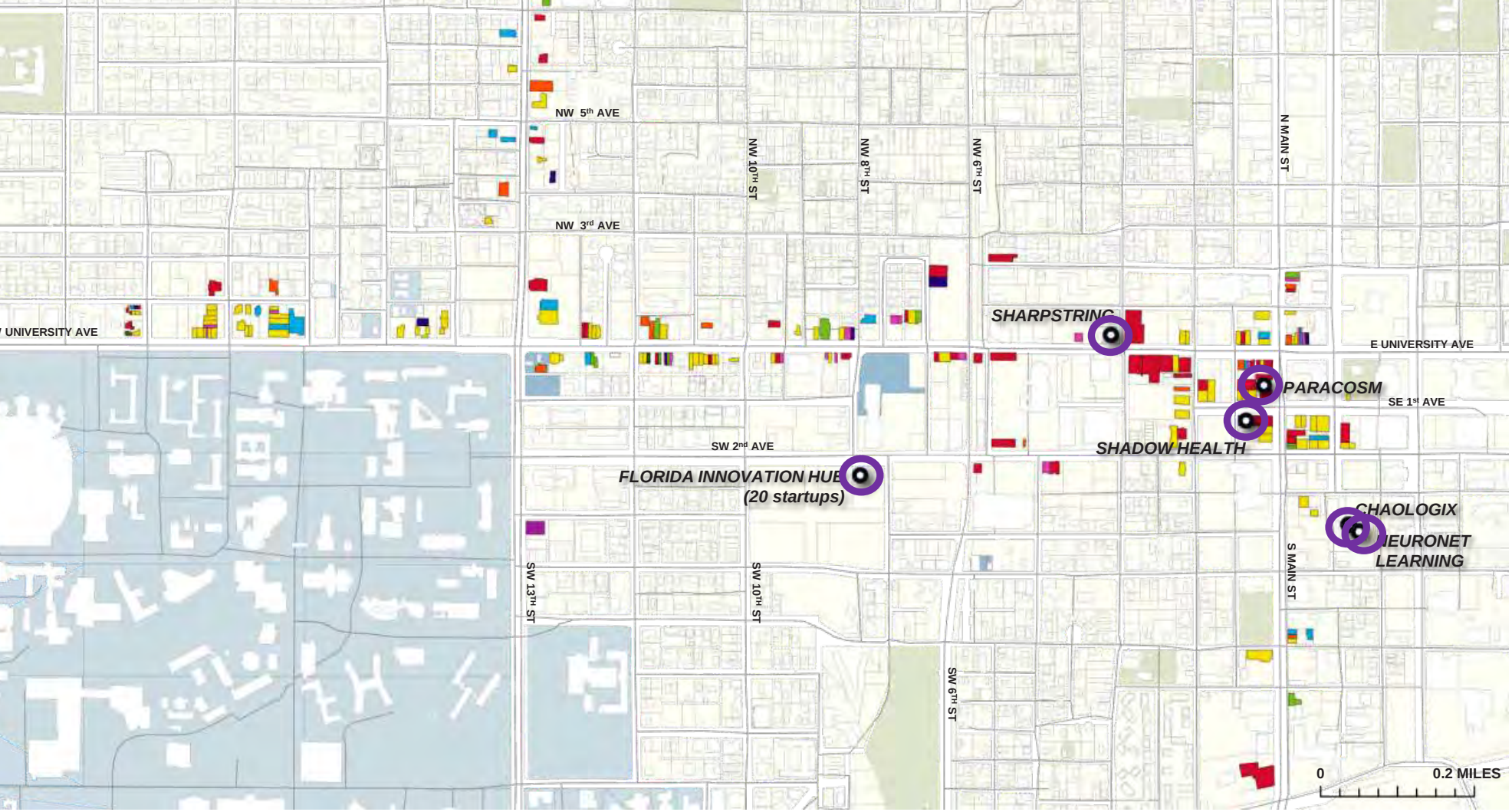
Assuming no growth in UF population and daytime employment and current household spending patterns, the downtown core will need 6,700 additional households to support existing retail space with a healthy vacancy rate.

The current number of households is 6,600.




## RETAIL SUPPLY - SECOND LEVEL

Gainesville has no appreciable upper level retail space.




## RETAIL SUPPLY - TECH STARTUP LOCATIONS

- The market has a **very high level of vacancy** at 36%. This indicates a poorly performing market as healthy levels typically fall in the range of 10-15%.

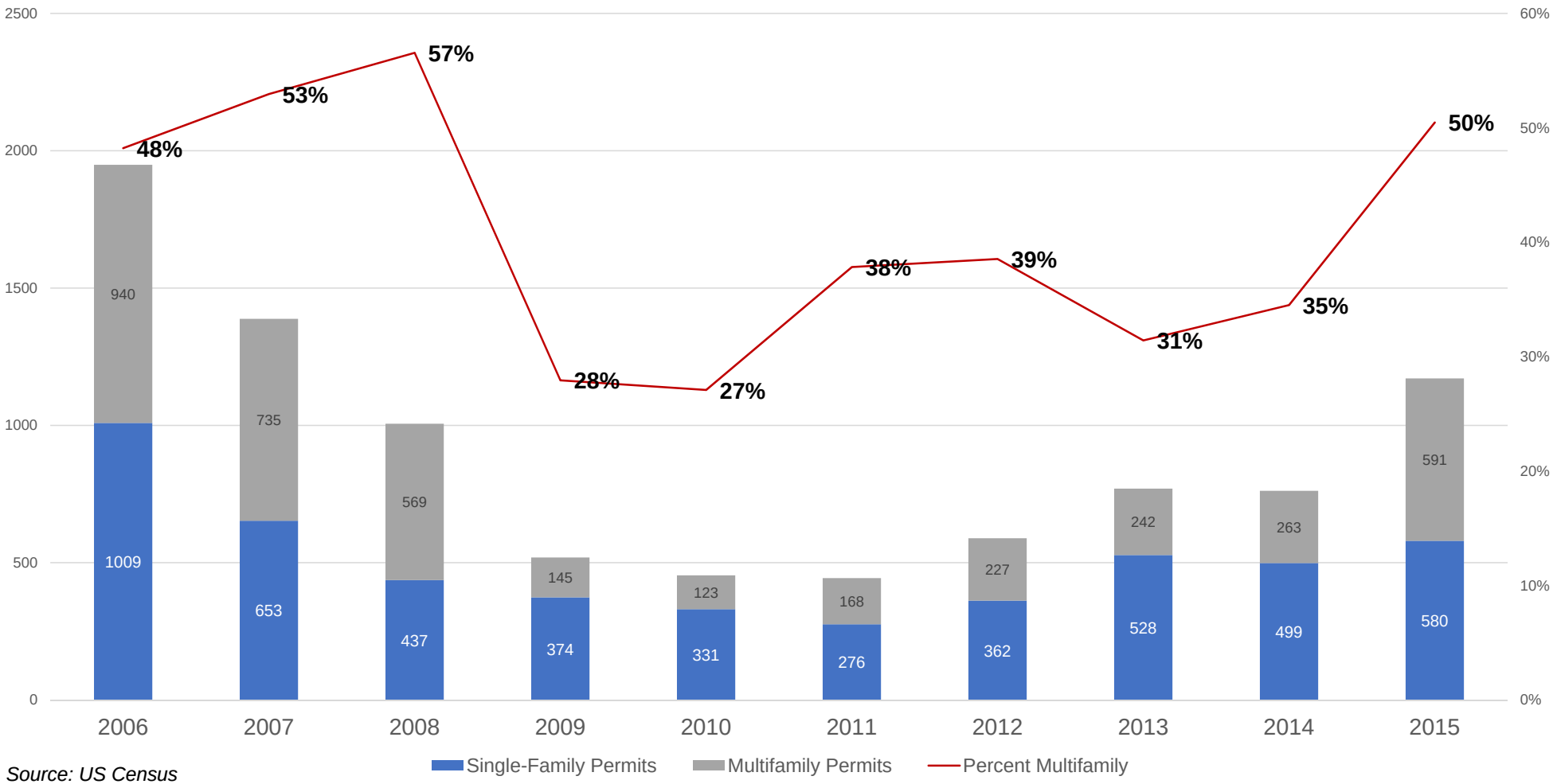
- The market has **a low percentage of personal care services and stores** (i.e. pharmacy, salon, and other personal health services) in relation to comparable college town retail environments. There may be opportunities to grow this segment.

- The area studied has also has **a low percentage of grocery, clothing, and other discretionary** (i.e. wireless, furniture, hardware stores) categories that are largely met by shopping centers in the Butler Plaza area.

- Vacancies are located primarily in the **downtown blocks southwest of the W. University Ave and S. Main intersection**, which is a potentially high value location immediately proximate to the downtown core.

- The retail zones along W. University Ave immediately north and east of campus are **healthy and primarily driven by restaurant tenants**

## RETAIL MARKET - INITIAL TAKEAWAYS



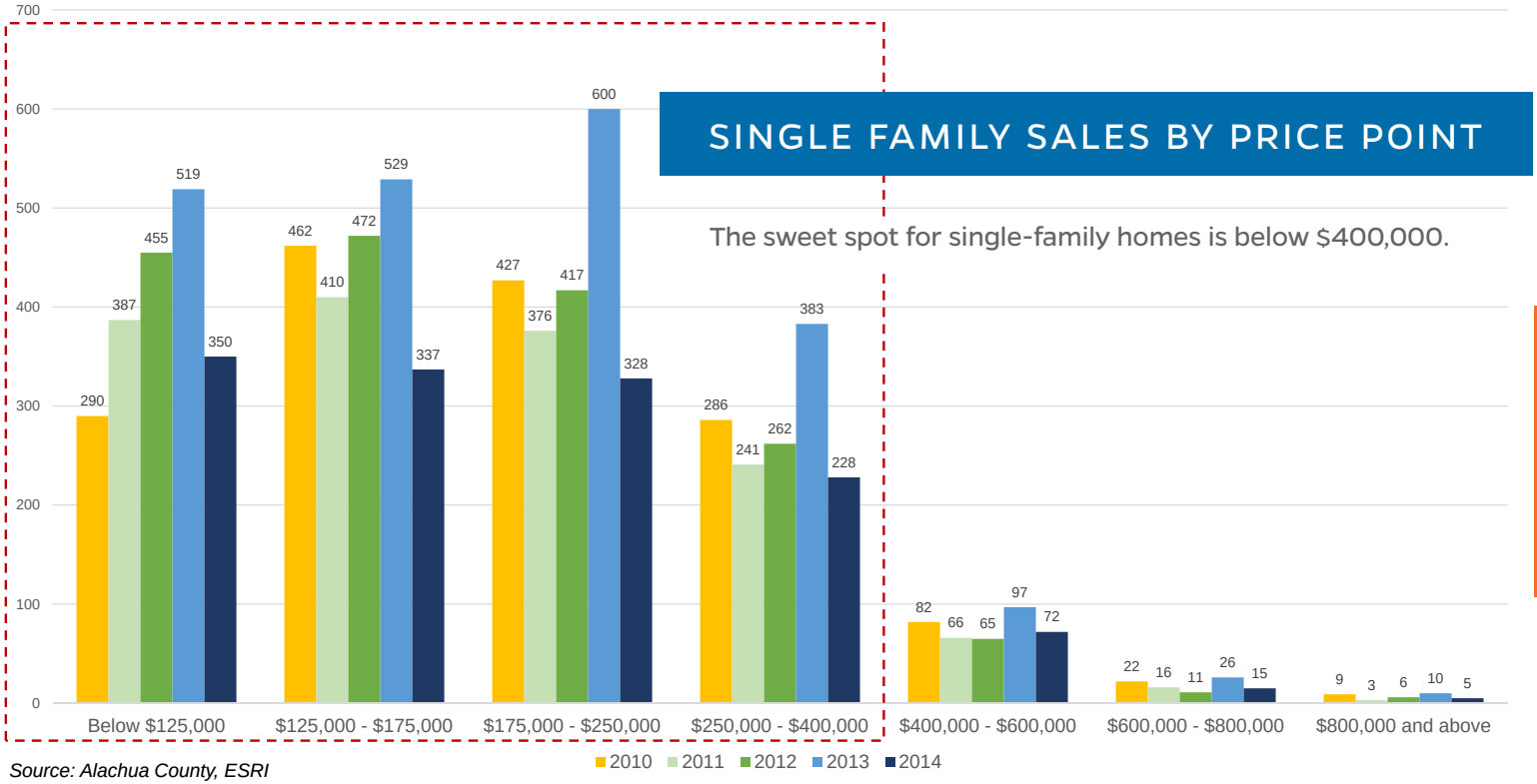

*Source: US Census*

## RESIDENTIAL PERMIT TRENDS

Multifamily units represent a significant portion of residential permits but much of them are student oriented apartments located outside of the downtown core.

## SINGLE FAMILY SALES BY PRICE POINT

The sweet spot for single-family homes is below $400,000.

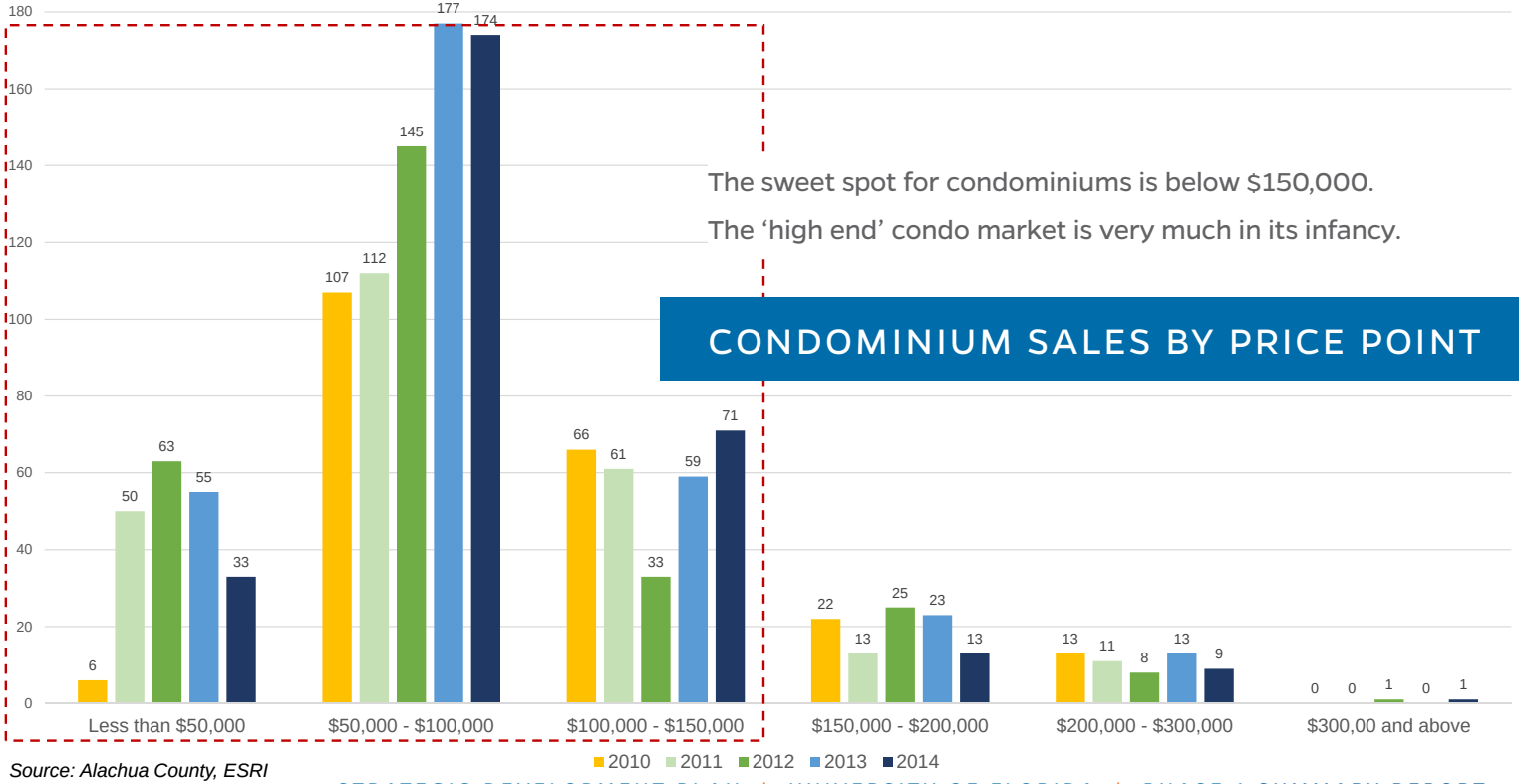



*Source: Alachua County, ESRI*

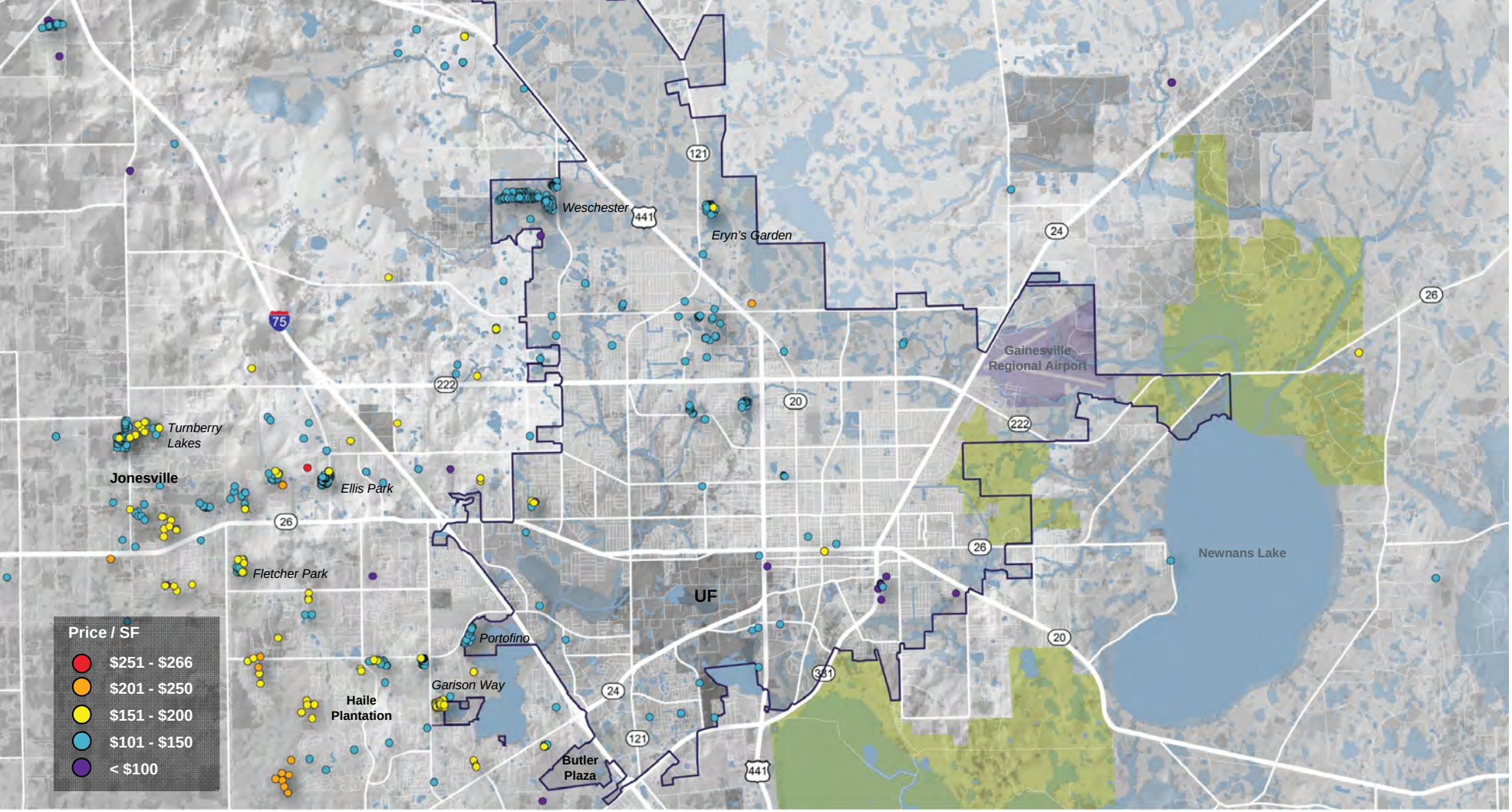
## CONDOMINIUM SALES BY PRICE POINT

The sweet spot for condominiums is below $150,000.

The 'high end' condo market is very much in its infancy.

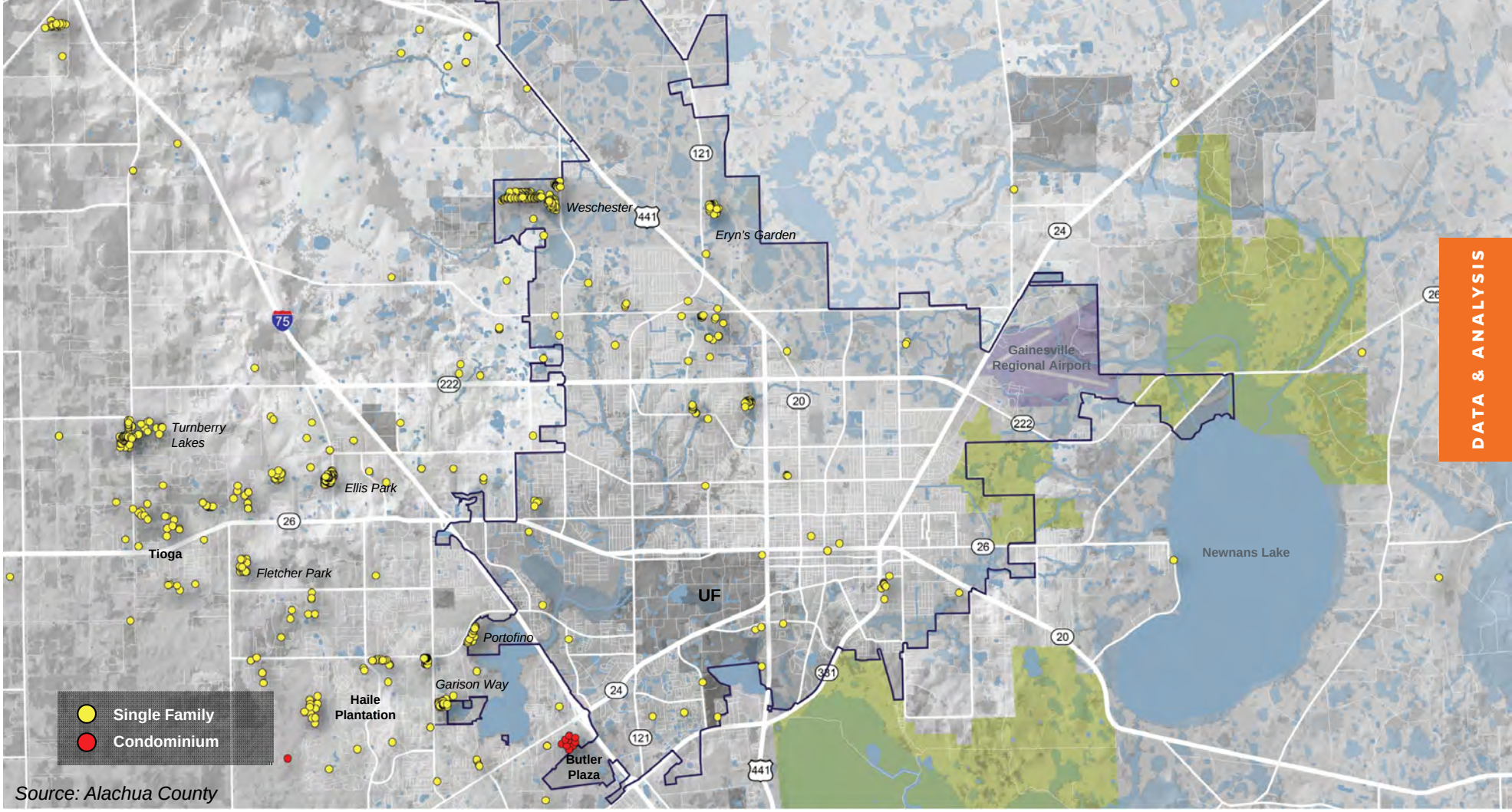



*Source: Alachua County, ESRI*




# RECENT RESIDENTIAL SALES OF NEW PRODUCT
## PRICE/SF

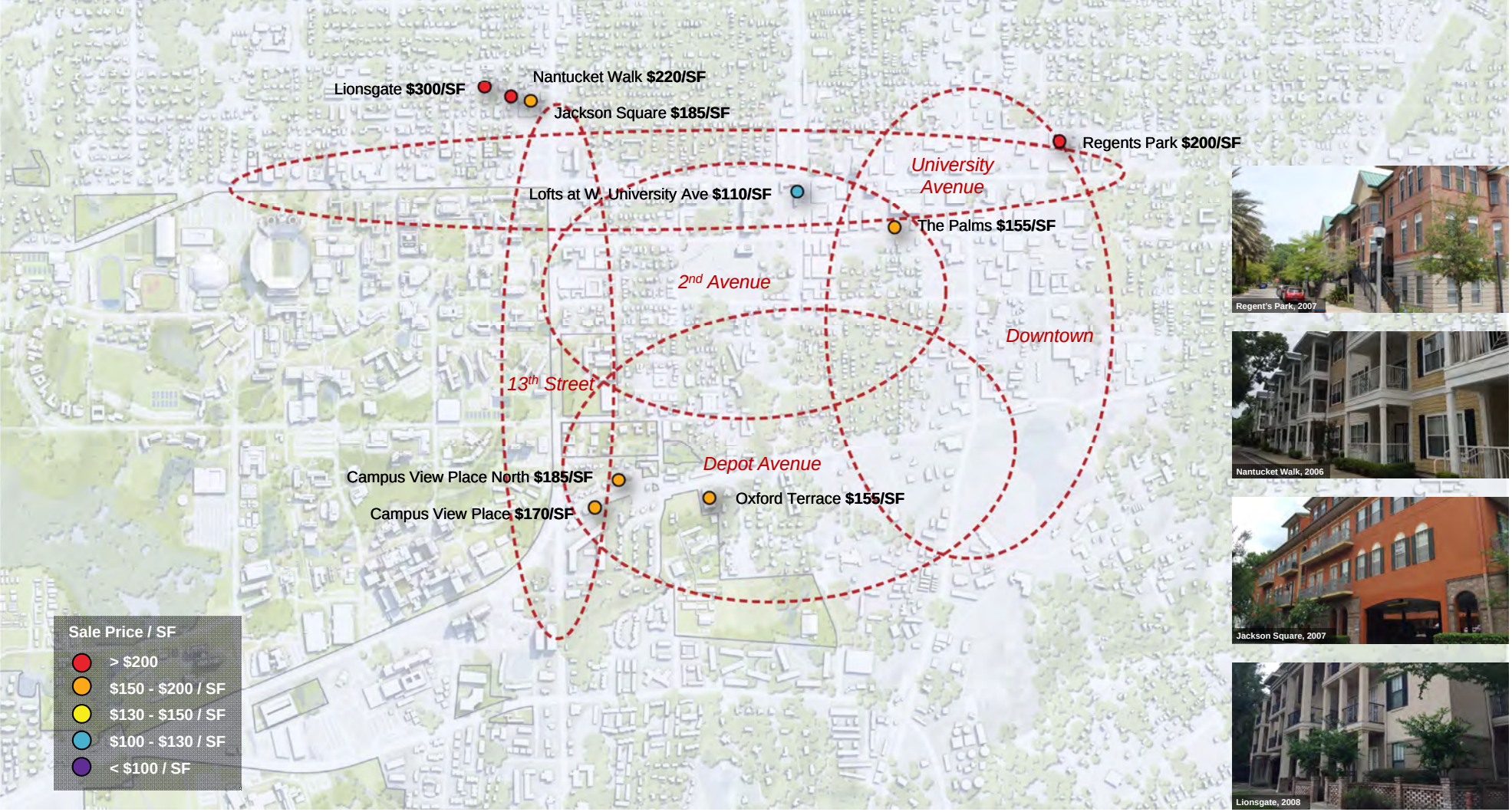
Many of the higher priced single-family homes are located in communities west of I-75 such as Haile Plantation and Jonesville.




Source: Alachua County

## RECENT RESIDENTIAL SALES OF NEW PRODUCT
### SINGLE FAMILY VS CONDOMINIUM

The majority of new construction single-family product is located in areas west of I-75 and north of SR 222.





Regent's Park, 2007

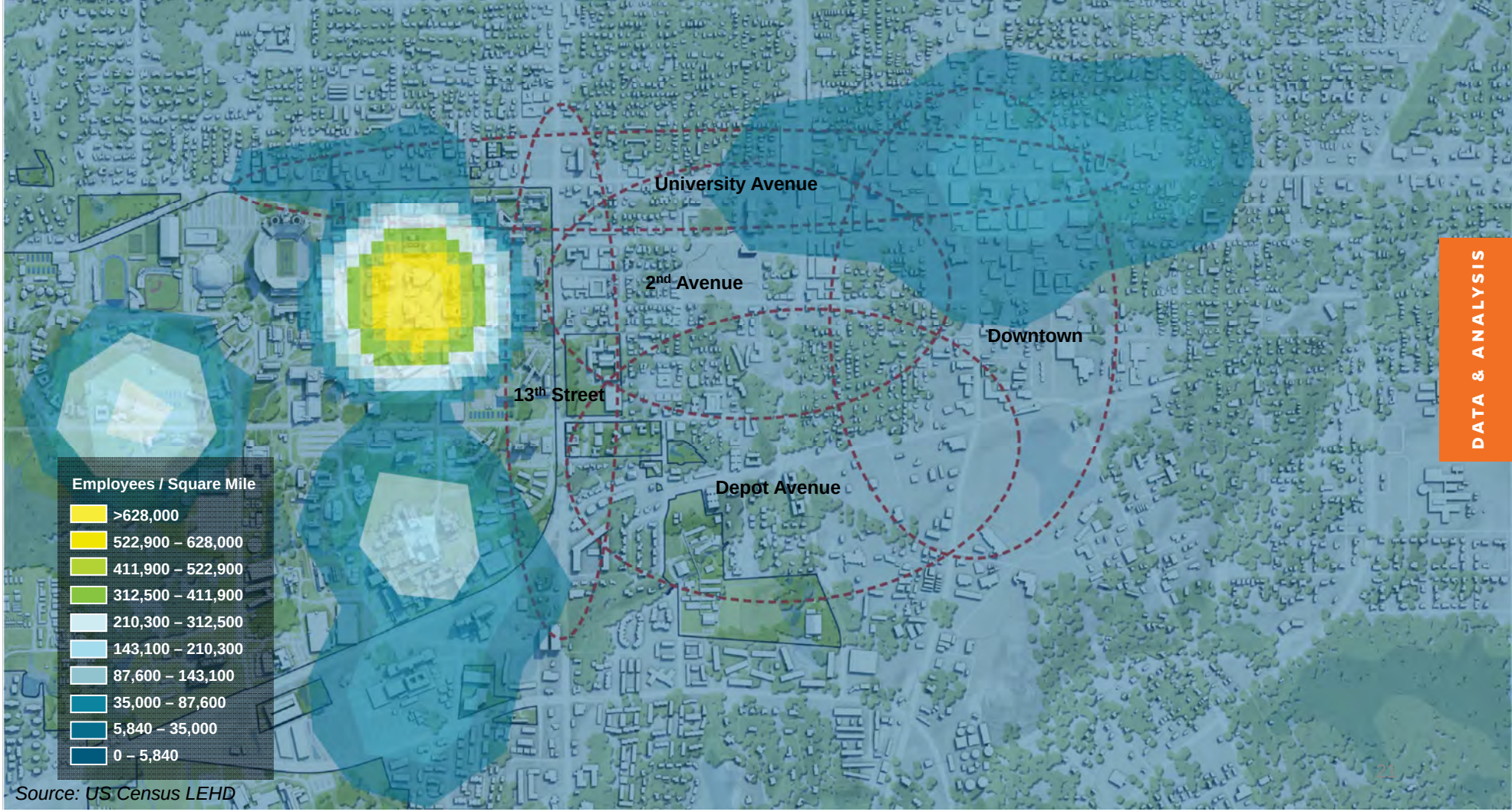

Nantucket Walk, 2006


Jackson Square, 2007


Lionsgate, 2008

## RECENT RESIDENTIAL SALES OF REPRESENTATIVE CONDO PROJECTS

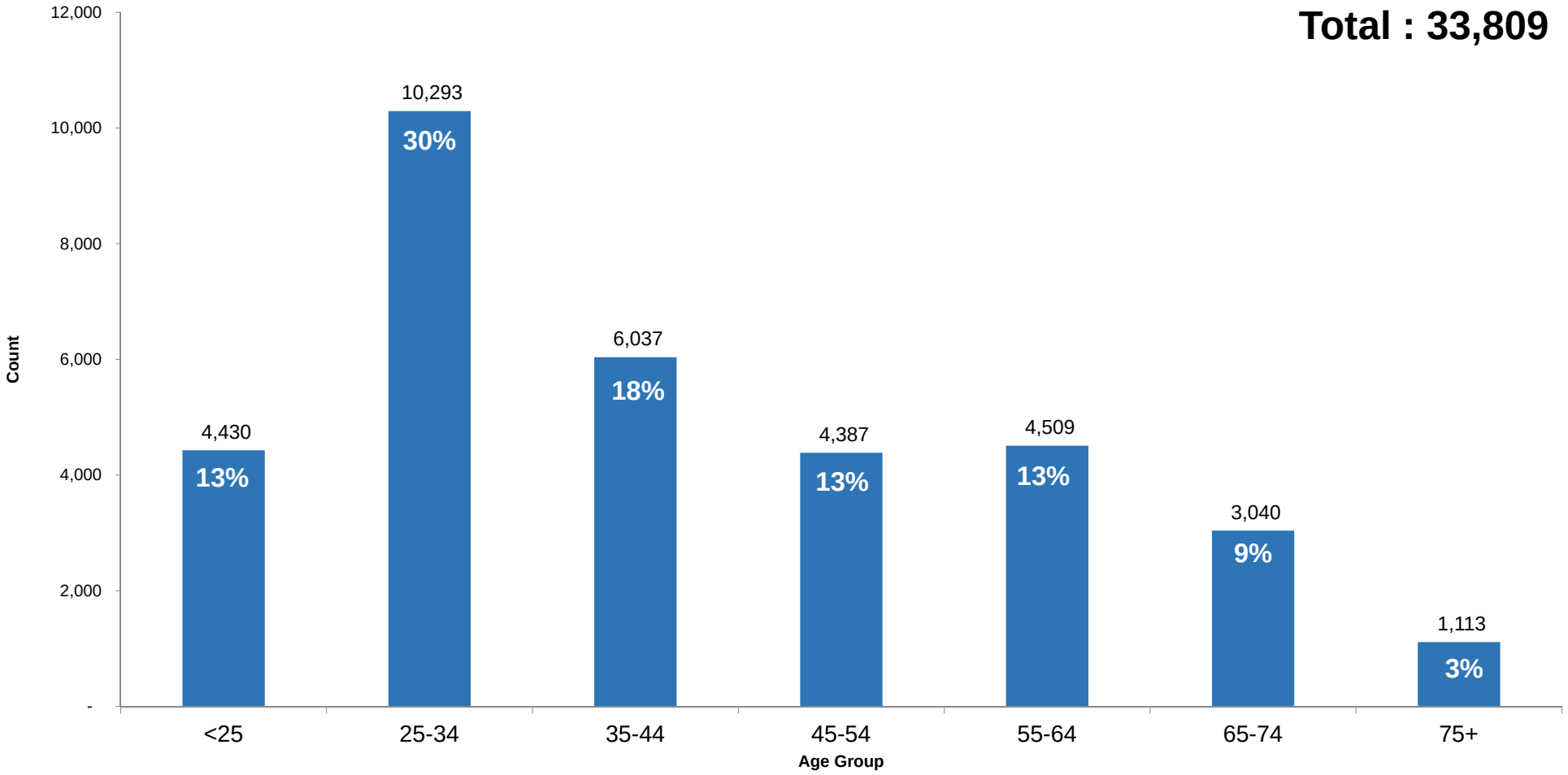
Regents Park is probably the best example of an urban condominium development that leverages Downtown amenities. Our research shows there is likely more demand for this style of product.




*Source: US Census LEHD*

## DAYTIME POPULATION

Newell Drive and University Avenue form the employment armature for this portion of Gainesville.




## NUMBER OF UF ALUMNI LIVING IN ALACHUA COUNTY

Gainesville has a reputation as a place graduates would like to live, either having never left or returned after living 'abroad'. Many former students have noted that housing choices of the types desired by alumni, for young professionals or empty nesters for example, are in short supply downtown.

| HOUSEHOLD INCOME | HOME PRICE | <25 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75+ |
|---|---|---|---|---|---|---|---|---|
| $50-$75k | $150-$225k | 2% | 7% | 4% | -1% | 2% | 10% | 6% |
| $75-$100k | $225-$300k | 1% | 5% | 6% | 3% | 4% | 7% | 3% |
| $100-$150k | $300-$450k | 0% | 2% | 4% | 2% | 2% | 6% | 3% |
| $150-$200k | $450-$600k | 0% | 1% | 2% | 2% | 2% | 3% | 1% |
| $200k+ | $600k+ | 0% | 0% | 1% | 0% | 1% | 3% | 1% |
| | | **4%** | **16%** | **18%** | **6%** | **12%** | **28%** | **15%** |

- Highest Demand
- High Demand
- Moderate Demand
- Lower Demand
- Lowest Demand

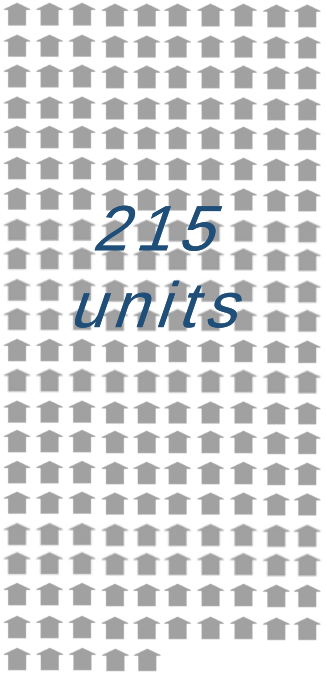
## GAINESVILLE RESIDENTIAL DEMAND BY AGE AND INCOME

Housing demand is noticeably higher for those in the young professional and empty nester/retiree age groups.

## FOR SALE ANNUAL RESIDENTIAL DEMAND

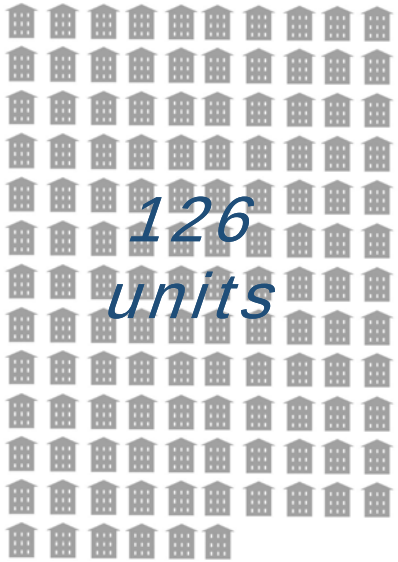
**Demand for Gainesville**

SINGLE FAMILY




*=1,075 units*
5 year demand

MULTIFAMILY




*=630 units*
5 year demand

## RESIDENTIAL MARKET - INITIAL TAKEAWAYS

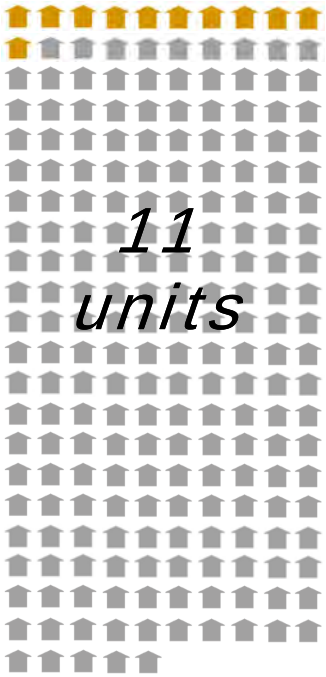
- Gainesville has good 'bones' in its downtown core but needs more community amenities and services to attract a critical mass of non-student residents
- The downtown would benefit from additional cultural venues, an urban grocer or more regular farmers market, and additional programming for residents
- Downtown suffers for more activity 'leakage' to other areas of the city than any of the other case study communities.
- Target Market Audiences : Empty Nesters, UF Alumni – both retirees and recent grads that want to stay in Gainesville
- More opportunity to target a diverse range of attached product types (condo, townhome, duplex, quads, etc) in the $150 - $300k range.
- Outreach to alumni base could be important to understand preferences
- Opportunity to work with city to incent more housing production close to core

## LOW CAPTURE

The diagram to the left indicates yearly housing unit demand for both single family and multifamily housing types. The two diagrams on this page show the demand per year that might be captured for core downtown areas. The top one assumes a low capture rate and the bottom a higher capture rate.

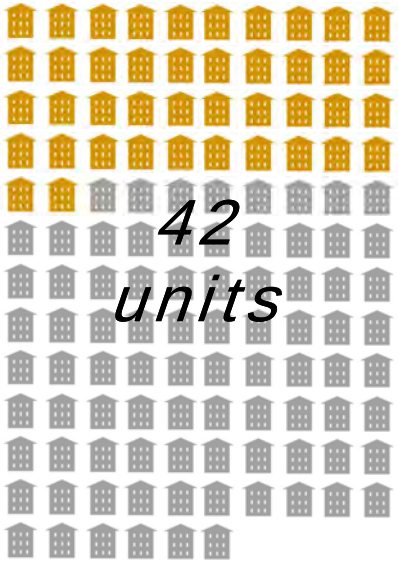
Demand for Precinct Areas

SINGLE FAMILY *5% capture*




*=55 units*
5 year demand

MULTIFAMILY *33% capture*

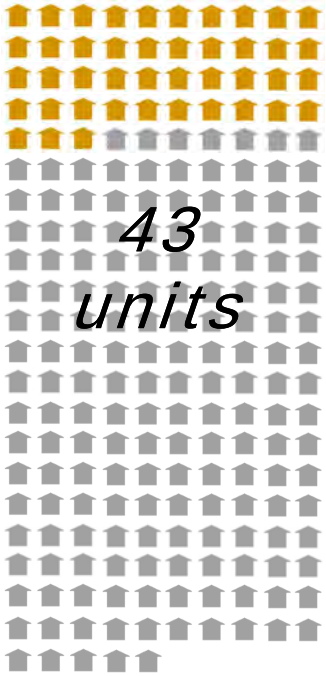



*=210 units*
5 year demand

## HIGH CAPTURE

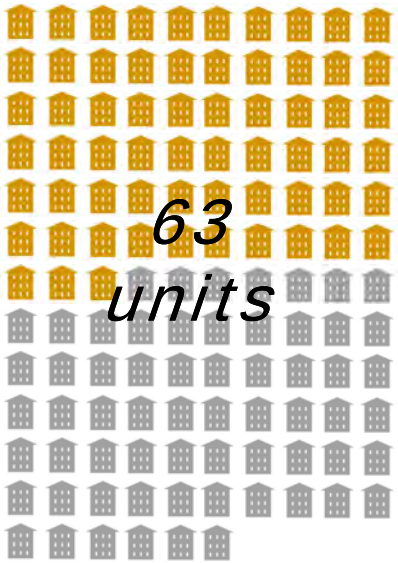
Demand for Precinct Areas

SINGLE FAMILY *20% capture*

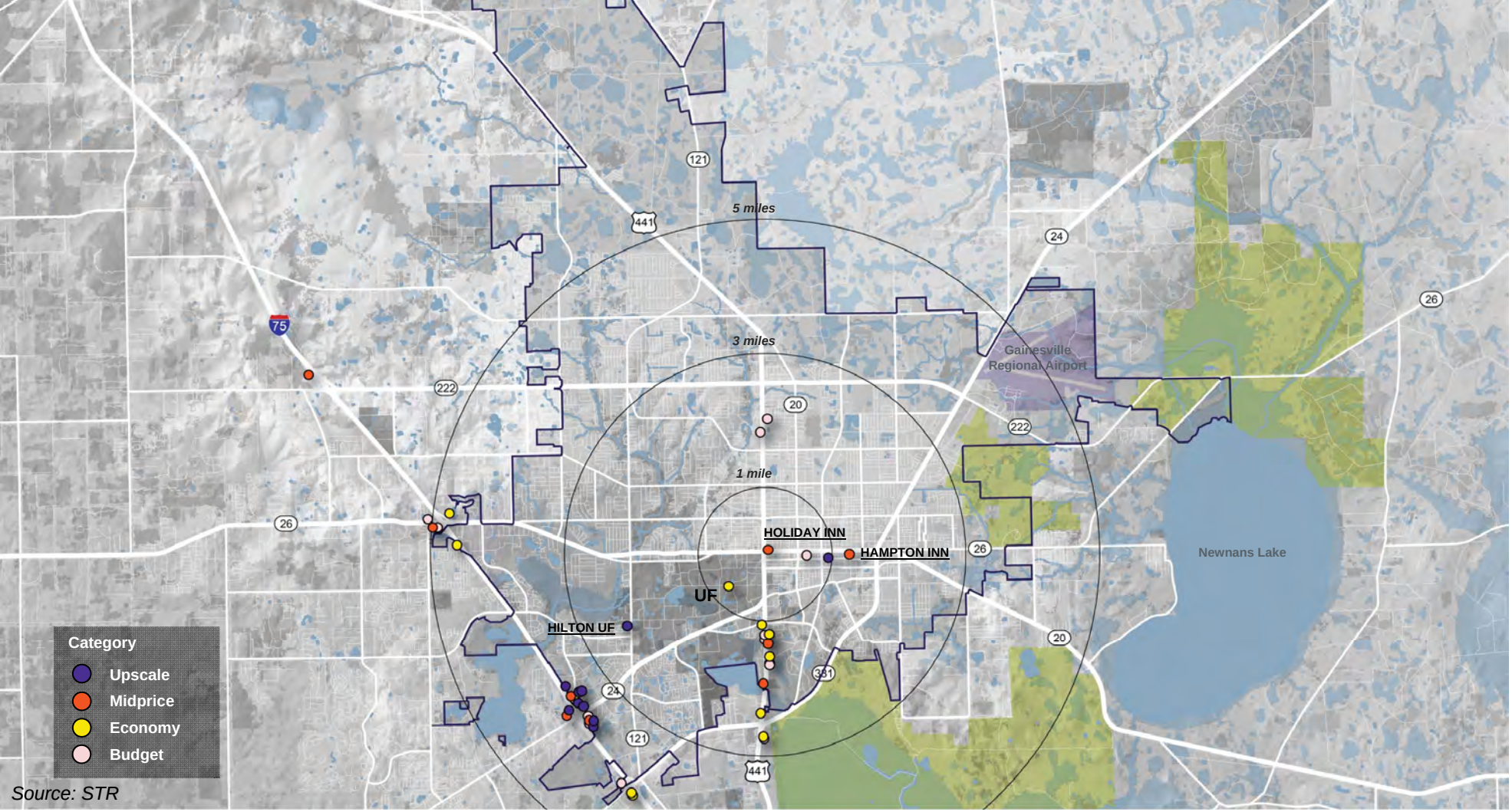



*=215 units*
5 year demand

MULTIFAMILY *50% capture*

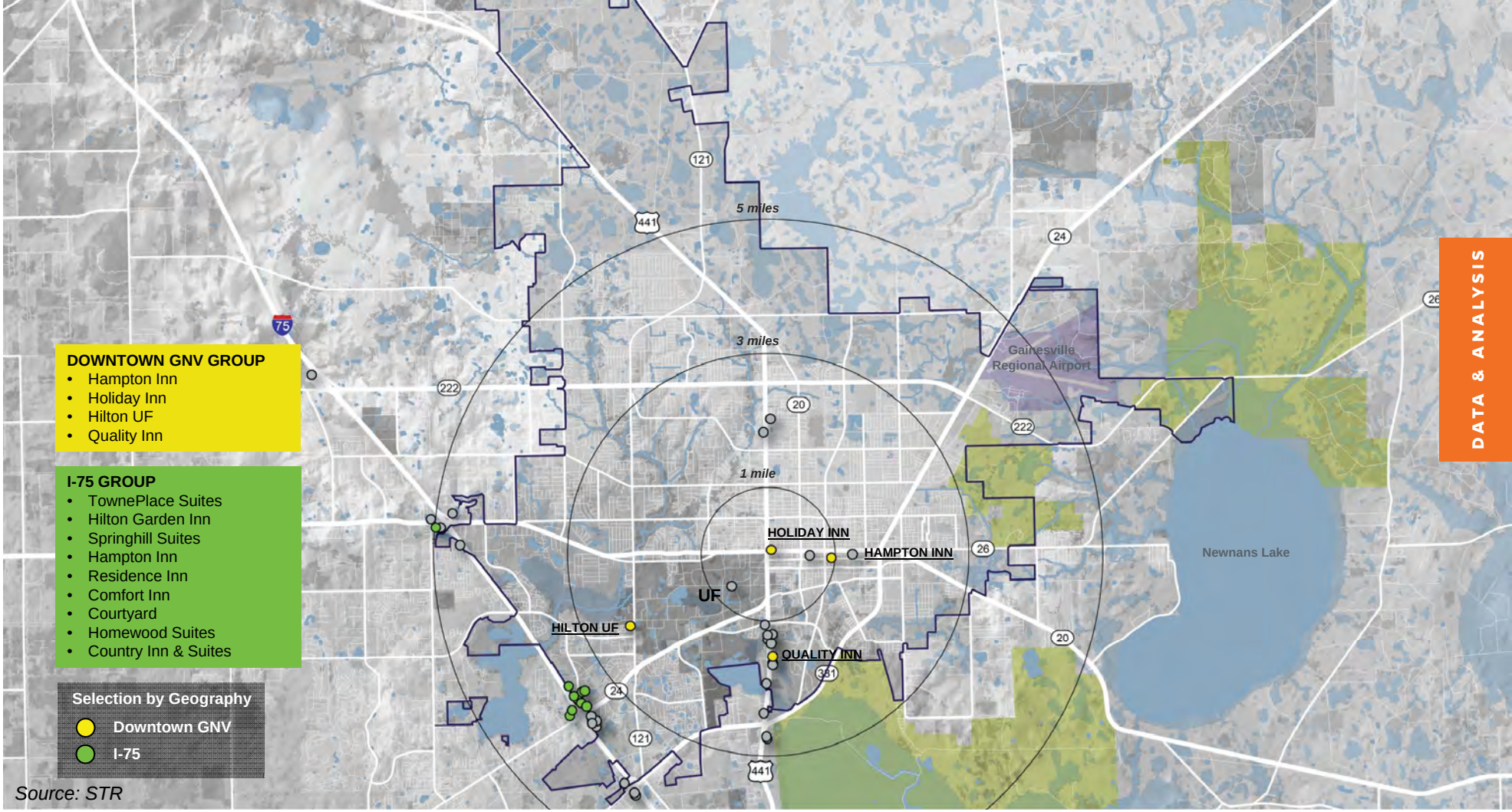



*=315 units*
5 year demand



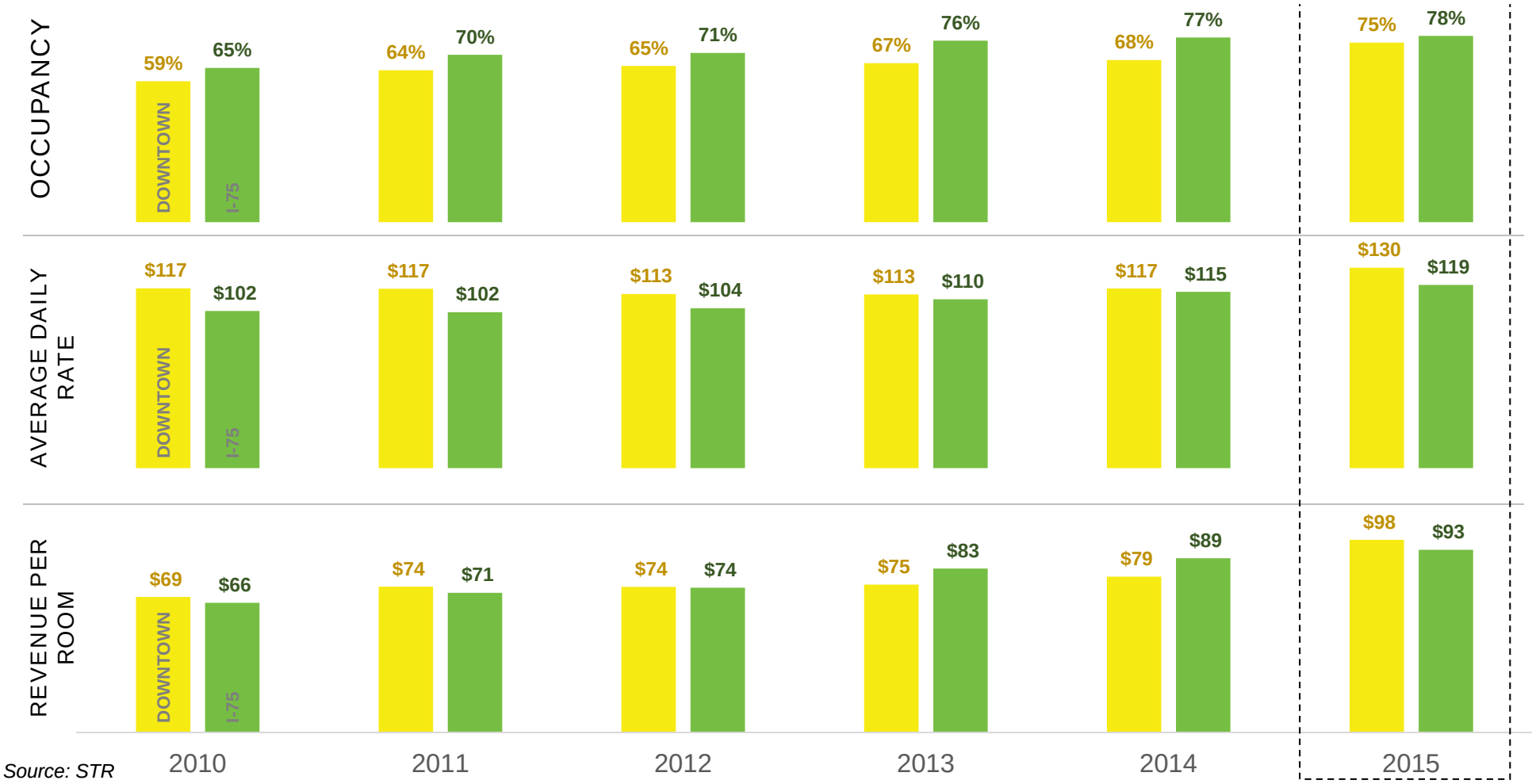

## HOSPITALITY MARKET - EXISTING HOTEL LOCATIONS

There are few hotel options between campus and downtown.




Source: STR

# HOSPITALITY MARKET - DOWNTOWN VERSUS I-75 LOCATIONS



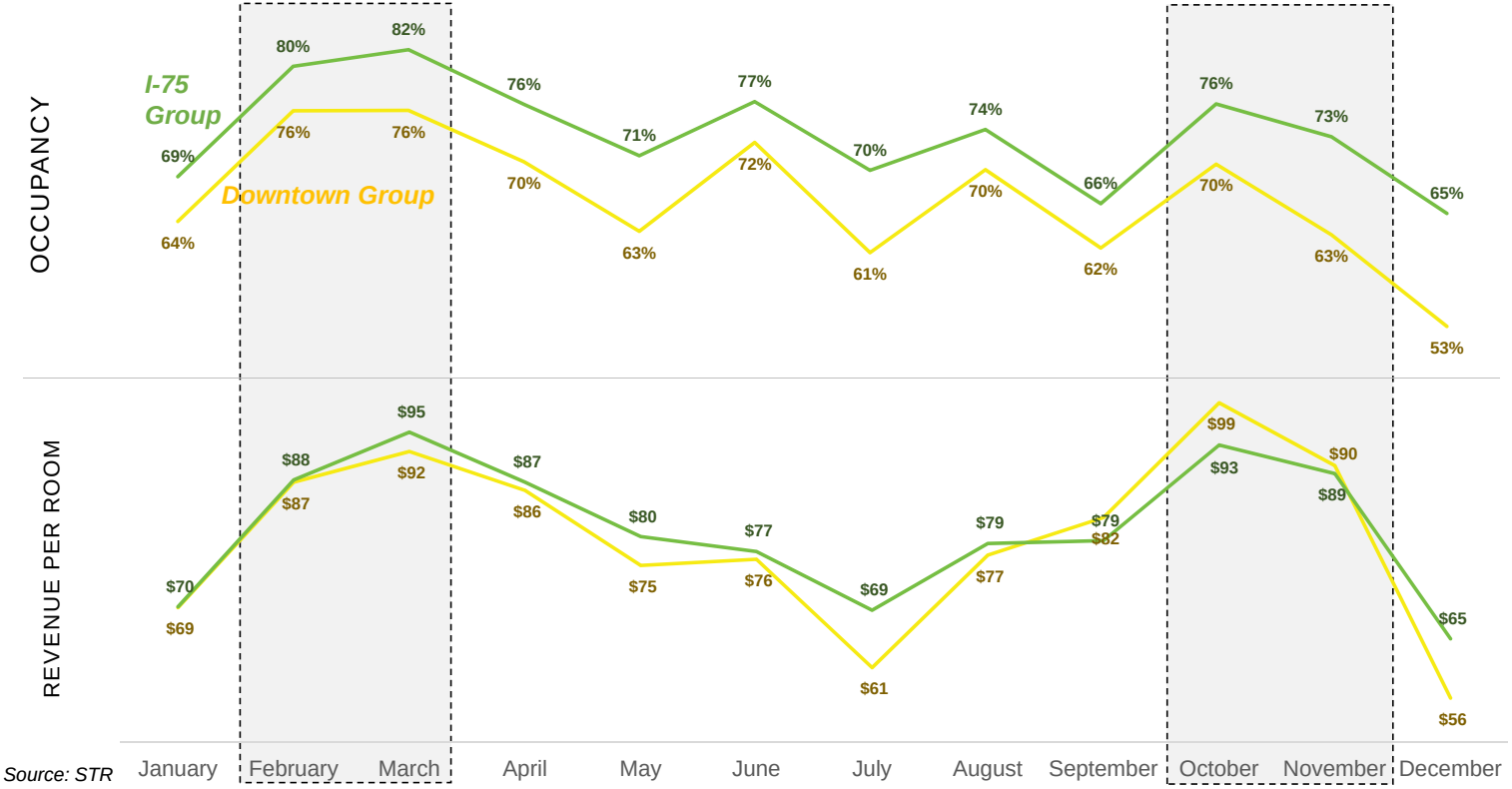

*Source: STR*

## HOSPITALITY MARKET - DOWNTOWN VERSUS I-75 LOCATIONS

OCCUPANCY, RATES, AND REVENUE

## MONTHLY

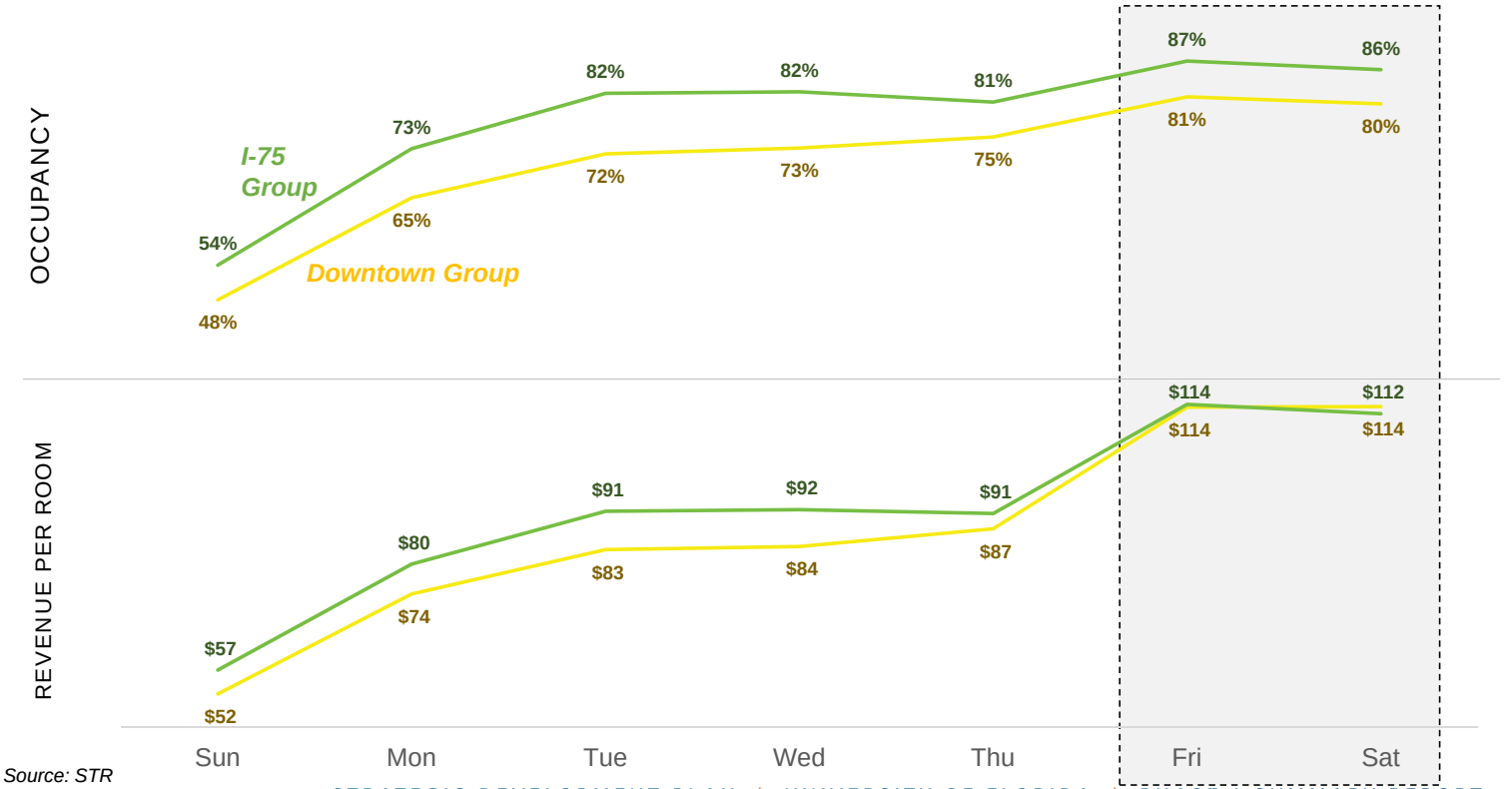
2010-2015




Source: STR

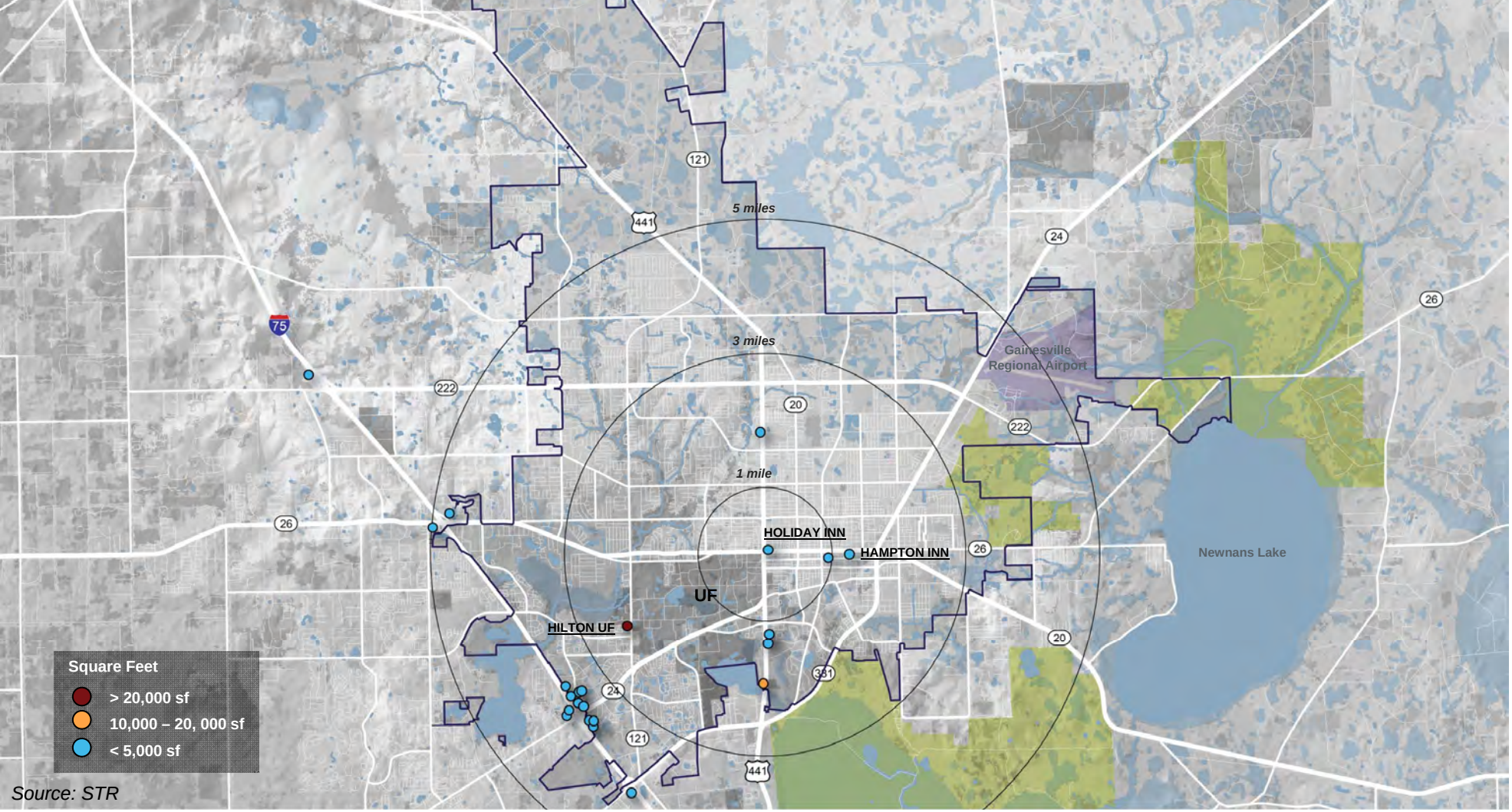
## DAILY

2013-2015



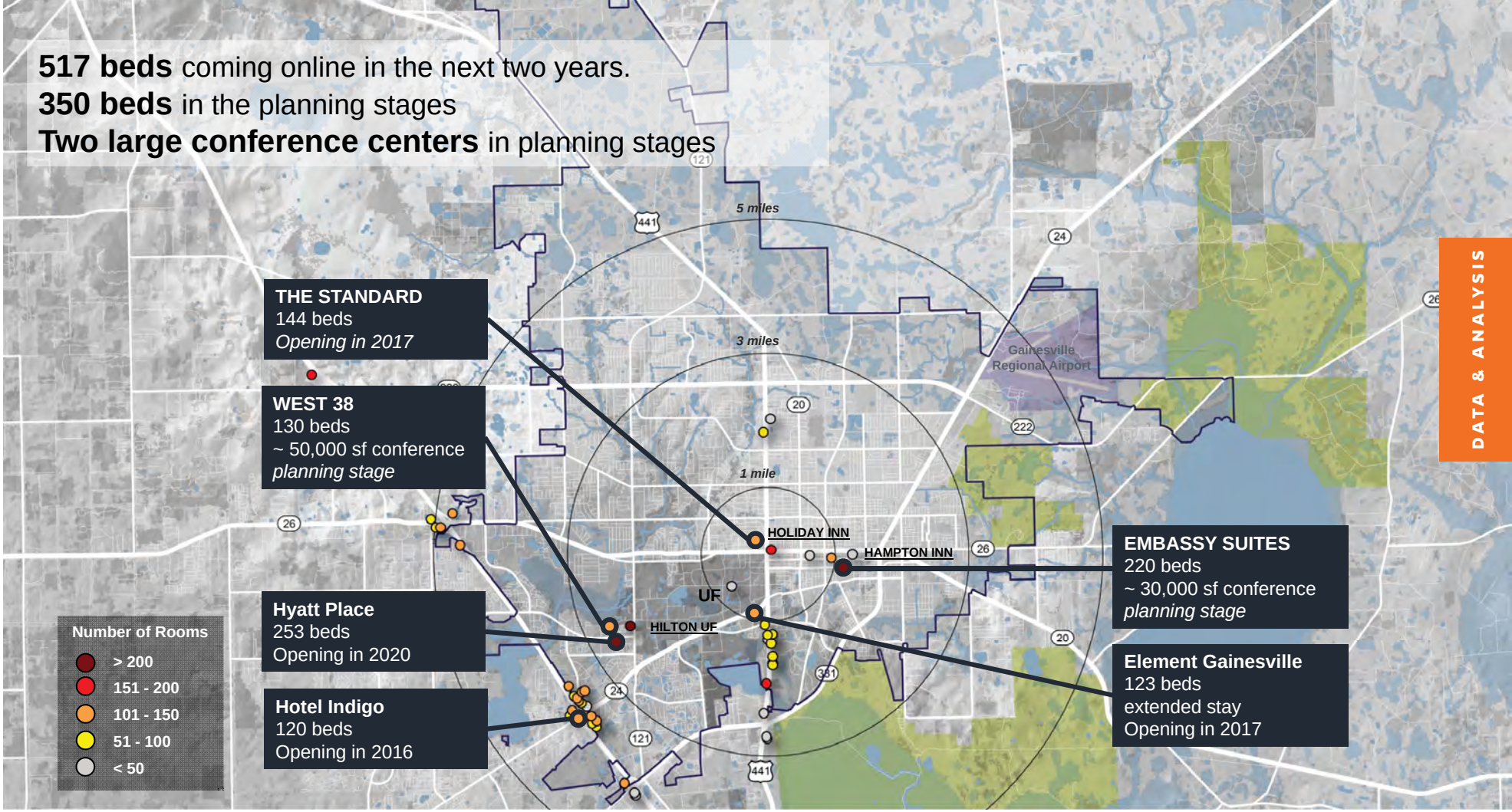

Source: STR

These 2 diagrams show Average Monthly/Daily Occupancy and RevPAR




*Source: STR*

## HOSPITALITY MARKET - EXISTING HOTELS WITH CONFERENCE SPACE




# HOSPITALITY MARKET - PLANNED HOTEL PROJECTS

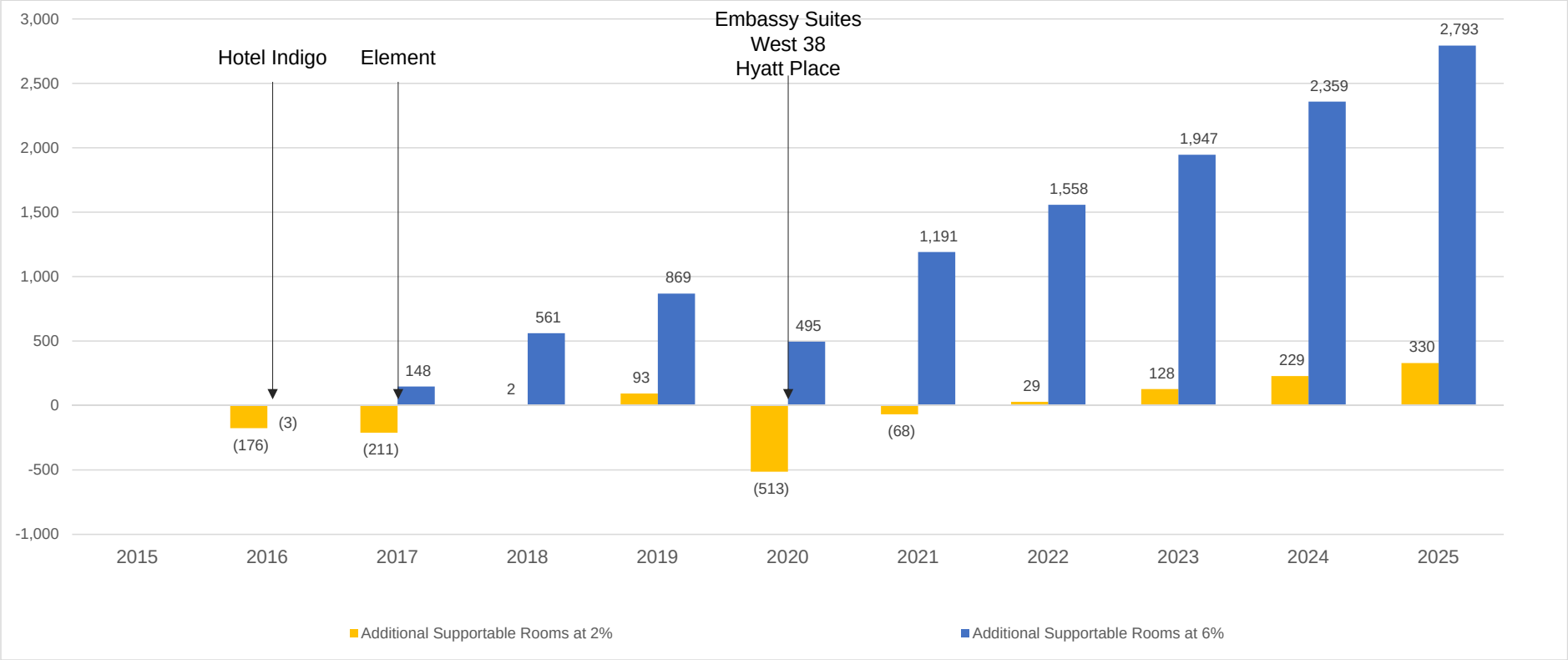
## How many more rooms will the market absorb?

Model Assumptions:

**Current Growth Trend** : 6% annual growth in room nights

**Low Growth Scenario** : 2% annual growth in room nights

Occupancy held constant at 70%




# HOSPITALITY MARKET - HOTEL DEMAND, DOWNTOWN GAINESVILLE

- Hotel activity is concentrated along Archer Road/I-75 corridor, there are a limited number of quality options in downtown Gainesville
- Downtown hotels are performing better than I-75 hotels in 2015 because of the higher rates and lack of competition
- Conference space is an opportunity – especially in the downtown area. Progress of the two planned conference centers should be monitored with possible University demand for additional options near campus in mind

## HOSPITALITY MARKET - INITIAL TAKEAWAYS

Four series of meetings were held on campus and in Gainesville during Phase 1. A variety of campus and community members joined the meetings to provide input on a wide range of topics while the team presented current analysis and ideas for review and comment.

ECOLOGY

DEMOGRAPHICS

HISTORIC GROWTH

TRANSPORTATION AND LAND USE

BUILDING USE

# STAKEHOLDER DISCUSSIONS

COMAP



## FEBRUARY 15 & 16 MEETINGS

The Consultant Team met with the following stakeholders to kick-off the Strategic Development Plan: The University's Project Management Team, the Steering Committee, transportation representatives, technology licensing, The President of the University of Florida, County and City officials and community members, the Executive Committee, campus housing representatives, Athletics, Gainesville Regional Utilities, and the Gainesville Area Chamber of Commerce.

Having reiterated the key goal of preeminence, the attendees discussed their areas of expertise in terms of pros, cons, and possible benchmarks.

**City Strengths:**
-cost of living
-steady (though slow) growth
-active community
-university town
-good schools

**UF Strengths:**
-large range of respected academic and athletic programs
-great open spaces
-affordable

**City Weaknesses:**
-city feels dispersed – no sense of a sizable town center
-lack of a critical mass of young professions
-public transit is available, but not as well used as it could be
-multi-modal transportation safety in some locations
-airport only connects directly to 3 locations, all southern
-non-diverse housing supply available near campus, downtown
-limited employment market for non-university workers
-limited retail/entertainment/ cultural activities
-east/west city separation

**UF Weaknesses:**
-no clear sense of arrival
-no clear intent at campus edges – define and/or connect?
-aging infrastructure
-decreasing state funding as a percentage of overall budget
-students would like higher quality residence halls
-enticing 'star' faculty can be difficult

## MARCH 10 & 11 MEETINGS

The Consultant Team took a morning community tour followed by discussions with the following groups: The Executive Committee, Gainesville Regional Airport, student representatives, University Relations, the Alachua County School Board, the Steering Committee, UF and UF Health Deans, the College of Design, Construction + Planning, sustainability interests, and campus Health administrators.

This set of meetings sought out further input on a range of subjects from enrollment to airport service, and from student life to Gainesville's quality of life.

**Highlights from the meetings include:**
Out of state enrollment percentage and faculty compensation is limited as a state university.

UF students' wish lists included better housing selection on campus and/ or more affordable housing nearby off campus, wider variety of healthy food near campus, more activities and shopping between downtown and campus, a Saturday morning market, and power outlets and Wi-Fi for study in green spaces.

Steering committee discussion centered on community ties, attracting new people and investment, and reaction to the 'Where do Big Ideas Come from' Matrix presented by the Consultant Team with 5 categories: Learning, Research, Plus One, Culture, and New American City.

"What can we do with [the underserved]" rather than "What can we do for them?"'

Alachua County schools see lower performance on the east side with fewer applications for teacher openings. UF's College of Education is increasingly involved in Gainesville schools. Similarly, the UFHeath Deans discussed the notion of providing a larger UF Health presence in east Gainesville as well as further developing interdisciplinary health care delivery.

At the UF Deans meeting the relationship of density and interdisciplinary teaching sparked interest as well as topics of experiential education, quality of life around campus, and the possibility of UF as a national model for climate change resiliency.

Representatives of the CDC+P noted the university should be exemplary of its natural and built environment as well as its education environment. Increasing all sorts of diversity and improving alumni outreach were also mentioned.

"We are too much 'no, but' and not enough 'yes, and.'"

## MARCH 28 & 29 MEETINGS

In addition to the Alachua County Emerging Leaders (AECL), the Consultant Team met with the following representatives associated with the University: Campus Master Plan representatives, the Chief Financial Officer, economist David Denslow, the Chief Information Officer, campus arts and culture groups, the Steering Committee, the Infrastructure Council, and the University's Project Management Team.

The meetings over the course of these 2 days gained input from mostly university representatives, but with wider community involvement from the Steering Committee and the ACEL.

**Highlights from the meetings include:**

-UF Bond Rating: Moody's–AA2, Fitch–AA.

Colleges are allowed to keep the differences between their allocations and their expenses as a carry-forward. All colleges except one have a positive balance.

-Deferred maintenance could take 100 million.

-84% of all jobs in the past decade have been created by the University. Estimates say that a 4 student growth in enrollment will result in 1 job.

-Gainesville start-ups have had to move away in order to help acquire venture capital where it is more plentiful.

-UF has one of the most robust networks in higher education: 100 gig connection from campus to the world, 200 gig connection on campus, and HiPerGator 1.0 and HiPerGator 2.0 Supercomputers. However they are nearing capacity. Campus IT also remarked about the need for the city to bring high bandwidth IT to everyone, not just campus.

"Smart Cities, Smart Homes, Smart Devices, and consequently, Smart People."

-Undergraduates leave, and some may return. Graduate students tend to stay, but may also be underemployed.

-The young professional demographic looks for a sense of place and meaning.

-Arts: Interior campus spaces seem to be inaccessible to the public. Exterior campus spaces are inaccessible to the students.

-When resources are scarce, every expenditure has to accomplish multiple objectives.

-Regarding Start-ups: The startup talent is generally here, but the management talent is elsewhere.

-Student to faculty ratio is a weak point for UF in national student rankings.

-Distance between schools is an impediment to classroom utilization and multidisciplinary engagements for both students and faculty.

## MAY 2 & 3 MEETINGS

At the last Phase 1 meeting on campus the Consultant Team met with the following stakeholders: The University of Florida Foundation, the College of Design, Construction + Planning, faculty members, the Executive Committee, the Steering Committee, and former UF President Bernie Machen. The first day ended with an evening public meeting and the second day featured lunch with East Gainesville representatives.

This series of meetings initiated feedback on fund raising and investment along with much more input on quality of campus and city community life.

**Highlights from the meetings include:**

-The team discussed current and upcoming UF Foundation campaigns, funding, and possible sources for venture capital to catalyze development and vitality.

-Faculty noted difficulty in faculty hiring because prospective employees are looking for a more urban context with stores, shops, restaurants and walking culture.

-They also cite a lack of employment opportunity for spouses.

-Lack of intersection among the faculty, lack a place to 'bump into one another'.

-How can Gainesville grow from the private sector, not only the University?

-Can the trend of North Florida as a retirement community destination intersect with an enhanced focus on medical services as well as arts and culture?

-Be sure to solicit and encourage involvement with residents from east Gainesville through the SDP process. Representatives from east Gainesville noted a need to focus on partnerships, programs, and outcomes, not just physical construction activity.

## INITIAL MASTER PLANNING TAKE-AWAYS

Compiled from interviews with
UF Planning, Design and Construction Staff

### "OWNERSHIP" OF BUILDINGS AND OPEN SPACE

User group interest versus University interest
Project-centric versus plan-centric

### NEED FOR A STRATEGIC DEMOLITION AND/OR REDEVELOPMENT PLAN

Lack of swing place
Financial challenges
Lining up "dominoes" for future building sites - who pays?

### LONG-TERM VISION VERSUS SHORT-TERM EXPEDIENCY

Violations of green space and bike / pedestrian connections
Building programs and budgets too small to go tall
Office and research programs want large floor plates for certain uses
Build small or "temp" buildings that consume valuable building footprints

### INFRASTRUCTURE FUNDING

Transportation systems and open space improvements
Utility capacity, coverage, and age

"CoMap", a web based crowd-sourced interactive mapping exercise, was available to students, staff, faculty, and community members for approximately 2 weeks.

During that time over 2,000 participants noted where they worked, ate, shopped, and socialized. They mapped where they traveled and how. And they noted places such as where they felt unsafe or happy, along with any special text comments they were inspired to share.

As the strategic development plan begins to explore scenarios, the survey results will be a key source of information, allowing the team to look for ways to capitalize on Gainesville's strengths as a place to live and work.

ECOLOGY

DEMOGRAPHICS

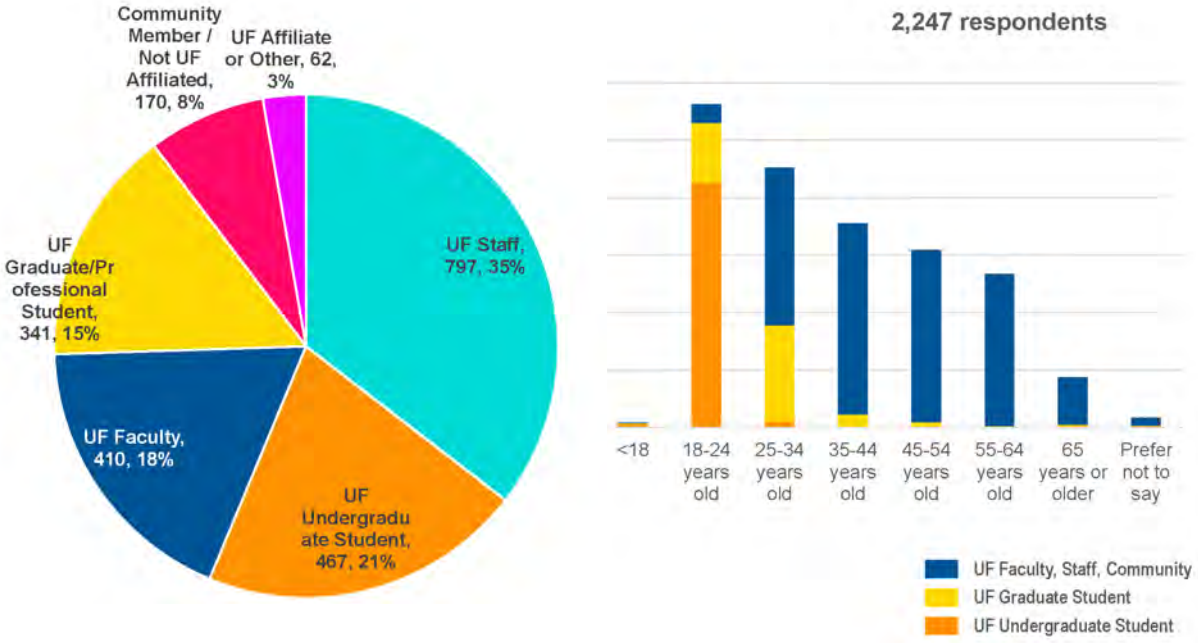
HISTORIC GROWTH

TRANSPORTATION AND LAND USE

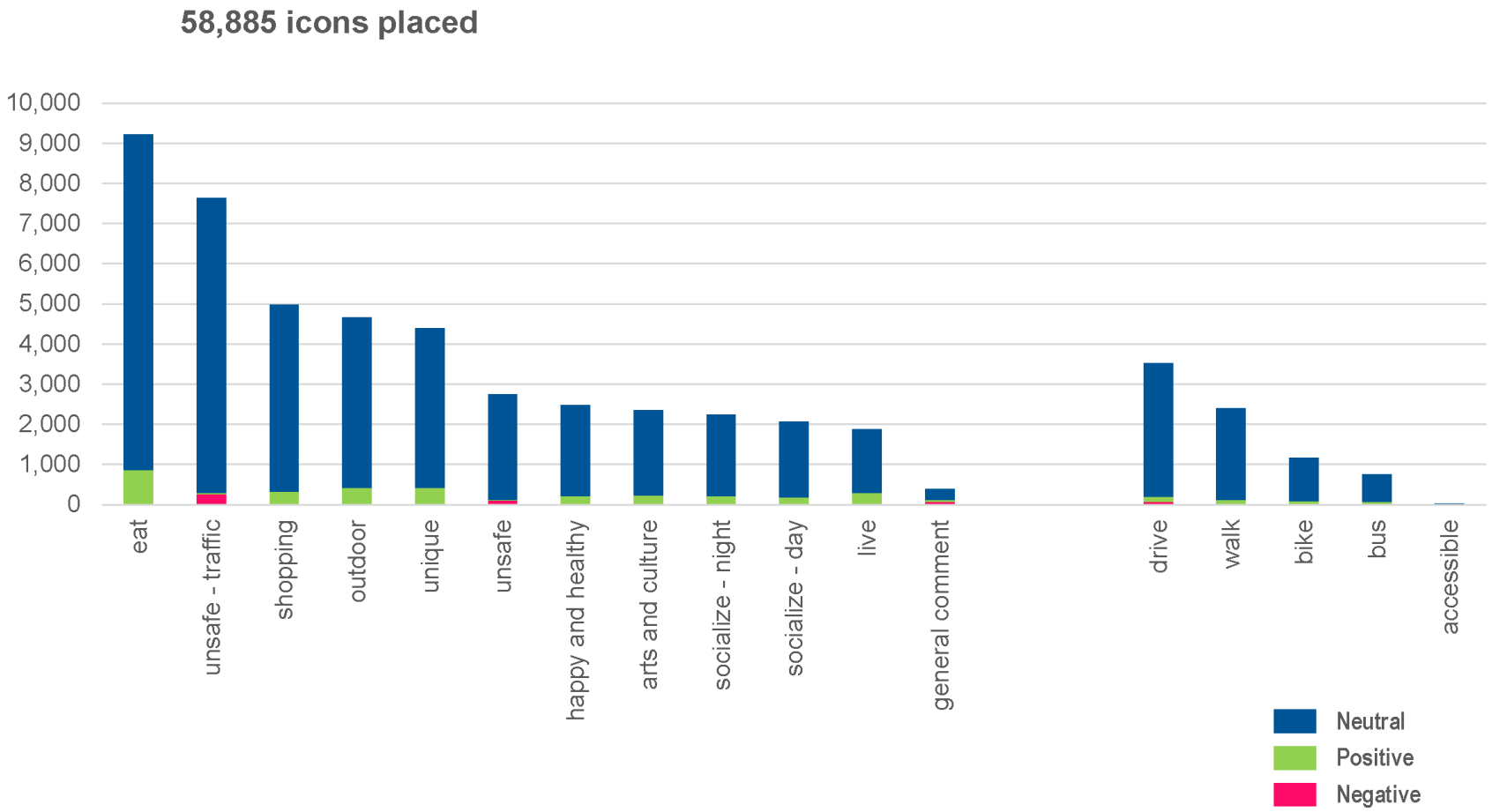
BUILDING USE

STAKEHOLDER DISCUSSIONS

COMAP




## COMAP: ICON PLACEMENT



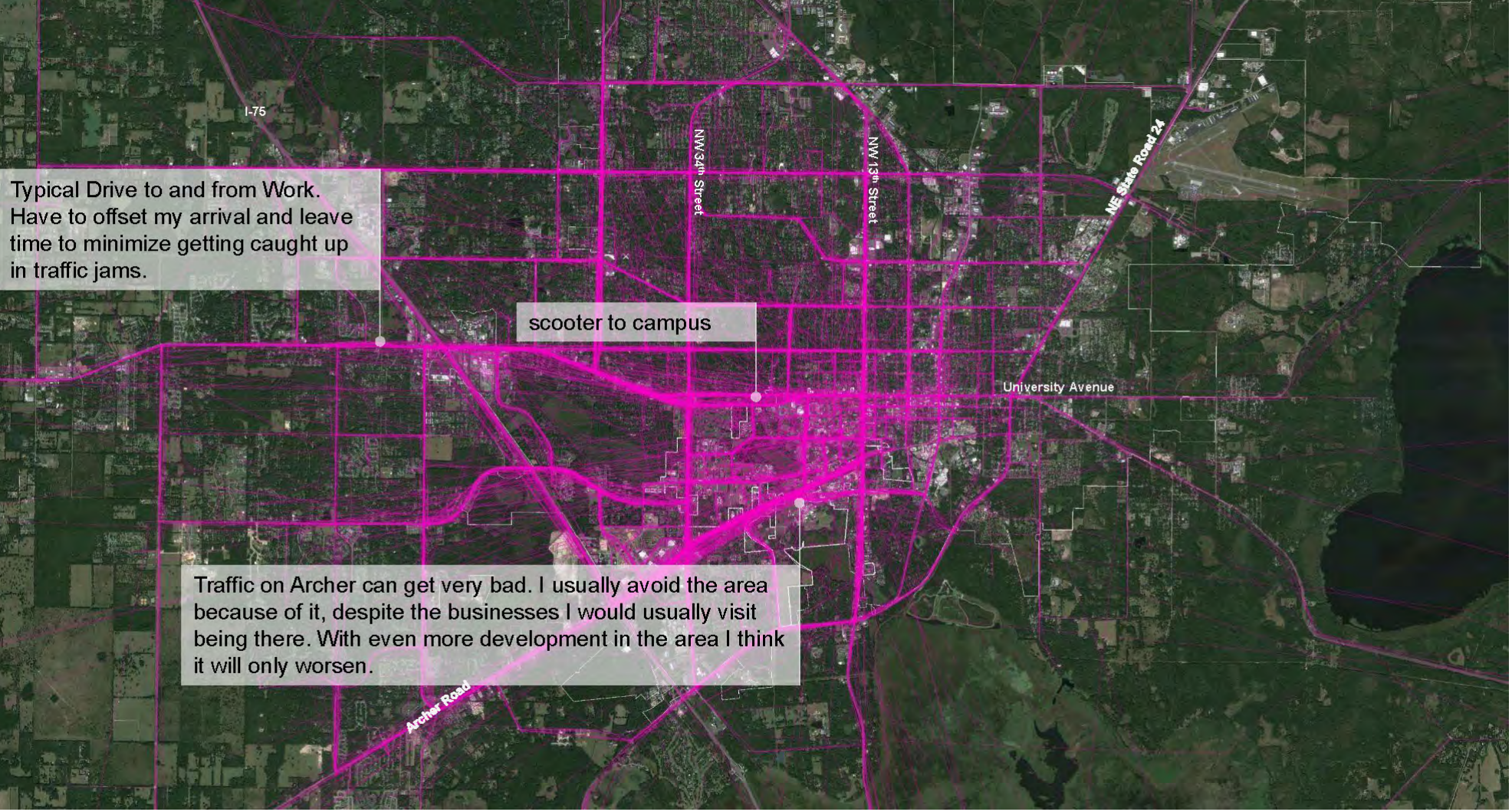

## COMAP: ICON PLACEMENT

Three big themes emerged from the aggregated results:

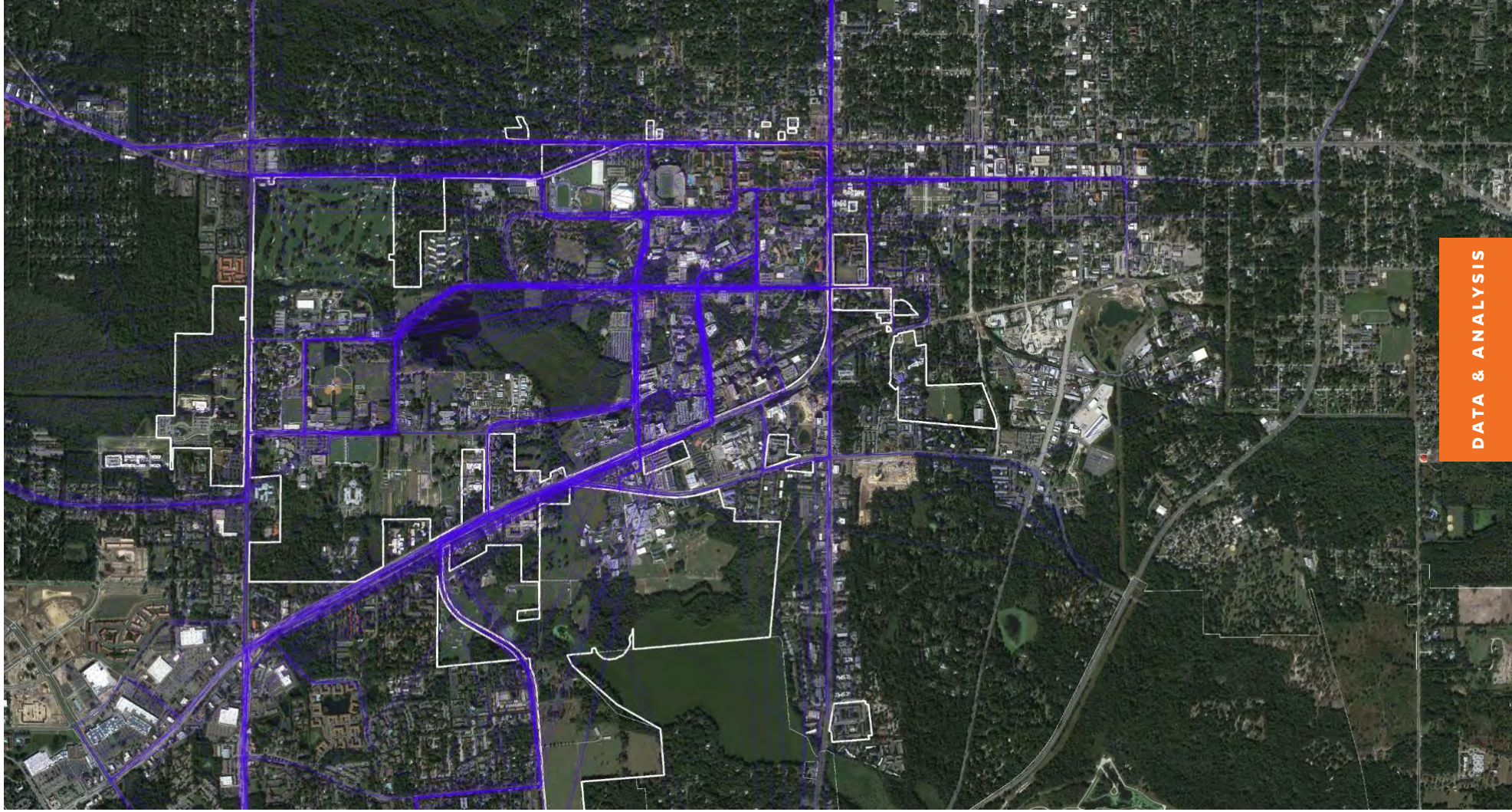
1. Significant development and activity occurs both east and west of campus, potentially pulling the University in opposite directions, and diluting the vitality that is a necessary ingredient of preeminence.

2. Strengthening connections between the University and downtown offers significant advantages.

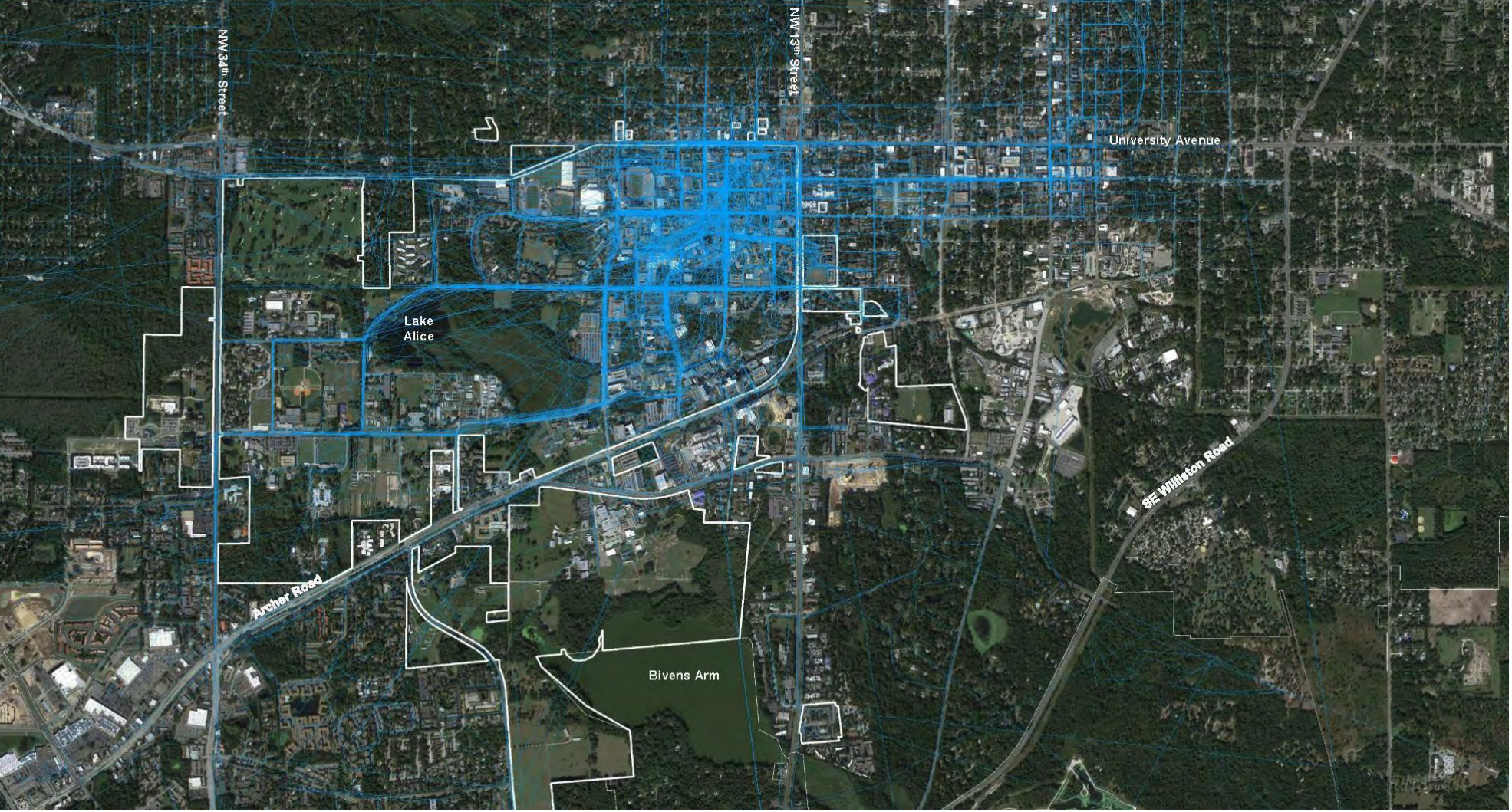
3. Gainesville's outdoor amenities are one of the most important ingredients in what makes it special and unique.



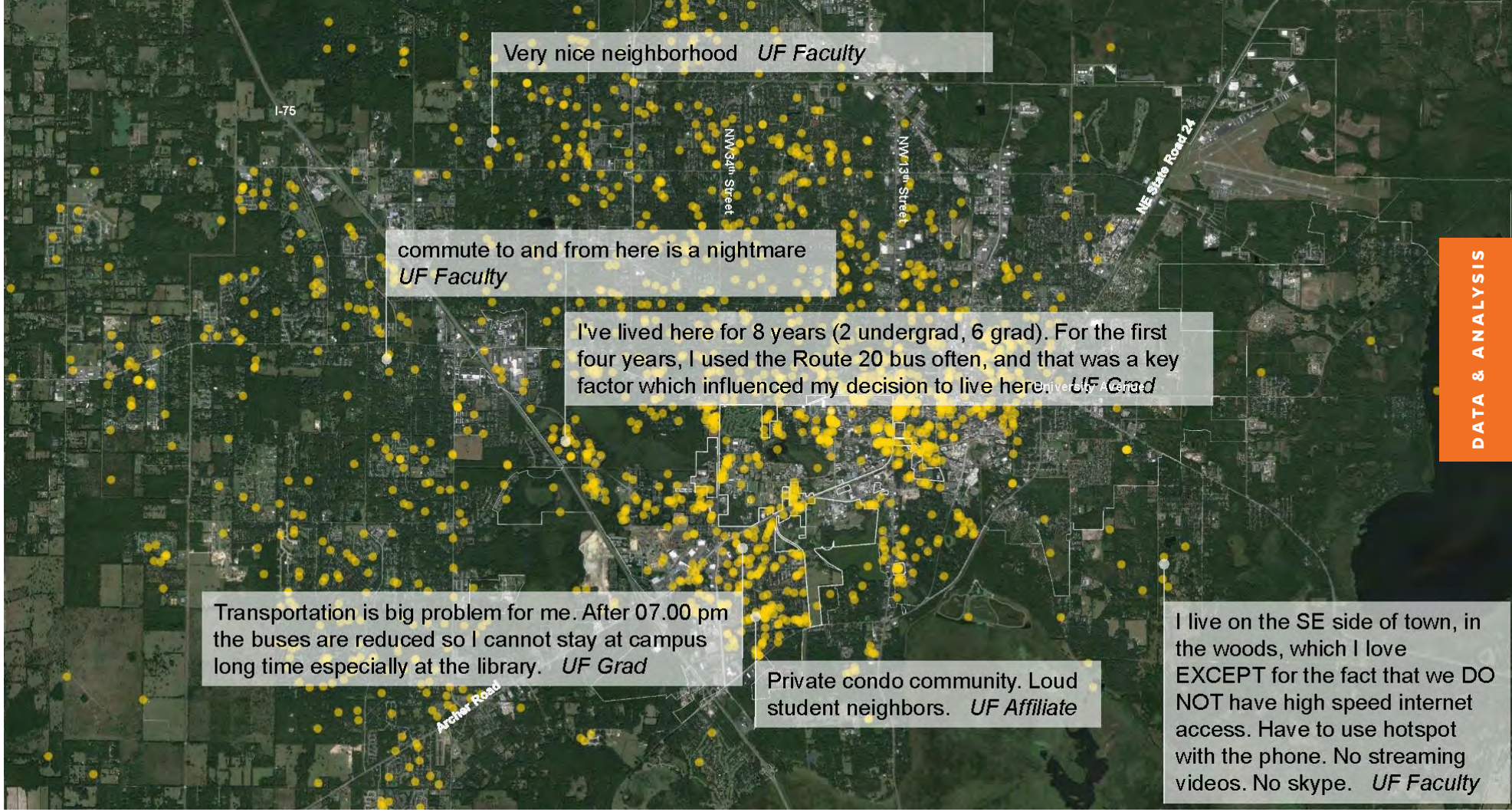

## COMAP: WHAT ARE YOUR PRIMARY DRIVING ROUTES?



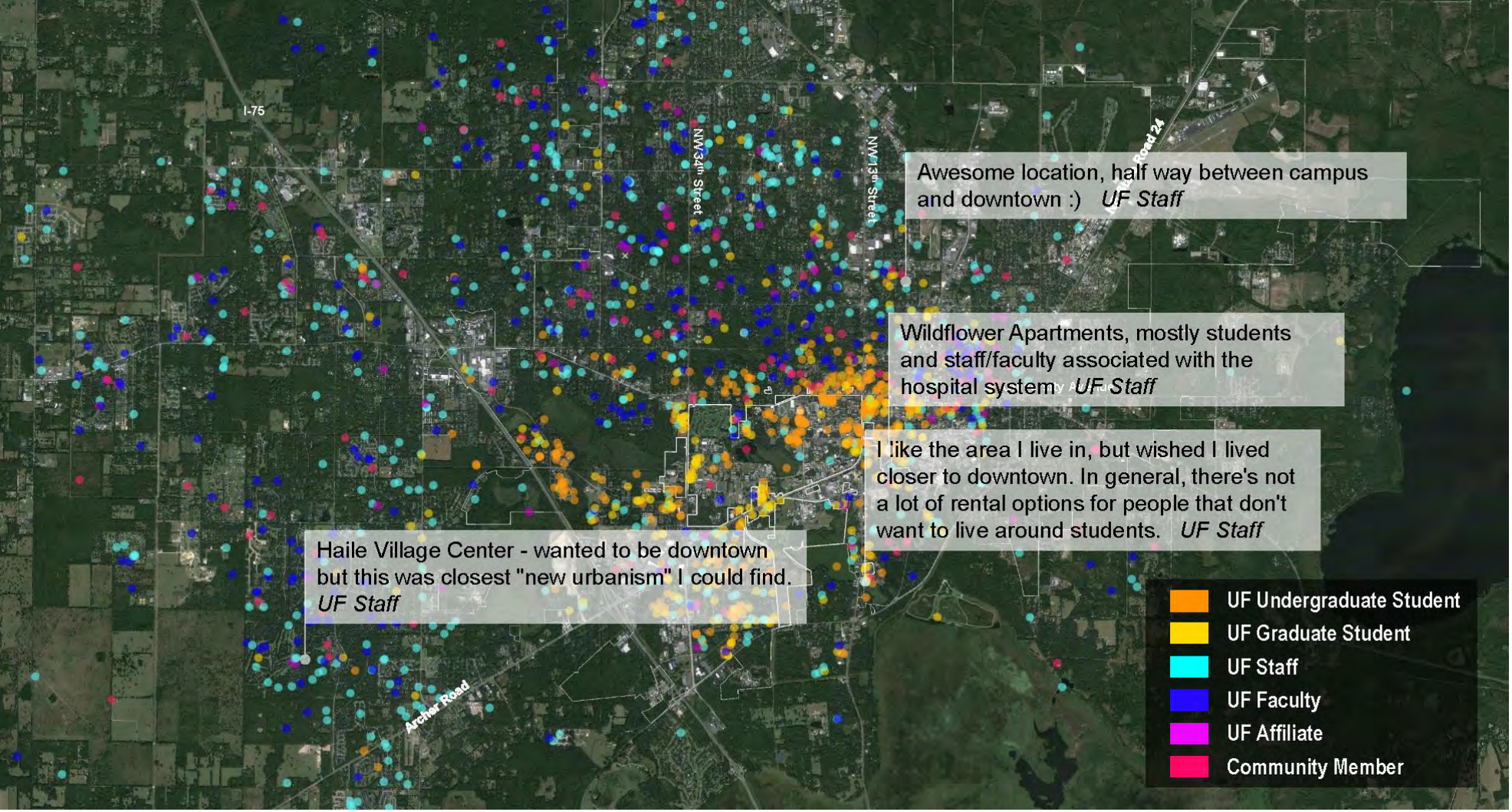
## COMAP: WHAT ARE YOUR PRIMARY BUS ROUTES?



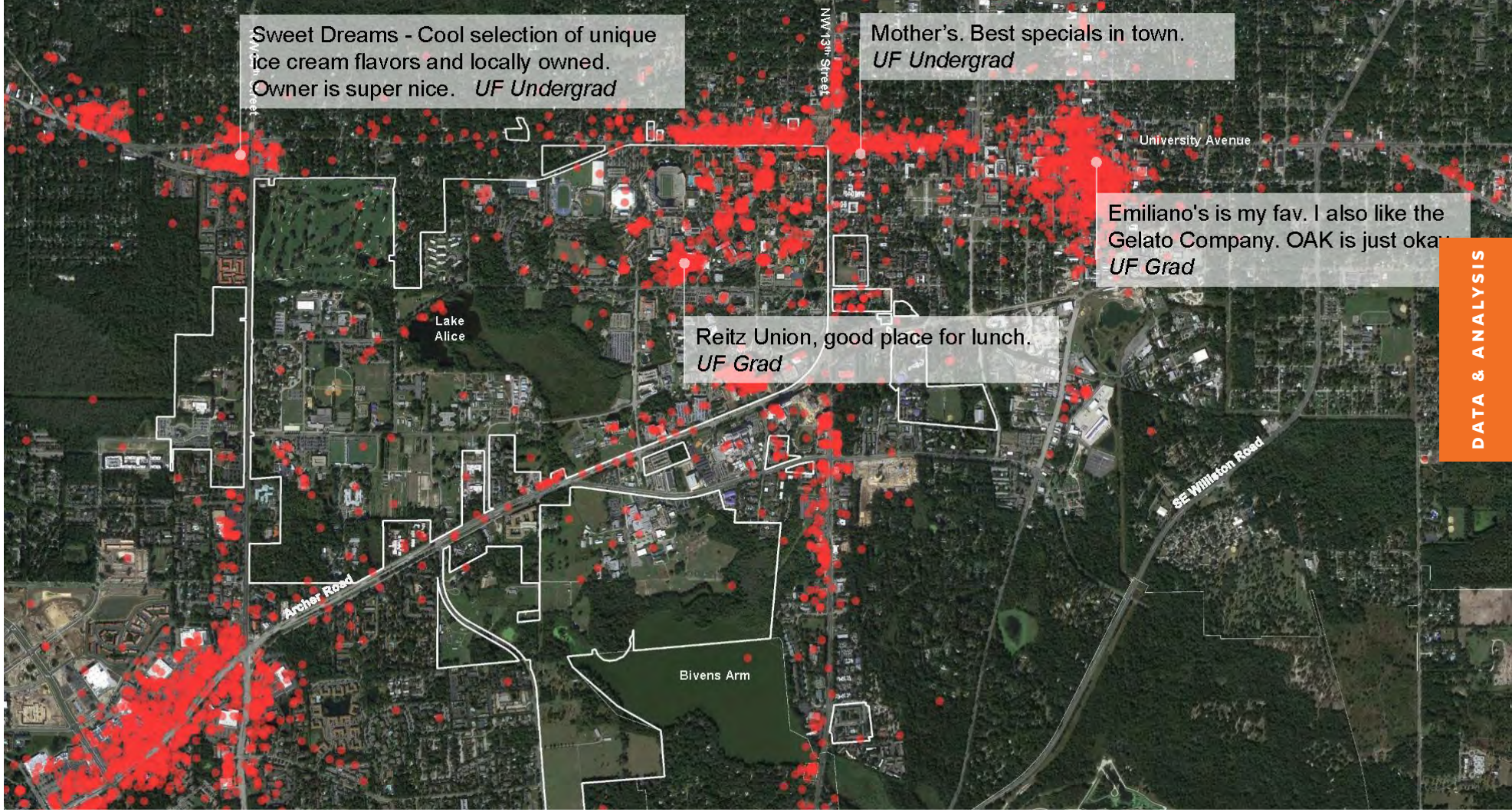

## COMAP: WHAT ARE YOUR PRIMARY WALKING ROUTES?



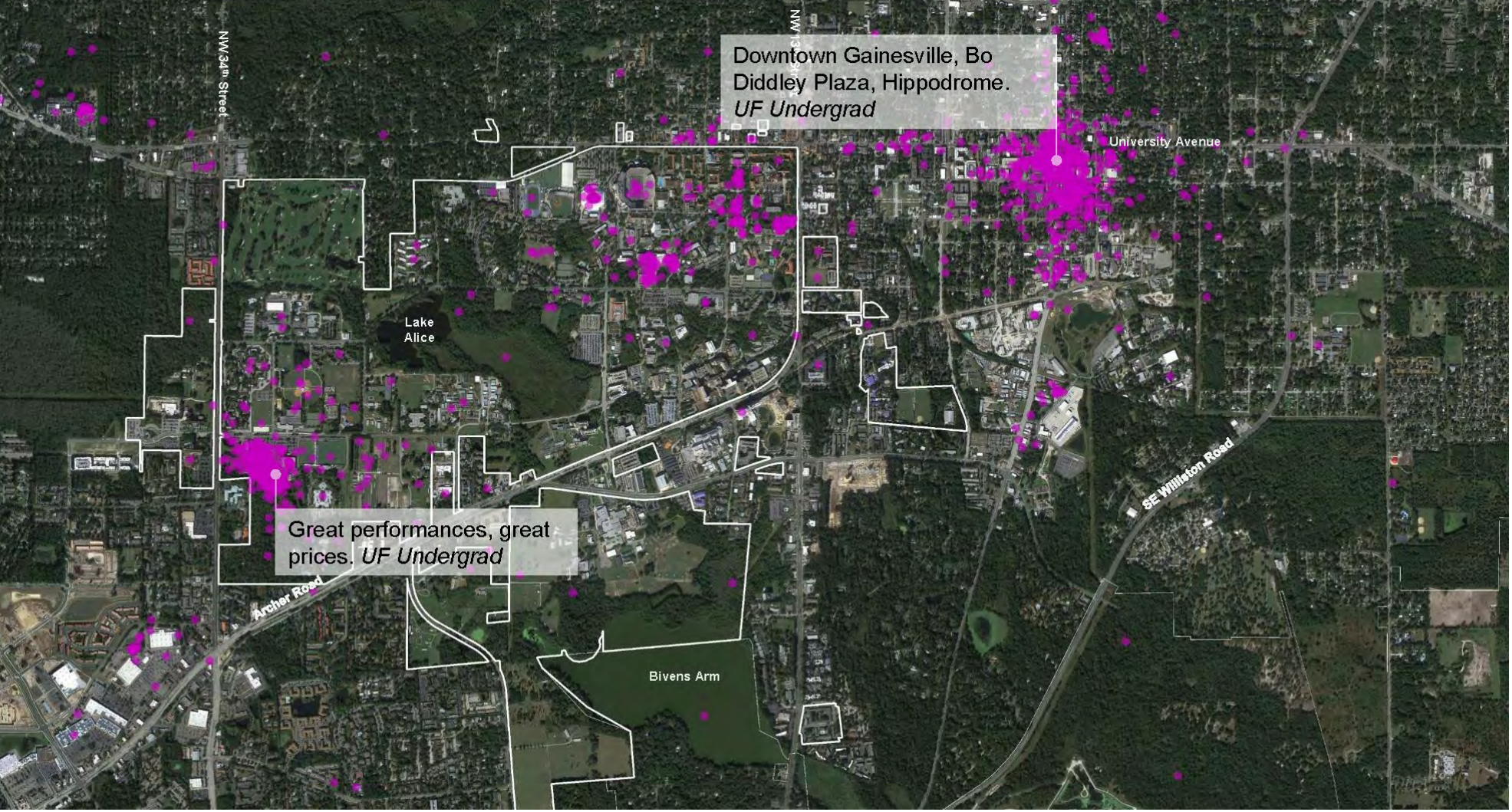

## COMAP: WHERE DO YOU LIVE?



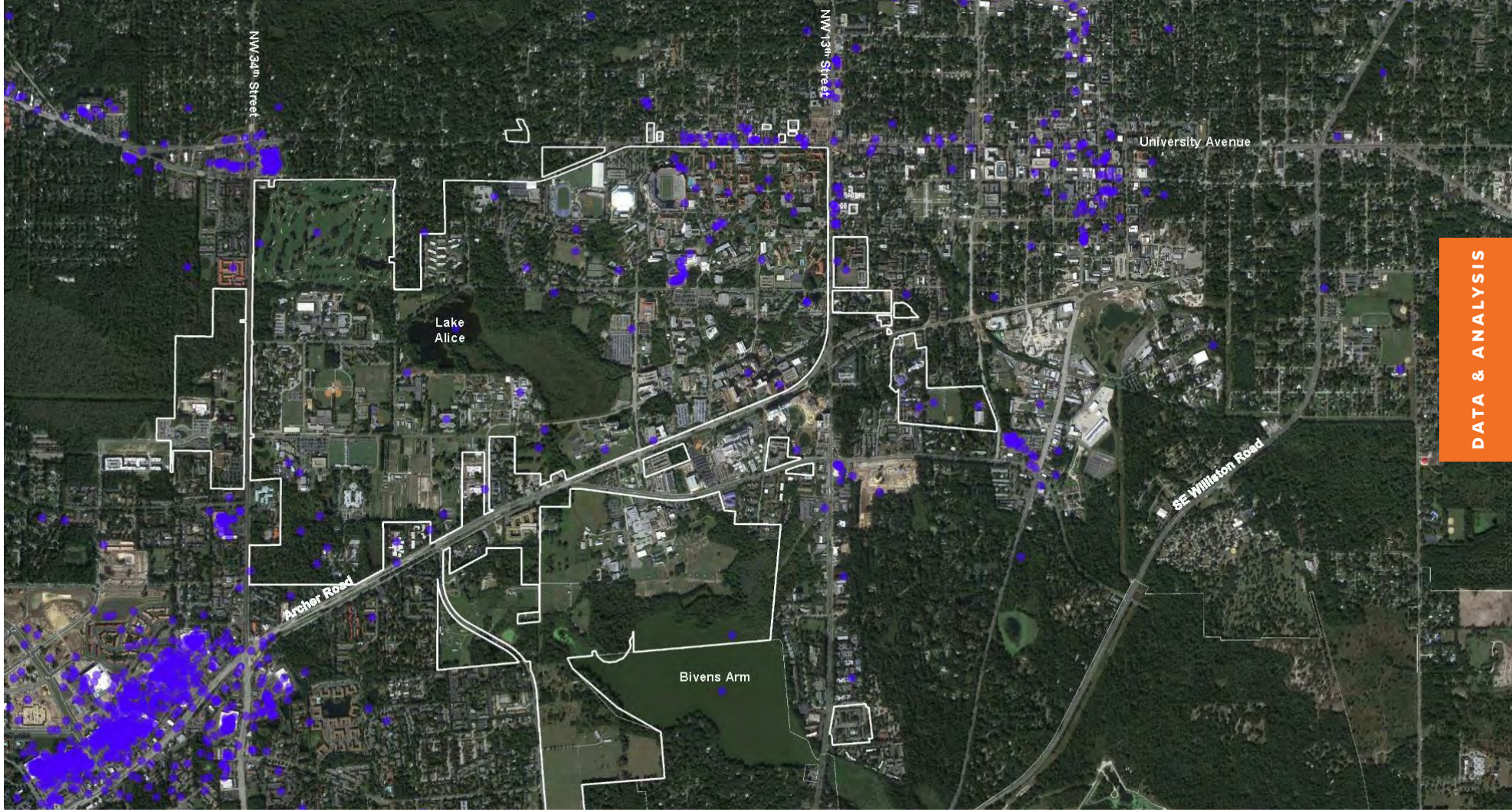

## COMAP: WHERE DO YOU LIVE?



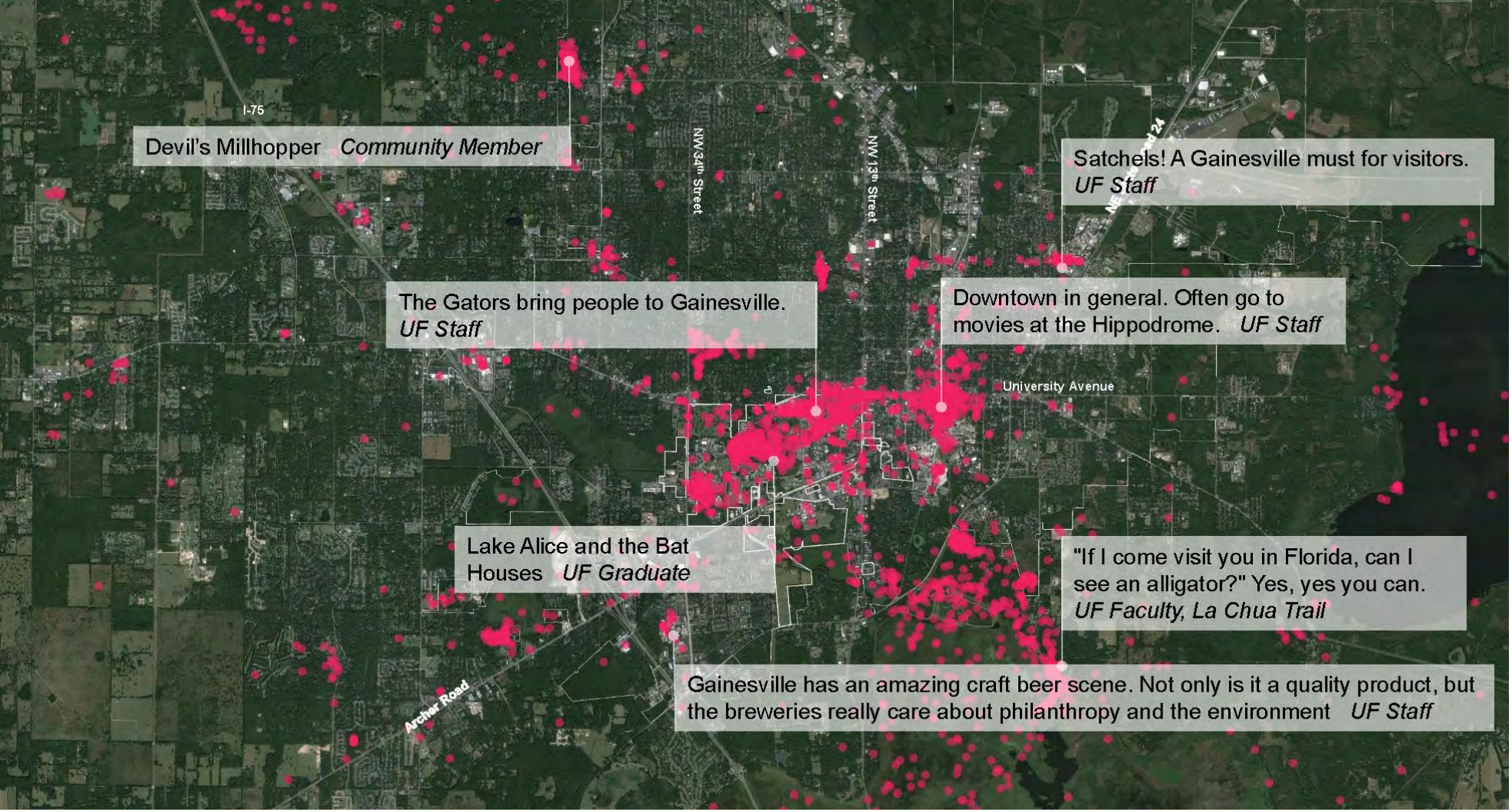

## COMAP: WHERE DO YOU EAT?




## COMAP: WHERE DO YOU GO FOR ARTS, MUSIC, CULTURE?

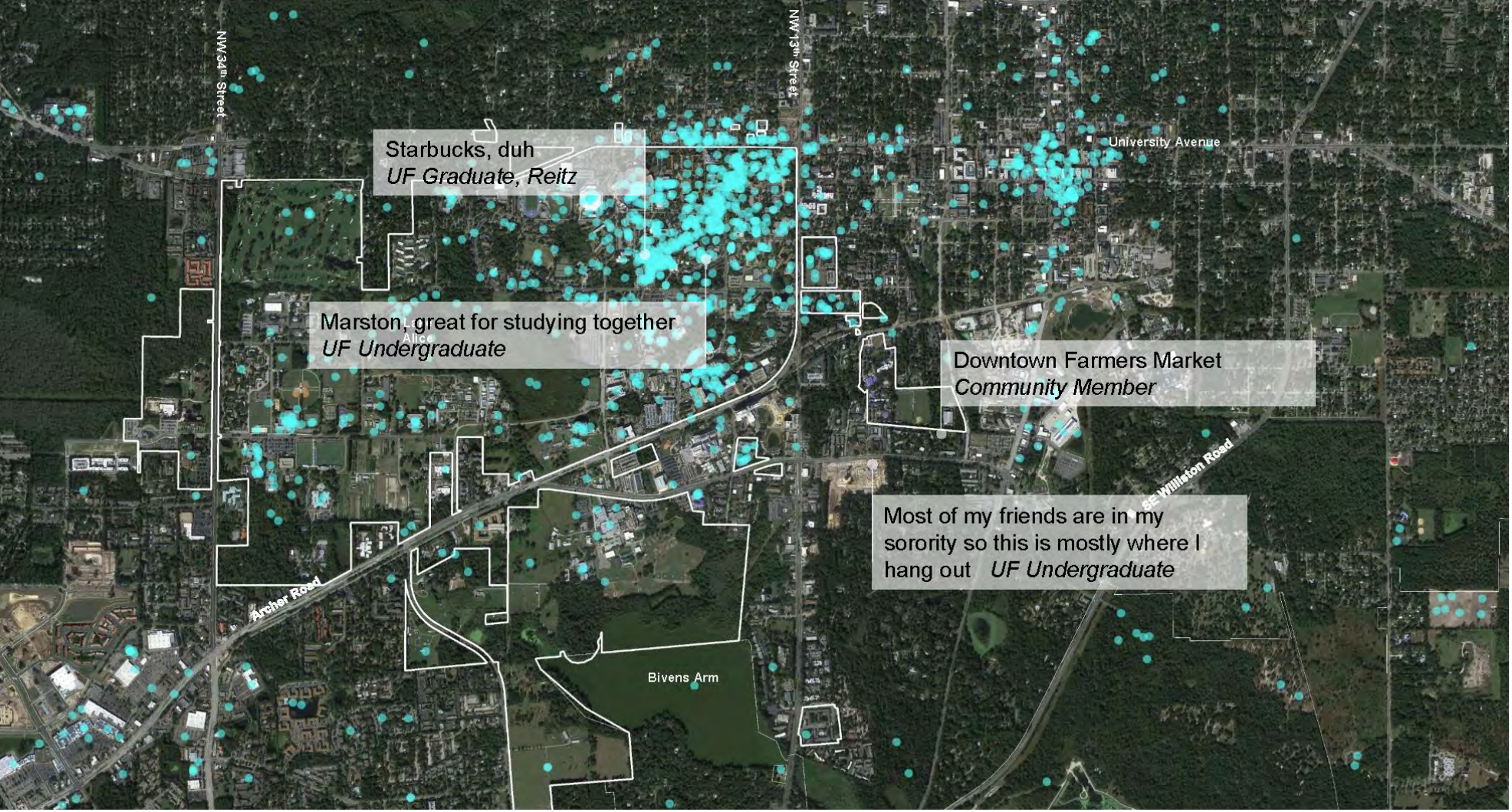



## COMAP: WHERE DO YOU SHOP?

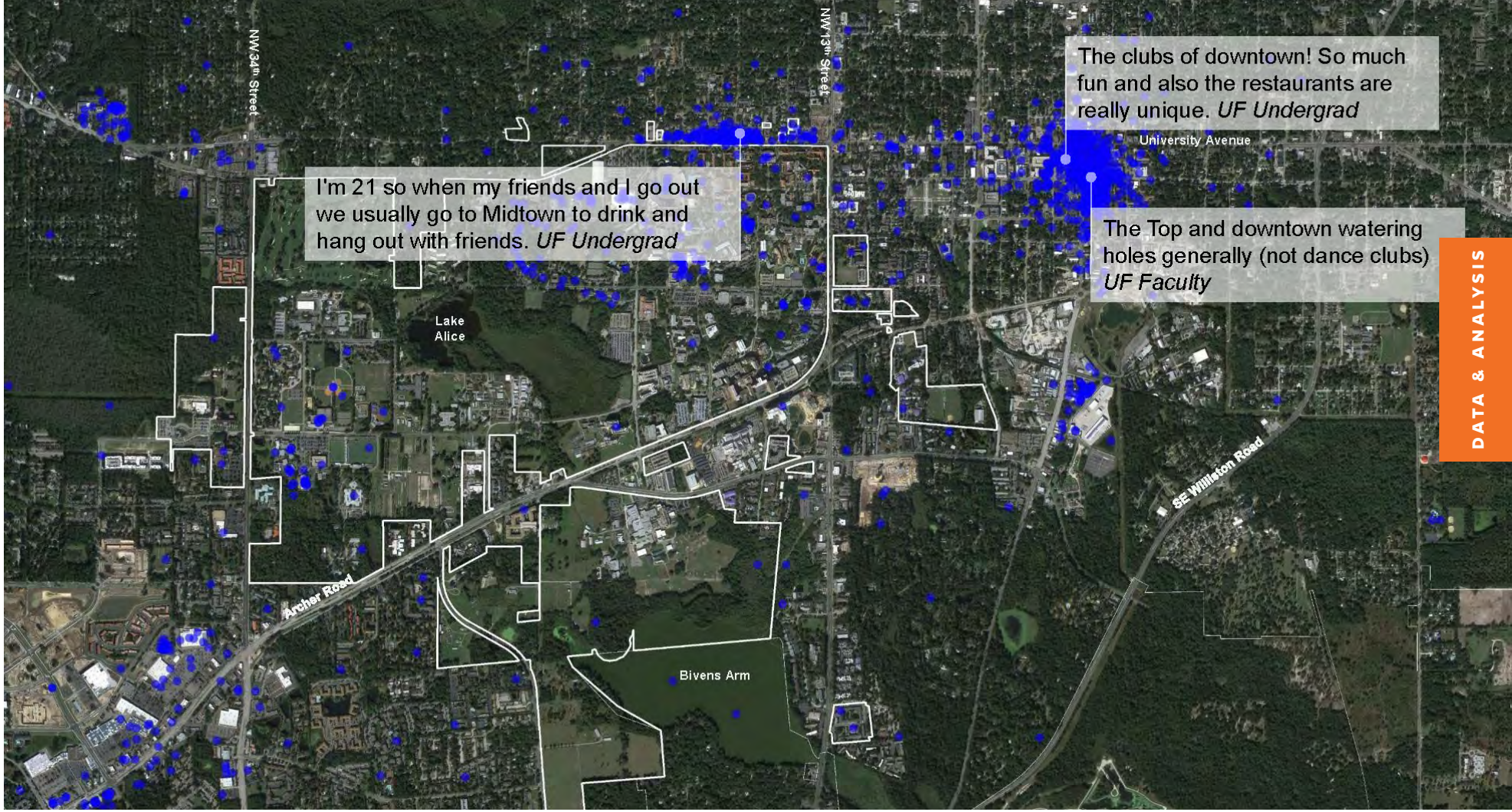



## COMAP: WHICH PLACES MAKE GAINESVILLE UNIQUE?

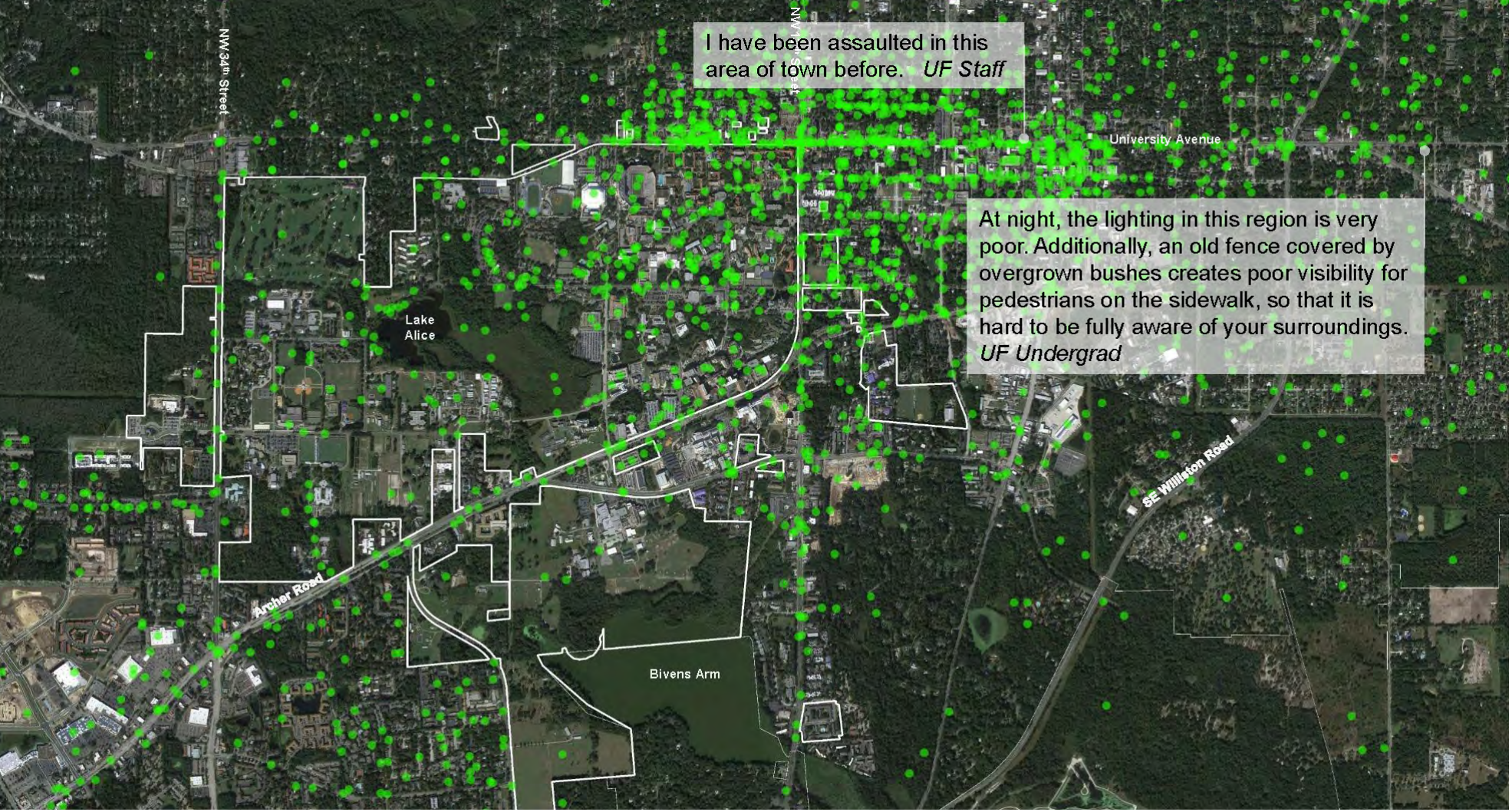

## COMAP: WHERE ARE YOUR FAVORITE OUTDOOR PLACES?



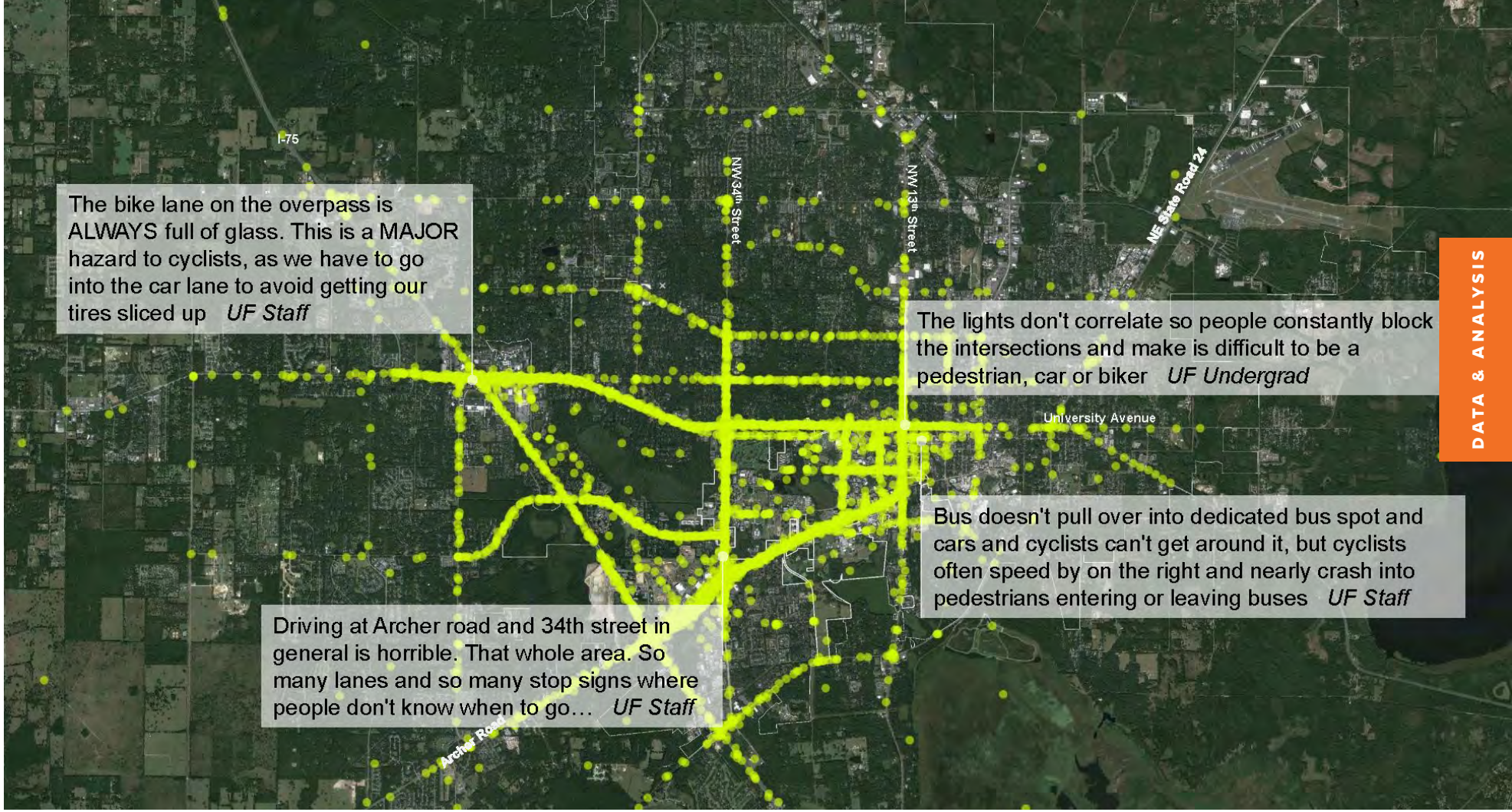

## COMAP: WHERE DO YOU SOCIALIZE DURING THE DAY?




## COMAP: WHERE DO YOU SOCIALIZE AT NIGHT?

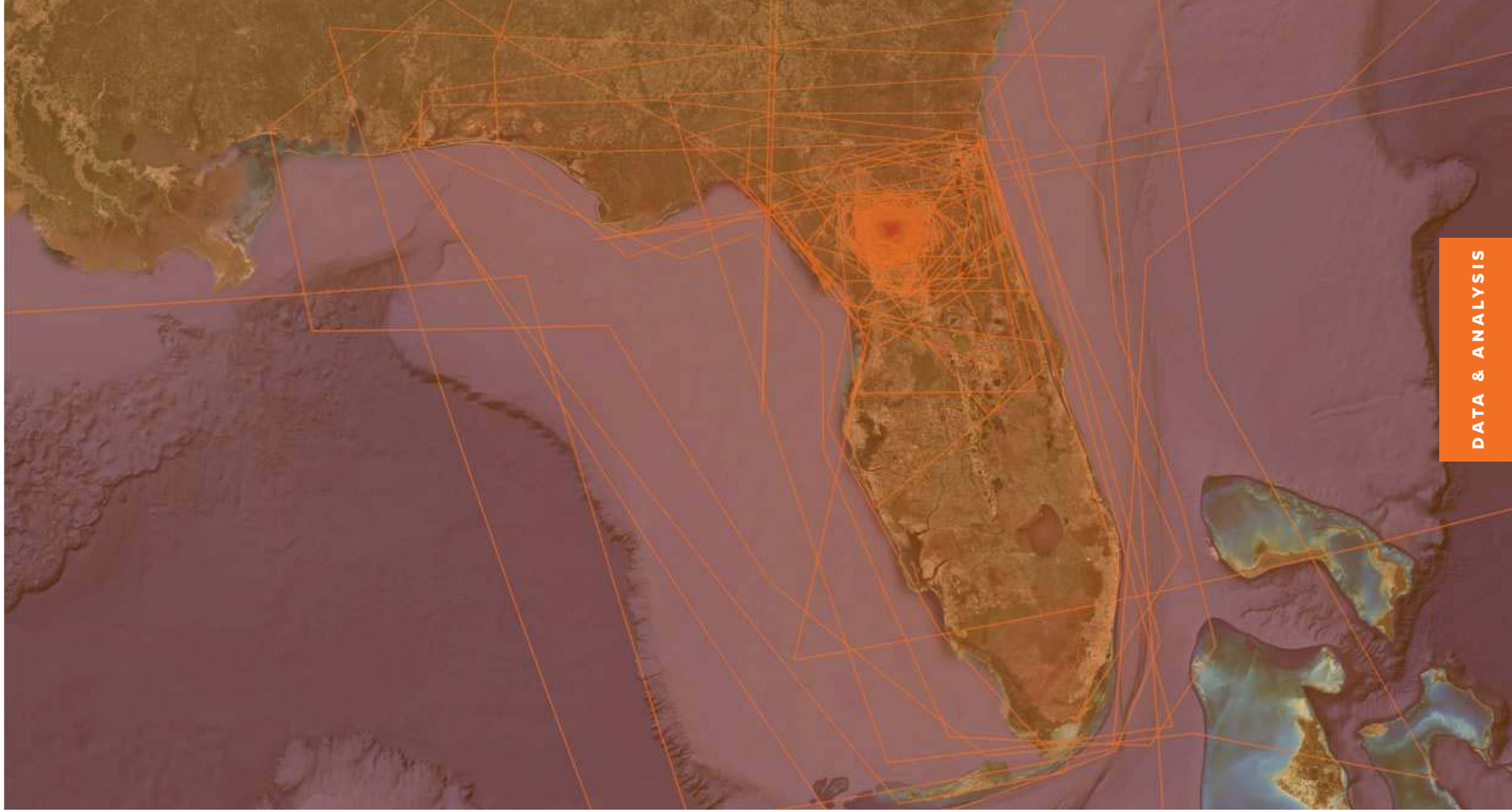



## COMAP: WHERE DO YOU FEEL UNSAFE (PERSONAL SAFETY)?




## COMAP: WHERE DO YOU FEEL UNSAFE (TRAFFIC)?

## COMAP: UF ZONE OF INFLUENCE



## COMAP: UF ZONE OF INFLUENCE

When asked to map what they thought the scope of the University of Florida's zone of influence was, most respondents drew perimeters within Gainesville and Alachua County (image at left). However, some noted the institution's influence extends even beyond the State (image at right). Understanding how the University's boundaries are not confined to the edges of campus will be useful in expanding its national and international reputation.

LEARNING

RESEARCH

+1

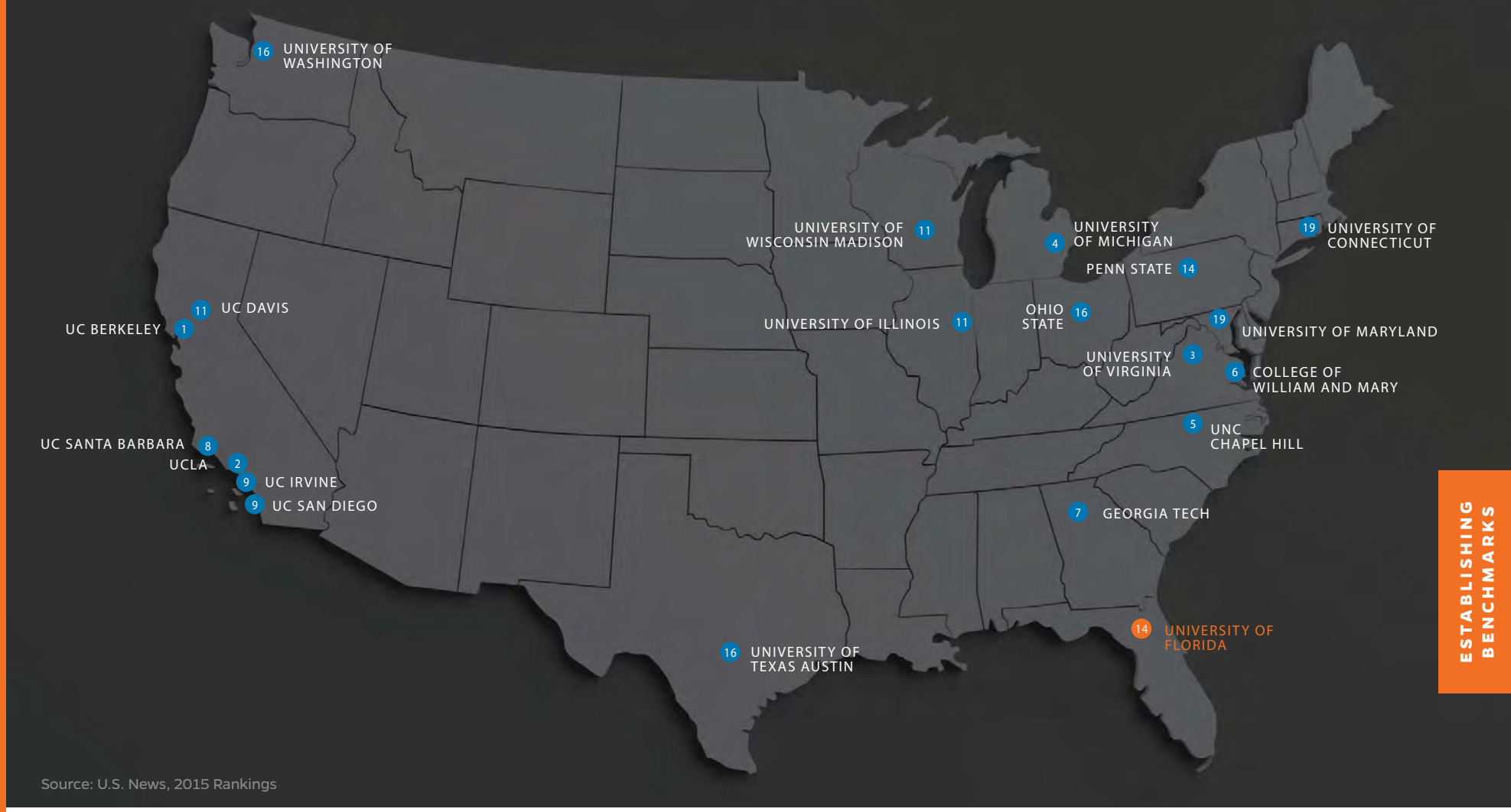
CULTURE

NEW AMERICAN CITY

# ESTABLISHING BENCHMARKS

Benchmarking establishes global parameters and potential areas of investigation. It is one of several springboards toward understanding potential opportunities specific to the University and its integration with the broader community.

For the purposes of this study, we will compare significant metrics that illustrate achievement in the categories of learning, research, partner institutions, aspects of community culture, and innovative ideas for collaboration with host cities for the top 20 public and the top 10 private institutions in The United States.




Source: U.S. News, 2015 Rankings

# TOP 20 PUBLIC INSTITUTIONS


## TOP 10 PRIVATE INSTITUTIONS

# pre·em·i·nence

**/prē' em n ns/**

**noun**

## the fact of surpassing all others; superiority.

## WHAT IS PREEMINENCE?

We asked all of the stakeholders we interviewed to offer their definition of preeminence. One that particularly resonated with us was offered by the President of the University, Dr. Kent Fuchs: “Preeminence is doing things that others wish to emulate.”

| APPROACH | WIN THE GAME | CHANGE THE GAME | CASE STUDIES |
|---|---|---|---|
| **LEARNING** | attract the best students | change delivery method | Arizona State University, University of North Carolina |
| **RESEARCH** | problem-based, attract star PIs | private partnerships | Georgia Tech, Ohio State, UC Davis |
| **"PLUS ONE"** | corporate, public | startup | UGA, Clemson, UC Berkeley |
| **CULTURE** | food, arts, outdoors | | Austin, Boulder, Charlottesville |
| **NEW AMERICAN CITY** | housing mix, schools, open space, retail, transportation | demographics, workforce, climate resilience | Portland, Madison, Philadelphia, Durham |



## WHERE TO LOOK FOR BIG IDEAS

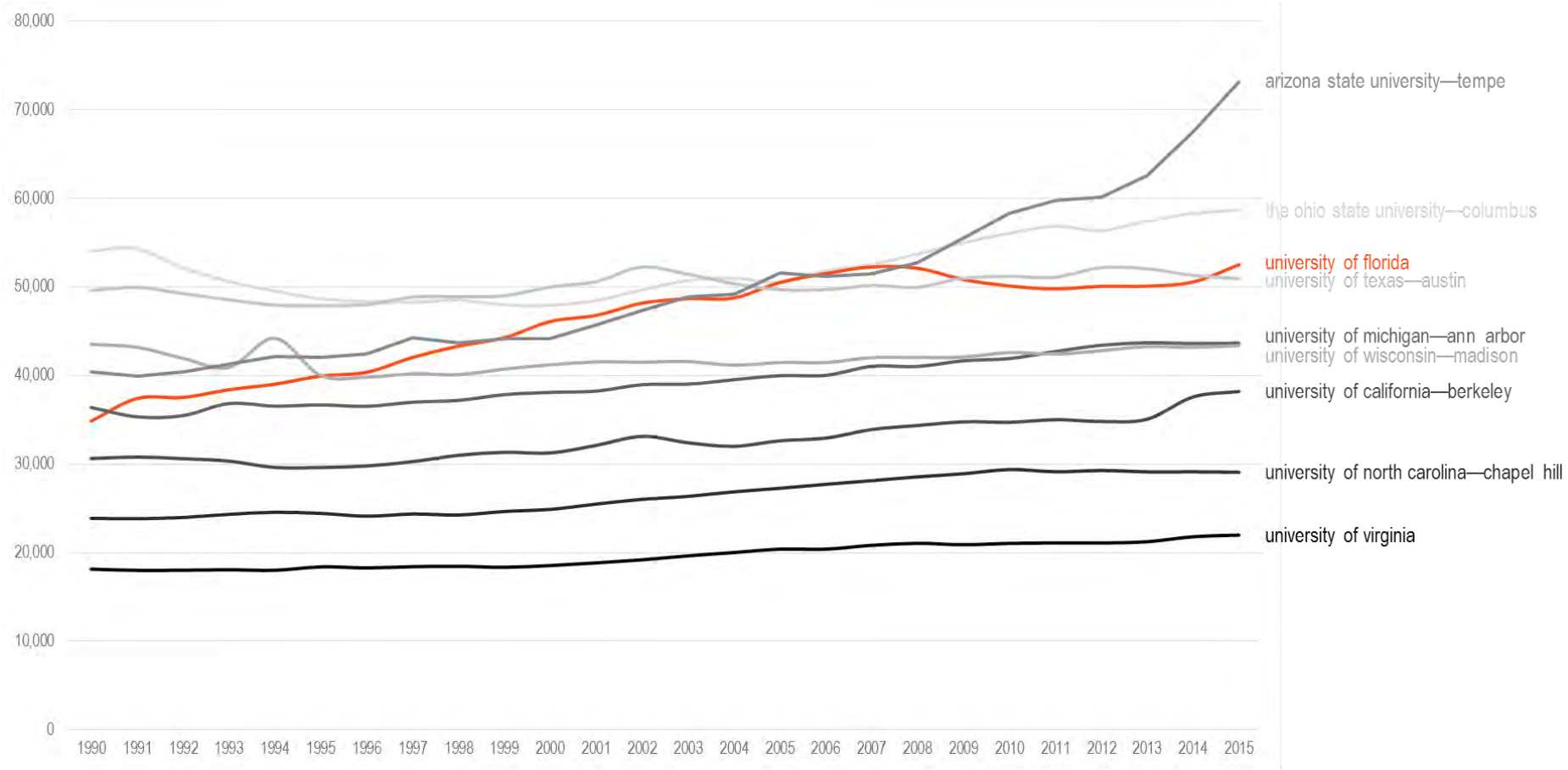
To attain preeminence, the University must surpass its peer institutions. 5 "buckets" or approaches were defined as a way to categorize the various possible paths to improvement or innovation. The next two columns highlight two strategies by which each of 5 approaches may contribute to the University of Florida's journey to preeminence: (1) Win the game - be the best at what others are doing, or (2) Change the game - offer what no other institution has. The last column notes some of the possible case studies for each of the approach vectors.

What does enrollment look like for University of Florida's peers? The University of Florida is relatively large based on total enrollment. The percentage of international and out-of-state students is comparable to the University of Texas - Austin, University of California - Berkeley, University of North Carolina - Chapel Hill, and Ohio State University - Columbus. The University of Virginia, University of Michigan - Ann Arbor, and University of Wisconsin - Madison have slightly higher combined international and out-of-state enrollment.

These graphs also illustrate that most of our peer institutions are increasing the number of out of state and international students, whereas the University of Florida has limited enrollment from these categories.

How does UF compare to others in terms of space allocation? Campus space per student is shown in a series of pages for a variety of categories of use.

And how does campus density and organization compare to others? The last pages in this Learning section demonstrate how the University's FAR relates to that of its peers.

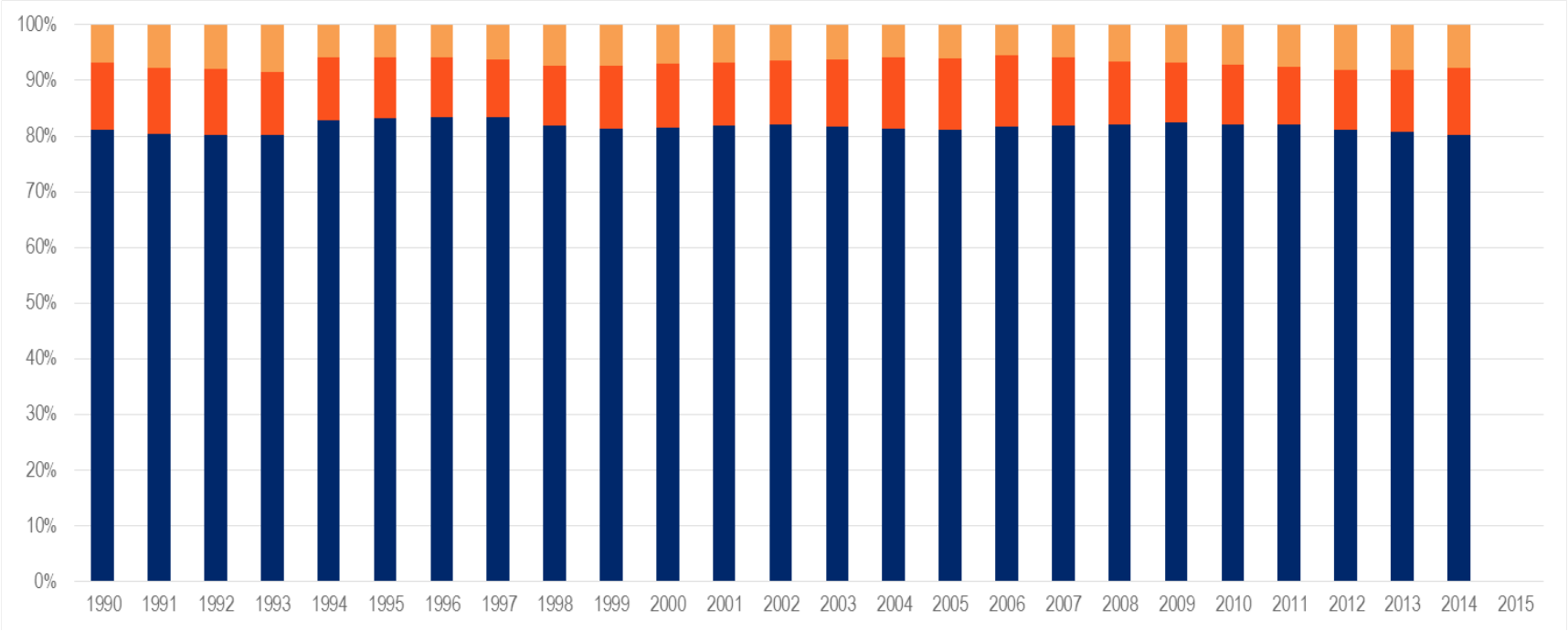



## TOTAL ENROLLMENT (PLACED BASED)
### MAIN CAMPUS

Note that the University of Florida's main campus enrollment is less than the institution's total enrollment shown here as it does not include the students attending UF at other locations or online.

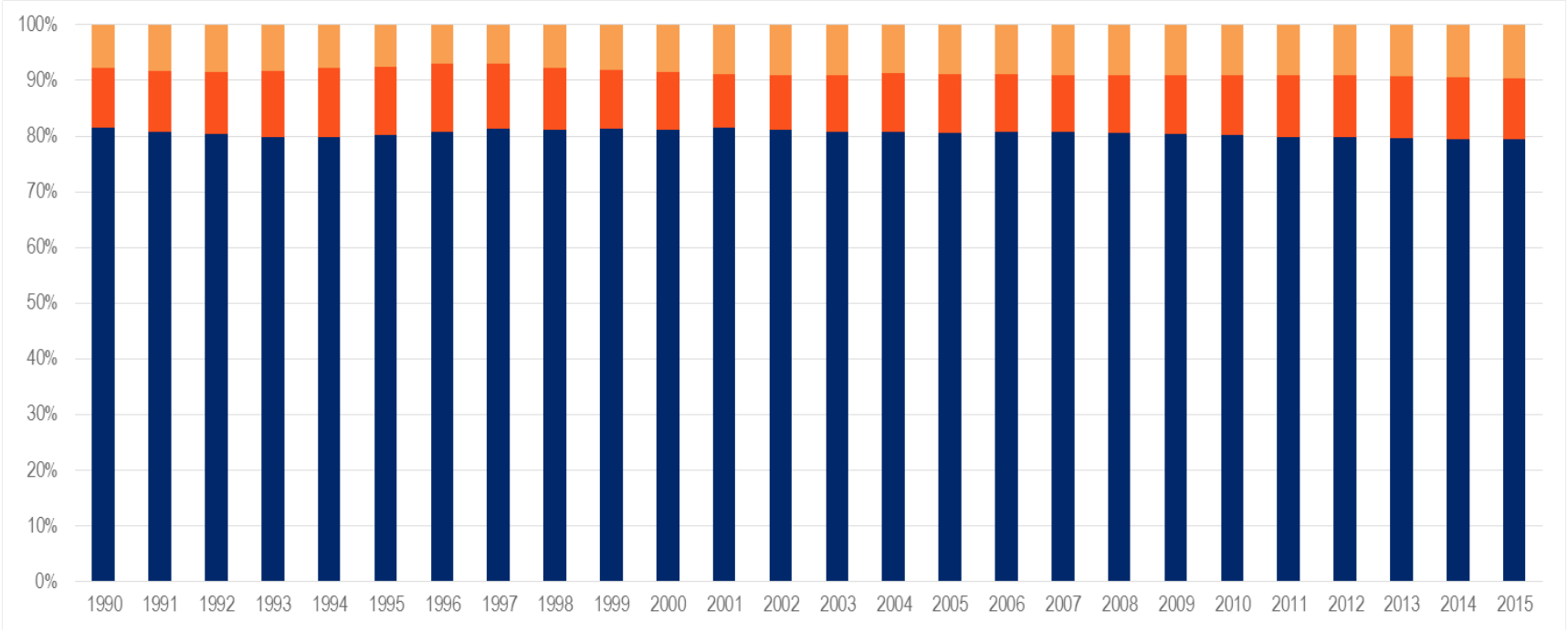
Information for the following charts indicating enrollment is gathered from the respective Institutional Reporting websites for each university.

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | 81% | 80% | 80% | 80% | 83% | 83% | 83% | 83% | 82% | 81% | 82% | 82% | 82% | 82% | 81% | 81% | 82% | 82% | 82% | 83% | 82% | 82% | 81% | 81% | 80% | |
| enrollment | 34,861 | 37,406 | 37,527 | 38,399 | 39,024 | 39,951 | 40,372 | 42,053 | 43,327 | 44,276 | 46,107 | 46,798 | 48,184 | 48,673 | 48,765 | 50,512 | 51,520 | 52,271 | 52,112 | 50,844 | 50,116 | 49,785 | 50,086 | 50,095 | 50,566 | 52,519 |
| out-of-state | 12% | 12% | 12% | 11% | 11% | 11% | 11% | 10% | 11% | 11% | 11% | 11% | 11% | 12% | 13% | 13% | 13% | 12% | 11% | 11% | 11% | 10% | 11% | 11% | 12% | |
| international | 7% | 8% | 8% | 8% | 6% | 6% | 6% | 6% | 7% | 7% | 7% | 7% | 7% | 6% | 6% | 6% | 6% | 6% | 7% | 7% | 7% | 8% | 8% | 8% | 8% | |



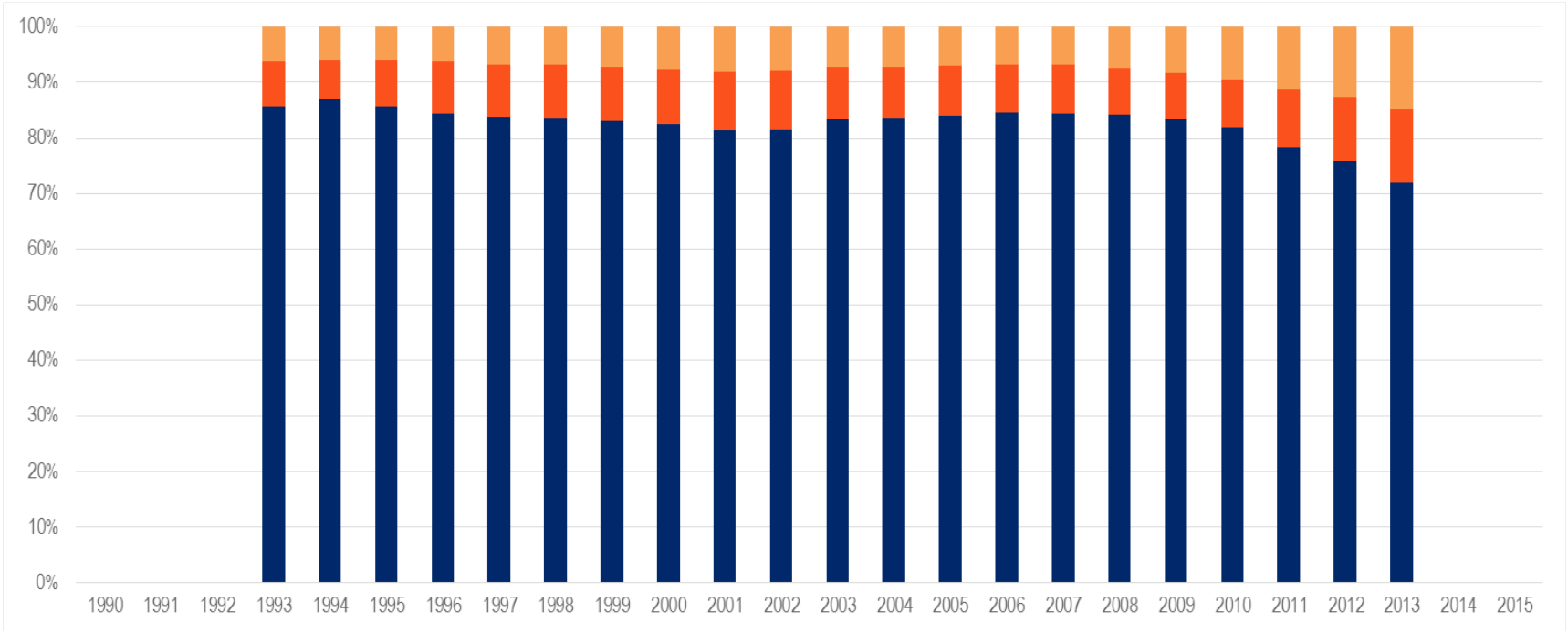

# HEADCOUNT ENROLLMENT BY RESIDENCY
## UNIVERSITY OF FLORIDA

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | 81% | 81% | 80% | 80% | 80% | 80% | 81% | 81% | 81% | 81% | 81% | 81% | 81% | 81% | 81% | 80% | 81% | 81% | 81% | 80% | 80% | 80% | 80% | 80% | 79% | 79% |
| enrollment | 49,617 | 49,961 | 49,253 | 48,555 | 47,957 | 47,905 | 48,008 | 48,857 | 48,906 | 49,009 | 49,996 | 50,616 | 52,261 | 51,426 | 50,377 | 49,696 | 49,697 | 50,170 | 49,984 | 50,995 | 51,195 | 51,112 | 52,186 | 52,059 | 51,313 | 50,950 |
| out-of-state | 11% | 11% | 11% | 12% | 12% | 12% | 12% | 12% | 11% | 11% | 10% | 10% | 10% | 10% | 10% | 11% | 10% | 10% | 10% | 10% | 11% | 11% | 11% | 11% | 11% | 11% |
| international | 8% | 8% | 8% | 8% | 8% | 7% | 7% | 7% | 8% | 8% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 9% | 10% |

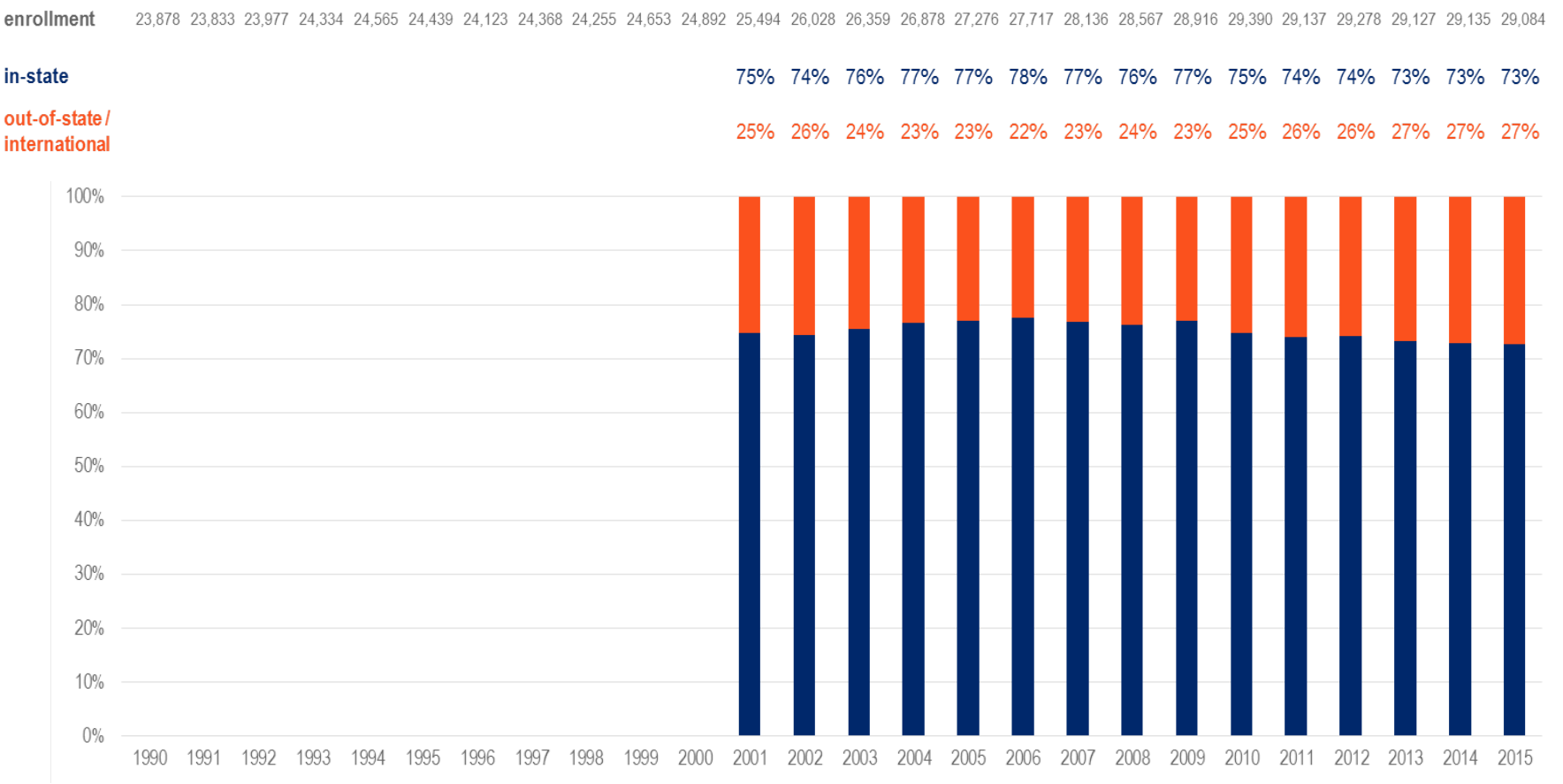



## HEADCOUNT ENROLLMENT BY RESIDENCY
UNIVERSITY OF TEXAS, AUSTIN

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | | | | 86% | 87% | 86% | 84% | 84% | 84% | 83% | 82% | 81% | 82% | 83% | 84% | 84% | 85% | 84% | 84% | 83% | 82% | 78% | 76% | 72% | | |
| enrollment | 30,634 | 30,796 | 30,616 | 30,337 | 29,626 | 29,622 | 29,788 | 30,281 | 31,001 | 31,337 | 31,267 | 32,117 | 33,135 | 32,411 | 32,013 | 32,638 | 32,939 | 33,910 | 34,361 | 34,776 | 34,724 | 35,021 | 34,812 | 35,073 | 37,581 | 38,204 |
| out-of-state | | | | 8% | 7% | 8% | 9% | 9% | 10% | 10% | 10% | 11% | 11% | 9% | 9% | 9% | 9% | 9% | 8% | 8% | 8% | 10% | 11% | 13% | | |
| international | | | | 6% | 6% | 6% | 6% | 7% | 7% | 7% | 8% | 8% | 8% | 7% | 7% | 7% | 7% | 7% | 8% | 8% | 10% | 11% | 13% | 15% | | |

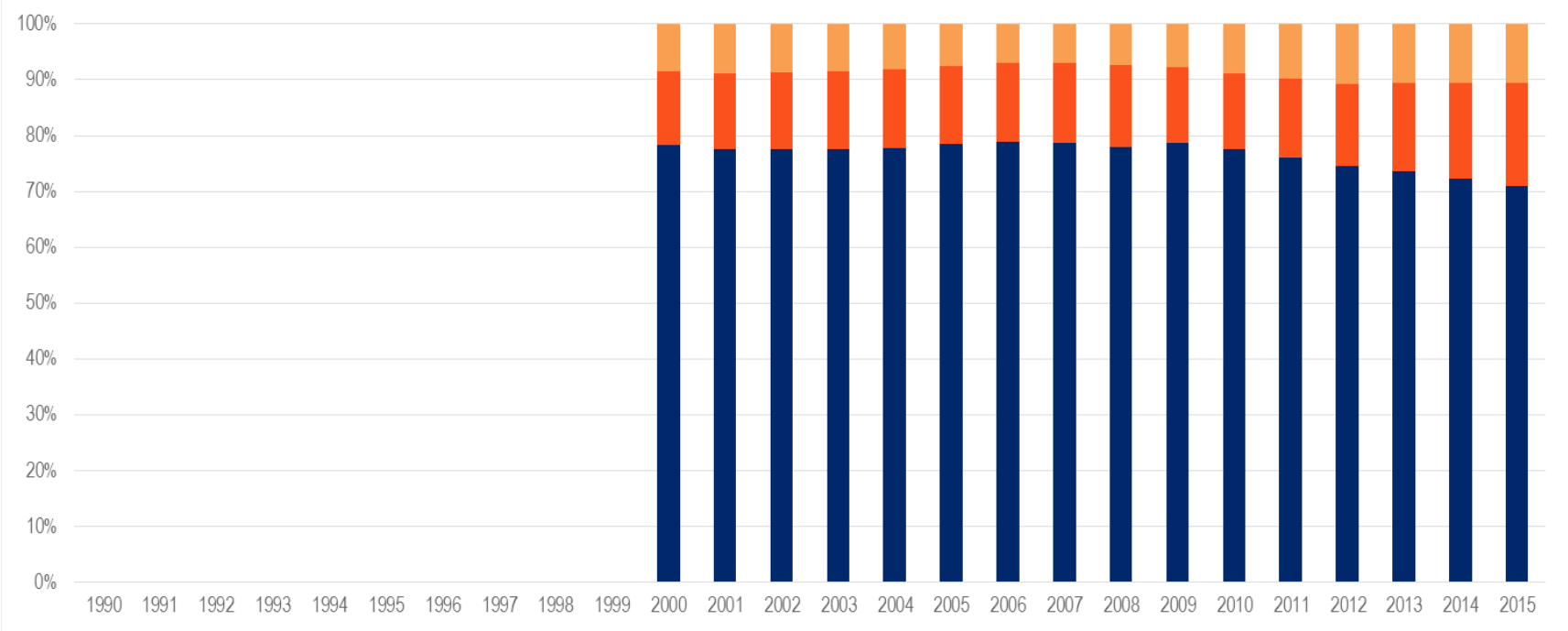



# HEADCOUNT ENROLLMENT BY RESIDENCY
## UNIVERSITY OF CALIFORNIA, BERKELEY




## HEADCOUNT ENROLLMENT BY RESIDENCY
UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL

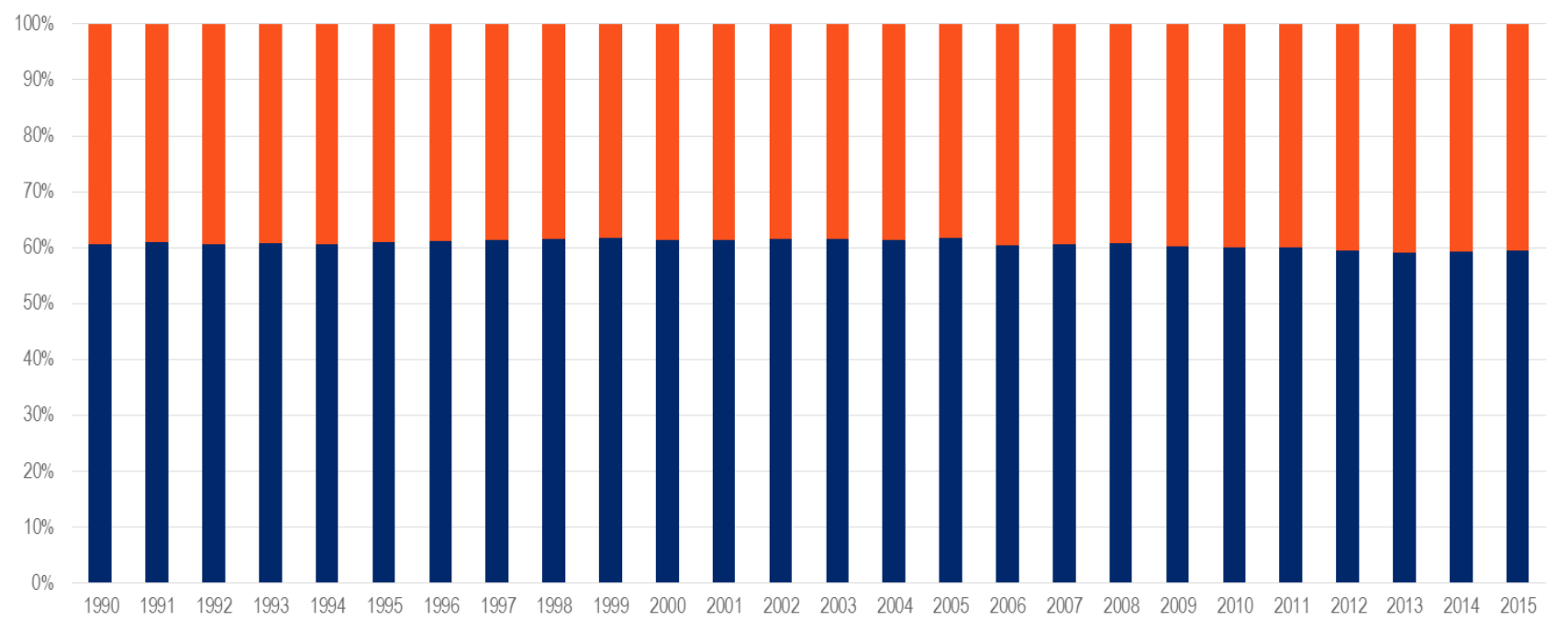
| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | | | | | | | | | | | 78% | 78% | 78% | 78% | 78% | 78% | 79% | 79% | 78% | 79% | 78% | 76% | 75% | 74% | 72% | 71% |
| enrollment | 54,087 | 54,311 | 52,179 | 50,623 | 49,542 | 48,676 | 48,352 | 48,278 | 48,511 | 48,003 | 47,952 | 48,477 | 49,676 | 50,731 | 50,995 | 50,504 | 51,818 | 52,568 | 53,715 | 55,014 | 56,064 | 56,867 | 56,387 | 57,466 | 58,322 | 58,663 |
| out-of-state | | | | | | | | | | | 13% | 13% | 14% | 14% | 14% | 14% | 14% | 14% | 15% | 14% | 14% | 14% | 15% | 16% | 17% | 19% |
| international | | | | | | | | | | | 8% | 9% | 9% | 8% | 8% | 8% | 7% | 7% | 7% | 8% | 9% | 10% | 11% | 11% | 11% | 11% |




## HEADCOUNT ENROLLMENT BY RESIDENCY

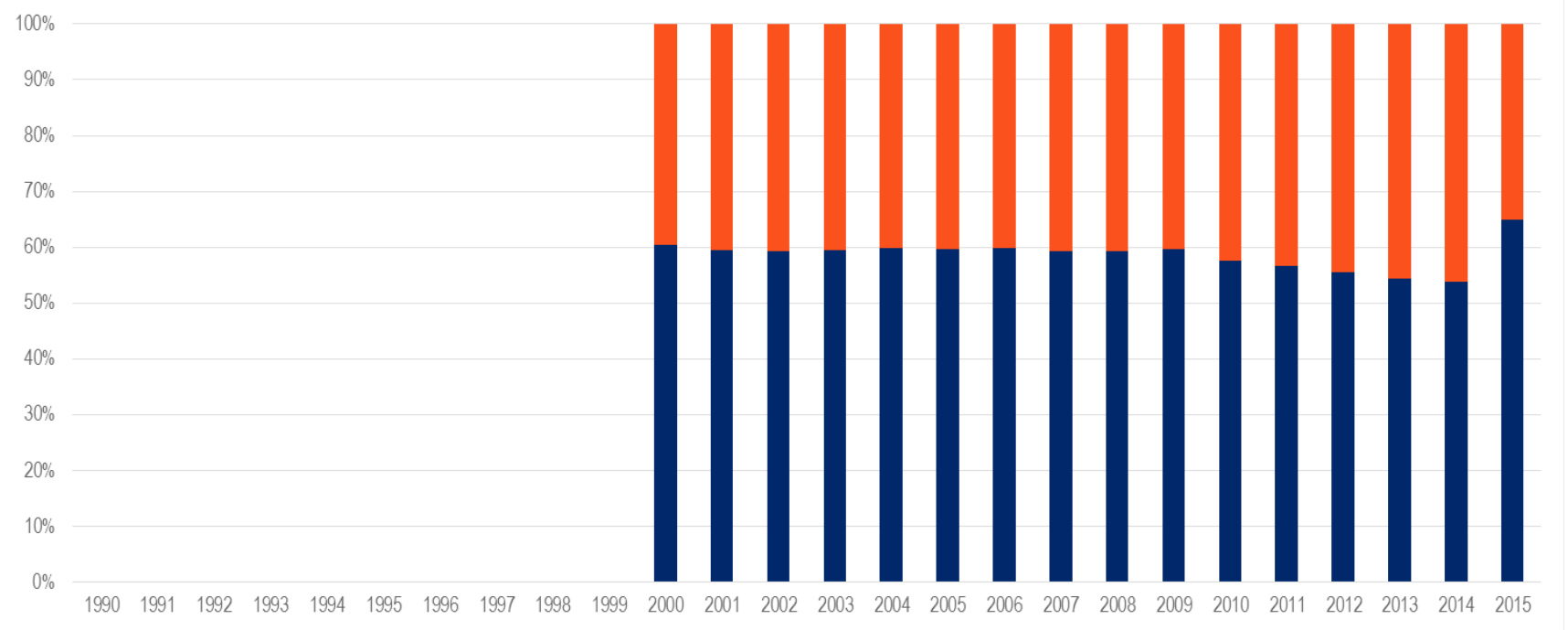
OHIO STATE UNIVERSITY, COLUMBUS

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | 61% | 61% | 61% | 61% | 61% | 61% | 61% | 61% | 61% | 62% | 61% | 61% | 62% | 62% | 61% | 62% | 60% | 61% | 61% | 60% | 60% | 60% | 60% | 59% | 59% | 59% |
| enrollment | 18,137 | 18,006 | 18,016 | 18,073 | 18,011 | 18,398 | 18,279 | 18,417 | 18,463 | 18,346 | 18,550 | 18,848 | 19,197 | 19,643 | 20,018 | 20,399 | 20,397 | 20,834 | 21,057 | 20,895 | 21,049 | 21,106 | 21,095 | 21,238 | 21,800 | 21,985 |
| out-of-state / international | 39% | 39% | 39% | 39% | 39% | 39% | 39% | 39% | 39% | 38% | 39% | 39% | 38% | 38% | 39% | 38% | 40% | 39% | 39% | 40% | 40% | 40% | 40% | 41% | 41% | 41% |



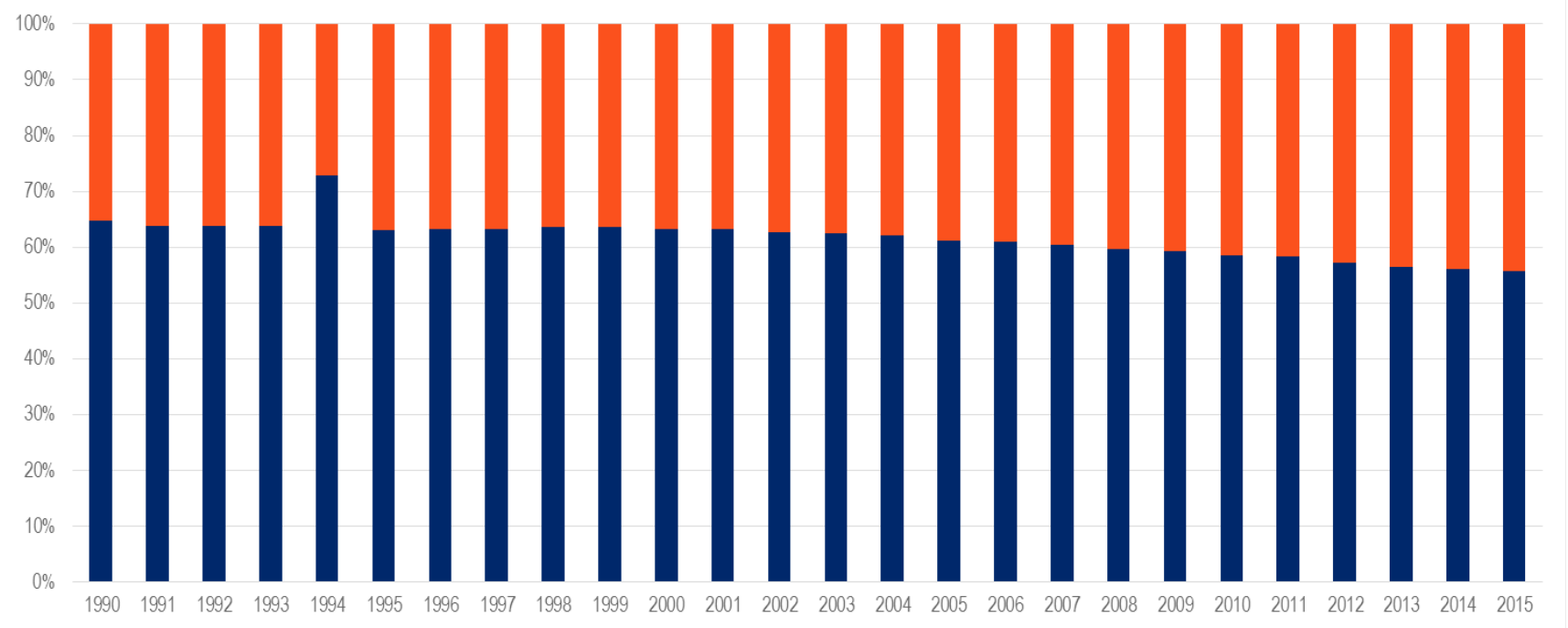

## HEADCOUNT ENROLLMENT BY RESIDENCY
UNIVERSITY OF VIRGINIA

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | | | | | | | | | | | 61% | 60% | 59% | 59% | 60% | 60% | 60% | 59% | 59% | 60% | 58% | 57% | 55% | 54% | 54% | 65% |
| enrollment | 36,391 | 35,343 | 35,476 | 36,845 | 36,543 | 36,687 | 36,525 | 36,995 | 37,197 | 37,846 | 38,103 | 38,248 | 38,972 | 39,031 | 39,533 | 39,993 | 40,025 | 41,042 | 41,028 | 41,674 | 41,924 | 42,716 | 43,426 | 43,710 | 43,625 | 43,651 |
| out-of-state / international | | | | | | | | | | | 39% | 40% | 41% | 41% | 40% | 40% | 40% | 41% | 41% | 40% | 42% | 43% | 45% | 46% | 46% | 35% |

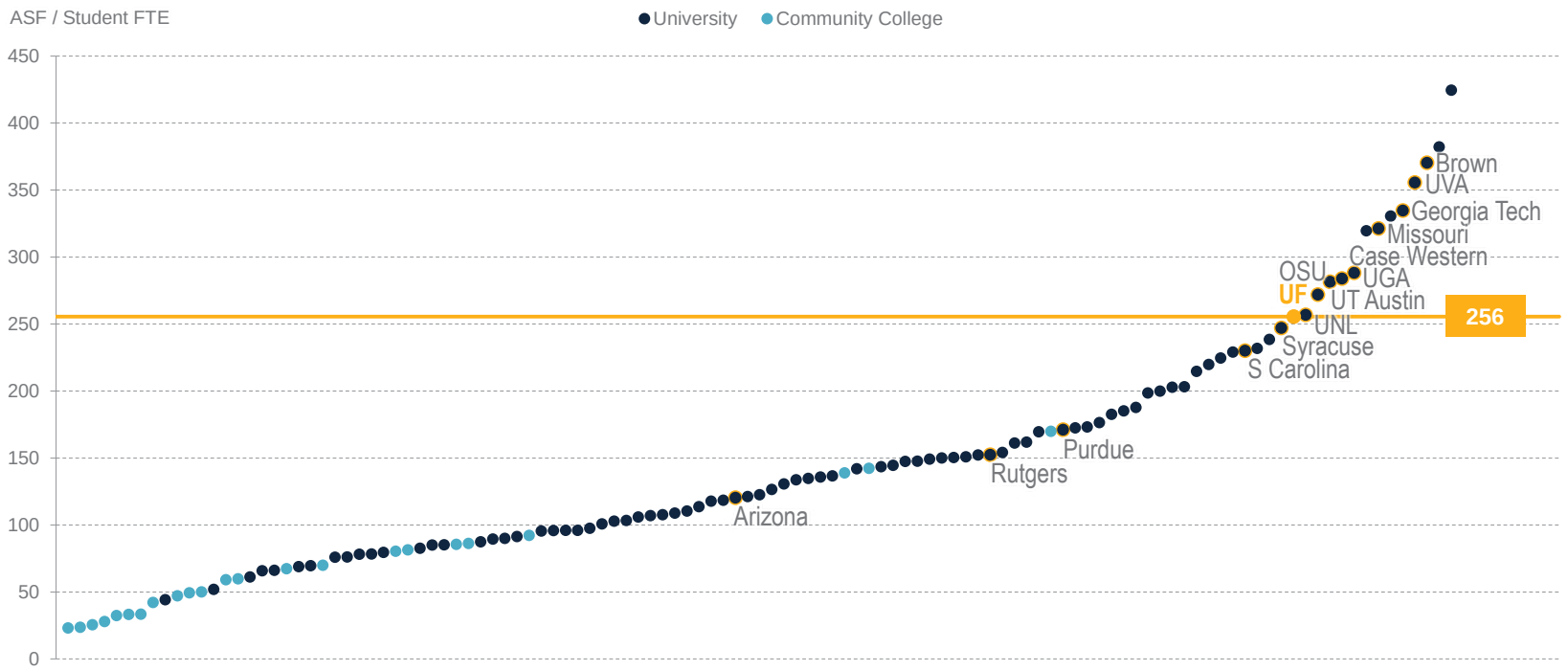



## HEADCOUNT ENROLLMENT BY RESIDENCY
UNIVERSITY OF MICHIGAN, ANN ARBOR

| | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| in-state | 65% | 64% | 64% | 64% | 73% | 63% | 63% | 63% | 64% | 64% | 63% | 63% | 63% | 62% | 62% | 61% | 61% | 60% | 60% | 59% | 59% | 58% | 57% | 56% | 56% | 56% |
| enrollment | 43,536 | 43,196 | 41,948 | 40,924 | 44,218 | 40,005 | 39,826 | 40,196 | 40,109 | 40,740 | 41,219 | 41,552 | 41,507 | 41,588 | 41,169 | 41,480 | 41,466 | 42,041 | 42,030 | 42,099 | 42,595 | 42,441 | 42,820 | 43,275 | 43,193 | 43,389 |
| out-of-state / international | 35% | 36% | 36% | 36% | 27% | 37% | 37% | 37% | 36% | 36% | 37% | 37% | 37% | 38% | 38% | 39% | 39% | 40% | 40% | 41% | 41% | 42% | 43% | 44% | 44% | 44% |




## HEADCOUNT ENROLLMENT BY RESIDENCY
UNIVERSITY OF WISCONSIN, MADISON



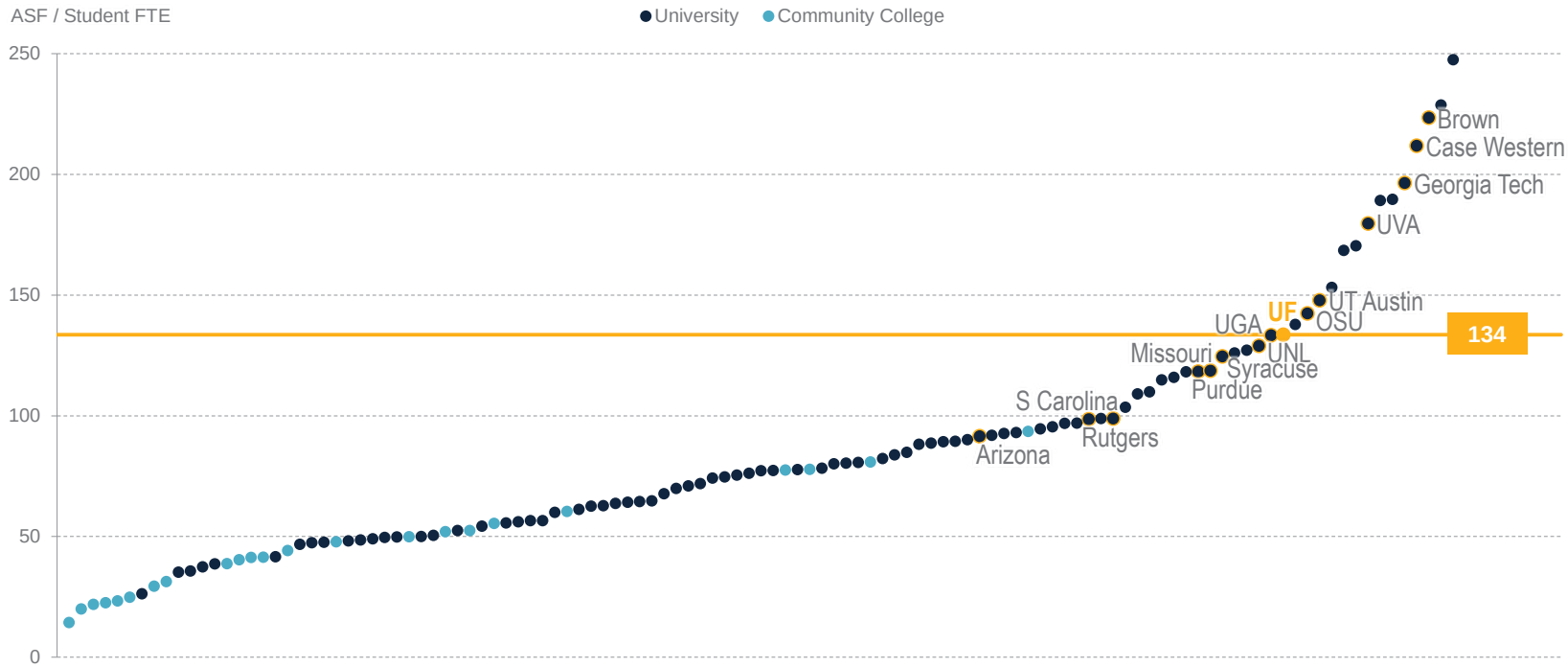

# CAMPUS SPACE PER STUDENT
## TOTAL NON-RESIDENTIAL

The following charts indicate relative campus space per student for different use categories.

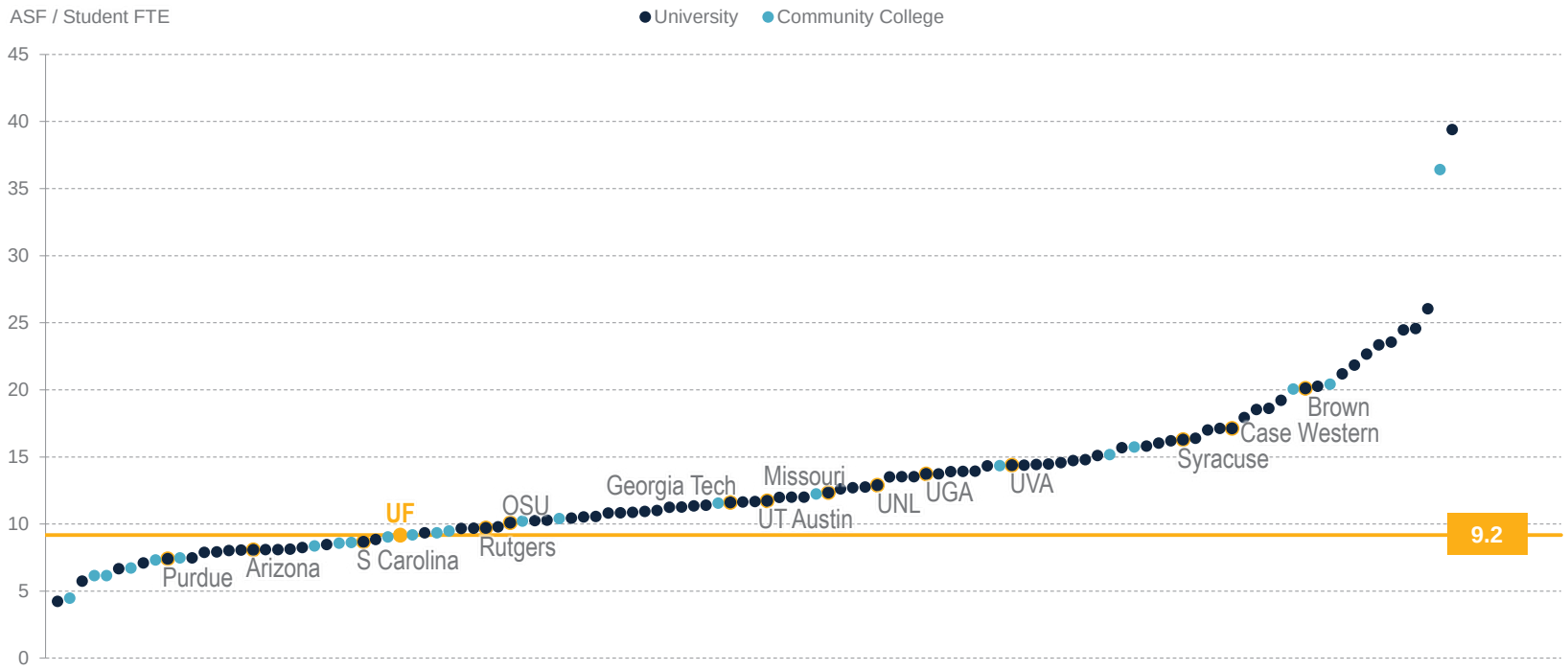
Information is gathered from a Consultant database and therefore specific institution names may be confidential and not called out.

ASF: Assignable Square Feet

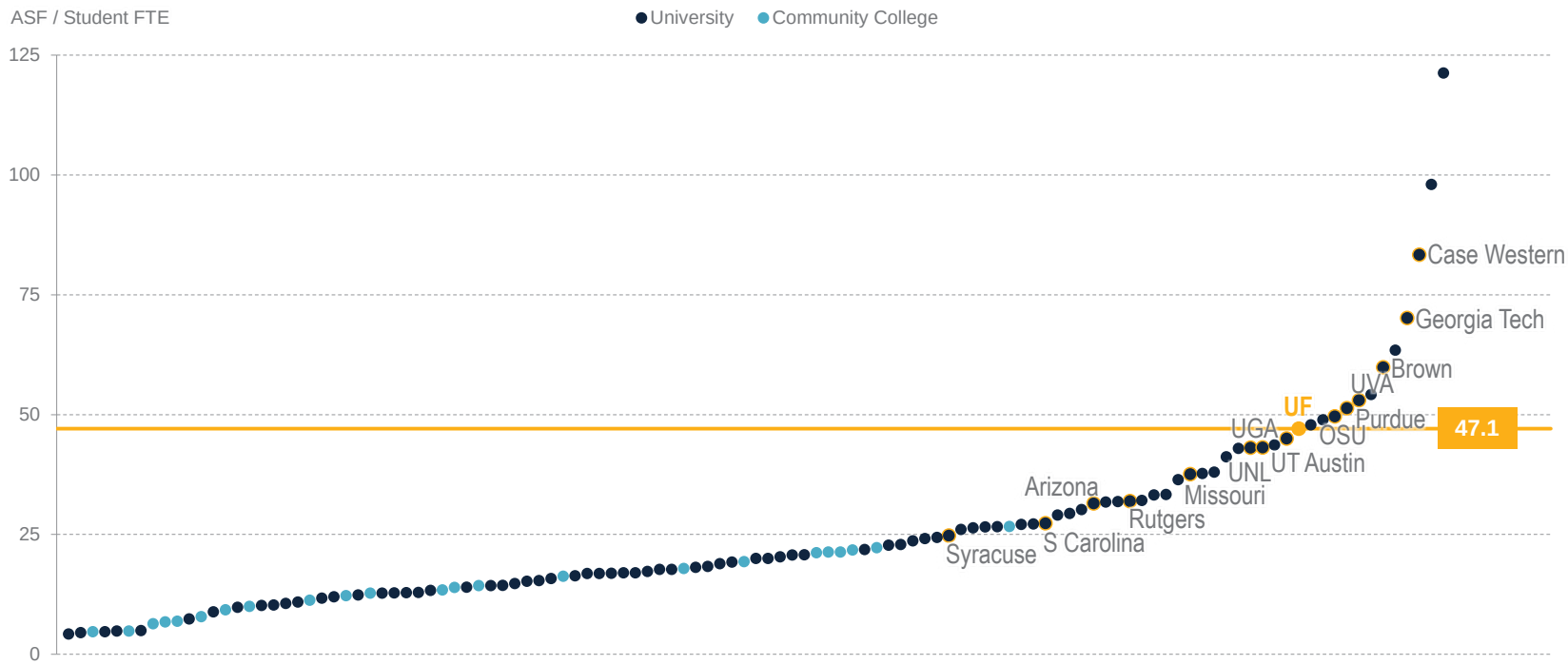
FTE: Full-Time Equivalent



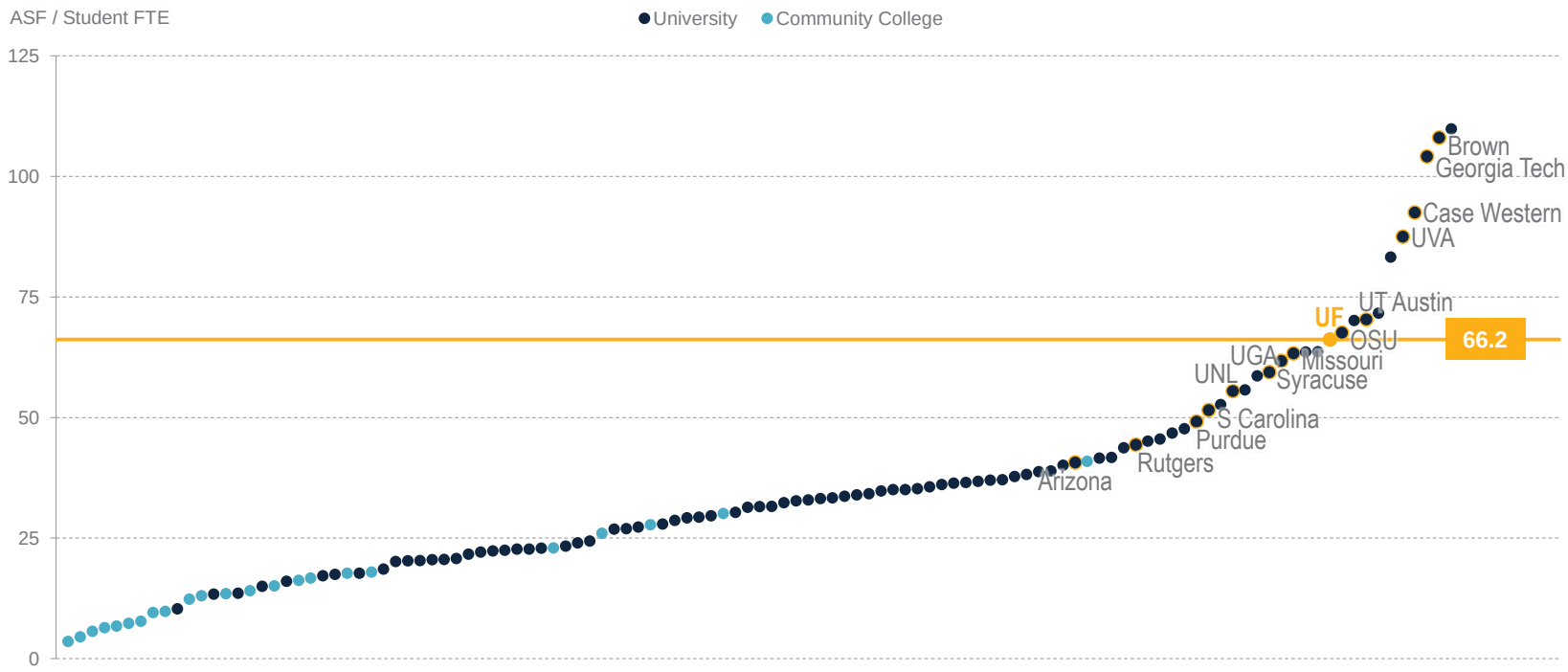

# CAMPUS SPACE PER STUDENT
## TOTAL ACADEMIC




# CAMPUS SPACE PER STUDENT
## CLASSROOM

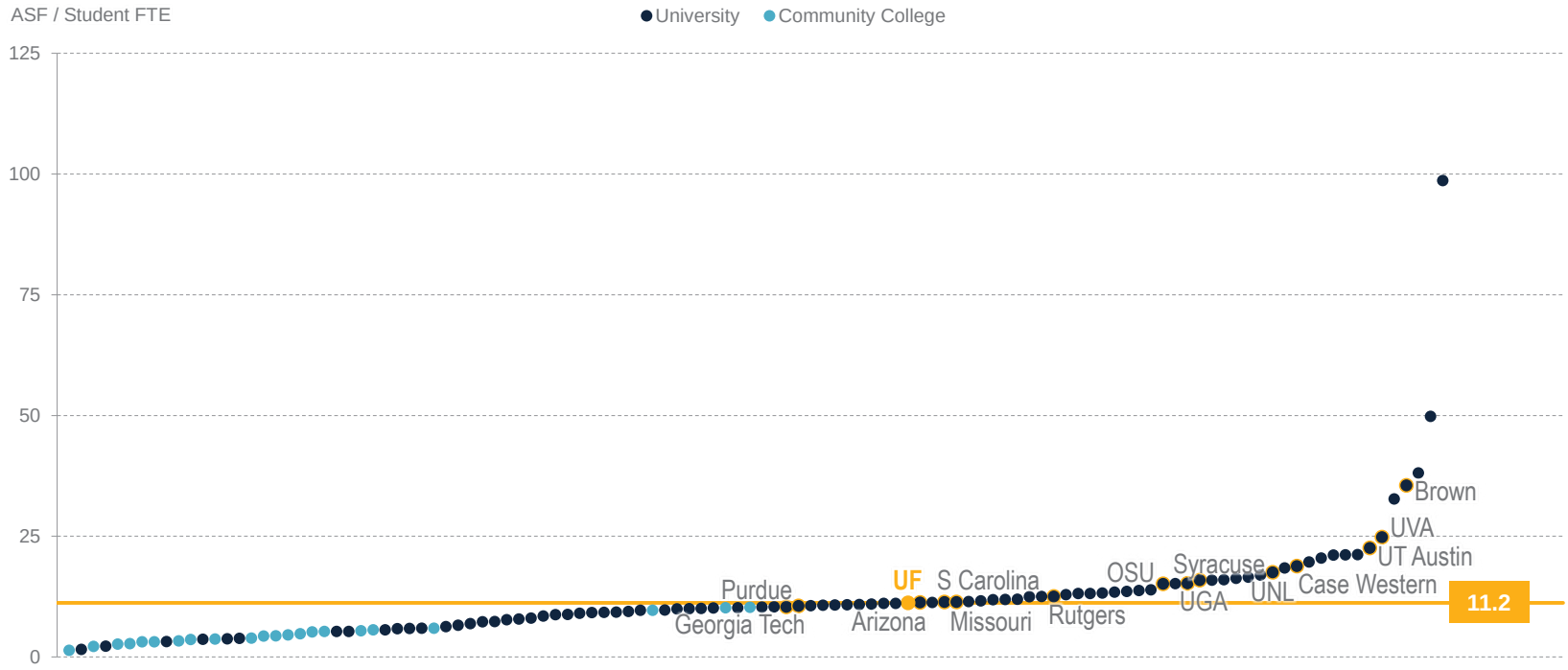



# CAMPUS SPACE PER STUDENT
LAB

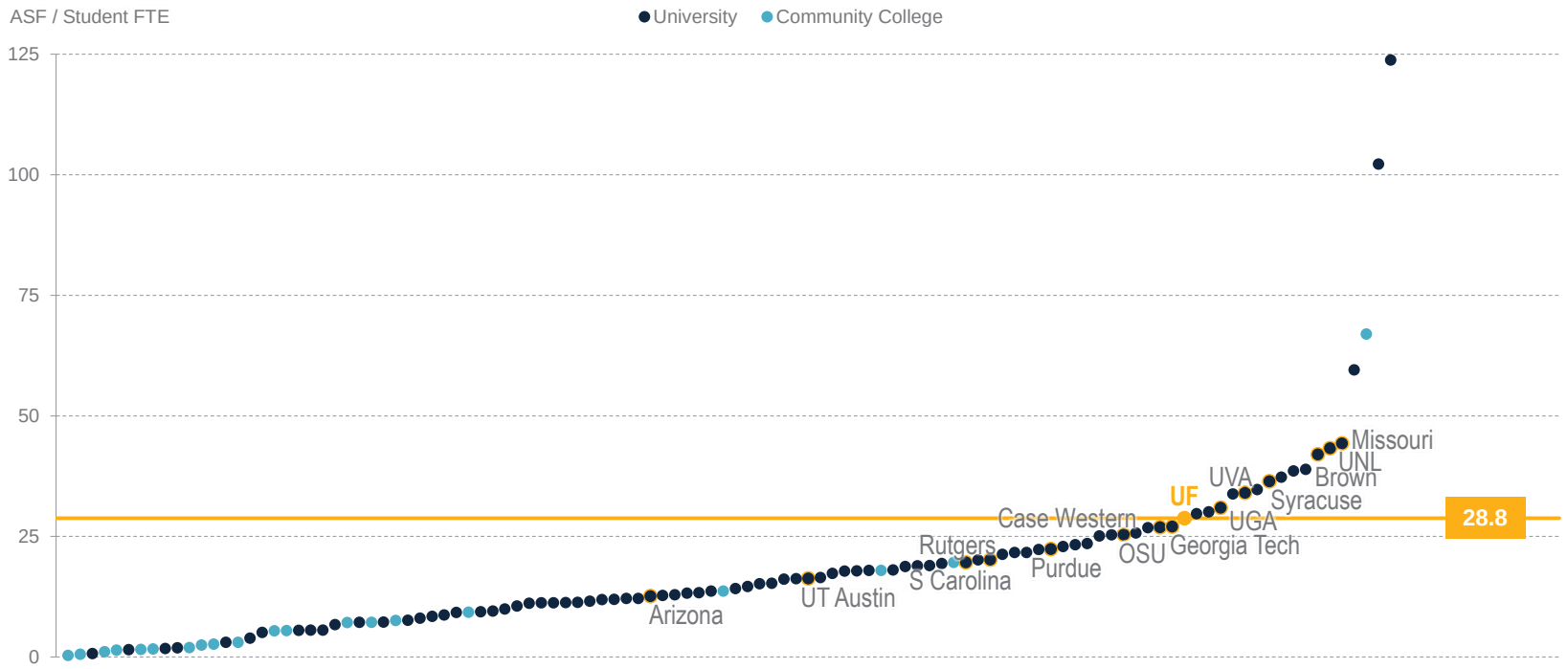



# CAMPUS SPACE PER STUDENT

## OFFICE

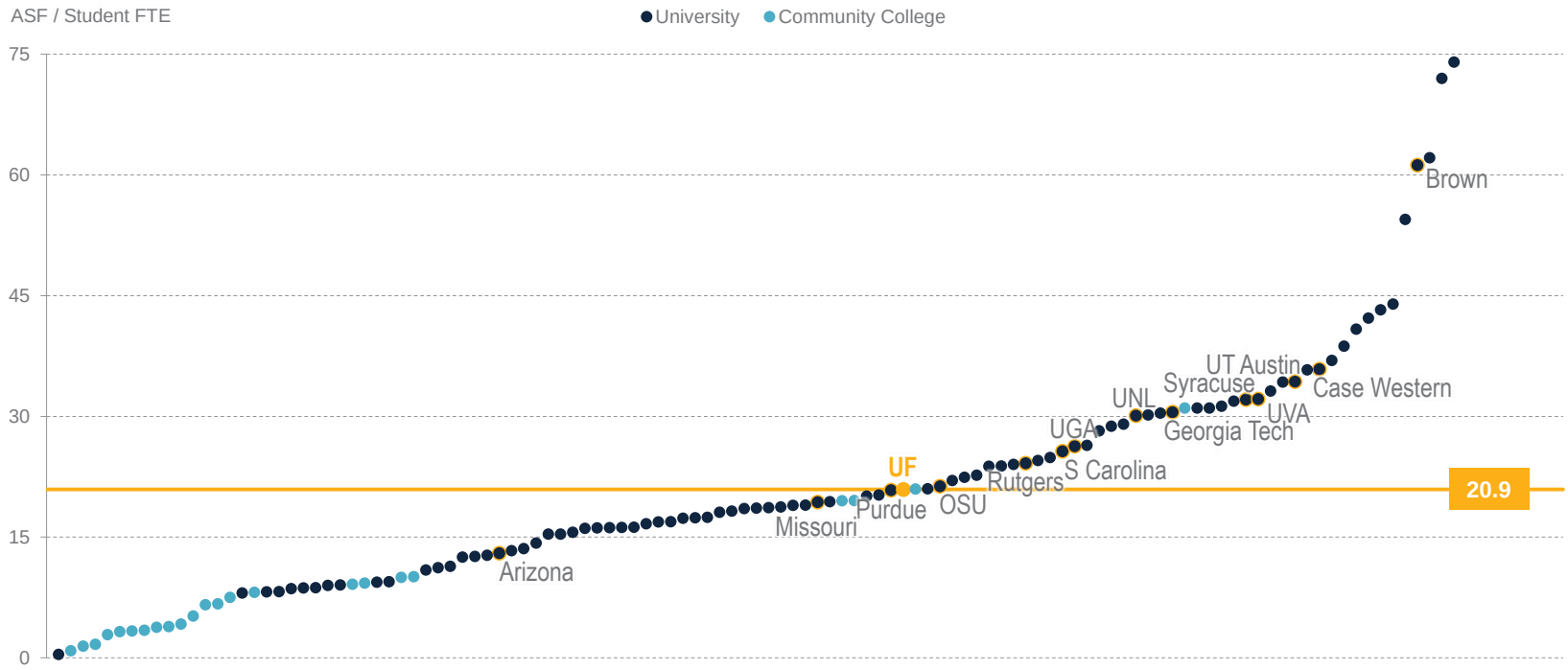



# CAMPUS SPACE PER STUDENT
STUDY

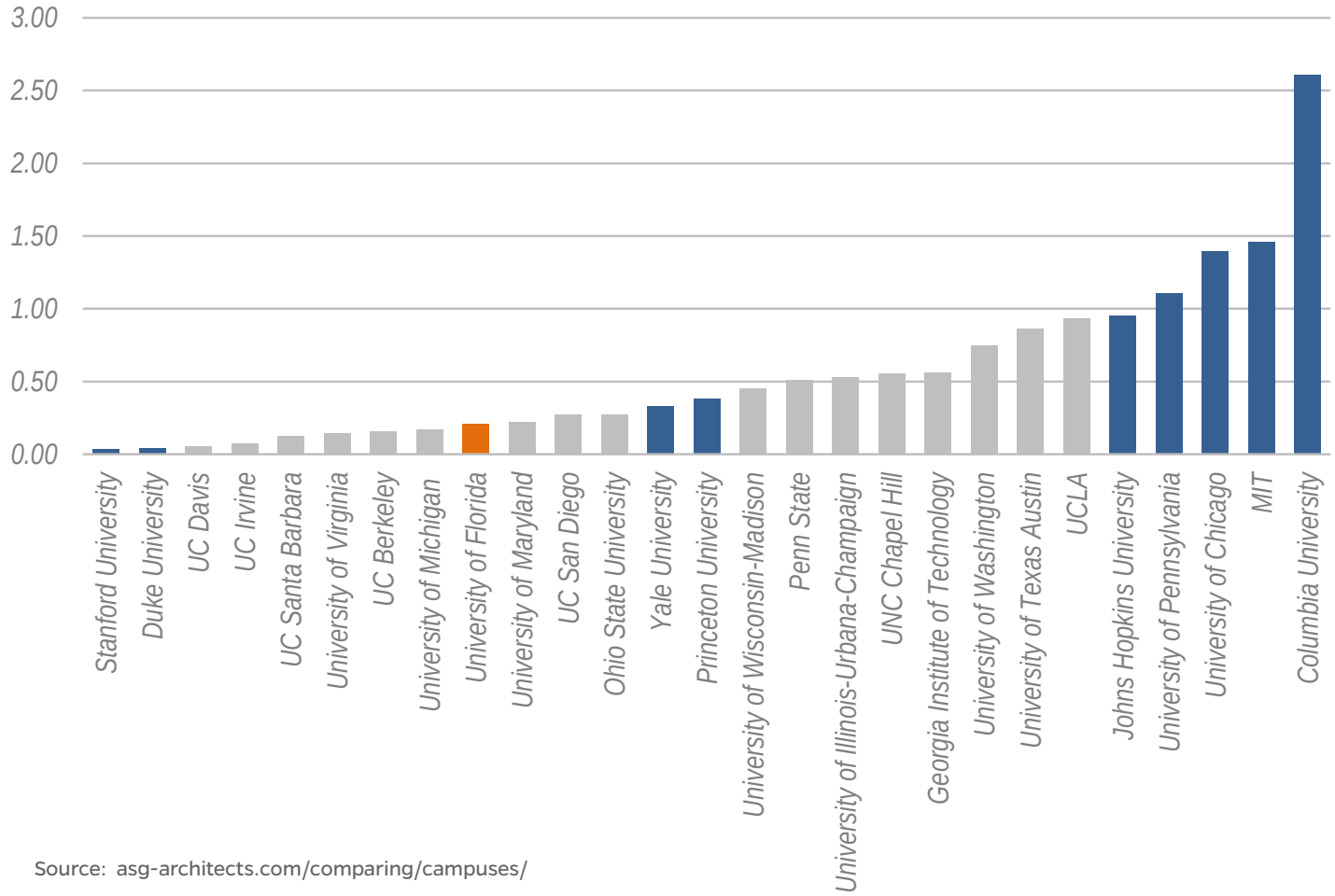



# CAMPUS SPACE PER STUDENT

## SPECIAL USE




# CAMPUS SPACE PER STUDENT
## GENERAL USE



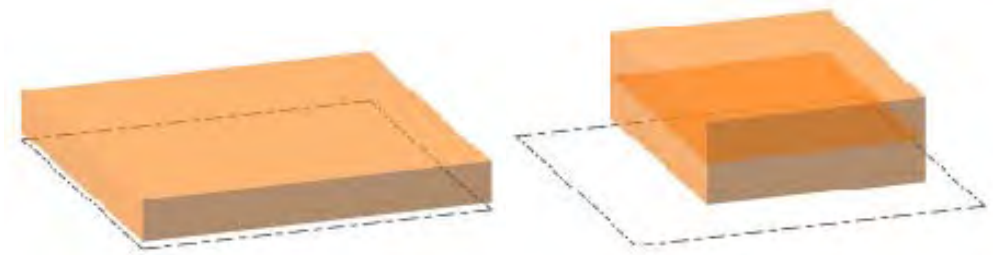

Source: asg-architects.com/comparing/campuses/

## TOP 10/20 CAMPUS FAR - BUILDING AREA / LAND

# FAR

Floor Area Ratio: The ratio of a building's total floor area to the size of the parcel of land upon which it is built.

A 10,000 SF building on 1 floor on a 10,000 SF parcel would have an FAR of 1.
A 10,000 SF building on 2 floors on a 10,000 SF parcel would still have an FAR of 1.



FAR:1

Porters area house
1269 SF Single Family
5930 SF Parcel

FAR:0.21

Continuum
264,490 SF Apartment
190,790 SF Parcel (4.38 acres)

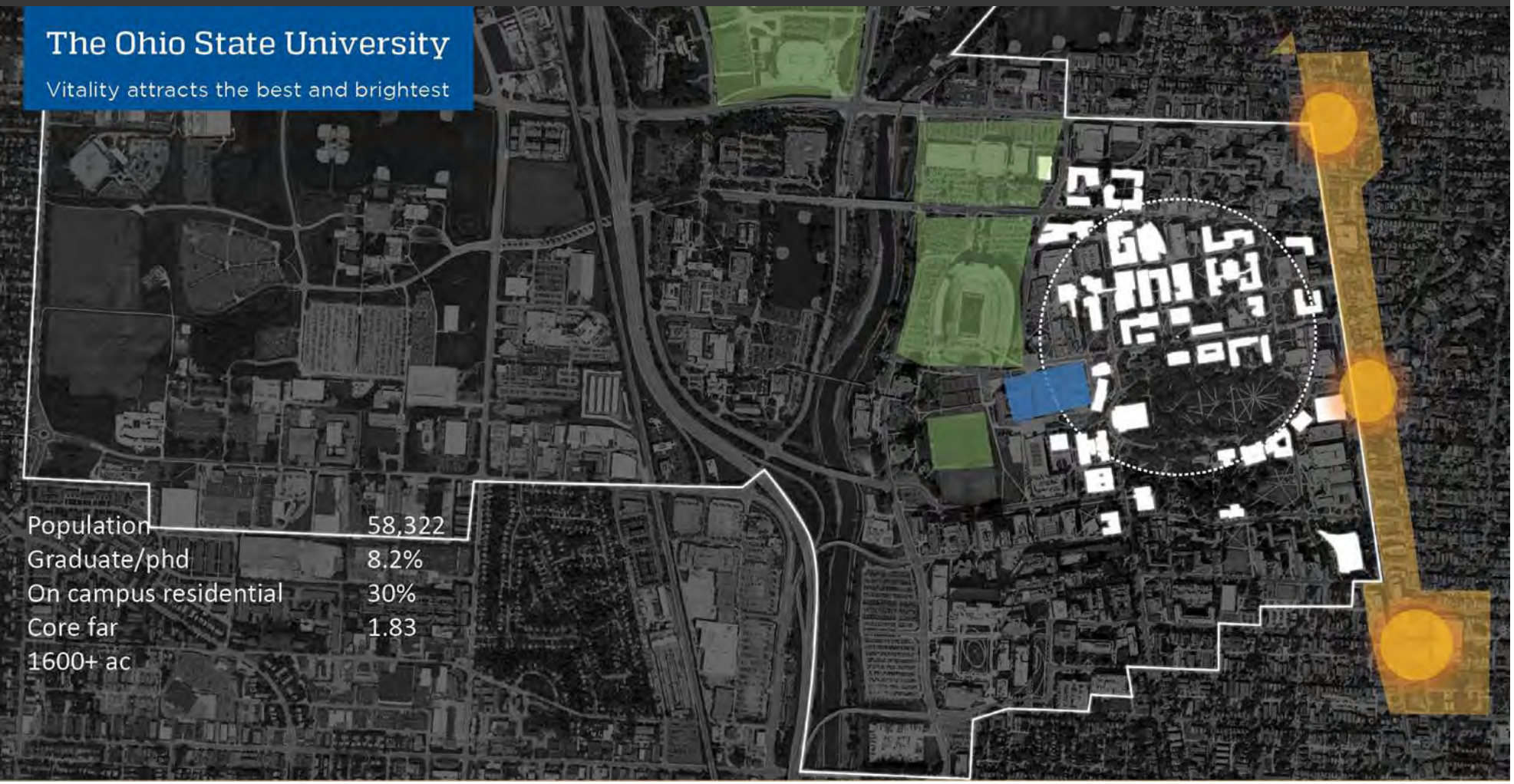
FAR:1.4

The Standard
750,000 SF Mixed Use (est)
180,000 SF Parcel (est)

FAR:4.2 (est)

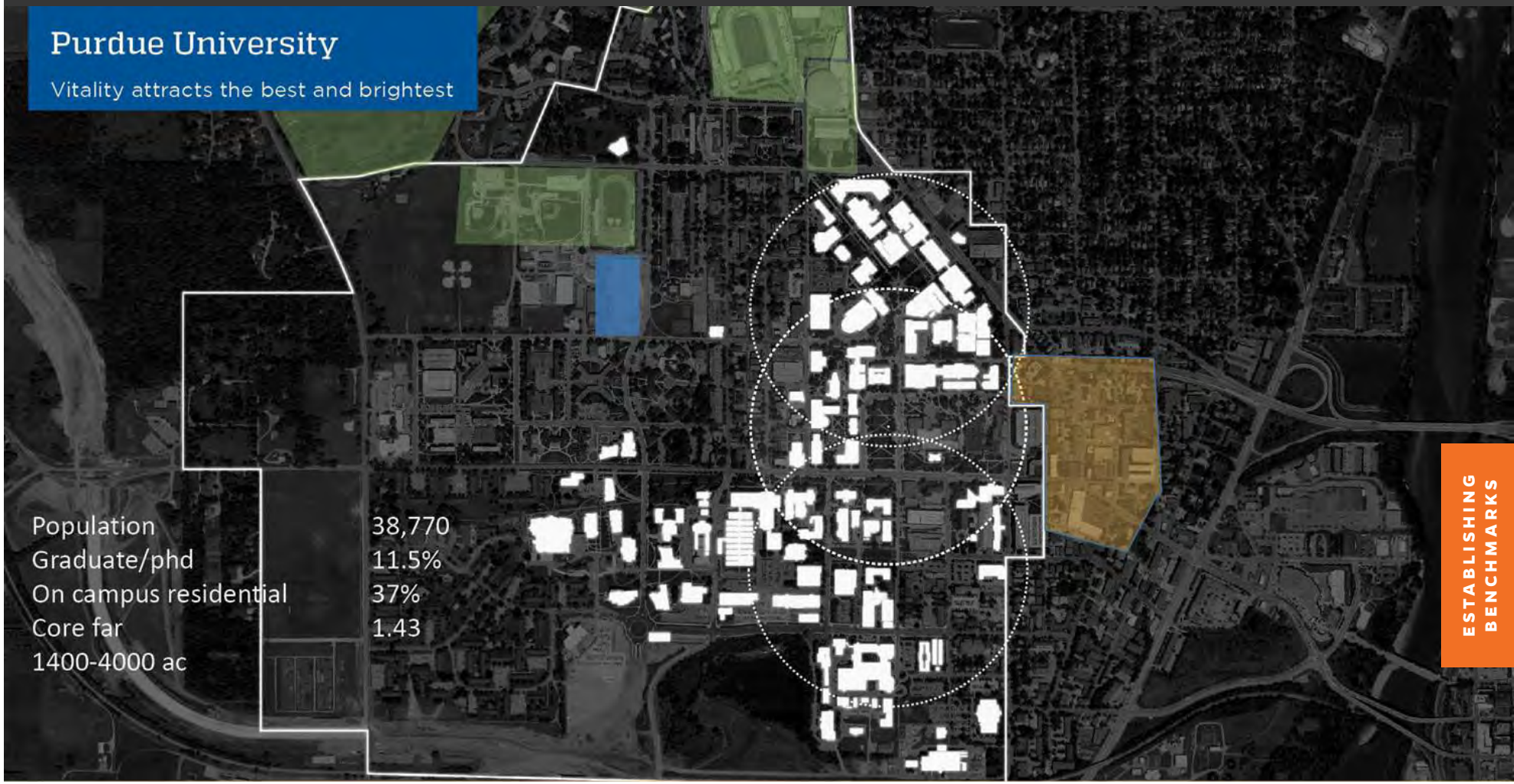
## HOW IS DENSITY MEASURED?

The term "FAR" will be referenced throughout this Summary Report and is a common design and construction industry method of describing how dense the built environment is.




## CAMPUS DENSITY COMPARISONS

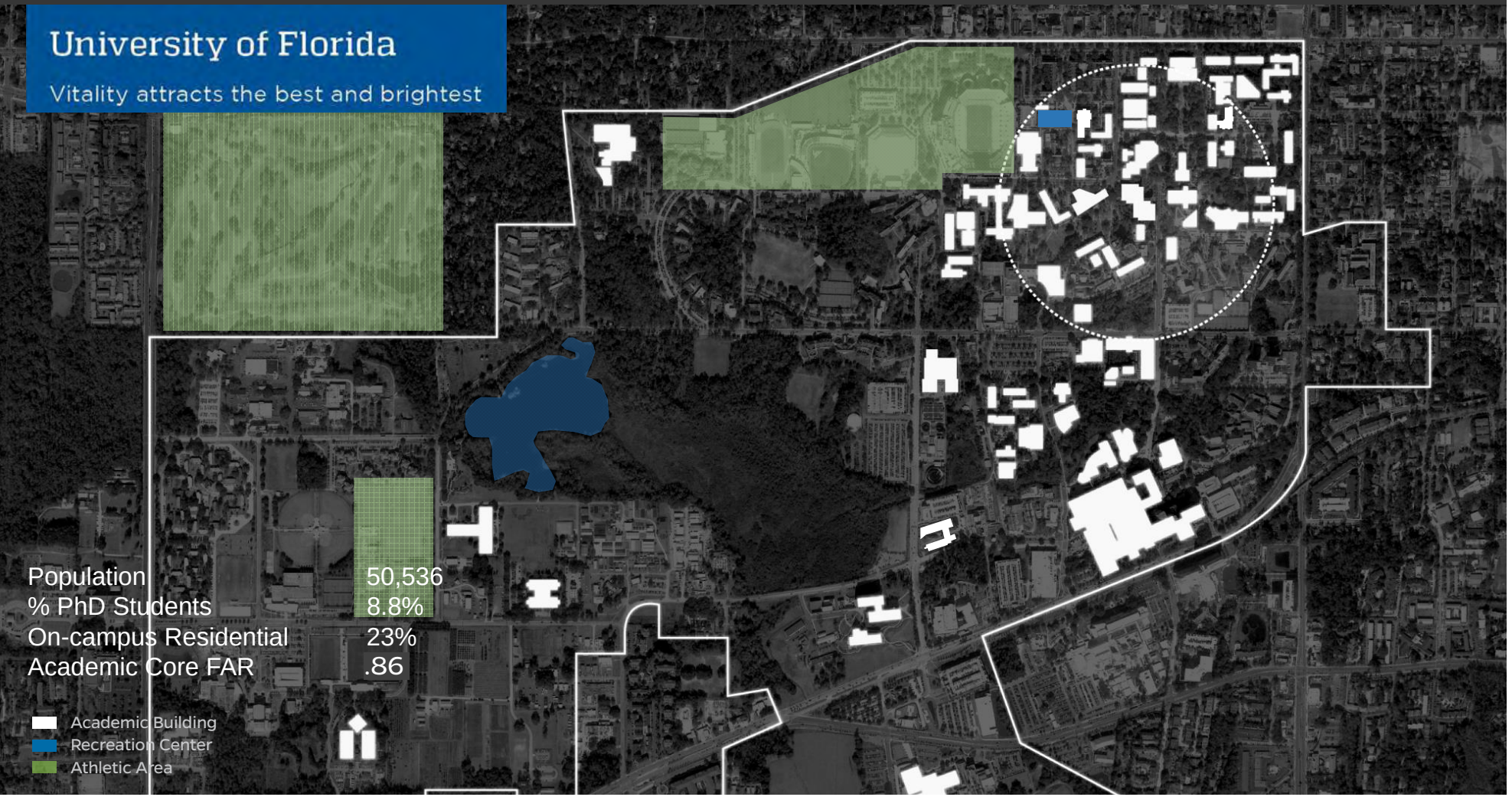
The diameter of the circle represents a 10 minute walk or about 2,500 feet. Structures shown in white are academic buildings. Green tones highlight sports or athletic venues, blue tones highlight student recreational centers, and yellow tones highlight off-campus commercial zones. The academic core at OSU has a FAR (density) of 1.83, comprised primarily of four and five story buildings.





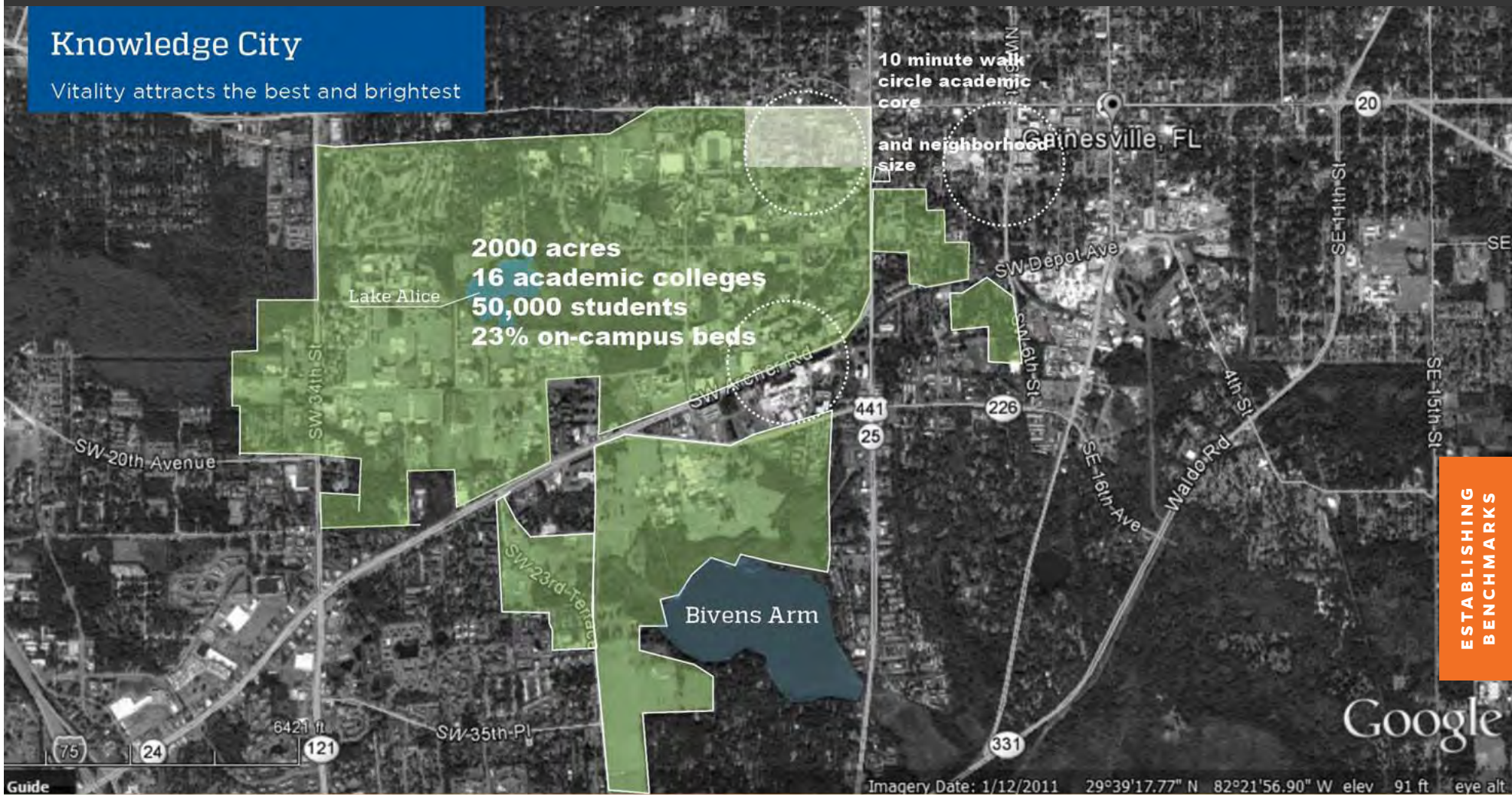

## CAMPUS DENSITY COMPARISONS

Purdue has a core academic FAR (density) of 1.43, comprised primarily of three and four story buildings.



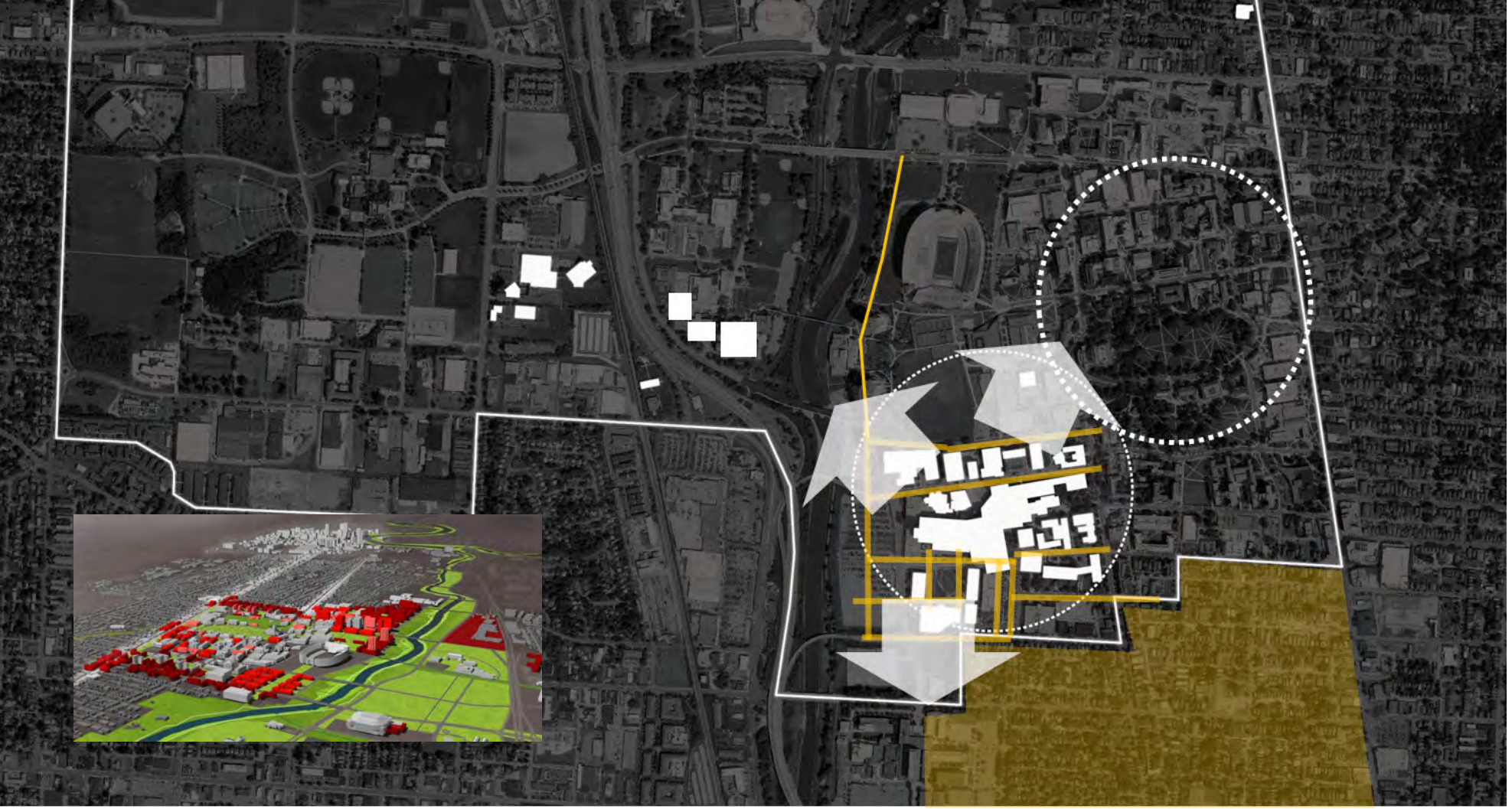

## CAMPUS DENSITY COMPARISONS

Florida is far less dense in its academic core than the previous two examples. This suggests that the campus can accommodate future growth without expanding its borders.




## CAMPUS DENSITY COMPARISONS

The University's large campus footprint and westward development have not fostered a building fabric that promotes walkability and face-to-face interdisciplinary interaction. Given the size and diversity of programs and the student body, a more closely planned campus will promote more frequent productive "collisions".



## MEDICAL CAMPUS TO CAMPUS CORE

OHIO STATE UNIVERSITY

Ohio State has made a decision to focus expansion into the core of the campus and not into the surrounding community.

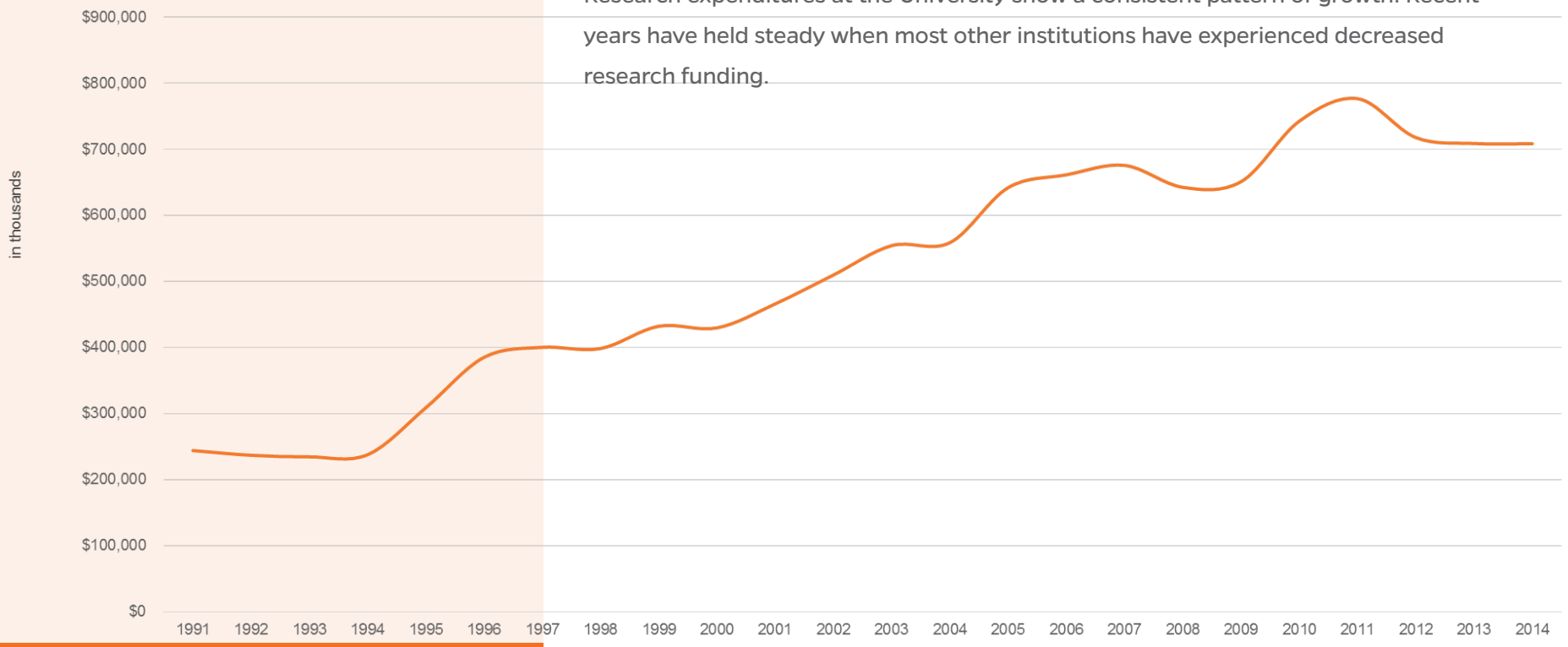
## MEDICAL CAMPUS TO CAMPUS CORE

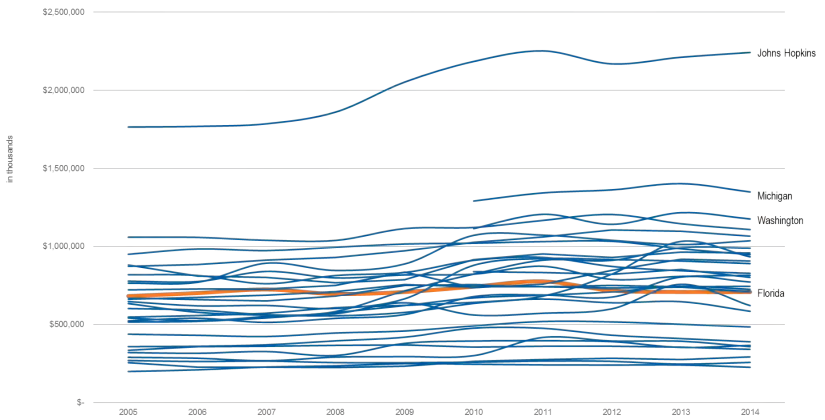
UNIVERSITY OF FLORIDA

One of UF's assets is having a major teaching hospital associated with campus. However as this medical center expanded, rather than growing into campus where it might create more activity and interdisciplinary interaction, the pattern of expansion has been south and west such that core teaching and medical clinical/research space are not in proximity to one another. In contrast, OSU's medical campus walking radius overlaps with its campus center.

# RESEARCH EXPENDITURES
## UNIVERSITY OF FLORIDA

Research expenditures at the University show a consistent pattern of growth. Recent years have held steady when most other institutions have experienced decreased research funding.



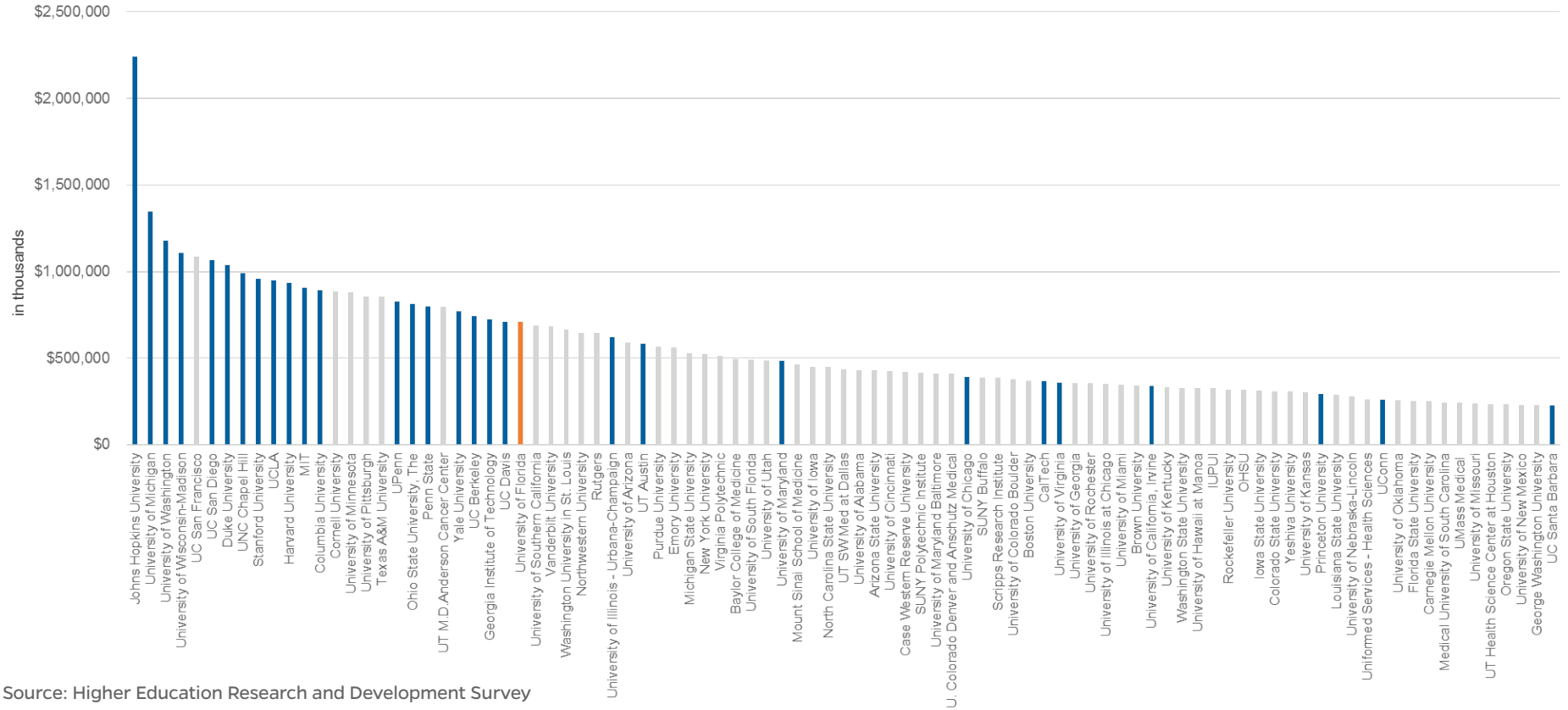

LEARNING

RESEARCH

+1

CULTURE

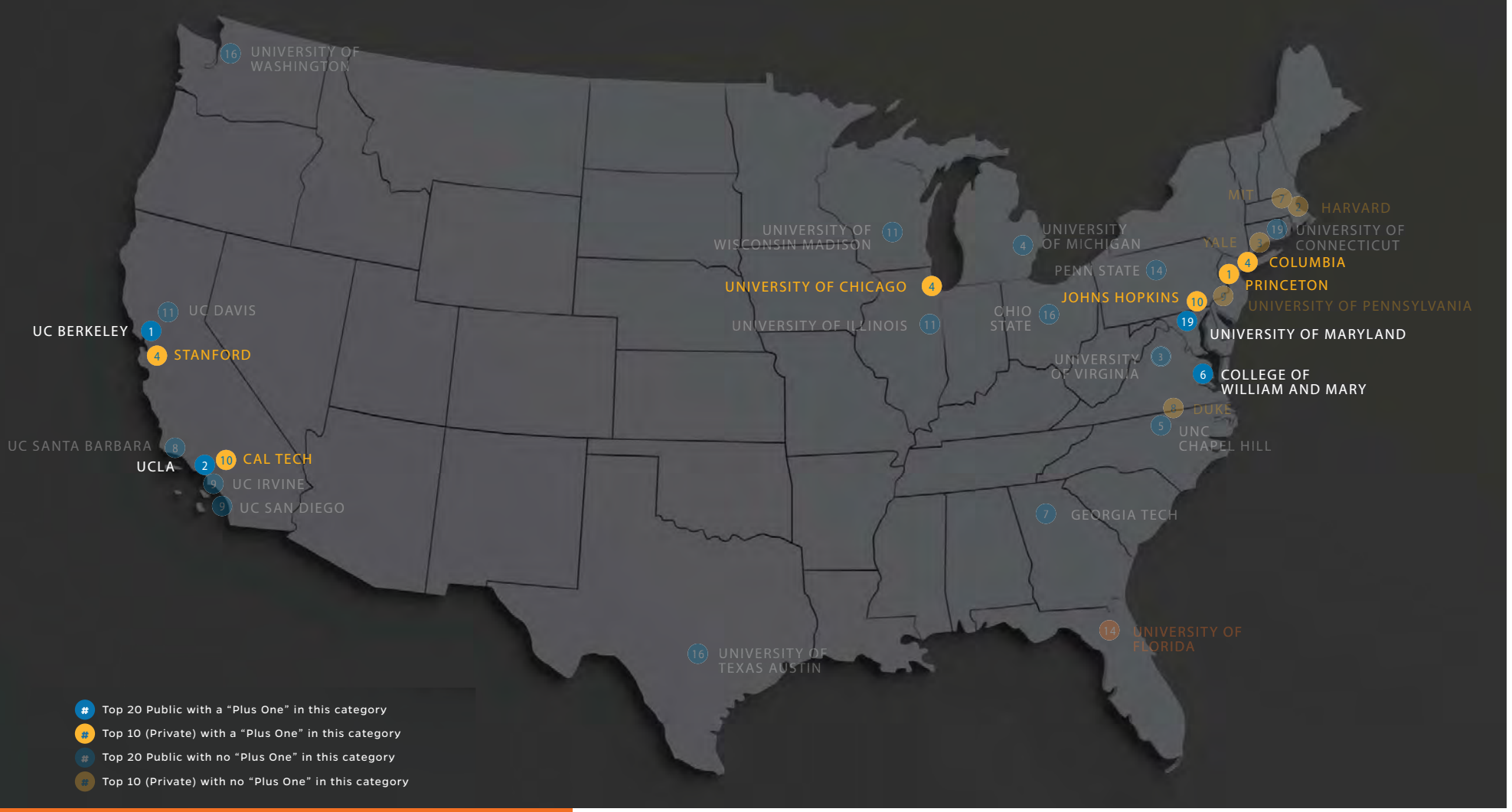
NEW AMERICAN CITY




Source: Higher Education Research and Development Survey
http://www.nsf.gov/statistics/srvyherd/

## RESEARCH EXPENDITURES, 2014 "TOP 30"

Research expenditures are an important component of any Top 30 University, although there is not a strong correlation between these expenditures and institutional prominence.




LEARNING

RESEARCH

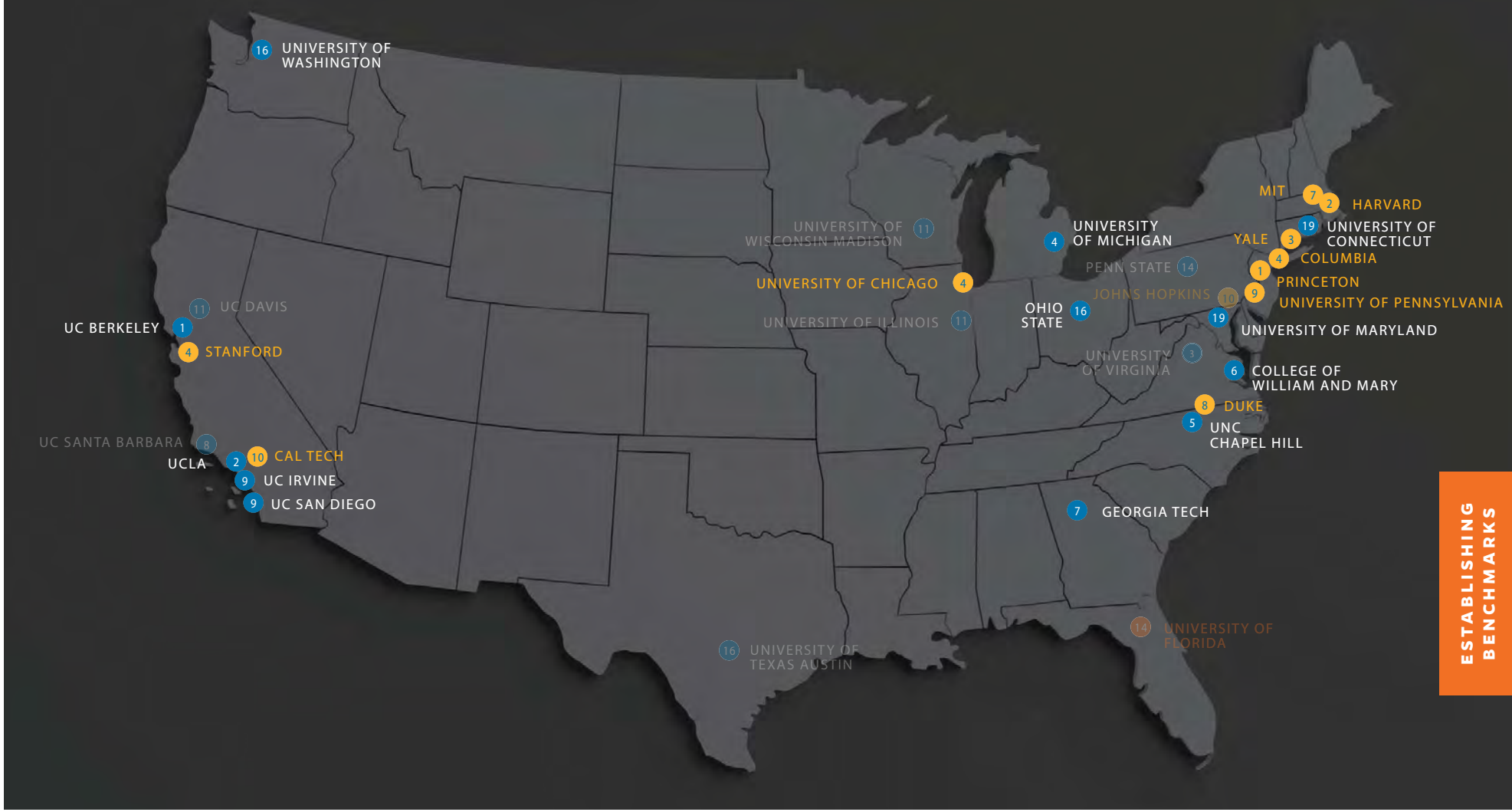
+1

CULTURE

NEW AMERICAN CITY

## TOP INSTITUTIONS: "PLUS ONE"
### GOVERNMENTAL PARTNER (NASA / NATIONAL LAB)

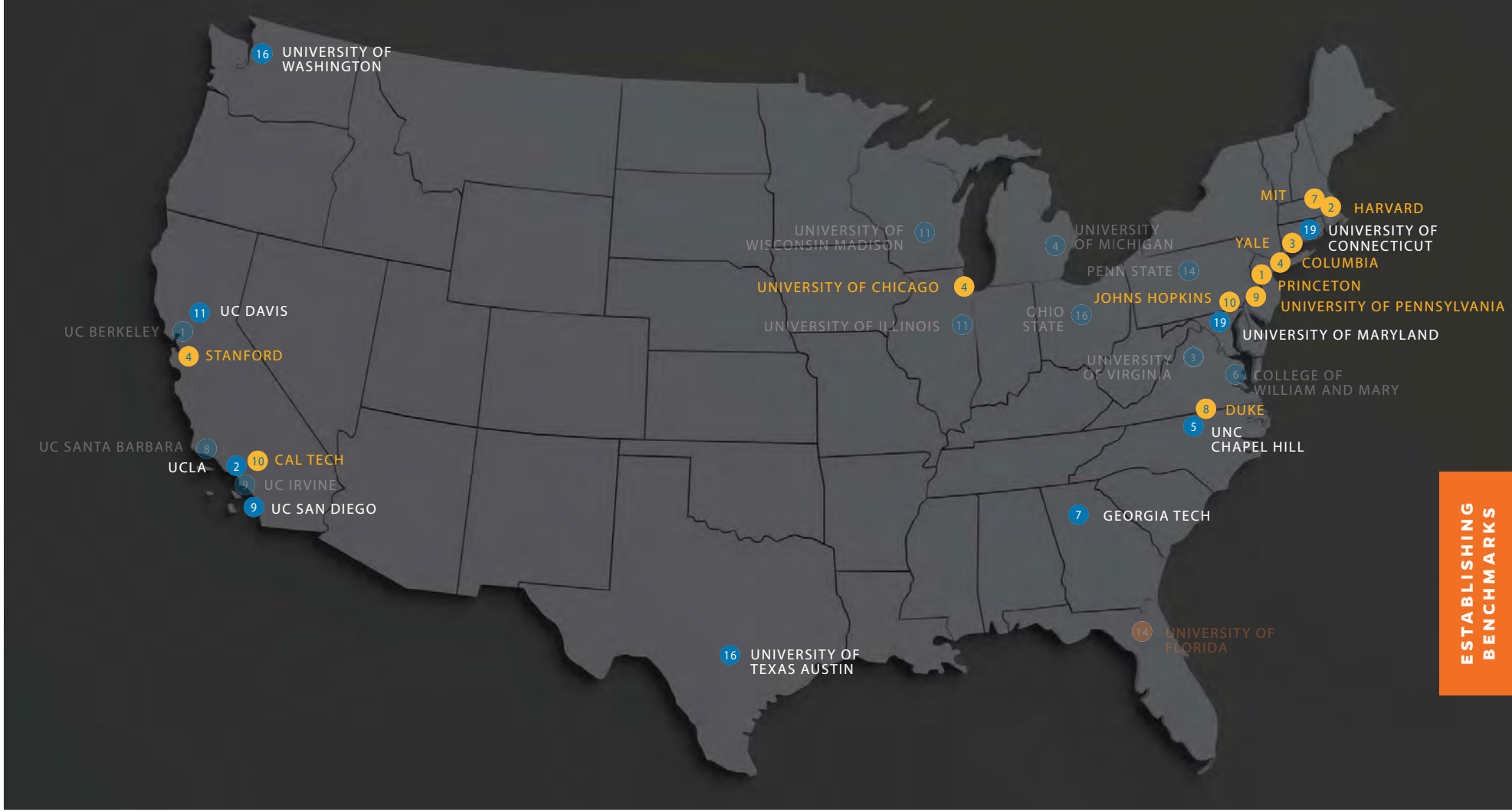
"Plus Ones" are crucial to a more diverse urban base. They may take the form of a fortune 500 company, a state capital, a governmental partnership, an additional university, or a notable medical center. The University of Florida would benefit by expansion of the number and types of Plus Ones in building urban density, attracting faculty, and retaining a highly skilled work force.




## TOP INSTITUTIONS: "PLUS ONE"

CORPORATE (FORTUNE 500 HQ WITHIN 30 MILES)

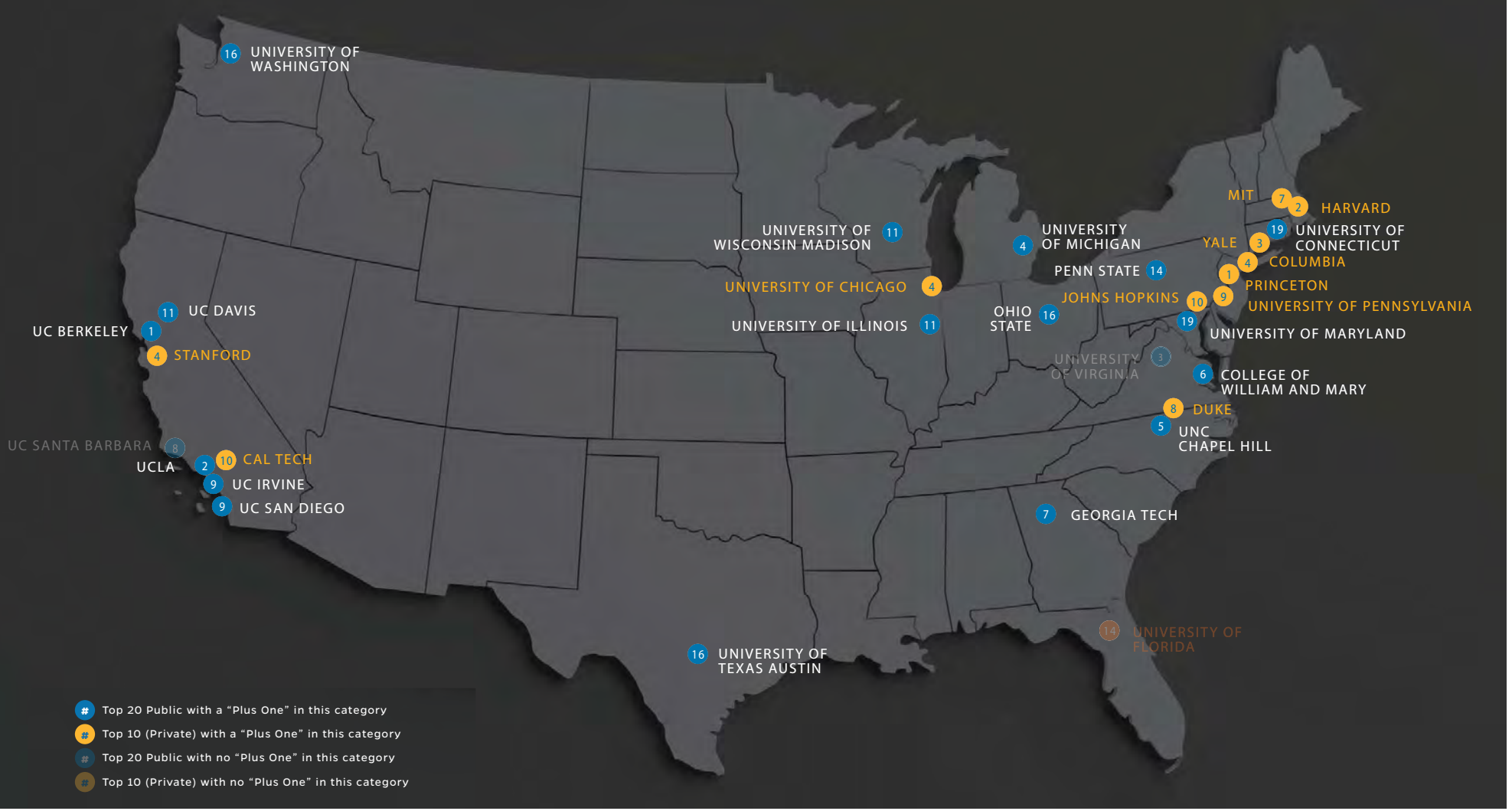

# TOP INSTITUTIONS: "PLUS ONE"
## STATE CAPITAL




ESTABLISHING BENCHMARKS

## TOP INSTITUTIONS: "PLUS ONE"
ANOTHER UNIVERSITY

While the UF area does not have the benefit of a University-Plus One, leveraging partnerships and shared programs with Santa Fe College will help promote economic and educational diversity. Santa Fe College, with an enrollment of roughly 16,000 students, is ranked at the top of the nation's community colleges.

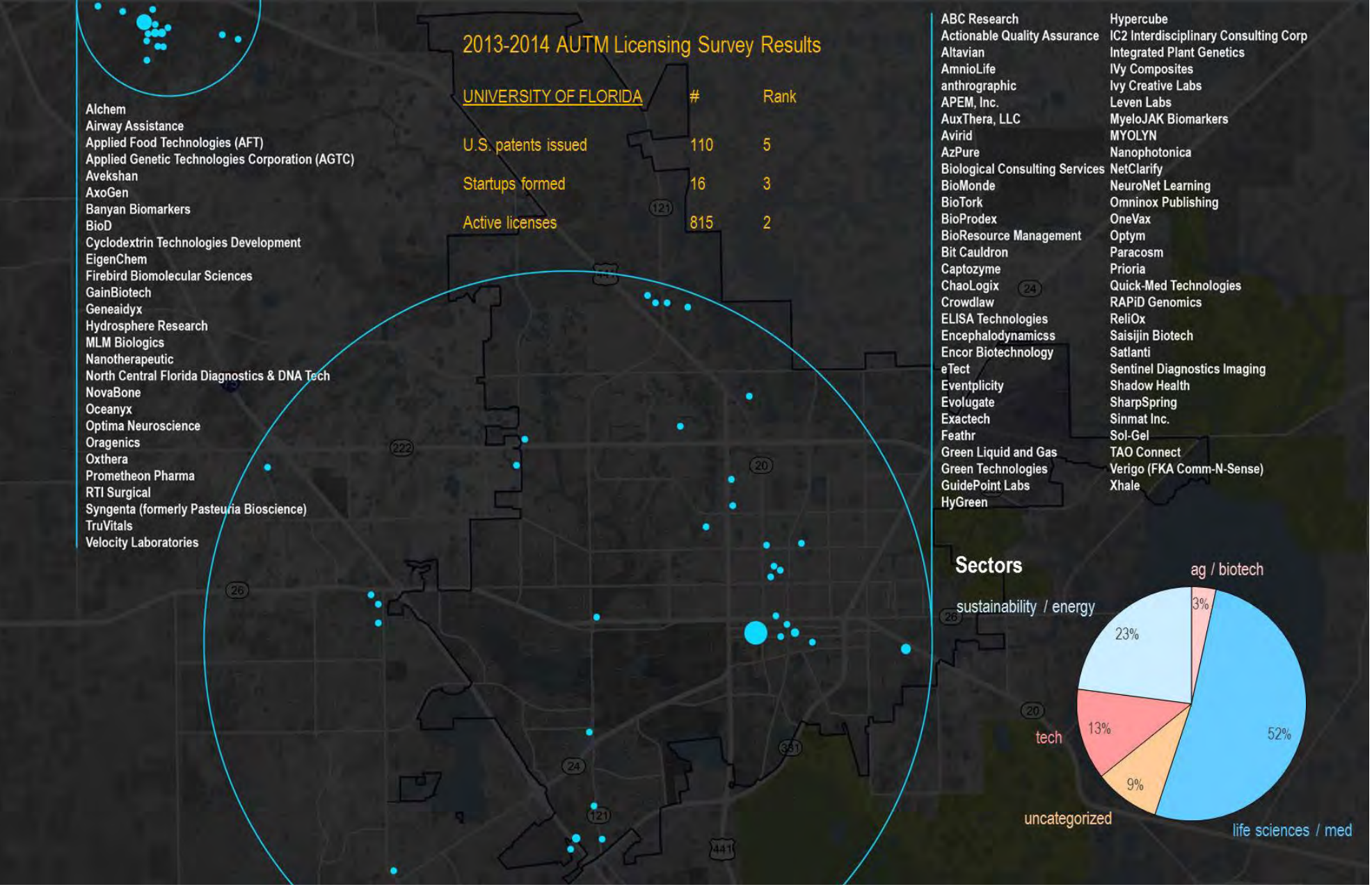



## TOP INSTITUTIONS: "PLUS ONE"

Florida is one of but a few top 30 Universities that does not benefit from a traditional "Plus One."

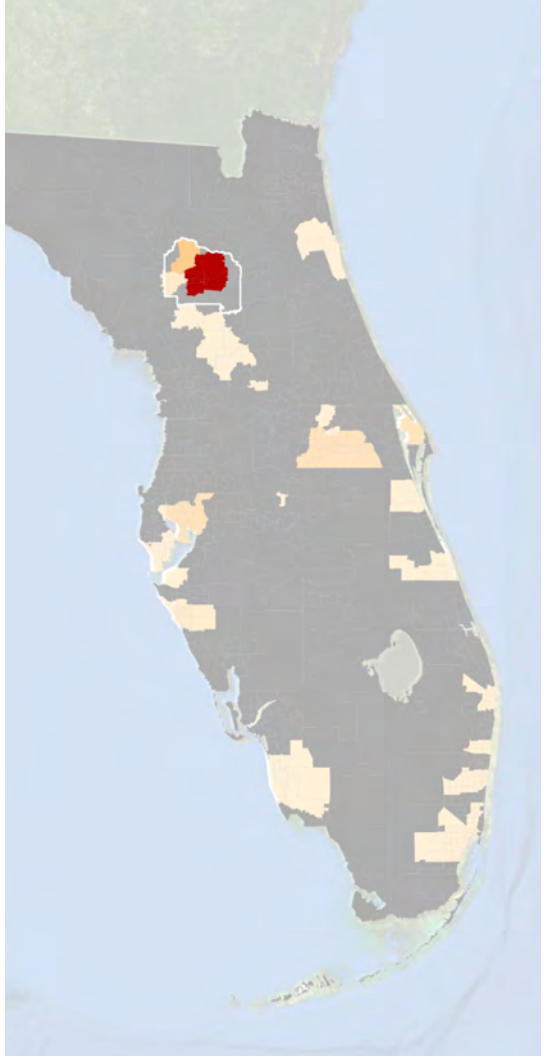

## TOP INSTITUTIONS: "PLUS ONE"
### IF ACADEMIC MEDICAL CENTER ON MAIN CAMPUS A +1

However, Florida does benefit from having a major academic medical center on campus, UFHealth, - an attribute it shares with approximately half of the other top 30 institutions.




## GAINESVILLE STARTUPS

Another approach to creating institutional partners or " Plus Ones" might be to grow them from a vibrant ecosystem of startup companies.



This list, covering fiscal years 2001 to 2016, of UF associated startup companies indicates which companies have moved outside Gainesville as well as those that are no longer in business. Out of these 188, 46 are now defunct and 5 acquired. Note also that over one third are located out of state.

**In State**

| Name | City | State | ZIP | FY |
|---|---|---|---|---|
| ReliOx Corporation | Alachua | FL | 32615 | 12 |
| TruVitals, Inc. | Alachua | FL | 32615 | 12 |
| EcoArray, Inc. | Alachua | FL | | 6 |
| Optima NeuroScience, Inc. | Alachua | FL | | 6 |
| Sabine Neurotechnology, Inc. | Alachua | FL | | 6 |
| Banyan Biomarkers, Inc. | Alachua | FL | | 5 |
| IviGene Corporation | Alachua | FL | | 5 |
| Integrated Plant Genetics | Alachua | FL | | 4 |
| AxoGen, Inc. | Alachua | FL | | 3 |
| NovaBone Products, LLC | Alachua | FL | | 3 |
| Nanocoat Technologies | Alachua | FL | | 2 |
| Applied Genetic Technologies Co. | Alachua | FL | | 2 |
| Nanobreath Technologies, Inc. | Alachua | FL | | 1 |
| Oceanyx Pharmaceuticals, Inc. | Alachua | FL | 32615 | 14 |
| WiPower, Inc. | Altamonte Springs | FL | 32701 | 9 |
| Rapid Mobile Technologies, Inc. | Boca Raton | FL | 33431 | 10 |
| RetinaSense, LLC (DEFUNCT) | Boca Raton | FL | 33431 | 11 |
| XDG Technologies, LLC | Coral Gables | FL | 33146 | 14 |
| PerioPruv Holdings LLC | Ft. Lauderdale | FL | 33308 | 15 |
| BoneCo, Inc. | Gainesville | FL | 32607 | 16 |
| Orbytork, LLC | Gainesville | FL | 32653 | 16 |
| AP LifeSciences, LLC | Gainesville | FL | 32601 | 16 |
| Airway Assistance, LLC | Gainesville | FL | 32606 | 15 |
| peerFit | Gainesville | FL | 32601 | 15 |
| TAO Connect, Inc. | Gainesville | FL | 32601-6279 | 15 |
| Interdisciplinary Consulting Corporation | Gainesville | FL | 32608-5504 | 15 |
| Myolyn, LLC | Gainesville | FL | 32606 | 15 |
| Gladigen, Inc. | Gainesville | FL | 32608 | 15 |
| Florida Insect Control Group, LLC | Gainesville | FL | 32653 | 14 |
| Paracosm, Inc. | Gainesville | FL | 32601 | 14 |
| Sentinel Diagnostic Imaging, Inc. | Gainesville | FL | 32601 | 14 |
| Mach 2 Leak Detection, LLC | Gainesville | FL | 32605 | 14 |
| Satlantis, LLC | Gainesville | FL | 32601 | 14 |
| GeneAidyx, LLC | Gainesville | FL | 32606 | 14 |
| Verigo | Gainesville | FL | 32601 | 14 |
| CaregiverWatch, LLC N/K/A CareGenesis, Inc. | Gainesville | FL | 32606 | 13 |
| SharpSpring, LLC nka SMTP | Gainesville | FL | 32601 | 13 |
| RAPiD Genomics, LLC | Gainesville | FL | 32601 | 13 |
| Reveal Bioscience, LLC | Gainesville | FL | 32605 | 12 |
| Generation Wi, LLC [DEFUNCT] | Gainesville | FL | 32605 | 12 |
| North Florida Medical Solutions, Inc. (DEFUNCT) | Gainesville | FL | 32609 | 12 |
| Real McCoy Technology Solutions, LLC [DEFUNCT] | Gainesville | FL | 32609 | 12 |
| Prometheon Pharma, LLC | Gainesville | FL | 32608 | 12 |
| SimuGrid Technologies, LLC | Gainesville | FL | 32653 | 11 |
| Shadow Learning, Inc. | Gainesville | FL | 32601 | 11 |
| Evolugate LLC | Gainesville | FL | 32641 | 9 |
| Delta R Detection, Inc. (DEFUNCT) | Gainesville | FL | 32608 | 9 |
| Cooley Biotech, LLC | Gainesville | FL | 32605 | 9 |
| BIKAM Pharmaceuticals, Inc.nka Shire Pharmaceuticals | Gainesville | FL | 32653 | 8 |
| Pervasa, Inc. (DEFUNCT) | Gainesville | FL | 32608 | 8 |
| Transgeneron Therapeutics, Inc. (DEFUNCT) | Gainesville | FL | 32601 | 8 |
| WiOptix, Inc. f/k/a Optical Diagnostics, Inc. | Gainesville | FL | 32601 | 8 |
| SPG, LLC nka Sestar Technologies, LLC | Gainesville | FL | 32605 | 8 |
| KoopCo, LLC (DEFUNCT) | Gainesville | FL | 32608 | 7 |
| Prioria Robotics, Inc. | Gainesville | FL | 32601 | 7 |
| Escape Media Group, Inc. | Gainesville | FL | 32601 | 7 |
| Aspire, LLC | Gainesville | FL | | 6 |
| BioProdex, Inc. | Gainesville | FL | | 6 |
| ChaoLogix, Inc. | Gainesville | FL | | 6 |
| Enviroflux, LLC | Gainesville | FL | | 6 |
| Xhale, Inc. | Gainesville | FL | | 6 |
| ICU DataSystems KNA Somanetics | Gainesville | FL | | 6 |
| Sol-Gel Solutions, LLC | Gainesville | FL | | 5 |
| Innovative Scheduling Systems, Inc. | Gainesville | FL | | 4 |
| InteQuest, Inc. | Gainesville | FL | | 4 |
| Regenmed Corp | Gainesville | FL | | 4 |
| EnCor Biotechnology, Inc. | Gainesville | FL | | 4 |
| BioGalaxy, Inc. | Gainesville | FL | | 3 |
| Sinmat, Inc. | Gainesville | FL | | 3 |
| Zory, P. | Gainesville | FL | | 2 |
| Marine Lightening Protection | Gainesville | FL | | 2 |
| Healthy Outcomes Technology, Inc. | Gainesville | FL | | 1 |
| NeuroDimension, Inc. | Gainesville | FL | | 1 |
| Convergent Engineering, Inc. | Jonesville | FL | | 3 |
| Vertical Partners, LLC | Juno Beach | FL | 33408 | 9 |
| Sustained Release Technologies, Inc. | Lady Lake | FL | 32159 | 16 |
| EnviroSafe Pesticide Alternatives, Inc. | Lake Alfred | FL | | 5 |
| NanoPhotonica, Inc. | Lake Mary | FL | 32746-4753 | 10 |
| Honor My Decisions, LLC | Longboat Key | FL | 34228 | 15 |
| Red Lambda, Inc. | Longwood | FL | 32779 | 7 |
| Carnivore Food Development, LLC | Melbourne | FL | 32935 | 15 |
| Audigence, Inc. | Melbourne | FL | | 5 |
| Kairos Microsystems, Inc. (DEFUNCT) | Melrose | FL | 32666 | 8 |
| Froptix Corporation nka OPKO Health, Inc. | Miami | FL | | 6 |
| GeneEx, Inc. nka Revdia | Miami | FL | | 3 |
| ethosU, LLC (DEFUNCT) | Naples | FL | 34119 | 13 |
| OBMedical Company | Newberry | FL | 32669 | 13 |
| Enterade USA LLC nka Entrinsic Health Solutions, LLC | Newberry | FL | 32669 | 11 |
| eTect, LLC nka eTect, Inc. | Newberry | FL | 32669 | 10 |
| Advtravl, Inc. | Ocala | FL | 34471 | 12 |
| Apollidon, Inc.nka Apollidon, LLC | Oldsmar | FL | 34677-6312 | 10 |
| TapShield, Inc. | Orlando | FL | 32802 | 14 |
| NanoZyme, Inc. | Orlando | FL | 32801 | 14 |
| Innovative Space Technologies LLC | Orlando | FL | 32819 | 14 |
| Tandem | Orlando | FL | 32803 | 14 |
| Saisijin Biotech LLC | Orlando | FL | 32827 | 12 |
| Structured Monitoring Products, LLC (DEFUNCT) | Orlando | FL | 32832 | 13 |
| NxtGen Nano, Inc. | Palm Beach | FL | 33480 | 15 |
| Soil Culture Solutions, LLC | Palmetto | FL | 34221 | 15 |
| Osprey Pharmaceutical Company | Ponte Vedre | FL | | 4 |
| Civatec | Ponte Vedre | FL | | 3 |
| Pathogenes, Inc. | Reddick | FL | | 1 |
| Cool Flow Dynamics, Inc. | Sarasota | FL | 34241 | 14 |
| Early Stage Technologies, LLC KNA Plastron [DEFUNCT] | Sarasota | FL | 34236 | 11 |
| NanoHygienix LLC [DEFUNCT] | Saratsota | FL | 34236 | 11 |
| Sol Energy Systems, LLC | St. Augustine | FL | 32092 | 16 |
| FairGrab, LLC (DEFUNCT) | St. Johns | FL | 32259 | 9 |
| Florida Genetics LLC (DEFUNCT) | St. Petersburg | FL | 33702 | 7 |
| World Energy Solutions (DEFUNCT) | St. Petersburg | FL | 33714 | 7 |
| Advanced fPAT Imaging, Inc. (DEFUNCT) | Tampa | FL | 33609 | 15 |
| Advanced Technologies & Testing | Tampa | FL | | 9 |
| Clear Water Industries, Inc. (DEFUNCT) | Tampa | FL | 33636 | 7 |
| Epic Tide Software, Inc. nka FairWarning, Inc. | Tampa | FL | | 5 |
| Morphogenesis, Inc. | Tampa | FL | | 4 |
| Engevity, Inc. | Tampa | FL | | 3 |
| Jim Carnall | Vero Beach | FL | | 5 |
| Breathtec Biomedical Inc. | West Palm Beach | FL | 33401 | 15 |
| Lifeline Nanodevices, Inc. | West Palm Beach | FL | 33414 | 8 |
| AXOXY Laboratories LLC | Weston | FL | 33326 | 12 |
| U.S. Bioplastics, Inc. | Winter Park | FL | 32789 | 14 |
| Sun BioPharma, Inc. | Williston | FL | 32696 | 12 |

**Out of State**

| | | | | |
|---|---|---|---|---|
| Creation Generation, LLC [DEFUNCT] | Laguna Beach | CA | 92651 | 9 |
| Navya Biomedical Technologies [DEFUNCT] | Roseville | CA | 95747 | 11 |
| Ferrokin Biosciences, Inc. nka Shire Development LLC | San Carlos | CA | 94070 | 8 |
| BetaStem Therapeutics Inc. | Sausalito | CA | 94965 | 8 |
| TearClear Corp. | Sherman Oaks | CA | 91403 | 16 |
| Sharklet Technologies, Inc. | Aurora | CO | 80045 | 8 |
| Covitect, Inc. | Lafayette | CO | 80026 | 13 |
| Lantis Laser, Inc. (DEFUNCT) | Fairfield | CT | 6825 | 7 |
| Nanoholdings LLC | Rowayton | CT | 6853 | 13 |
| nVerPix LLC | Rowayton | CT | 6853 | 13 |
| NirVision LLC | Rowayton | CT | 6853 | 12 |
| nRadiance LLC | Rowayton | CT | 6853 | 7 |
| HSW Technologies LLC | Washington | DC | 20008 | 8 |
| Apeliotus | Atlanta | GA | | 9 |
| Apeliotus Ophthalmics, LLC | Atlanta | GA | | 5 |
| Oceanus Engineering, Inc.(DEFUNCT) | Fairburn | GA | 30213 | 8 |
| Entericon, Inc. (DEFUNCT) | John's Creek | GA | 30022 | 11 |
| PRB Environmental Group, Inc. | Peachtree City | GA | 30269 | 10 |
| Fishing Physics, LLC | Chesterton | IN | 46304 | 13 |
| Nemalogic Corporation [DEFUNCT] | Syracuse | IN | 46567 | 10 |
| NeuroBionics Corporation nka NeuroVista Corporation | New Orleans | LA | | 5 |
| Switch Bio, Inc. | Boston | MA | 2116 | 16 |
| AAVilon, Inc. | Boston | MA | 2116 | 16 |
| Molecular Meds, Inc. | Boston | MA | | 4 |
| Mitovec Corporation | Boston | MA | | 1 |
| Responsive Devices, Inc. (DEFUNCT) | Brookline | MA | 2445 | 7 |
| BSC Medical, LLC (DEFUNCT) | Cambridge | MA | 2140 | 10 |
| Sideris Pharmaceuticals, Inc. | Lexington | MA | 2421 | 13 |
| Myriant Technologies, Inc. | Quincy | MA | 02169-7541 | 11 |
| View Technologies nka Geoscopix nka view Systems, Inc. | Baltimore | MD | | 3 |
| Redox Power Systems, LLC | College Park | MD | 20742 | 13 |
| RedOx Fuel Cells, Inc.nka Redox Power Systems, LLC | Silver Spring | MD | 20911-3182 | 10 |
| Peptide Synthesis Technologies, Inc. | Ann Arbor | MI | | 4 |
| Gila Therapeutics, Inc. | Minneapolis | MN | 55403 | 16 |
| GI Scientific, Inc. | Plymouth | MN | 55447 | 11 |
| Solar Powder, LLC [DEFUNCT] | St. Louis | MO | 63128 | 12 |
| Tricertes, LLC | Morrisville | NC | 27560 | 9 |
| Clinipace, Inc. | Raleigh | NC | | 5 |
| ViteBar, LLC (DEFUNCT) | New York | NY | 10014 | 13 |
| CureFAKtor Pharmaceuticals, LLC (DEFUNCT) | Orchard Park | NY | 14127 | 10 |
| ViewRay, Inc. | Cleveland | OH | | 5 |
| LineGuard, Inc. | Cleveland | OH | | 1 |
| Evident Energy Ltd. | Maumee | OH | 43537 | 15 |
| Ento Bio, LLC | Orange | OH | 44022 | 16 |
| eMotion Technologies LLC | Albany | OR | 97321 | 13 |
| Drug Detection Solutions, LLC (DEFUNCT) | Lansdale | PA | 19446-4063 | 8 |
| HHMD, LLC | Malvern | PA | 19355 | 16 |
| Smart Structures, Inc. | Philadelphia | PA | | 4 |
| Blue Swarf, LLC | State College | PA | 16801 | 11 |
| Emerald Endeavors, Inc. [DEFUNCT] | Greenville | SC | 29601 | 11 |
| Differential Diagnostics, LLC [DEFUNCT] | Nashville | TN | 37215 | 12 |
| Auxano Diagnostics, LLC (DEFUNCT) | Austin | TX | 78738 | 8 |
| AND, Inc {DEFUNCT] | Austin | TX | 78717 | 8 |
| Constellation Research, LLC nka: Sentinel | Colleyville | TX | 76034 | 13 |
| Beta Biomed Services, Inc. | Dallas | TX | | 1 |
| DNAtrix, Inc. | Houston | TX | 77046 | 12 |
| Technical Toolboxes, Inc. | Houston | TX | | 1 |
| AgyPharma, LLC | Mansfield | TX | 76063-1101 | 9 |
| NanoMedex, Inc. nka NanoMedex Pharmaceuticals, Inc. nka NanoMedex, LLC | Madison | WI | | 3 |
| Xortx Pharma Corp. | Calgary, Alberta | Canada | T2P 4K9 | 13 |
| Zinnova Corporation | Thornhill | Ontario, Ca | L4J 0C3 | 16 |
| Gallia Semiconductor | Pulau Pinang | Malaysia | | 14 |
| SG11 Corporation | Delft | Netherlands | 2613 CD | 15 |
| NanoTherics, Ltd. | Keele | Staffordshir | ST5 5NB | 11 |

**No Geography**

| | | | | |
|---|---|---|---|---|
| Thinc Pharmaceuticals, Inc. | | | | 6 |
| Icarus Software, Inc. | | | | 5 |
| Triggerman Acquisition, LLC | | | | 5 |

In order to improve its relative standing as a great enviroment for cultural activities, the University will need to bolster its role in supporting the Gainesville arts community. The town has an active music scene and well-attended arts festivals. Building upon those assets to create a vibrate city center is one important component in attracting talent.


## NEA AND STATE ARTS GRANTS 2012-2016

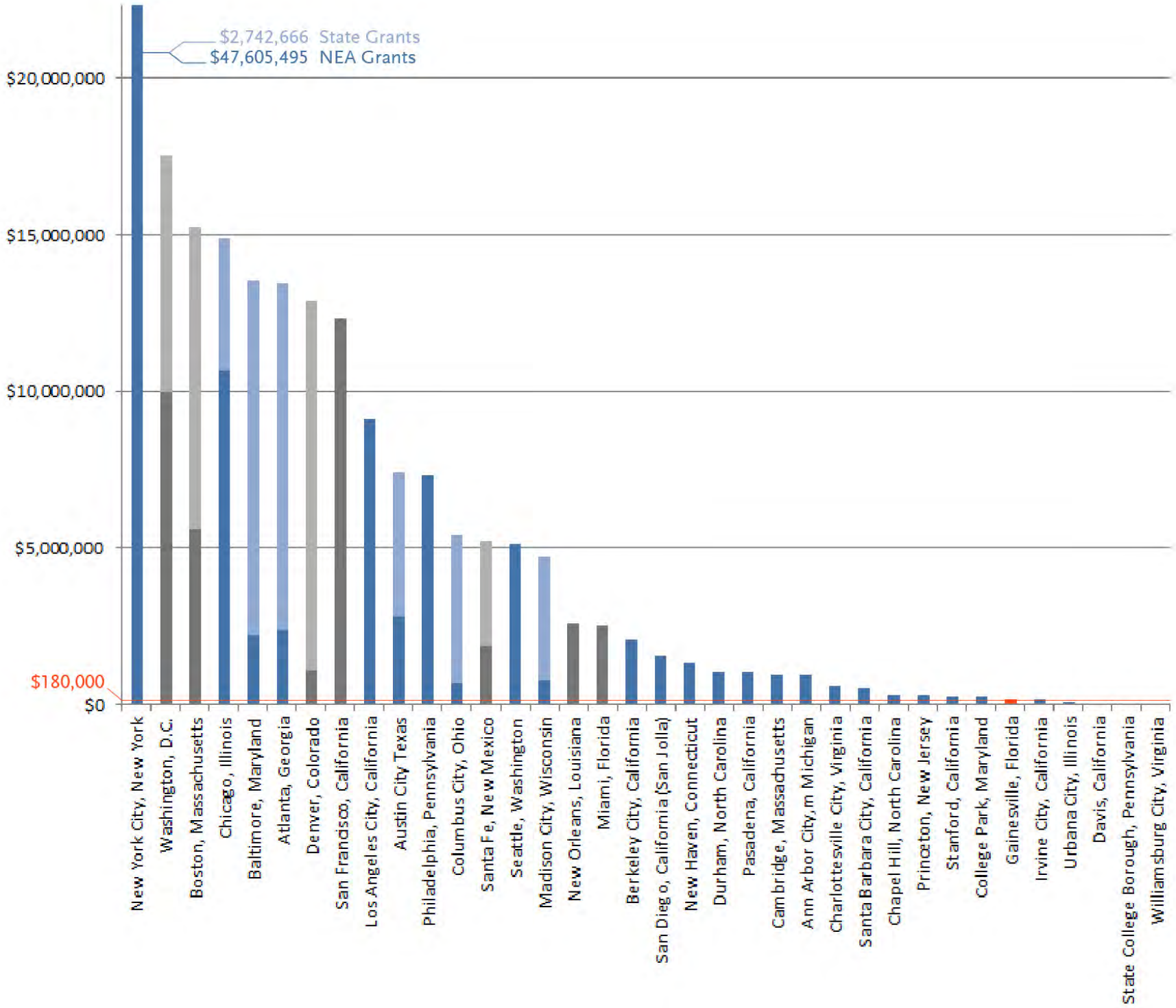
LEARNING

RESEARCH

+1

# CULTURE

NEW AMERICAN CITY


$2,742,666 State Grants
$47,605,495 NEA Grants
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$180,000
$0
New York City, New York
Washington, D.C.
Boston, Massachusetts
Chicago, Illinois
Baltimore, Maryland
Atlanta, Georgia
Denver, Colorado
San Francisco, California
Los Angeles City, California
Austin City Texas
Philadelphia, Pennsylvania
Columbus City, Ohio
Santa Fe, New Mexico
Seattle, Washington
Madison City, Wisconsin
New Orleans, Louisiana
Miami, Florida
Berkeley City, California
San Diego, California (San Jolla)
New Haven, Connecticut
Durham, North Carolina
Pasadena, California
Cambridge, Massachusetts
Ann Arbor City, m Michigan
Charlottesville City, Virginia
Santa Barbara City, California
Chapel Hill, North Carolina
Princeton, New Jersey
Stanford, California
College Park, Maryland
Gainesville, Florida
Irvine City, California
Urbana City, Illinois
Davis, California
State College Borough, Pennsylvania
Williamsburg City, Virginia

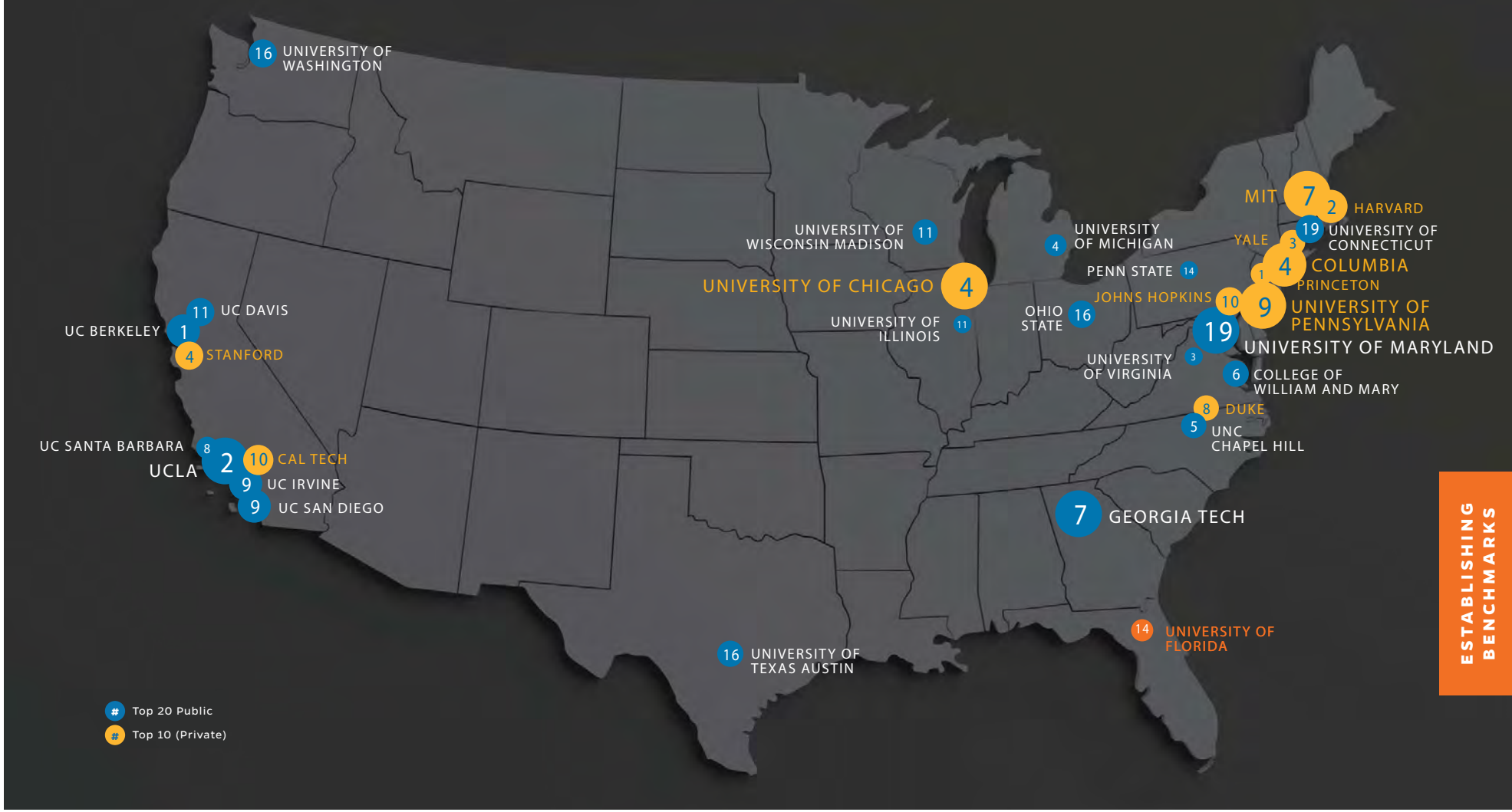
## WHY DOES DENSITY MATTER?

Innovation, interdisciplinary problem-based research, and study within all disciplines are promoted by a closeness and intensity of people, programs, and activities.

In addition, social innovation, entrepreneurship, and economic development rely on density and proximity.

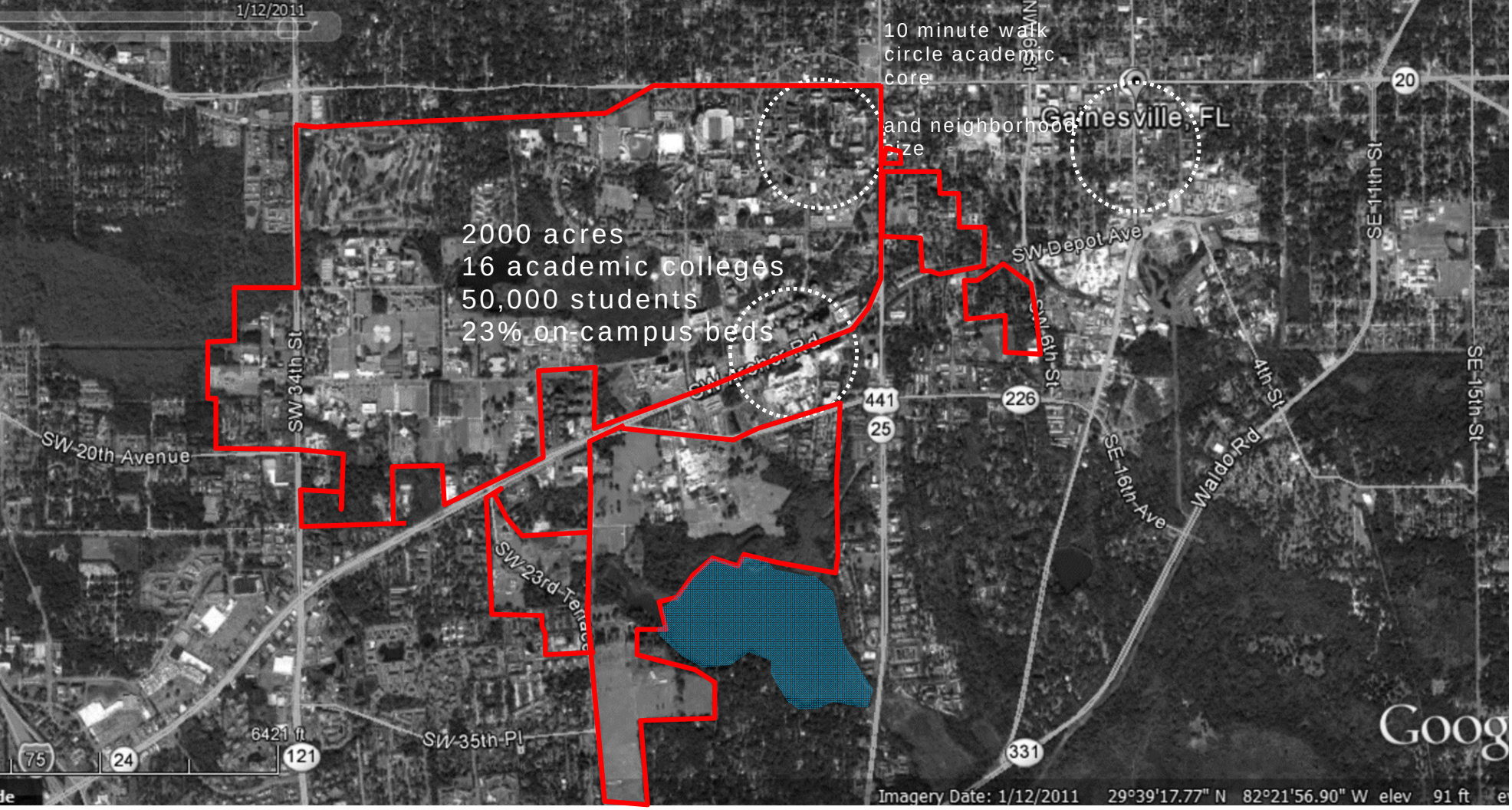
The low density of the UF campus, and Gainesville as well, can be seen by comparing how entire dense urban areas fit into the same perimeter as campus, or the same distance between Main Street and West 13th Street.

Active college town ‘Main Street’ examples follow showing scale and character.  Fixed transit options activate streets and promote walkable cities.




## TOP INSTITUTIONS BY MSA SCALE

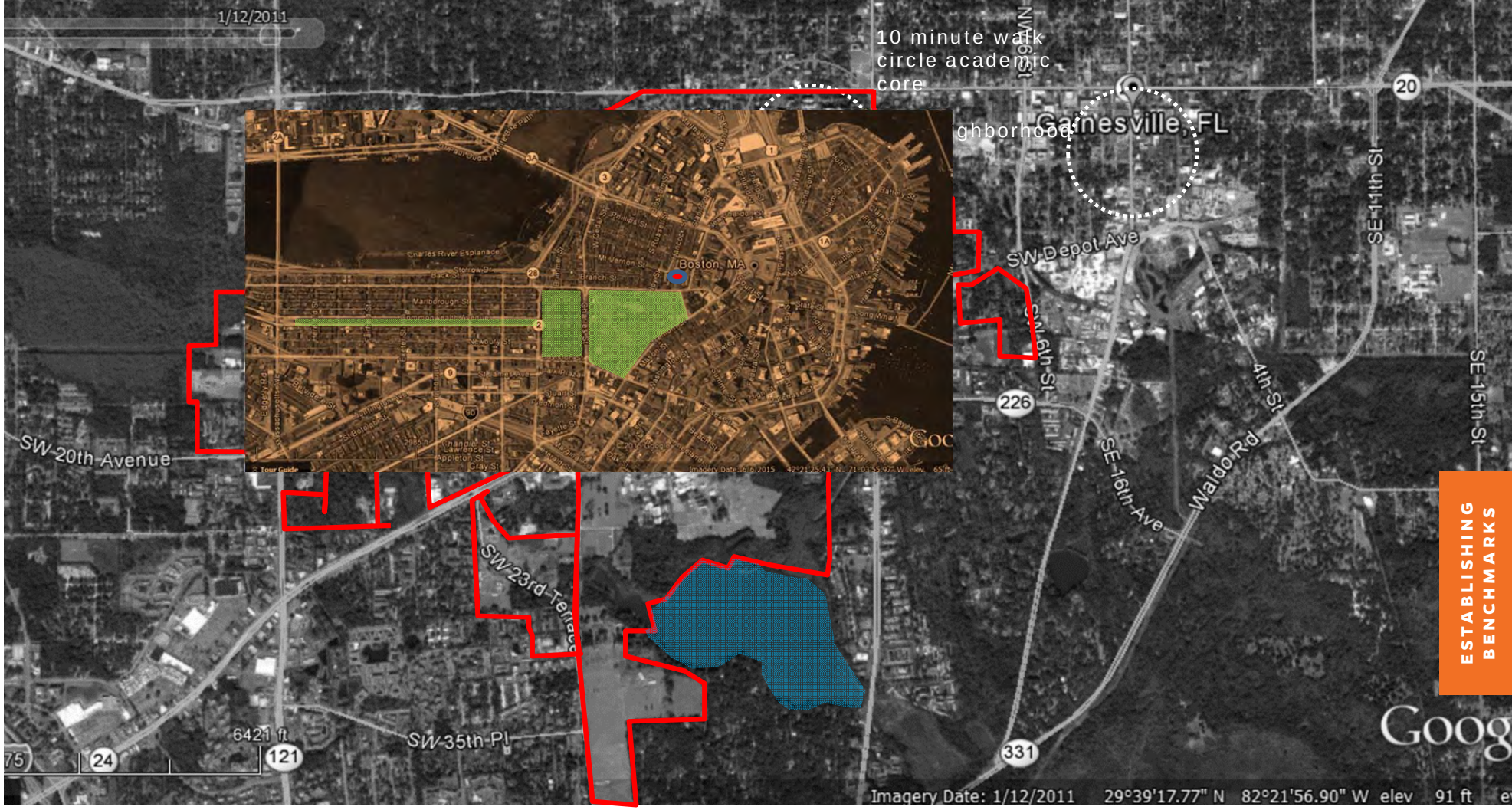
This map shows the relative MSA scale of the Top 20 Public and Top 10 (Private) Universities: The larger the circle, the larger the MSA.




## VITALITY ATTRACTS THE BEST+BRIGHTEST

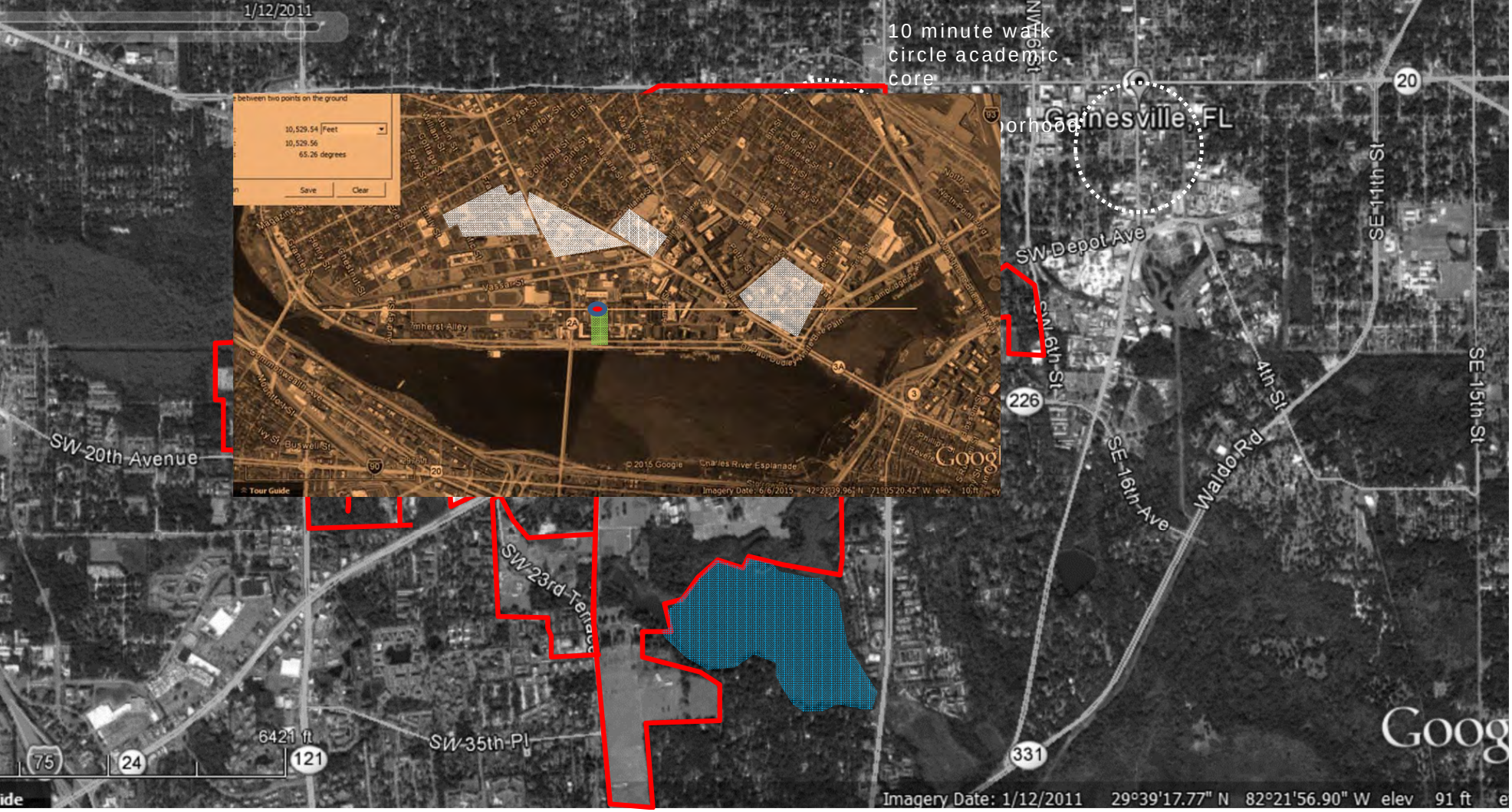
### UNIVERSITY OF FLORIDA CAMPUS

The following images illustrate higher densities of built environment within the same area as the University campus footprint by superimposing 3 different city aerials over the UF-Gainesville aerial, all at the same relative scale. While the density of the comparisons may be higher than appropriate for this particular city and campus, one can see just how much future growth may be accommodated while supporting exceptional study/work/live settings. The Boston and Washington DC diagrams in particular also show the scale and organizing power of well-planned green space serving that density.



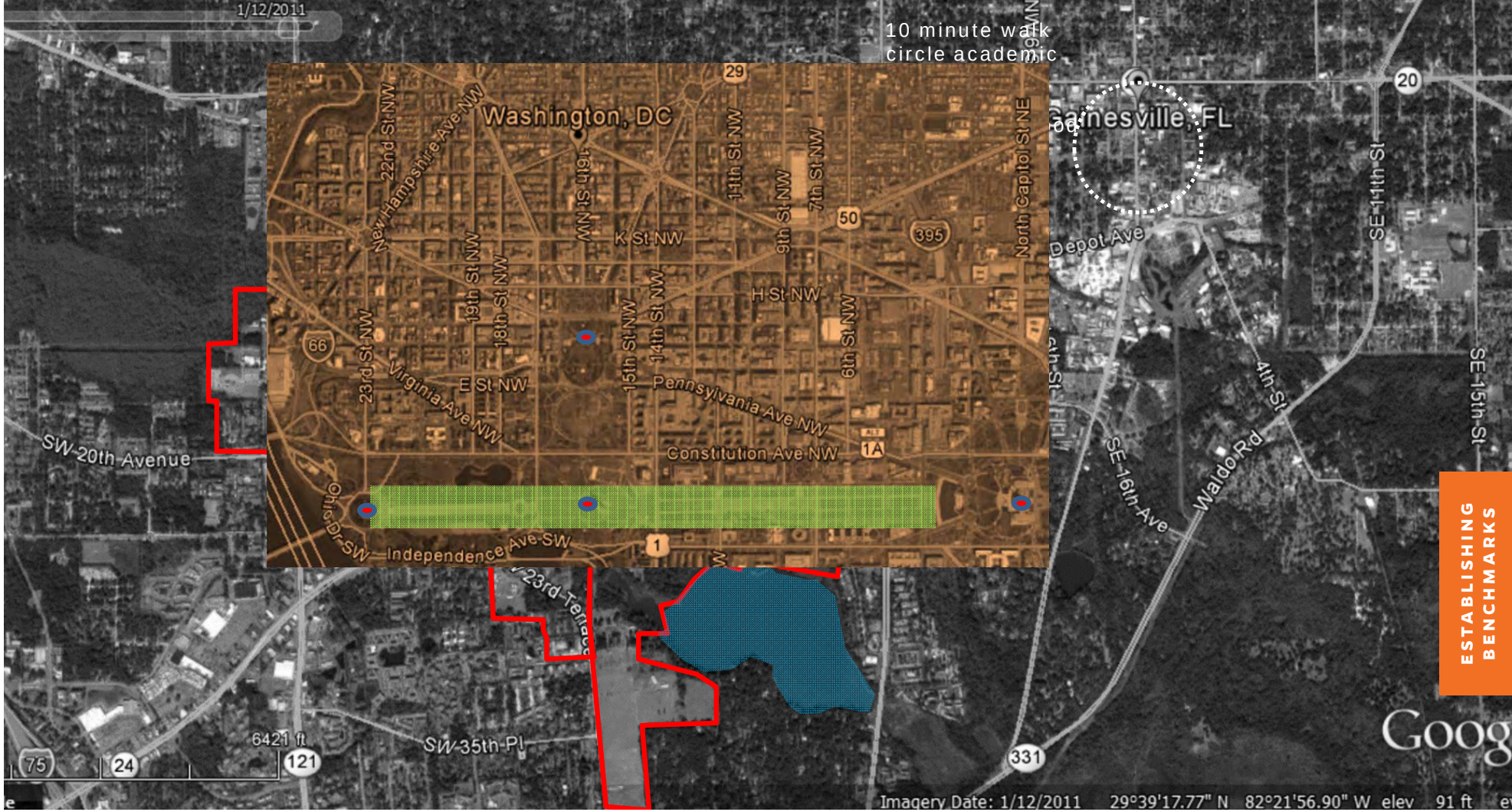

## VITALITY ATTRACTS THE BEST+BRIGHTEST

CAMPUS WITH CITY OF BOSTON OVERLAY




## VITALITY ATTRACTS THE BEST+BRIGHTEST

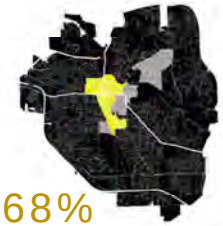
CAMPUS WITH CAMBRIDGE OVERLAY




## VITALITY ATTRACTS THE BEST+BRIGHTEST

CAMPUS WITH WASHINGTON, D.C. OVERLAY

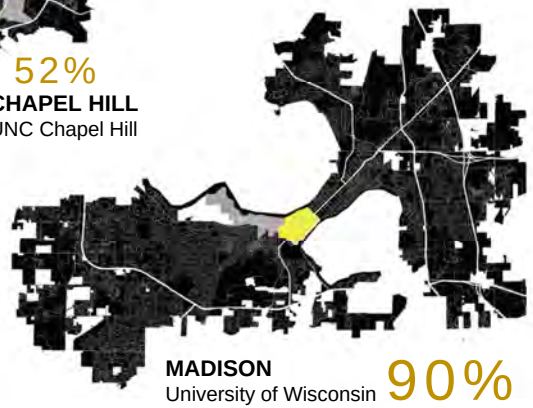
84% **AUSTIN**
UT Austin



68%
**ANN ARBOR**
University of Michigan

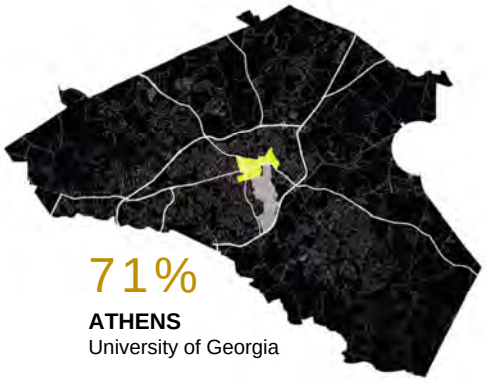
**BOULDER** 76%
University of Colorado

52%
**CHAPEL HILL**
UNC Chapel Hill

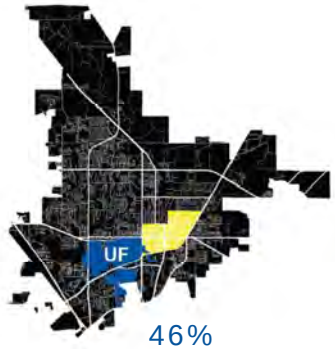


**MADISON**
University of Wisconsin 90%

50%
**CHARLOTTESVILLE**
University of Virginia



71%
**ATHENS**
University of Georgia




46%
**GAINESVILLE**
University of Florida

69% **DAVIS**
UC Davis

85% **CHAMPAIGN**
University of Illinois

*Source: US Census*

## HOUSING MARKET CASE STUDIES - % MULTIFAMILY

This image shows the relative percentage of housing market of some of the University's peers that is multifamily within the urban core. Gainesville has the smallest portion of that market type its downtown area.

155,668
**AUSTIN**
UT Austin
*25% of Travis County*

9,679
**DAVIS**
UC Davis
*12% of Yolo County*

81,876
**ANN ARBOR**
University of Michigan
*43% of Washtenaw County*

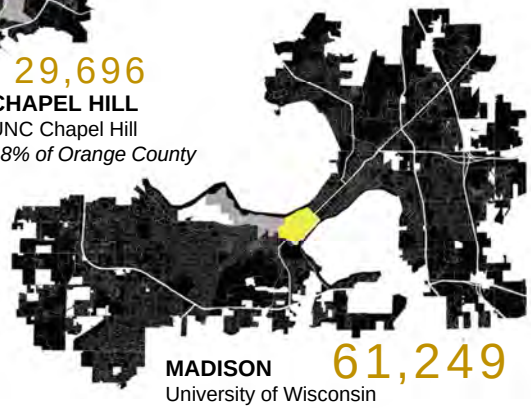
34,665
**CHARLOTTESVILLE**
University of Virginia
*44% of Albemarle County*

35,587 **CchampaIGN**
University of Illinois
*44% of Champaign County*

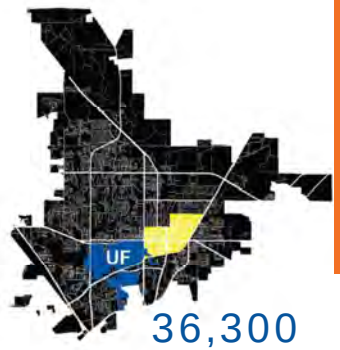
46,448
**BOULDER**
University of Colorado
*30% of Boulder County*

14,603
**ATHENS**
University of Georgia
*24% of Clarke County*

29,696
**CHAPEL HILL**
UNC Chapel Hill
*48% of Orange County*



61,249
**MADISON**
University of Wisconsin
*21% of Dane County*




36,300
**GAINESVILLE**
University of Florida
*32% of Alachua County*

*Source: US Census*

## HOUSING MARKET CASE STUDIES - EMPLOYED DAYTIME POPULATION

This image shows relative employed daytime population, within a .75 mile buffer around the downtown core, of some of the University's peers.



## MAIN STREET COMPARISONS
STATE STREET, MADISON

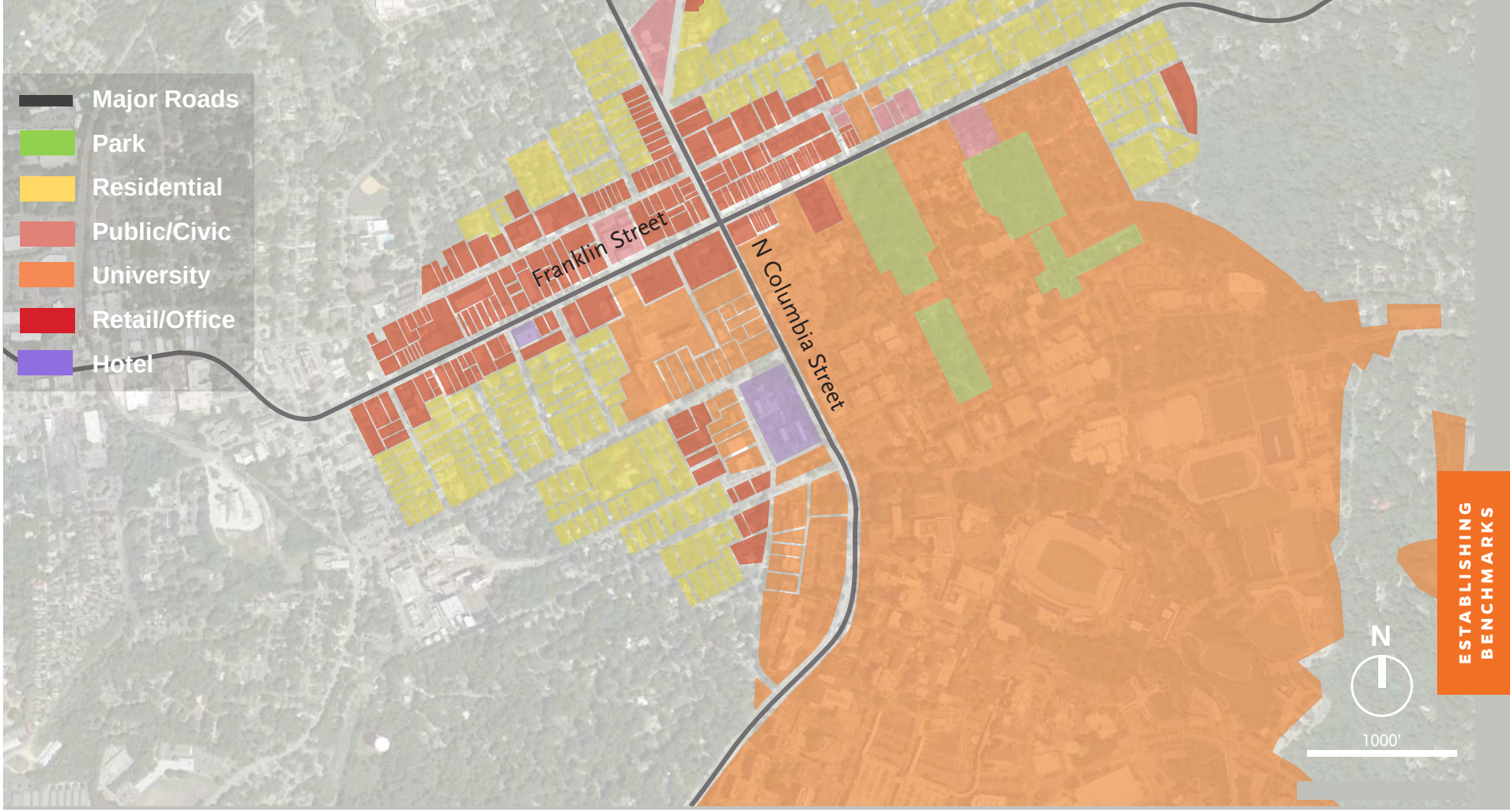
These three case studies illustrate vibrant campus-downtown connecting urban fabric and street life.




## MAIN STREET COMPARISONS
### STATE STREET, MADISON

State Street connects the Capitol to the University of Wisconsin in a directly visual way. It is a pedestrianized street, with major traffic directed to adjacent roads. The building fabric facing State Street ranges in scale from two story buildings and higher set back with enough space for tree-lined sidewalks on both sides. State Street is received at the edge of campus with university and city social and cultural buildings such as a library, museum, club, book store, and historical society, where it ends at a major campus green space.


## MAIN STREET COMPARISONS
FRANKLIN STREET, CHAPEL HILL



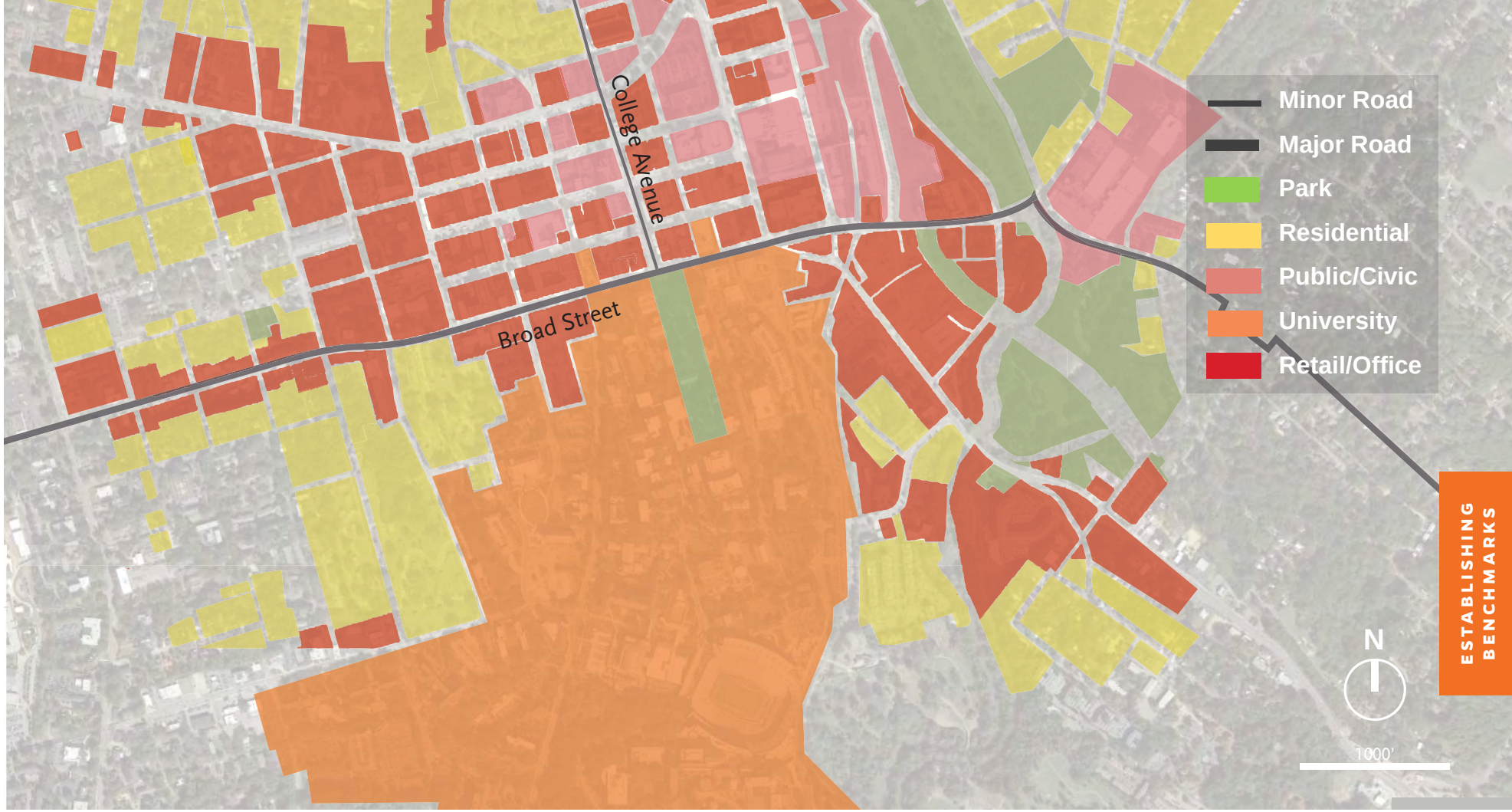



## MAIN STREET COMPARISONS
### FRANKLIN STREET, CHAPEL HILL

Franklin Street is a vehicular main street with developing commercial frontage. The “Main Street” feel is emphasized by two to three story buildings with a historic character created by fenestration scale and rhythm and material texture. Sidewalks have space for awnings and street trees and parallel parking is available on both sides of the street. The campus of the University of North Carolina at Chapel Hill connects directly to Franklin Street with a major green space in addition to built edges. UNC has also worked to catalyze the vitality of this neighborhood through its development of parcels along Franklin street on the northwest edge of campus.



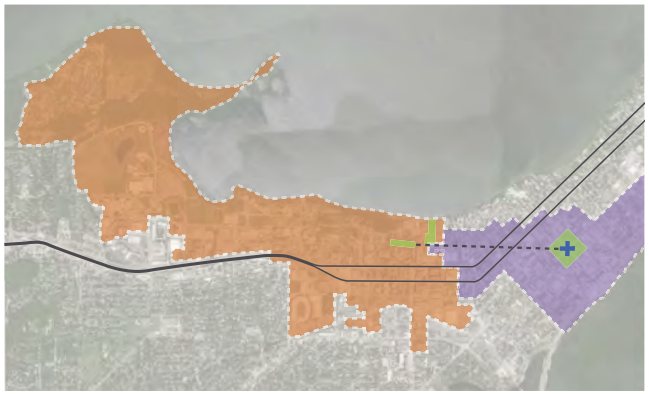
## MAIN STREET COMPARISONS
BROAD STREET, ATHENS



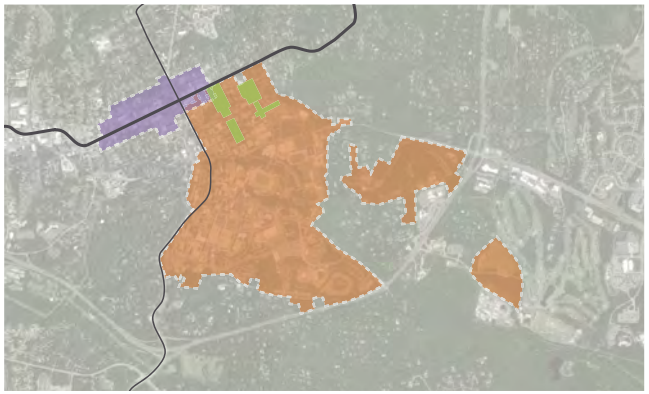



## MAIN STREET COMPARISONS
BROAD STREET, ATHENS

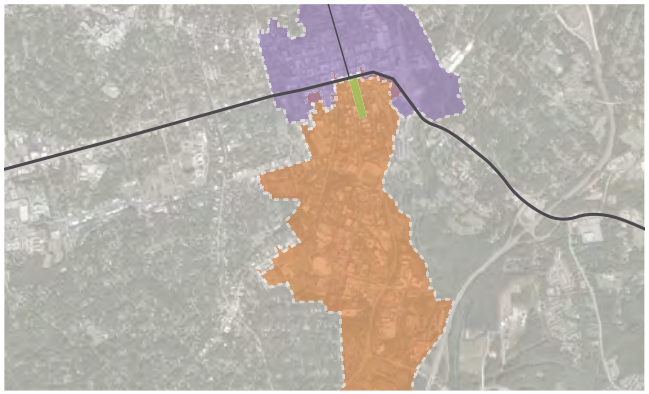
Athens has a pedestrian friendly “Main Street” type core at the intersection of College Avenue and Broad Street adjacent to the University of Georgia. Buildings two floors and taller line the city blocks with pleasing fenestration patterns and materials, often historic in quality. Buildings often have awnings, and sidewalks have a combination of street trees, parking (angled and parallel), and special paving materials. College Avenue ends at the edge of campus onto a major green space.



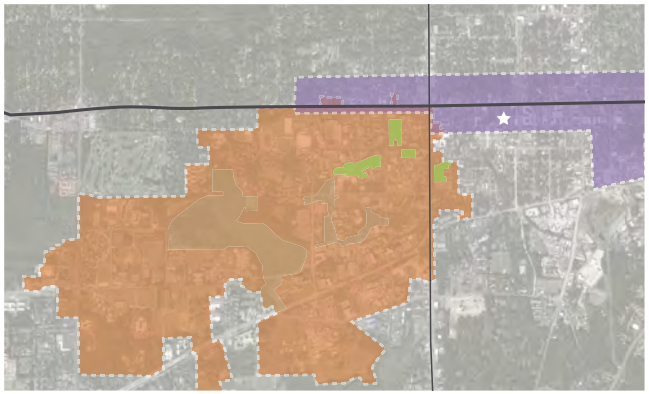
Madison



Chapel Hill



Athens



Gainesville

## MAIN STREET COMPARISONS

These images show the previous three examples, all with walkable city main streets abutting campus, at the same scale and relative to the University of Florida and Gainesville.

Orange highlights campus location and purple highlights the general urban zone adjacent to campus.

# Analysis – Streetcar v. Premium Bus Service

| | Streetcar | Premium Bus Service |
|---|---|---|
| Traffic Impacts | • Operation in mixed traffic would likely result in delays due to passenger loading/unloading<br>• There are concerns about power outages causing vehicles to stall, though vehicles with off-wire capabilities would avoid this. | • Operation in mixed traffic would likely result in delays due to passenger loading/unloading |
| Lane Width | • Three standard vehicle widths (7.5ft, 7.9ft, and 8.7ft)<br>• Vehicle width can be accommodated within narrower lanes, or require less dedicated ROW for transitway | • Typical bus width – 8.5ft<br>• Lanes should be at least 11ft wide, typically 12ft. |
| Parking Impacts | • Assuming vehicles operate in mixed traffic next to or in the median, on-street parking would not be impacted.<br>• Improperly parked vehicles can impact streetcar operations. | • Assuming vehicles operate in mixed traffic next to or in the median along 3rd Street, 2nd Avenue, Union Road, and Newell Drive, on-street parking would not be impacted.<br>• Buses can depart the lane and navigate around an improperly parked car. |
| Biking Impacts | • Assuming vehicles operate in mixed traffic next to or in the median along, bike lanes along outside of street would not be impacted.<br>• Street markings, however, may need to be enhanced to ensure bicyclist safety in streetcar and bicyclist mixing areas.<br>• Safety concerns related to cyclists crossing tracks. | • Assuming vehicles operate in mixed traffic next to or in the median, bike lanes along outside of street would not be impacted.<br>• Street markings, however, may need to be enhanced to ensure bicyclist safety in bus and bicyclist mixing areas. |
| Development Potential | • The permanent nature of a fixed streetcar rail is attractive to retail and property investors.<br>• Presence of rail transit has been shown to increase property values.*<br>*Luke Danzinger, Kristen Dickerson, Mary Collins, "Madison's Fast Track? The Impacts of a Light Rail Transit System on Property Vale in the Madison Area" University of Wisconsin (2009). | • Studies of properties in Pittsburgh, PA and Bogotá, Columbia, located by BRT lines indicate that property values increased as proximity to a BRT access point increased.*<br>* Ramon Munoz-Raskin, "Walking accessibility to bus rapid transit: Does it affect property values? The case of Bogotá, Colombia," Transport Policy. (2010, Vol. 17 Issue 2, p72-84).<br>V. Perk, M. Mugharbel, M. Catala, "Impacts of Bus Rapid Transit Stations on Surrounding Single-Family Home Values Study of East Busway in Pittsburgh, Pennsylvania," Transportation Research Record. (2010; 2144; p72-p79). |
| Capacity | • Varies by vehicle size and model. Sample vehicles have capacities ranging from 115 to 274 (seated + standing). | • 40-ft vehicles have a max capacity of 50-60 passengers.<br>• 80-ft vehicles have a max capacity of 110-130 passengers.<br>*(National Bus Rapid Bus Transit Institute, Vehicle Selection for BRT)* |
| Support Infrastructure | • Overhead electric contact wire system for electrical propulsion of vehicles throughout the streetcar corridor<br>• Utility relocations to avoid crossing utility lines with wire system.<br>• Guideway tracks (rails), imbedded in roadway throughout the streetcar corridor. Some streets would need to be re-graded to allow installation of tracks.<br>• Traction power substations (TPSS) to convert local power utility into traction power for use by vehicles.<br>• Operations and maintenance service facility needs to be located near the rail corridor.<br>• Roadway geometry modifications to allow streetcar maneuvering, including curb modifications, roundabout cut backs, and street reconfigurations. | • Operations and maintenance infrastructure to support articulated buses, if used. |
| Cost | • Capital cost<br>  ○ Vehicles: $3.5 - $4.5 Million<br>  ○ Infrastructure: $10 - $50 million per mile<br>• Operational costs (based on peer systems)<br>  ○ $91 per revenue hour to $183 per revenue hour | • Capital cost<br>  ○ Vehicles: $1 Million<br>  ○ Infrastructure: $5 - $30 million per mile<br>• Operational costs (based on peer systems)<br>  ○ $85 per revenue hour to $120 per revenue hour |

## FIXED TRANSIT COMPARISONS: TYPES

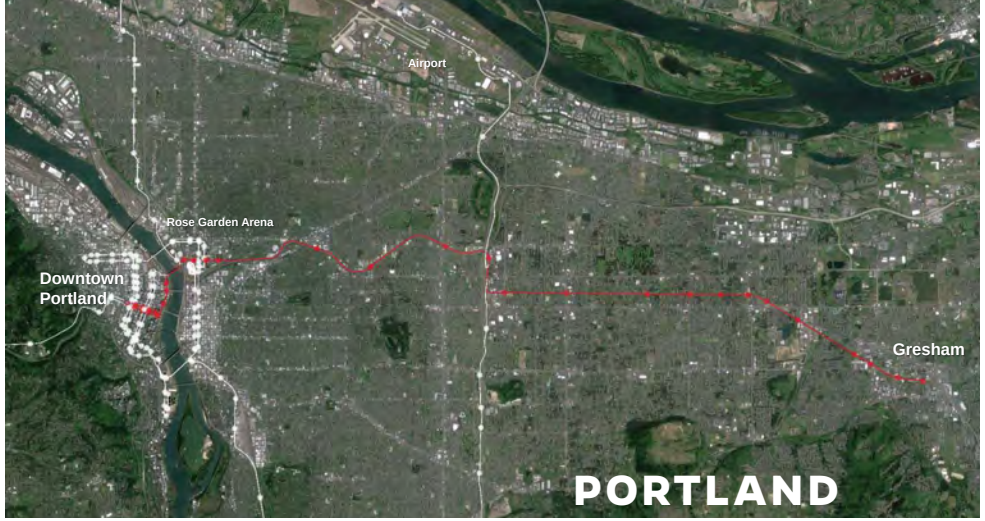
The team reviewed and discussed recent Gainesville area transportation studies on Bus Rapid Transit and Streetcar options as well as systems provided in other cities. Successful, fast, easy-to-use transit will be an important component of the New American City and may be used to activate and promote development along targeted avenues as well as connect people, neighborhoods, and the campus. In addition to more 'traditional' public transportation, Gainesville and the University should keep an eye on newly emerging technologies such as all-electric propulsion with in-line charging (no overhead lines) and the phasing in of some form of driverless technology.

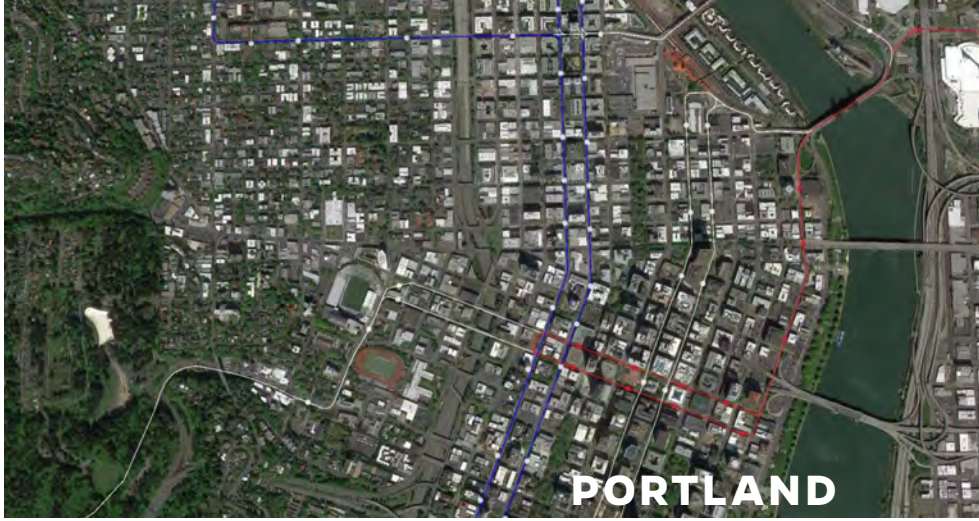
| | | Year Opened | Year Last Expanded | City Population (2015) | Population /sq mile (2015) | Annual Ridership (2015) | Avg. daily weekday boardings (2015) | Avg. daily boardings/ mile (2015) | System Length in miles | Stations | Lines | Initial System Length in miles | Construction Cost (2016 dollars) | Funding Sources | Operating Costs |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MAX Light Rail | Portland | 1986 | 2015 | 632,309 | 4,739 | 38,494,500 | 122,900 | 2,048 | 60 | 97 | 5 | 15.3 | $214 million ($465 million) | federal (83%) | |
| Portland Streetcar | Portland | 2001 | 2015 | 632,309 | 4,739 | 4,623,520 | 15,248 | 2,723 | 7.35 | 76 | 2 | 2.4 | $57 million ($77 million) | parking bonds, property taxes | |
| TRAX UTA | Salt Lake City | 1999 | 2013 | 130,128 | 1,734 | 19,704,300 | 67,300 | 1,502 | 44.8 | 37 | 2 | 14.9 | $312.5 million ($445 million) | sales tax, federal funding | |
| SUN LINK | Tuscon | 2014 | n/a | 531,641 | 2,345 | n/a | 4000 | 1,026 | 3.9 | 22 | 1 | 3.9 | $196 million ($197 million) | federal TIGER grant ($63) | $4.2 million<br>Fares - $1.2<br>RTA - $2.0<br>Tuscon General Fund - $0.9<br>Advertising $0.1 |
| | Gainesville | | | 130,128 | 2,122 | | | | | | | | | | |

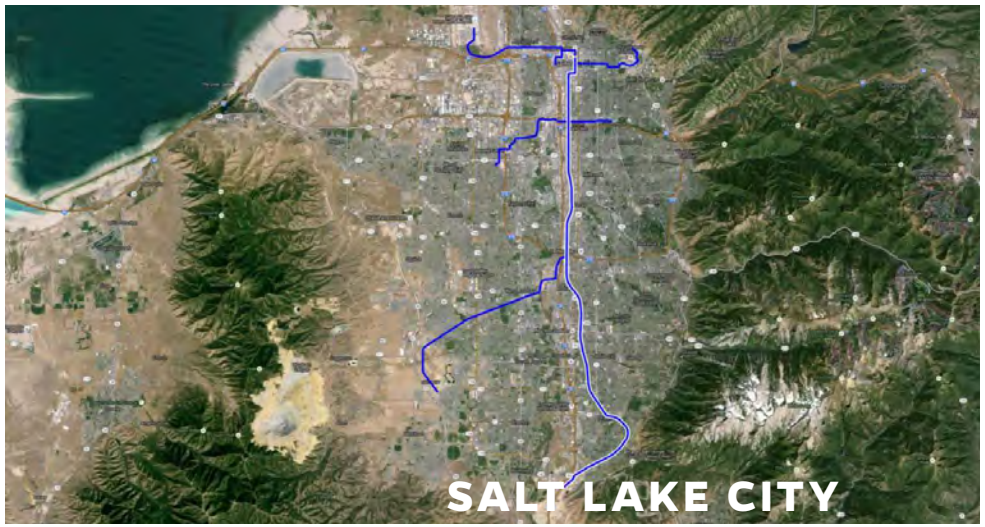
Please refer to the Bibliography for the multiple sources referenced for information shown on these facing pages

## FIXED TRANSIT COMPARISONS

Portland and Tucson are some of the case studies included here. Portland's streetcar project was conceived of not strictly as a transportation improvement, but as one part of a downtown redevelopment strategy. To achieve success, route alignment was carefully planned with progressive parking policies, population centers and economic centers, and other growth factors in mind. Portland State University currently has a 5 year advertising contract with the system that provides free ridership for students, faculty, and staff in turn. Tucson's nascent system has some similar challenges and opportunities to Gainesville. Their system connects the University of Arizona's medical center and campus with downtown, linking the university to the city and coordinating with the city to catalyze downtown development efforts.





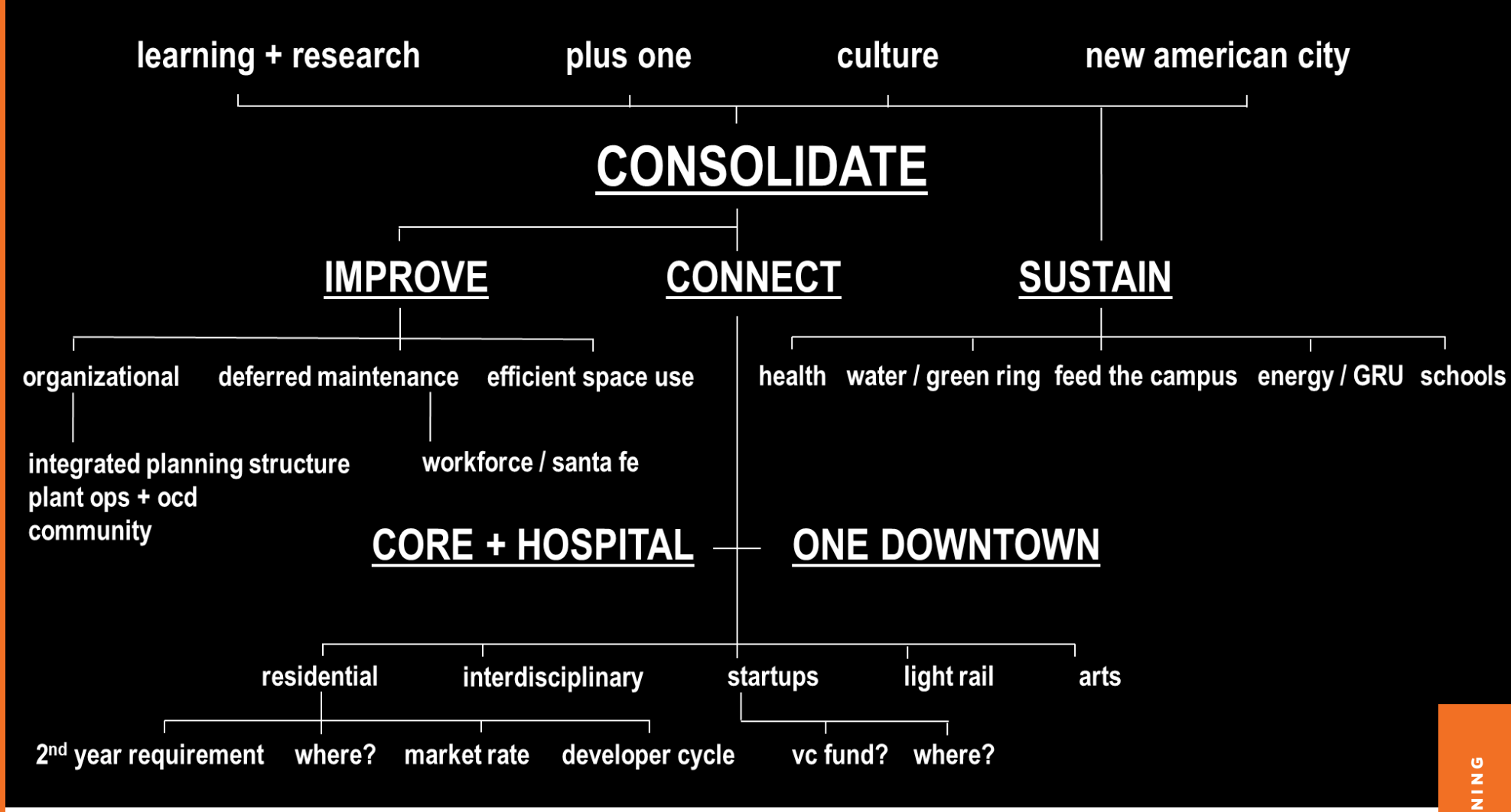
## FIXED TRANSIT COMPARISONS: ROUTES

# VISIONING

At the conclusion of Phase 1 we developed a menu of directions by which the University could plot its course supported by a short list of “big ideas” that will serve as potential catalysts for the University to move ahead in transformational ways.

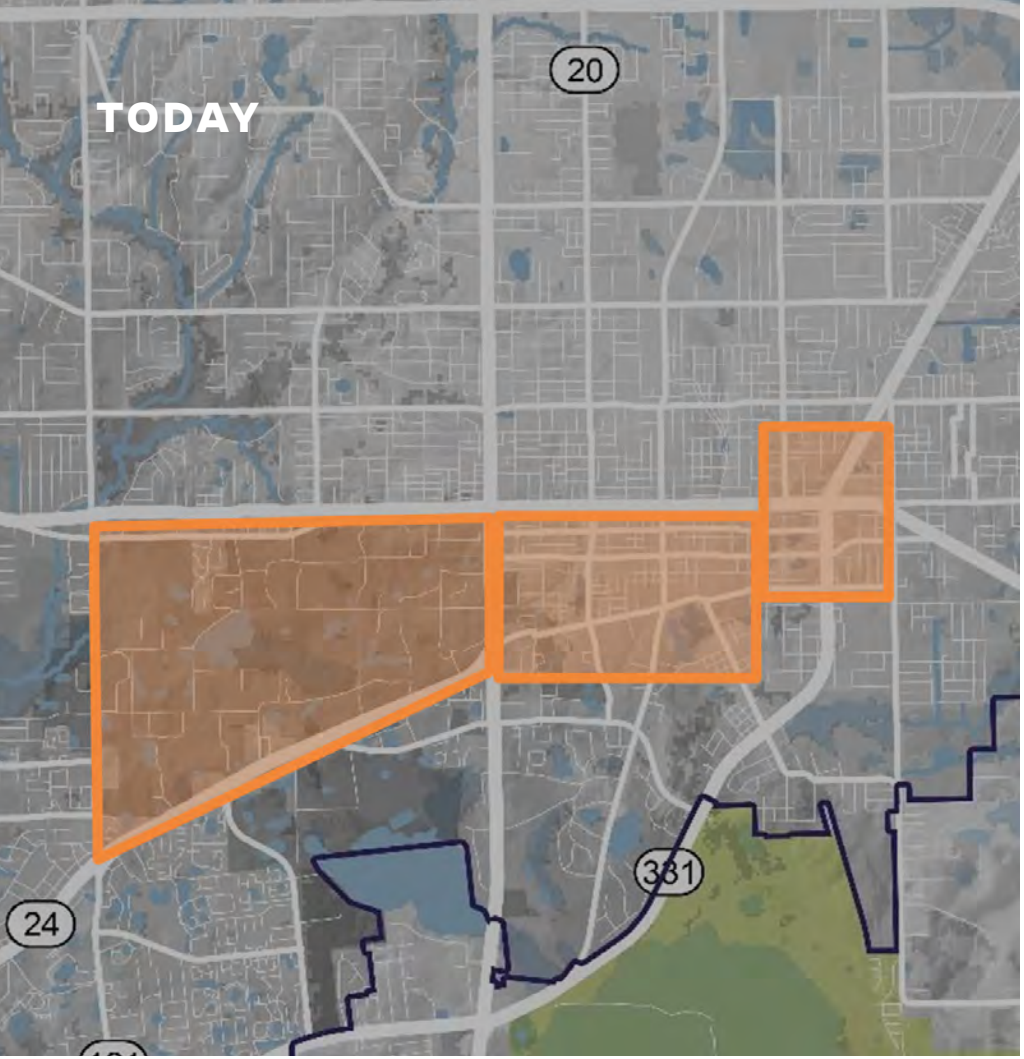
The core premise of this in-process menu is the notion that density and a sense of center are important to both the University and the city and necessary to unite and sustain the two.

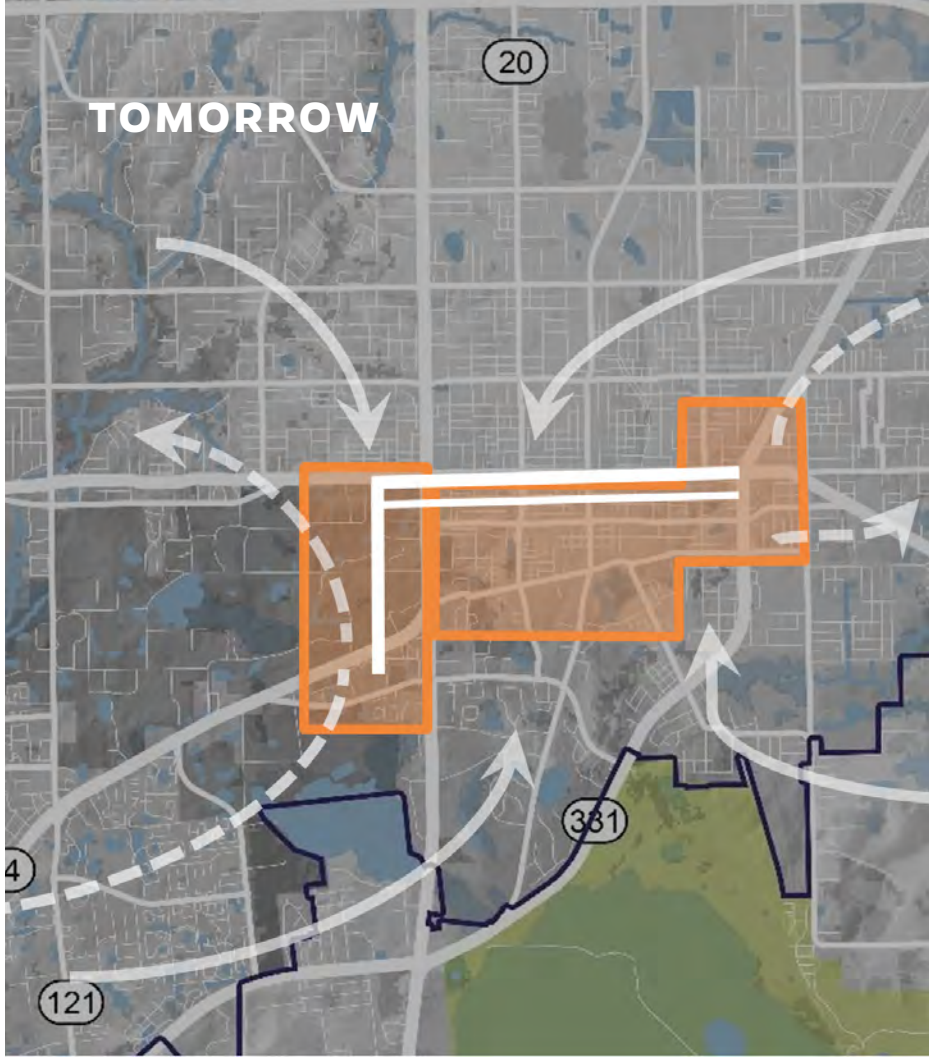
The team identified targeted growth areas for both city and campus, focusing on core zones with an eye on affecting future growth by strategic development at the heart of Gainesville and UF. Next, we identified five Gainesville areas and began to explore and develop their character, activity, growth potential, land uses, and connectivity.




This "Thought Map" explores the possible applications and outcomes when we apply the consolidation/densification thesis along each of the five vectors for preeminence. Issues and strengths identified from stakeholder interviews and data gathering begin to organize themselves into larger categories where policy and development paths can be related to each other as well as the germinating vision's larger ideas, such as improvement, connection, and sustainability.

The team next looked at specific large-scale moves that would encompass and facilitate most, if not all, of the items in the map above as documented in the following pages that make up the concluding efforts of Phase 1.

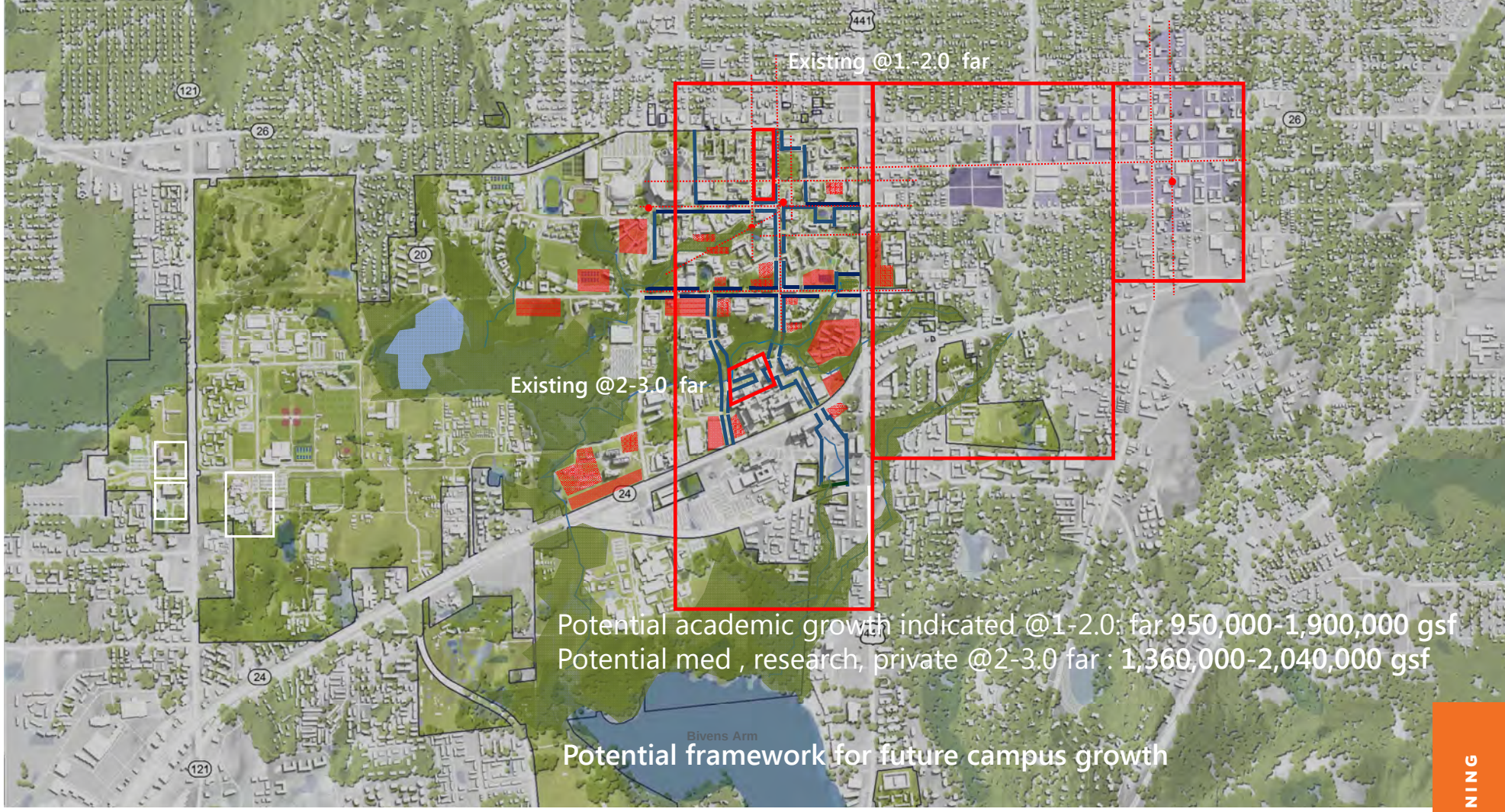



## IMPROVE / CONNECT / SUSTAIN

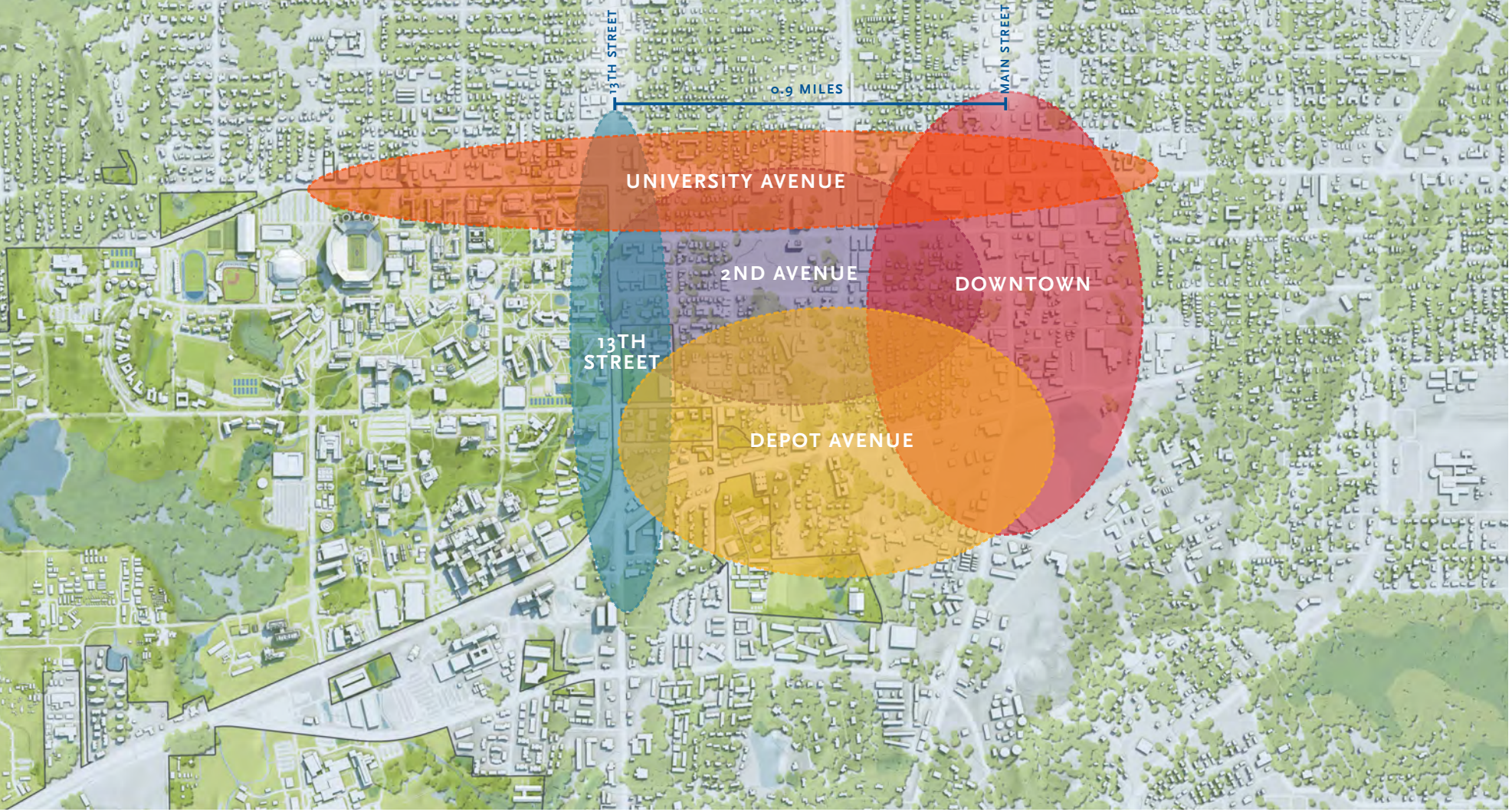
The left diagram illustrates three distinct places that today function semi-autonomously: 1. Campus, 2. The Innovation District, and 3. Downtown. The right diagram posits that, if over the next fifty years, the University and the city both focus their collaborative efforts to redevelop and revitalize the area between Gale Lemerand Drive on campus and downtown, the energy, innovation, and economic improvement produced by that focus can be the impetus to revitalize all of greater Gainesville.

The team then developed this notion with the “red box” diagram indicating a potential growth framework in which the closeness of people, resources, agencies, and the built environment might be directed for the greatest benefit.




# POTENTIAL GROWTH FRAMEWORK

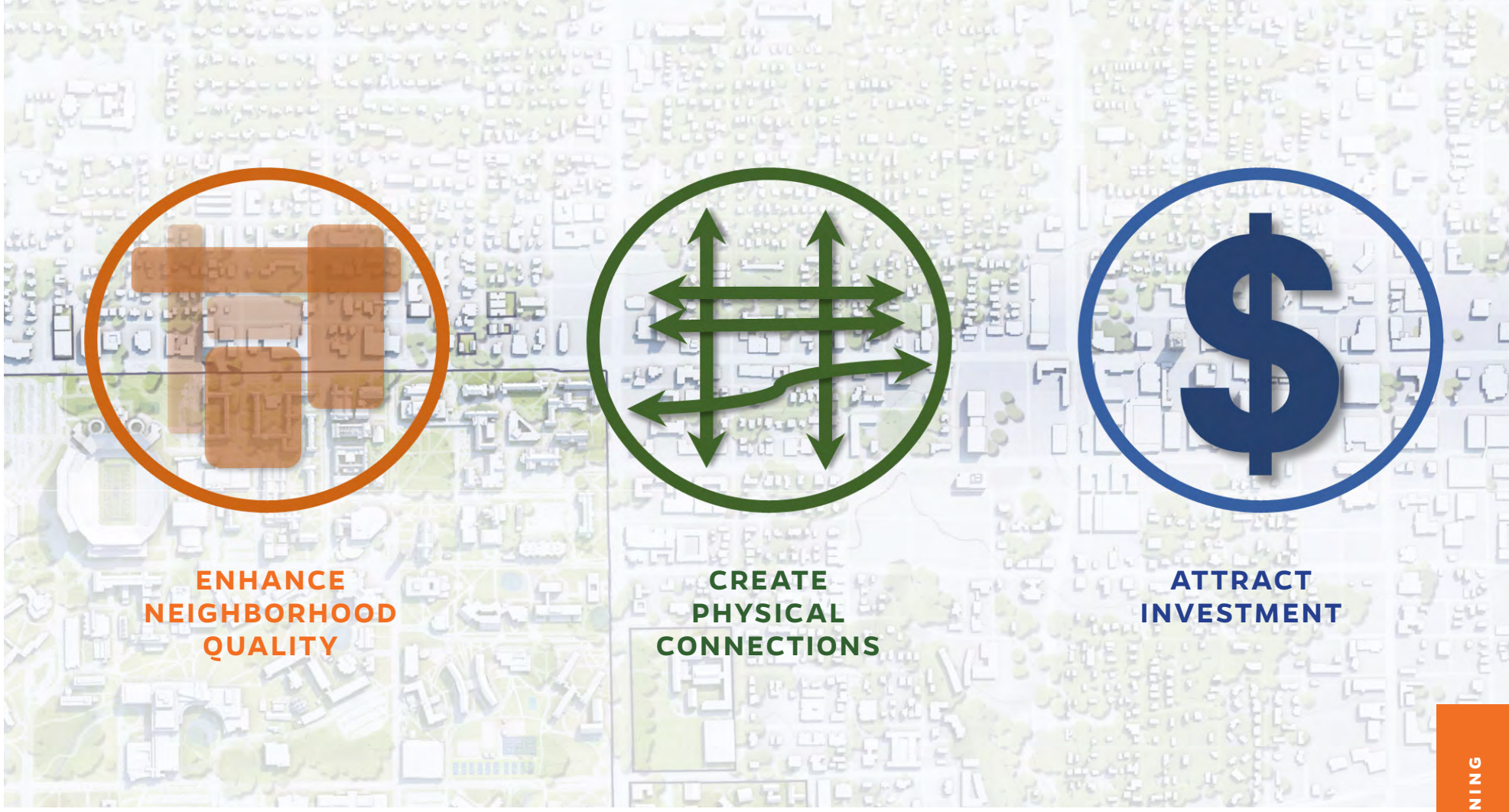
Determining ‘existing’ floor area ratios (FAR) taken from current built areas in two representative sample zones, historic campus to the north and the medical campus to the south, and applying them to potential developable campus sites highlighted here in transparent orange gives an idea of potential development area available within the “red box” framework. This method will be applied in the next phase to the other red box areas off campus to determine how much similar possible growth, the potential to improve the proximity of people and other resources, is available in the zone between downtown and campus.




## FIVE PRECINCTS

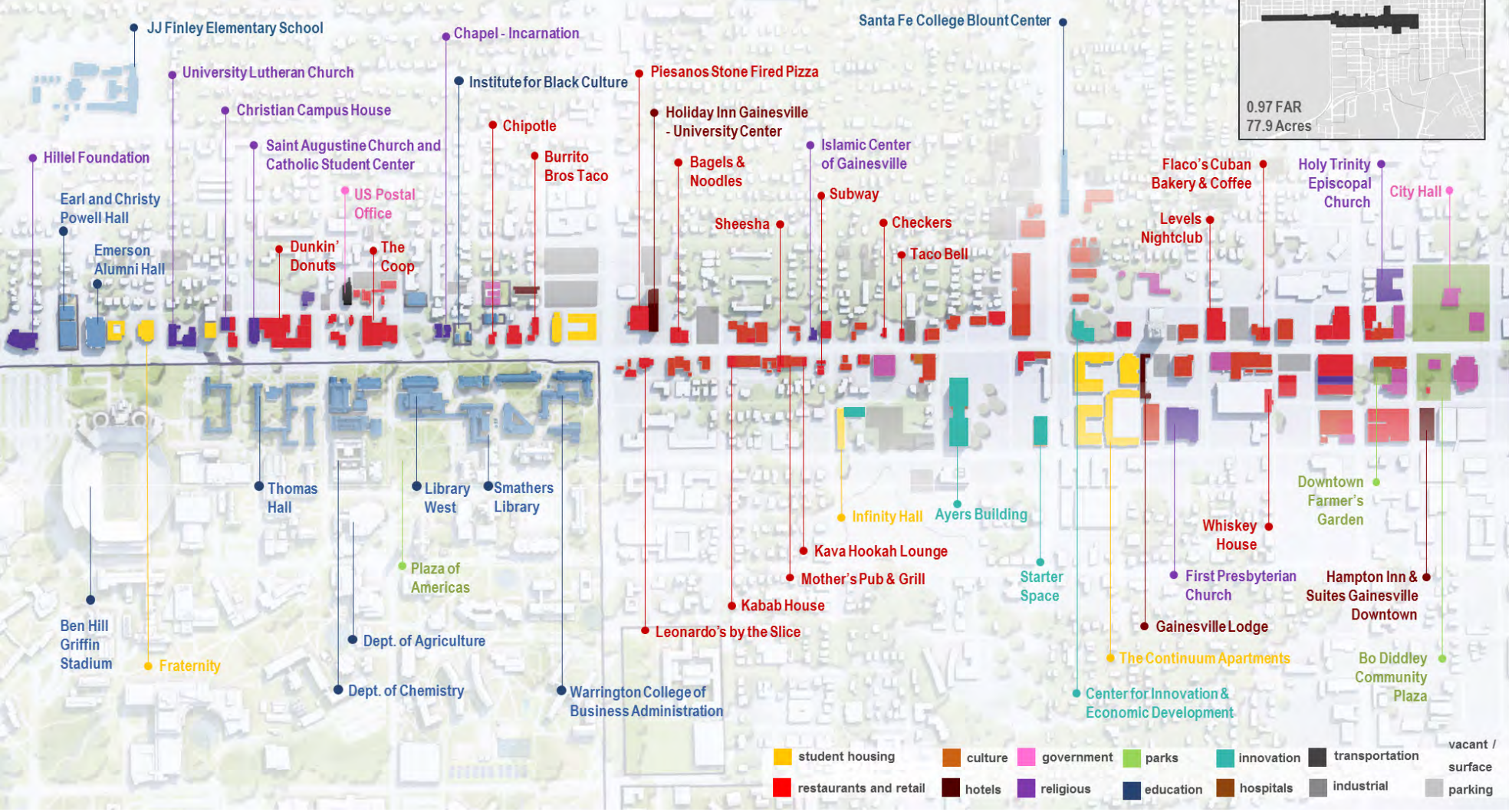
Each of the five precincts within the potential growth framework area of Gainesville has a distinct identity and character, which should be preserved and enhanced as growth occurs.

Possible paths to improvement in start-ups, retail vacancy, housing, and hospitality over this zone between campus and downtown that emerged from the earlier market analysis include considering expansion of the program of Innovation Square to include existing buildings downtown in order to activate empty storefronts, as well as partnering with the city to encourage filling these prominent vacancies with new and innovative businesses; studying how UF might catalyze a greater presence of the arts downtown; studying an increase in on-campus residency while evaluating how Innovation Square parcels might include currently unavailable residential market options; and assessing how the growing desire of the University for nearby conference space might add to vitality in the area.




## ...WITH DEFINED OBJECTIVES

The following 5 sets of pages show existing features on the left page opposite opportunities for improvement on the right, one set for each of the identified 5 precincts. The improvements listed are in service of the visioning on the earlier "thought map". Greater investment, connections, and neighborhood quality will promote Gainesville as a more vibrant, sustainable, and desirable place to live and work. In phase 2 the ideas initiated in these images will be explored further and with ongoing input from campus and city stakeholders.




# UNIVERSITY AVENUE

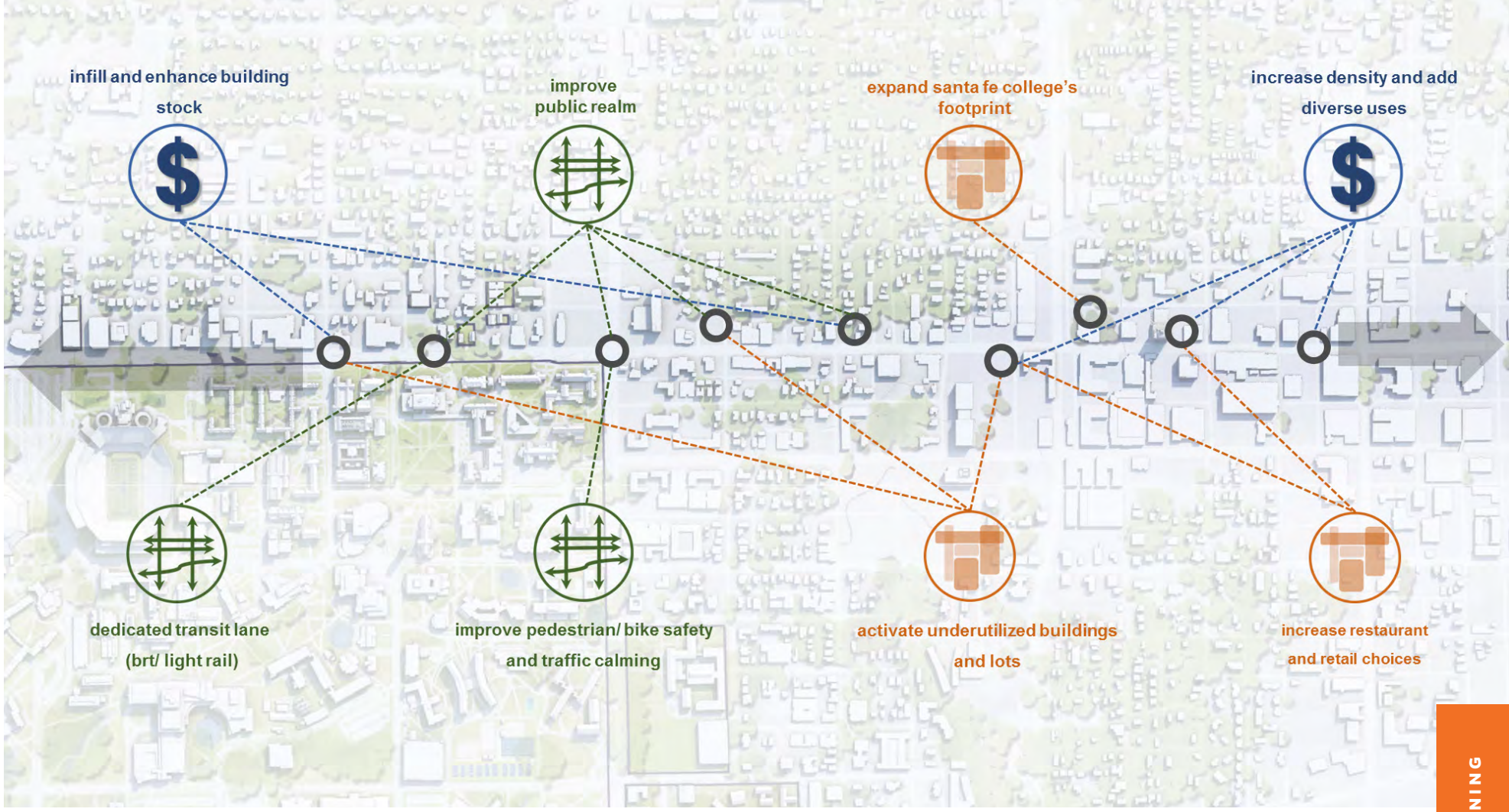
**character**

-three zones - midtown ; middle ; downtown

-high vacancy in retail

-poor public realm

-discontinuity in streetscape experience




## ...AS A MIXED USE DISTRICT

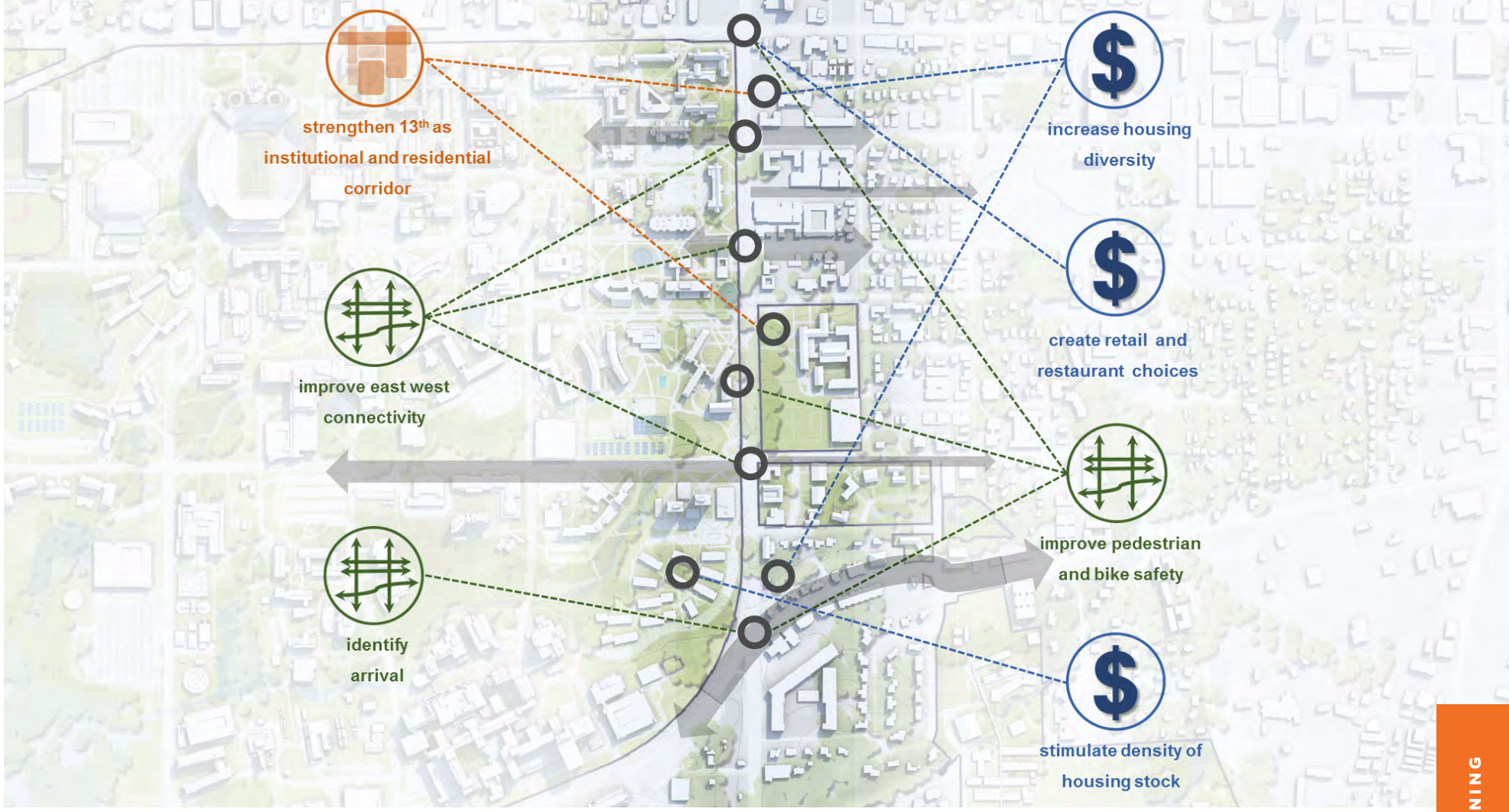
University Avenue is the primary connector between campus and downtown, and beyond. However this area is plagued by high vacancy rates and building fronts that are spaced apart or distant from the sidewalk, leading to a discontinuous commercial experience. Strategies to fill and improve existing structures as well as infill gaps, make sidewalks more pedestrian friendly, and understand the possibility of public transit as a connector and development catalyst are shown here in order to create the type of walkable urban core that attracts students, faculty, and local residents of all ages and backgrounds.


# 13TH STREET

**character**

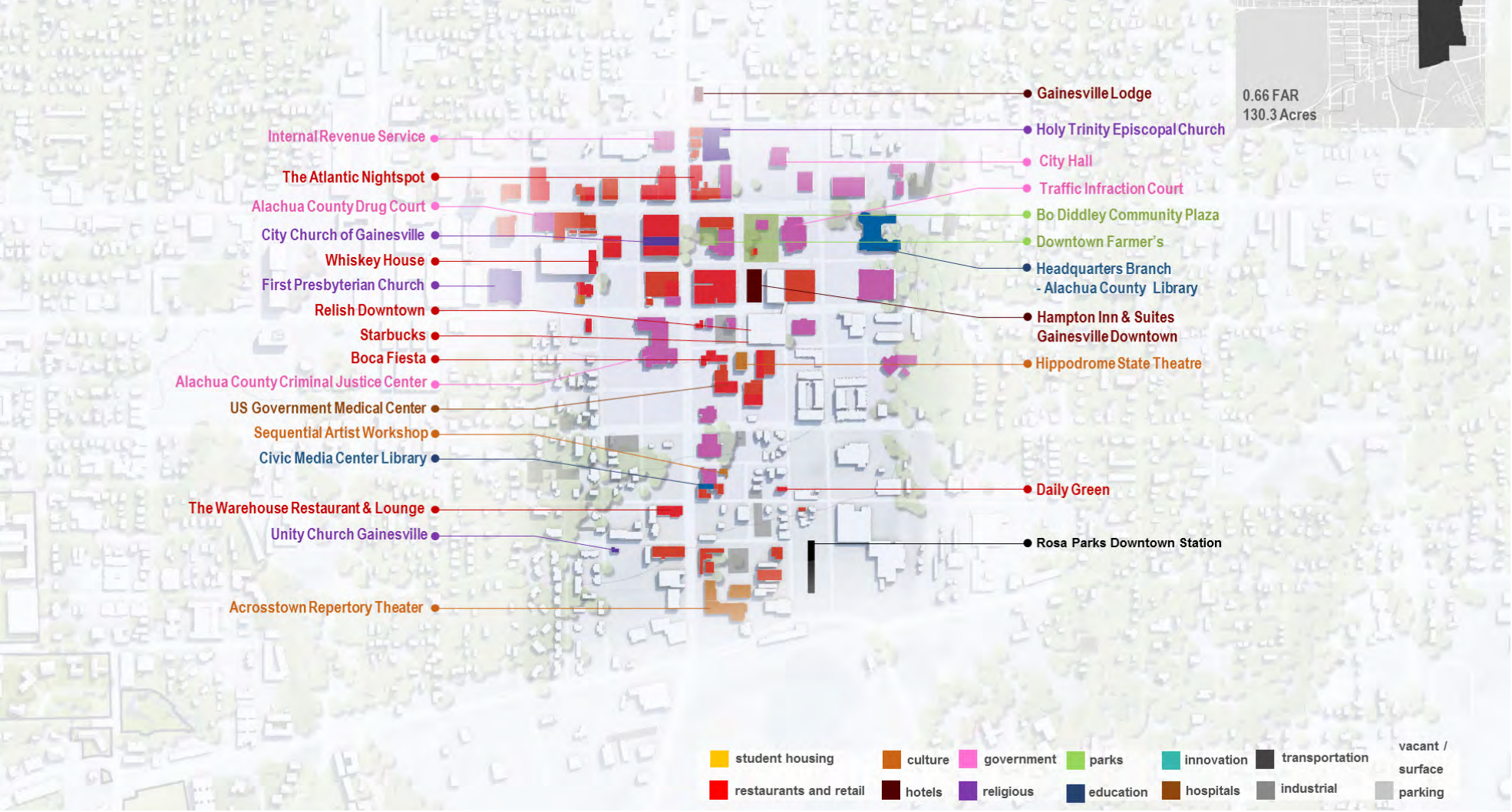
-predominantly institutional & student housing

-permeable street wall




## ...AS AN INSTITUTIONAL GATEWAY

West 13th Street borders campus along one side of the historic UF core and is a major connector to Gainesville from the south and west. Enhancing the edges of this throughway to promote walkability, campus identity, and connection to the neighbors to the east will create a sense of place and arrival and build upon the street's institutional-residential quality.




# DOWNTOWN

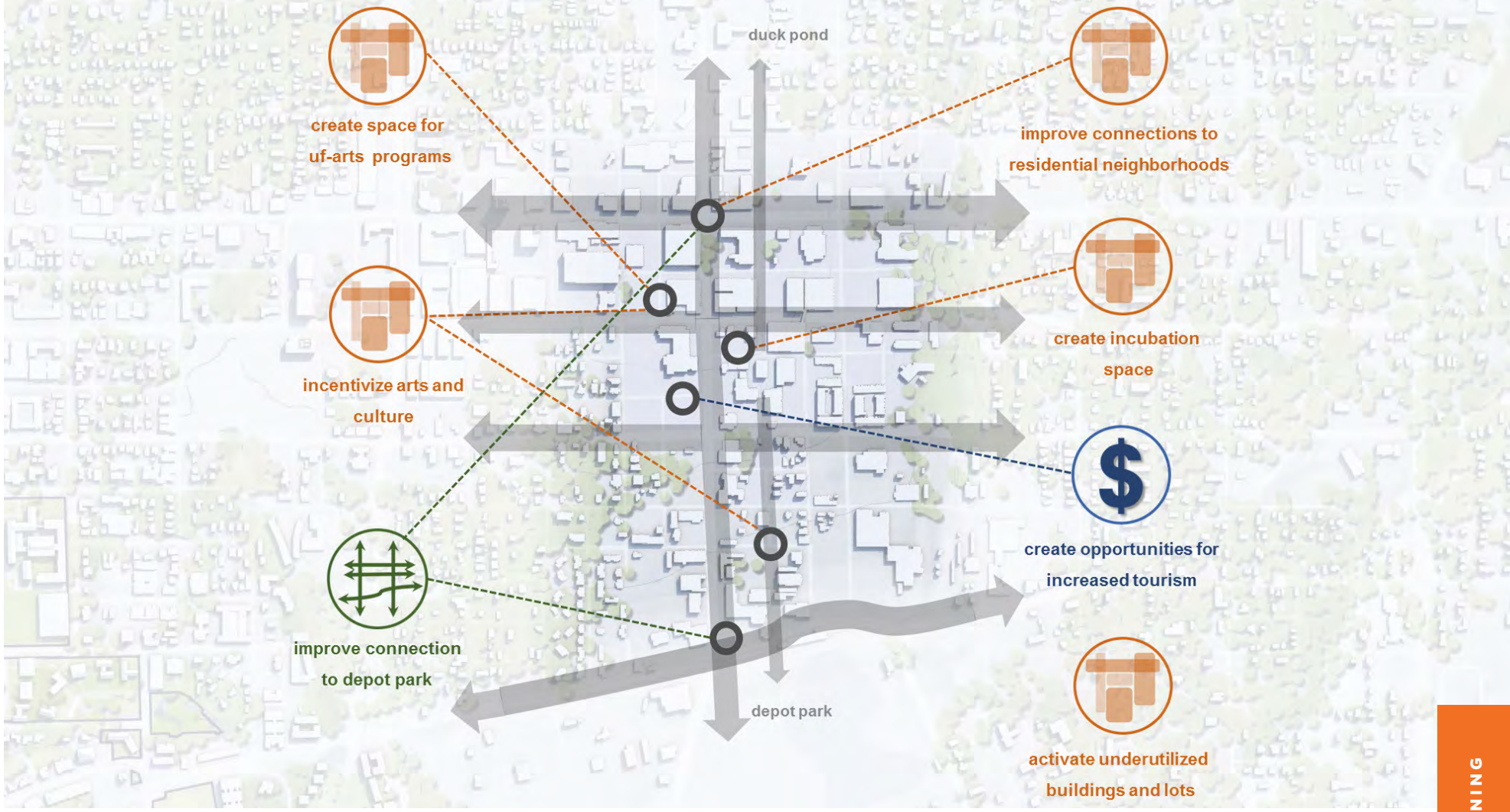
**character**

-predominantly restaurants & governmental

-relatively high vacancy, especially 2nd floor

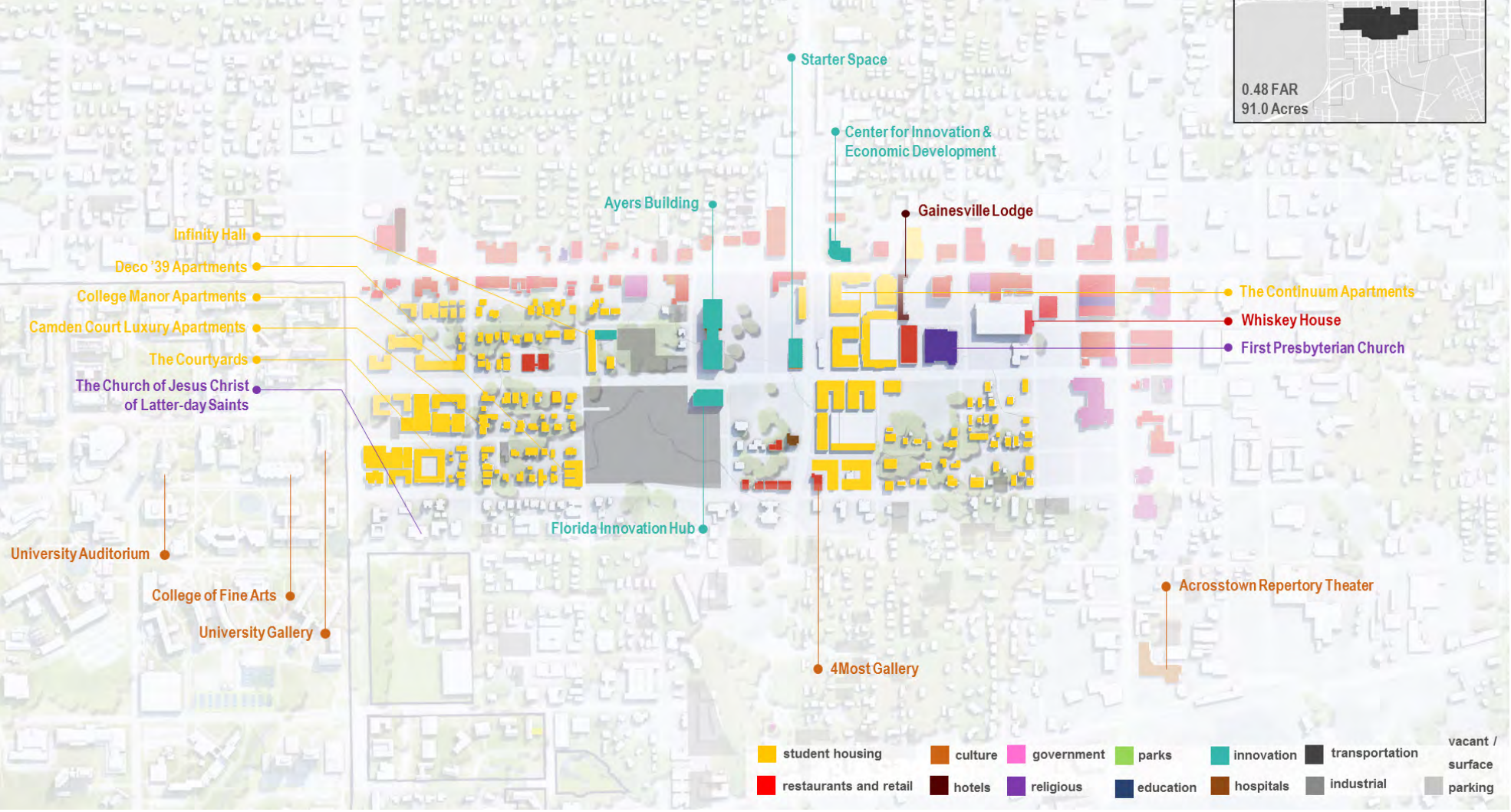
-multiple opportunities for infill development

-improved public realm




## ...AS A SOCIAL AND ARTS DISTRICT

The small, but active, set of downtown blocks around the Hippodrome provide a great foundation on which to expand in order to create a sense of arrival at the city center and of 'Gainesvilleness'. This area also features well attended arts festivals. In response to discussions about activities residents would like to see available and the desire for a UF arts presence downtown, East 1st Street presents the opportunity to establish an arts district, connecting the new Depot Park to University Avenue.



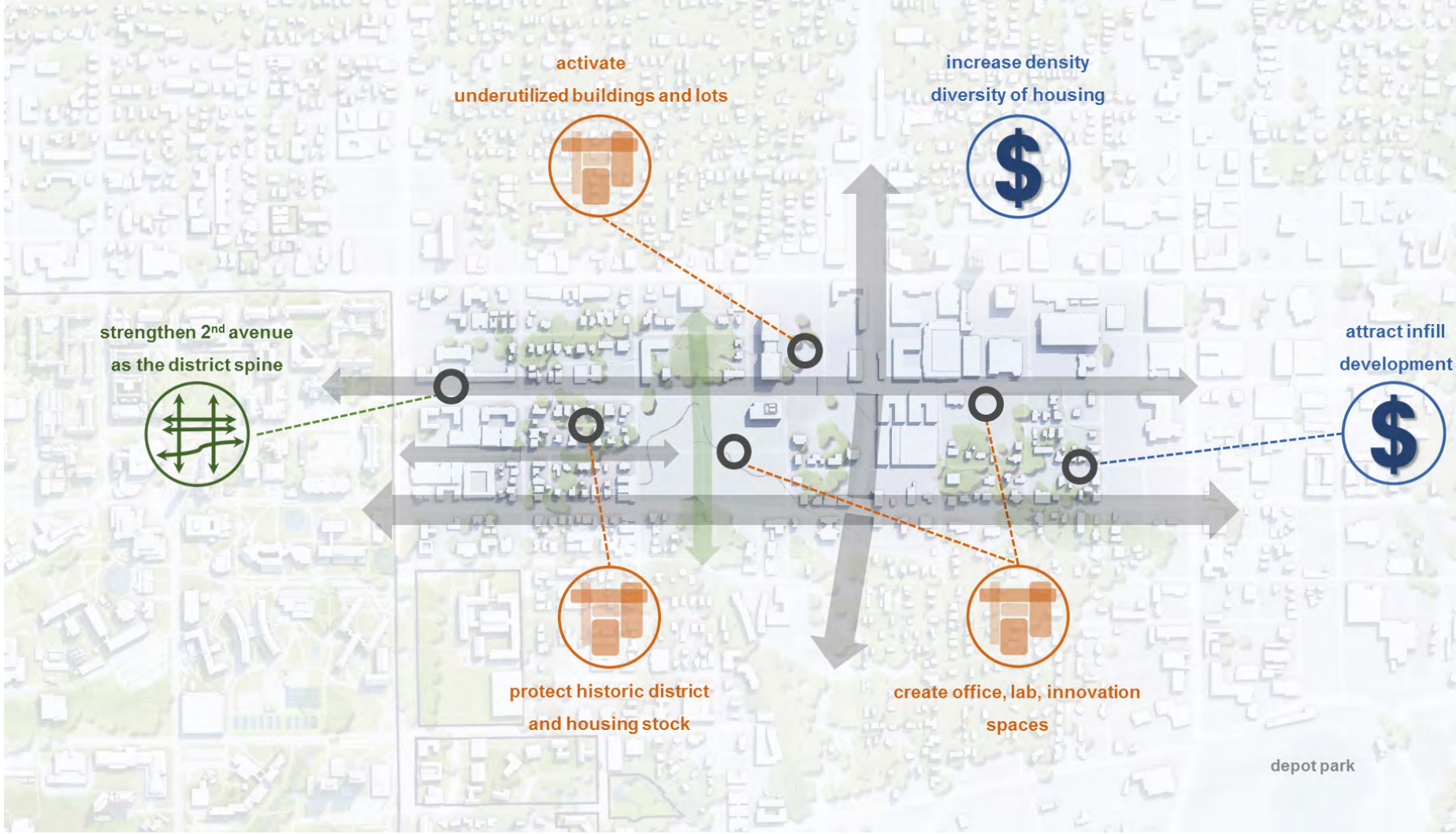

# 2ND AVENUE

**character**

-large development parcels at innovation square with opportunities to create meaningful connecting public realm and purposeful green spaces

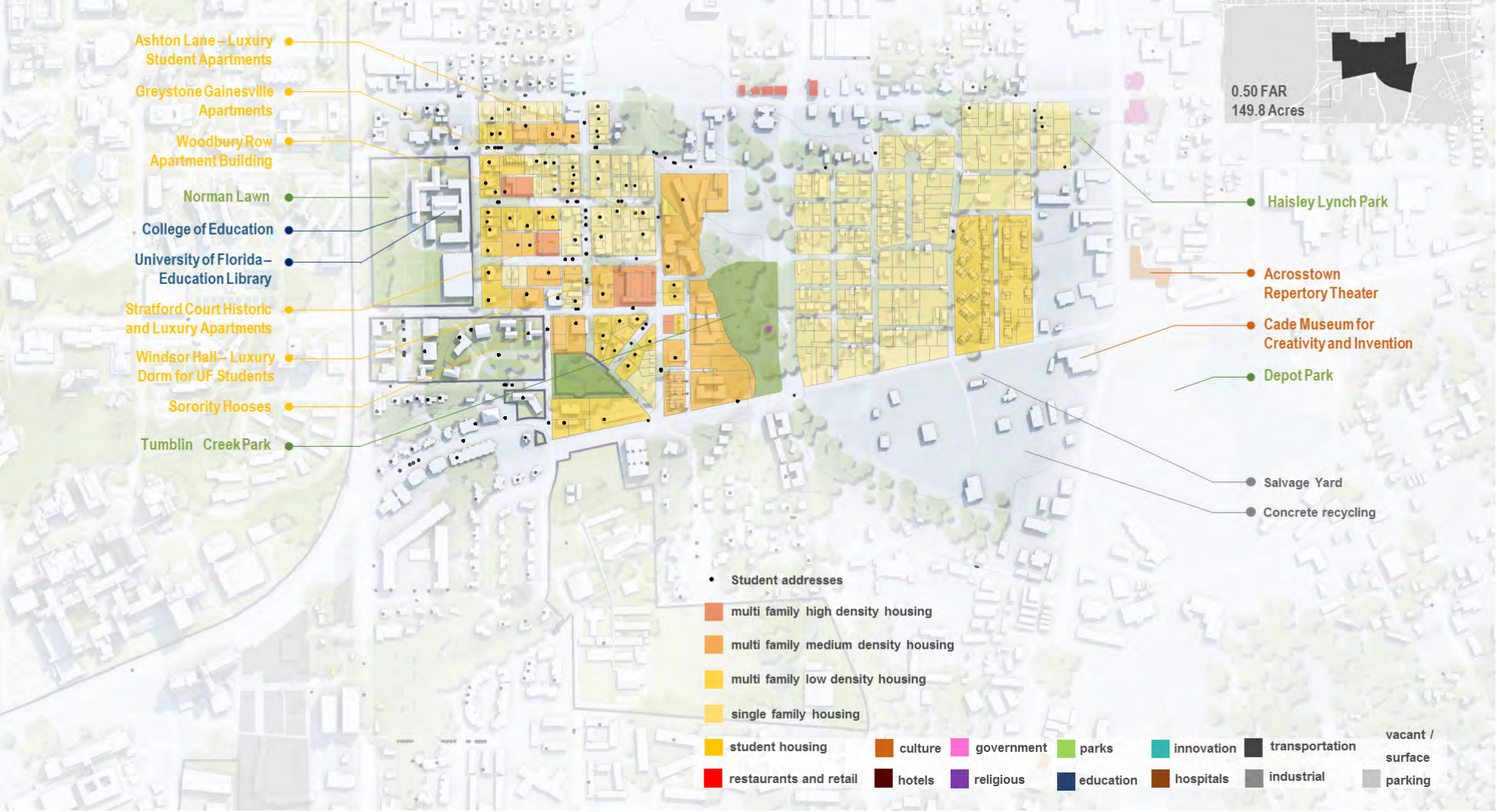
-minimal street level activation

-diversity of scale in vertical construction




## ...AS AN INNOVATION DISTRICT

This precinct extends from just south of commercial University Avenue to the mostly residential neighborhoods south of 4th Avenue. It has several currently underutilized lots, some of which are part of the planned Innovation Square area, and little commercial space or housing market variety. 4th Avenue and 2nd Avenue provide opportunities to foster east/west pedestrian, bike, vehicular, residential, and research connections between campus and downtown. Green spaces can also be expanded here to create further connections as well as provide the type of outdoor amenities that residents identify with Gainesville.

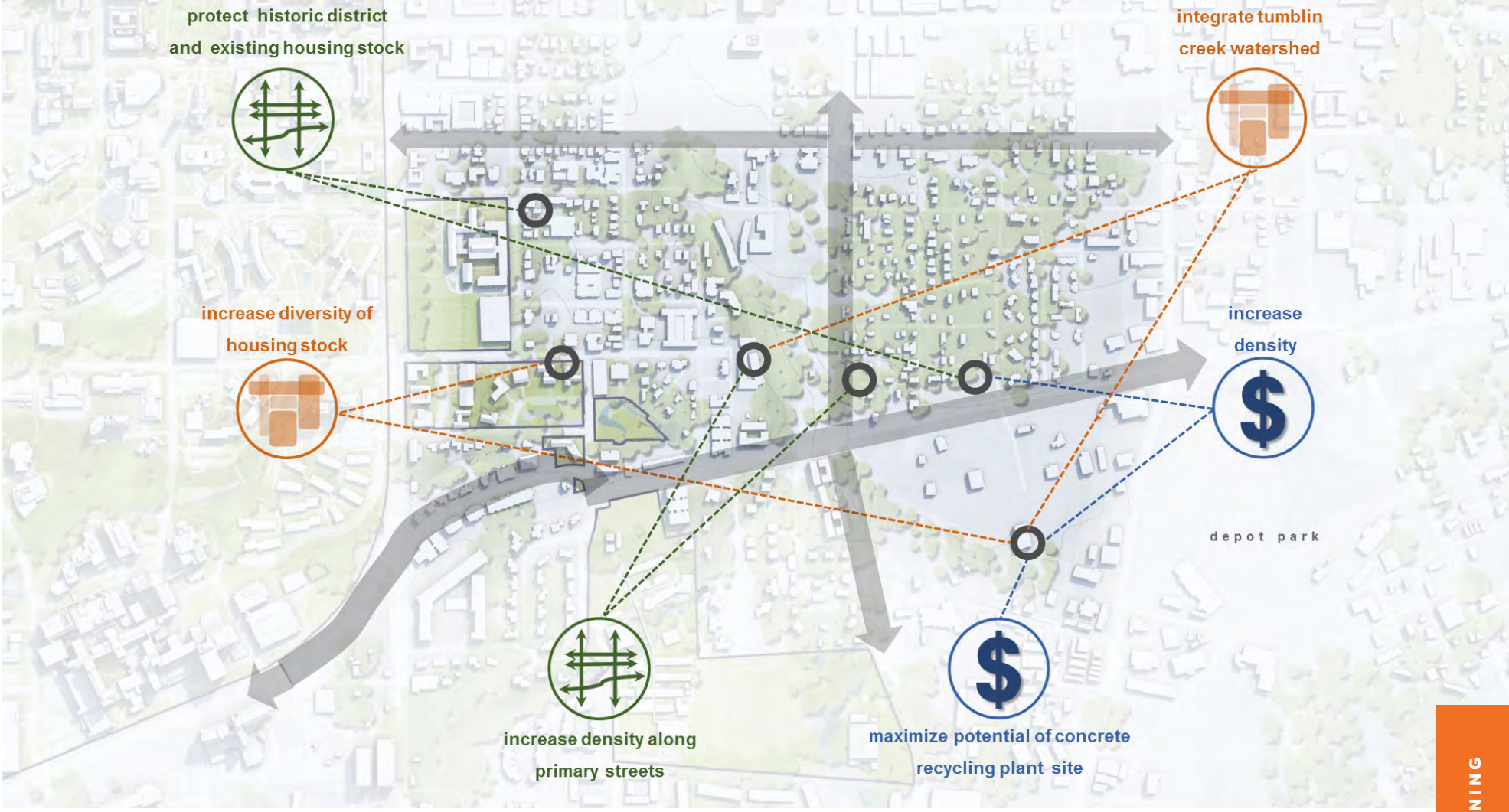



# DEPOT AVENUE

**character**

-exclusively residential

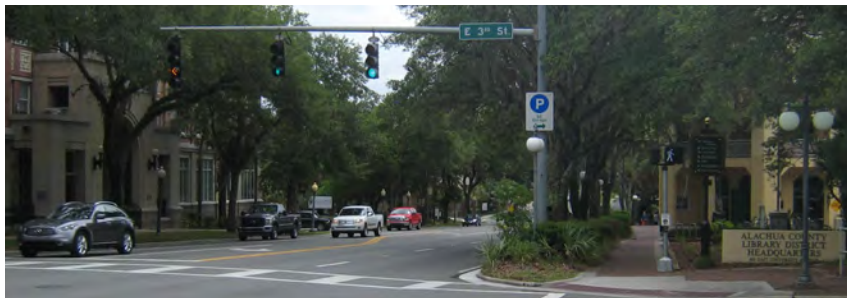
-opportunity for infill and improved housing stock



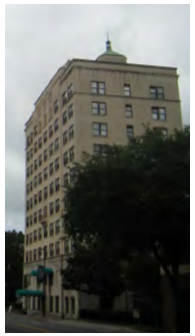

## ...AS A RESIDENTIAL DISTRICT

The area north of Depot Avenue has strong residential neighborhoods, but lacks housing choice. This market should diversify by developing underutilized lots while preserving existing cohesive neighborhoods. Planning should include strategies on where to provide student residences, in and out of this precinct, in order to promote other types of housing market supply.



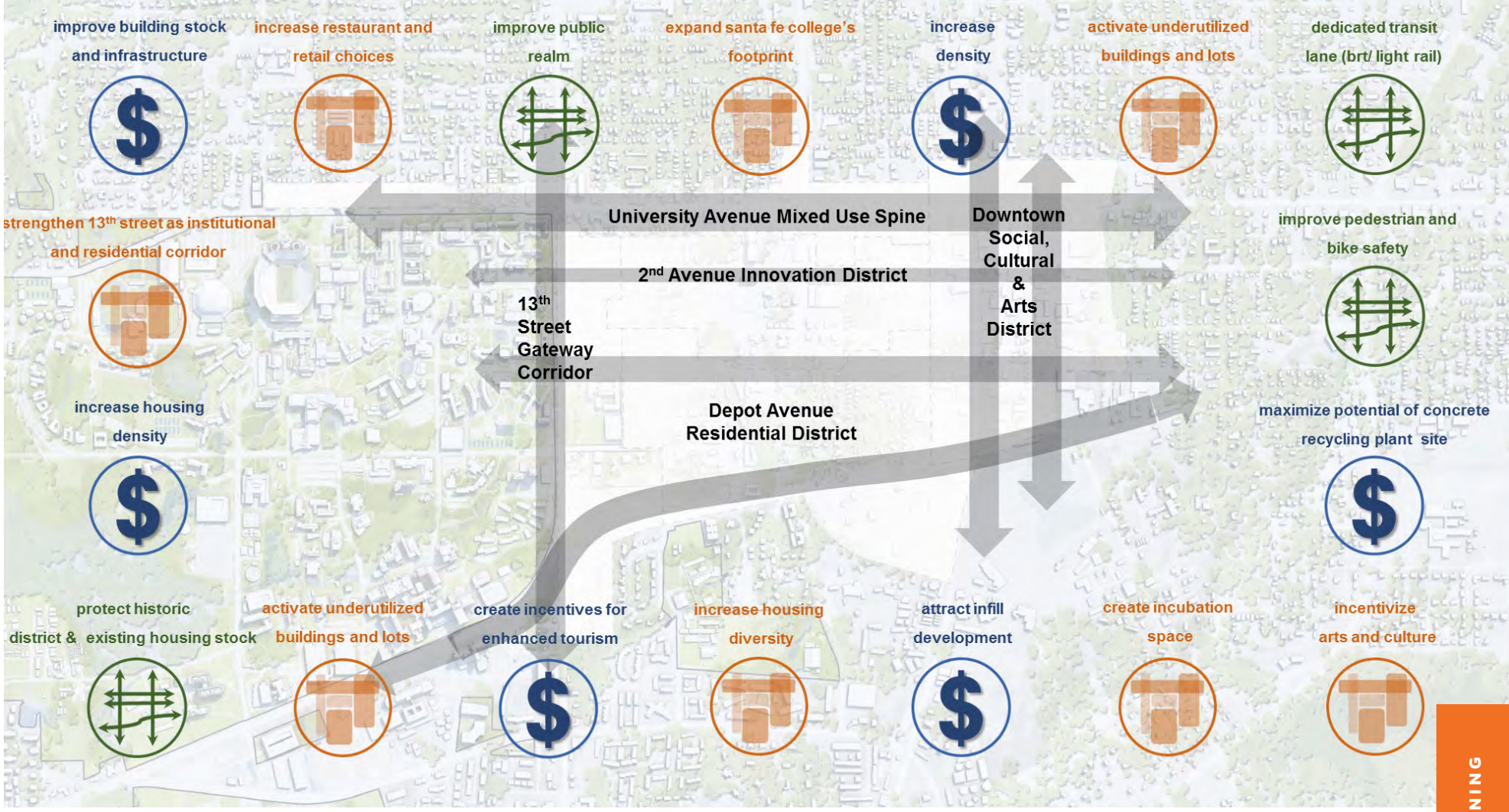





## THE HEART OF CAMPUS AND CITY

These five zones with greater vitality connecting Main Street to West 13th street and joined with a more tightly knit eastern campus will function all together as the heart of Gainesville and the University. Students and local residents will have the benefit of enjoying a wide range of collaboration opportunities, activities, resources and services within walkable distances. This vision of smartly planned future growth, development, and community involvement centered on campus and in the city will promote scholarship, research, social and economic development, sustainability, well-being, and the University as an institution that others will want to emulate.




## ...CONNECTED AS ONE GAINESVILLE

This visioning process will be further expanded, reviewed, and refined in Phase 2, 'Strategies and Objectives', as the team works toward a set of strategic development paths and an actionable set of 'to-dos', as well as beginning thoughts on tools to communicate those initiatives.

WHO HAS BEEN INVOLVED?

BIBLIOGRAPHY

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