

COLLABORATE 2025



CREATING A STRONGER REGION AND A BETTER LIFE, TOGETHER



2020-2025 ECONOMIC DEVELOPMENT & COMMUNITY STRATEGY



GREATER GAINESVILLE CHAMBER



Creating a Stronger Region and a Better Life, Together



Downtown
Alachua



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GREATER
GAINESVILLE

By the Numbers

Population

Gainesville City:
133,857

Gainesville MSA:
288,212

11-county region:
1,961,974

North Central Florida Region:
4,480,797

Florida: 21,299,325

Ranking

1

2018 Most Caring Cities Award in Florida, (*Insurify.com*, Dec. 2018)

Florida's Best City in Each State to Start Your Career, (*Zippia's* Aug. 2018)

2

Most Environmentally Friendly Cities, (*ValuePenguin*, August 2016)

3

Best Midsize College Towns/Cities in America, (*WalletHub.com*, Dec. 2018)

9

10 Best College Towns, (*Livability.com*, Aug. 2018)

14

Best Small Size Metro Area for Job Seekers After Graduation, *American Institute for Economic Research's Employment Destinations Index*, 2016

15

Best Cities for Entrepreneurs 2017, (*Livability.com*, April 2017)

16

College Destinations Index, (*American Institute for Economic Research*, 2016)

29

50 Best Bike Cities, (*Bicycling magazine*, Sept. 2016)

31

Best Places for Women-Owned Businesses, (*NerdWallet.com*, March 2015)

38

Top 100 Best Places to Live, (No. 1 in Florida), (*Livability.com*, Jan. 2018)

75

2015 Best Cities for Black Entrepreneurs, (*Goodcall.com*, Oct. 2015)

Community Assessment

The strategic planning process began with the development of two foundational research documents: The Community Assessment and Scorecards. These two documents synthesized data and extensive public input into six key stories that present a narrative discussion of the key issues facing the Greater Gainesville region.

These six stories are:



A Talented Community, but Competition is Intense



Quality of Life and Place: Building on Existing Strengths



Diversifying an "Eds and Meds" Economy



Innovation and Entrepreneurship: Immense Capacity in Need of a Stronger Ecosystem



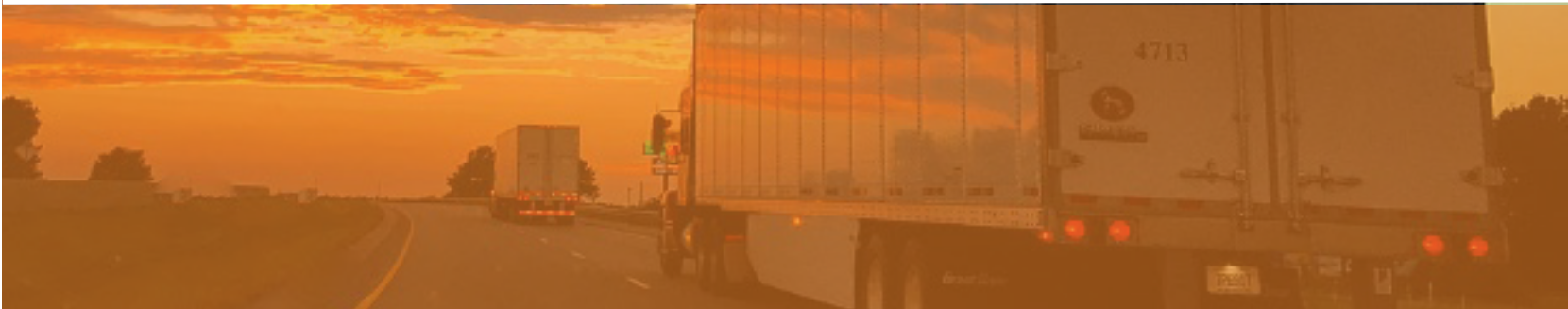
Uneven Outcomes Demonstrate the Need for Paths to Economic Mobility.



The Way Forward: Common Ground and Collaboration



San Felasco
Tech City



T A R G E T



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S E C T O R



A N A L Y S I S



2020-2025 Targeted Industry Clusters

PREVIOUS CLUSTER	NEW CLUSTER	FOCUSED SECTORS
ADVANCED LOGISTICS	DISTRIBUTION & TRADE	Distribution Centers Warehouses Wholesale Freight Trucking
ADVANCED MATERIALS	BUSINESS SUPPORT SERVICES	Administrative Call Centers Payroll Facilitation Insurance
AGRICULTURE & LIFE SCIENCES	AGRICULTURE SCIENCE & TECHNOLOGY	Research & Development Products Technologies Clean Tech Manufacturing
HUMAN LIFE SCIENCES	HUMAN LIFE SCIENCES	Research & Development Biotechnology Medical Device Manufacturing Products & Treatment Pharmaceuticals
SOFTWARE/IT	DIGITAL TECHNOLOGY	Software Development Publishing Computer Systems Telecommunications Data Processing Hosting & Storage

Greater Gainesville region's best opportunities to grow manufacturing employment will be to focus on areas of existing strength, namely production operations related to Human Life Sciences, Agricultural Science & Technology, and Clean Technology.



A Community Story

A strong, well-timed strategy is like a good investment. Taking the right risk at the right time can elevate outcomes from significant to exponential.

Collaborate 2025 is impeccable in its timing, launching when a strong, collaborative foundation built across several relevant, existing initiatives is available to bolster it. These initiatives already have strong community buy-in and a running start toward significant results.

Moreover, these initiatives exemplify the story of Greater Gainesville as a region rooted in preeminent talent, world-class healthcare, educational excellence, spirited entrepreneurship, sense of place, and a unifying desire to equalize opportunity for all residents. The linchpin of all of these attributes is collaboration.

Stakeholders emphasized throughout the 2025 Collaborate research process the importance and logic of leveraging these existing collaborative plans because of their significant potential to positively influence the community's economic competitiveness, momentum toward equity, quality of place and quality of life. Collaborate 2025 is complementary to these

initiatives and can leverage them to build more immediate momentum and achieve better results, faster.

For instance, "Racial Inequity in Alachua County" was commissioned by seven key entities in Alachua County - the Greater Gainesville Chamber of Commerce, UF Health, City of Gainesville, Alachua County, University of Florida, Santa Fe College and Alachua County School Board - and produced by the UF Bureau of Business and Economic Research to comprehensively benchmark racial disparities in Alachua County. The report's ultimate purpose was to empower entities across the county to align their individual approaches through data-driven strategies and tactics to collectively and positively impact this problem in ways that level the playing field. This Collaborate 2025 plan represents one effort to fulfill the report's purpose through strategies and goals that strengthen jobs and education - the two key areas named by the report as having the highest potential to combat inequity.

Just as the report on racial inequity did, the following initiatives also informed the development of Collaborate 2025:

1. The University of Florida Strategic Development Plan
2. The City of Gainesville Strategic Development Plan
3. Gainesville for All (GNV4ALL)
4. North Central Florida Planning Council's Comprehensive Economic Development Strategy





The strategic direction for the Greater Gainesville region, and the framework of this plan were directly informed by the full range of strategic impacts identified through research, public input, and community leadership.

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Additionally, the Greater Gainesville Chamber Board, its Economic Development Committee and a Chamber-led Steering Committee – a cross-section of more than 70 business, community and government leaders representing various industries and populations –

conducted visioning sessions in which they identified numerous potential concepts and initiatives that the Greater Gainesville region might adopt in partnership with various implementation partners as part of an overall strategic approach. Many of these elements are reflected within the Strategy's framework.



Gainesville.
Citizen centered
People empowered



COLLABORATE 2025



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Greater Gainesville's Five-Year Community and Economic Strategy

Quality of life is rooted in economic opportunity and mobility. The goals within Collaborate 2025 are designed to work together to strengthen Greater Gainesville by fostering diverse, well-paying and upwardly mobile opportunities in key sectors, across the spectrum of skills and education.

Our community is our "why." It is the substance of our story as a region and as partners in making the vision set forth in Collaborate 2025 a reality. In launching and executing on this plan as a community, we are writing our story's next chapter of prosperity, success and upward mobility.

Earlier in the plan, we outlined six stories that narrate key issues facing our region. This plan outlines 11 strategies in three key areas – Opportunity, Talent and Place – with the potential to change those narratives.

Goals

Opportunity

Promote economic growth and diversification to create quality jobs for residents of all skill levels.

Talent

Develop, retain, and attract educated and skilled individuals to build and sustain a world-class workforce.

Place

Create a more vibrant, attractive and livable community for all current and future residents.





**Raise levels of prosperity and improve
quality of life for all current and future
Greater Gainesville residents**

TALENT

**Homegrown
Talent**

**Talent
Retention**

**Talent
Attraction**

OPPORTUNITY

Marketing & Attraction

Existing Business Care

Innovation & Commercialization

**Small Business &
Entrepreneurship**

Advocacy & Regionalism

PLACE

**A Live-Work-Play
Core**

**Thriving
Communities**

**Mobility &
Infrastructure**



Talent



These goals work together to help Greater Gainesville prepare today's students and workers to leverage tomorrow's opportunities, and make our region more attractive to new graduates and talented professionals.

GOAL 1

Homegrown Talent

1. Support ongoing initiatives that seek to improve educational outcomes and create a stronger workforce.
2. Improve visibility of and access to existing career and technical educational programs.
3. Expand career and technical education opportunities within close proximity to where people live and learn.
4. Launch an "upskilling" initiative for adults without diplomas or degrees.
5. Connect veterans in the Greater Gainesville region to opportunities for training and employment.

GOAL 2

Talent Retention

1. Hold an annual college event to connect students to internships and volunteer opportunities in the Greater Gainesville region.
2. Create a community-wide internship campaign to help employers identify emerging talent and to attach students to the Greater Gainesville region.

GOAL 3

Talent Attraction

1. Connect employers to the University of Florida Alumni Association to help recruit mid-career professionals and executives.
2. Launch a targeted marketing campaign throughout multiple media outlets to attract talented individuals to the Greater Gainesville region.







Opportunity



These goals work together to increase our region's opportunities in the fiercely competitive, global market for jobs and talent.

GOAL 1

Marketing & Attraction

1. Develop a unified marketing approach for the Greater Gainesville region.
2. Update the region's economic development marketing and recruitment efforts.
3. Promote and seek to expand special economic development sites and assets.

GOAL 2

Existing Business Care

1. Continue to help existing firms grow and thrive through a robust business retention and expansion (BRE) program.
2. Continue to position industries to build and strengthen networks and promote economic growth.
3. Leverage the international initiatives to connect local firms to export assistance resource and attract foreign direct investment.

GOAL 3

Innovation & Commercialization

1. Continue to connect innovation and commercialization efforts with economic development programming.
2. Realize a collaborative Smart City Laboratory in the City of Gainesville and the Greater Gainesville region.
3. Leverage startup resources to enhance a culture of innovation and strengthen the local ecosystem.

GOAL 4

Small Business & Entrepreneurship

1. Promote the availability of new and existing entrepreneurial and small business support resources with an emphasis on reaching underserved populations.
2. Support social enterprise startups and small businesses that serve the community.
3. Establish a revolving loan fund to expand opportunities for entrepreneurs who lack access to traditional capital.

GOAL 5

Advocacy & Regional Collaboration

1. Ensure that advocacy agendas are aligned with strategic community and economic development needs.
2. Work with regional partners throughout Greater Gainesville to identify opportunities for collaboration.

Brammer Bio at
Progress Park





Place



These goals work together to build a thriving and connected live-work-play core by increasing affordable housing, investing in transportation and infrastructure, and supporting the arts.

GOAL 1

A Live-Work-Play Core

1. Support the implementation of the University of Florida's Strategic Development Plan.
2. Develop a master plan for Downtown Gainesville and its surroundings to guide public investments.
3. Establish a Business Improvement District (BID) to enhance vibrancy in and around Downtown Gainesville.
4. Incentivize employment and housing growth in the region's core.

GOAL 2

Thriving Communities

1. Develop a comprehensive strategy to increase the supply of affordable and "missing middle" housing throughout the Greater Gainesville region.
2. Adopt a collaborative program of highly targeted neighborhood beautification and revitalization projects.
3. Assess options to resource and administer a community-wide public art fund aimed at enhancing quality of place.

GOAL 3

Mobility & Infrastructure

1. Plan and fund infrastructure and service enhancements that improve mobility within the Greater Gainesville region.
2. Continue to seek enhanced regional air service connectivity.



Projected Outcomes

Opportunity Focus:

1. Attract diverse **startup capital** and increase **the percentage of startups** from UF spinoffs, Santa Fe College programs and other regional startup resources for the region to support the growth of startups and the creation of jobs.
2. Increase **number of entrepreneurs and companies** from **underserved communities** engaged in business activity.
3. Close on a total of **50 projects** from **startups, expansion, retention and attraction projects** equaling **2,500 new primary jobs** in the five targeted industry clusters for a total of **\$250 million** in new capital investment.
4. Survey a minimum of **500 businesses** through personal visits via a business retention and expansion initiative.

Talent Focus:

1. Increase the achievement and completion rates for **high school, Career and Technical Education (CTE) programs, adult upskilling courses, and college attendance**.
2. Engage company participation in recruitment and retainment initiatives like the **internships, apprenticeships, on-the-job training, etc.** to train **500 people**.
3. Increase **marketing and events** to the student population and regional workforce supporting educational and workforce initiatives to help them "attach" to the region and locate career opportunities.

Place Focus:

1. Increase net number of **new housing units** developed in targeted geographic regions that meet workforce and affordable housing guidelines.
2. **Advocate** for the value and impact of **public and private infrastructure investments** on quality of life (mobility, culture, accessibility, diversity) totaling **\$1.5 Billion**.
3. Evidence of **alignment with public partners** to create thriving communities (joint initiatives, public policy ventures, smart city collaboration).
4. Reduce **crime and poverty rate** in the City of Gainesville and Alachua County through regional collaboration efforts.

Helyx Bridge on
13th Street

Greater Gainesville Chamber of Commerce 2019 Board of Directors

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Co-Founder & President
Feathr

Collin Austin
Founder
Everything New Scooters 4 Less

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Gainesville
Avison Young

Theresa Beachy
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Peaceful Paths, Inc.

Harbin Bolton
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President/CEO
Life South Community Blood
Center

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President & Creative Director
Frankel Media Group

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Greater Gainesville Chamber of
Commerce

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Vice President
Vystar Credit Union - Gainesville

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Trimark Properties

Erin Henderson
Director of Membership and
Marketing
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Legal Counsel [EC Member]
Law Office of Charles I. Holden, Jr.

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UF Health Shands

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Associate Vice President
Santa Fe College, Center for
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Economic Development (CIED)

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University of Florida Performing
Arts

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VP for Government and
Community Relations
University of Florida

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VP of Operations
Nalbandian Properties

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Concept Companies

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Randy Stuart
VP & CFO
Santa Fe Healthcare

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Campus USA Credit Union

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Keller Williams Realty Gainesville

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Scherer Construction - North
Florida

Greater Gainesville Chamber of Commerce 2019 Economic Development Committee

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Ology Bioservices, Inc.

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President
Bosshardt Realty Services

Jerry Benton
CEO
Campus USA Credit Union

Rick Cain
Senior Vice President
Avison Young

Nancy Eckert
Vice Chair, [EC Member]
President/CEO
Life South Community Blood
Center

April Green
Vice President
Vystar Credit Union

Bryan Harrington
Chair, [EC Member], Director of
Development & Construction
Trimark Properties

Erin Henderson
Assistant General Manager &
Member Services
Gainesville Country Club

Gil Levy
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Lowry Financial Advisors, Inc.

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Celebration Pointe Holdings

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UF Research

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Assistant VP for
Commercialization & Director
Office of Technology Licensing

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President
Santa Fe College

Greg Schultz
General Manager - Head of
Delivery
Mindtree, LTD.

Domenic Scorpio
President
D.E. Scorpio Corporation

Greater Gainesville Chamber of Commerce 2018 Strategy Steering Committee

Aidan Augustin
Co-Founder & President
Feathr

Ed Bonahue
Provost & Vice President for
Academic Affairs
Santa Fe College

Adam Boukari
Assistant City Manager
City of Alachua

Edgar Campa-Palafox
Economic Development
Coordinator
Alachua County

Karen Clarke
Superintendent
Alachua County Public Schools

James (Jim) Doughton
Publisher
The Gainesville Sun

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Chair
Trimark Properties

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Lee Pinkoson
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Alachua County

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UF Health Shands Hospital

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Deepu Paul
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Lauren Poe
Mayor
City of Gainesville

Deepika Singh
Co-Founder & CEO
Sinmat

Stephen Tanner
Director, Jump Team Services
The InterMed Group

Freddie Wehbe
Chair
CEO
Wehbe Marketing

Municipalities:

City of Alachua
City of Archer
City of Gainesville
City of Hawthorne
City of High Springs
Town of Lacrosse
Town of Micanopy
City of Newberry
City of Waldo

Counties:

Alachua
Gilchrist

Chamber Staff & Leadership

Eric Godet Sr.
President & CEO

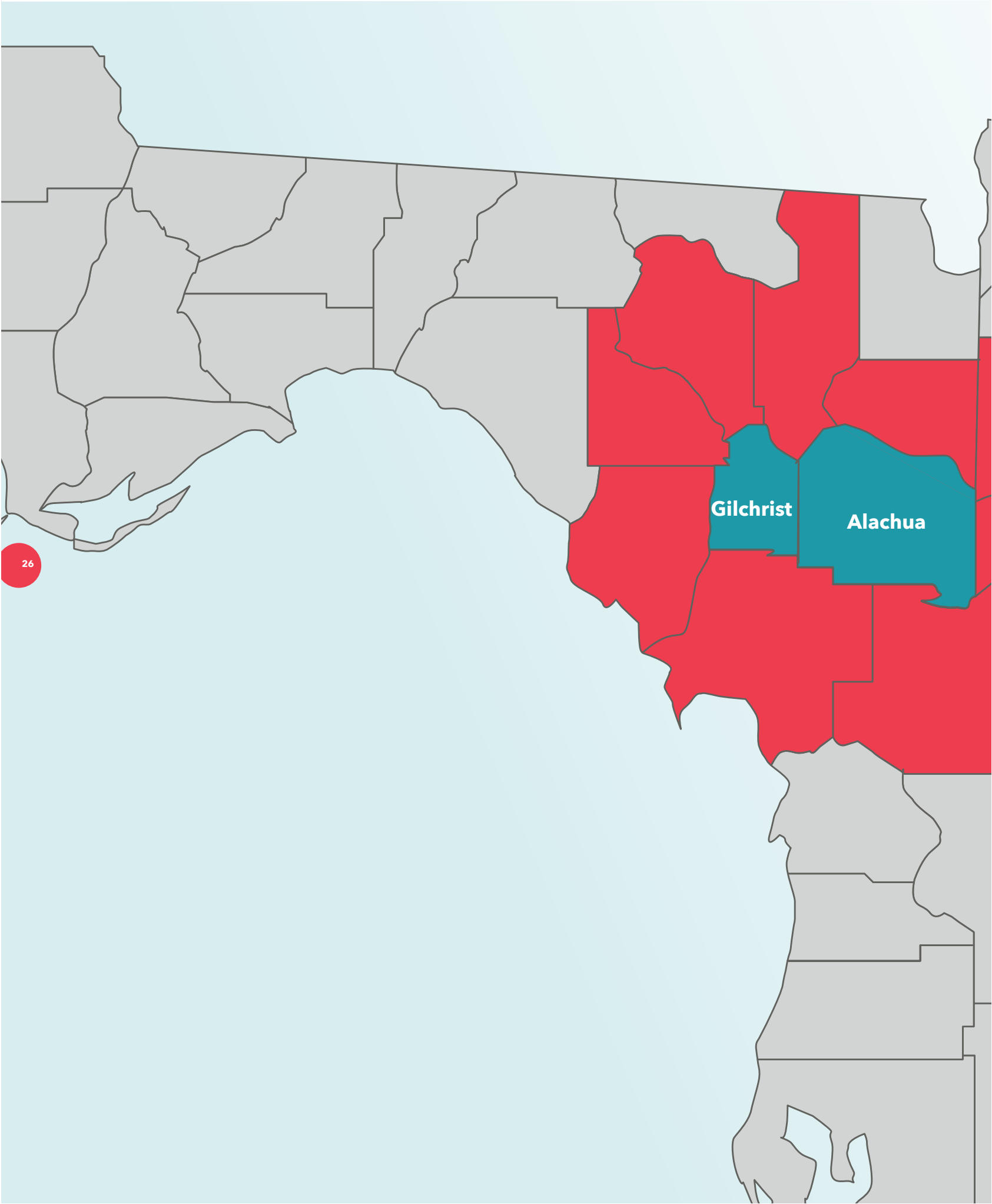
Staci Bertrand, MBA, M.Ed
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Scott Costello
VP of Marketing and
Communications

Steve Cannon
VP of Membership

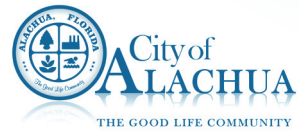
Alyssa Brown, DPL
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VP of Talent & Retention



Gilchrist

Alachua



Archer



Gainesville.

Citizen centered
People empowered



Town of LaCrosse Florida.





COLLABORATE 2025



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