



STRATEGIC PLAN

FISCAL YEARS 2011 & 2012
FY 2011 THIRD QUARTER REPORT

June 30, 2011

Gainesville City Hall
200 East University Avenue, Gainesville, FL 32601
(352) 334-5010

ELECTED OFFICIALS AND CHARTER OFFICERS

Mayor & City Commission

Craig Lowe, Mayor (At-large)
Thomas Hawkins, Commissioner (At-large)
Jeanna Mastrodicasa, Commissioner (At-large)
Scherwin Henry, Commissioner (District I)
Todd Chase, Commissioner (District II)
Susan Bottcher, Commissioner (District III)
Randy Wells, Commissioner (District IV)

Charter Officers

Russ Blackburn, City Manager
Brent Godshalk, City Auditor
Robert Hunzinger, General Manager-Utilities
Kurt Lannon, Clerk of the Commission
Marion Radson, City Attorney
Cecil Howard, Equal Opportunity

EXECUTIVE SUMMARY

Gainesville is the largest city in north central Florida with a population of 125,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high-quality municipal services.

At annual Strategic Planning retreats, the Gainesville City Commission identifies goals and initiatives that reflect the needs of the community. Although less severe than in other cities and counties, Gainesville is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Florida. The current scenario of declining tax revenues, decreasing state-shared funding, increasing fuel costs, and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the city to continue to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Commission. In order to successfully implement the strategic priorities outlined by the City Commission, the city has drafted a Strategic Plan that guides the implementation of a systematic strategy to accomplish the City Commission goals through the most cost-efficient allocation of resources.

The City Commission has identified a number of strategic goals that encompass a variety of city services, including public safety, economic development and redevelopment, human capital, governance, infrastructure and transportation, neighborhoods, and the environment and energy. Each stated goal is supported by a series of initiatives for which progress updates are reported each quarter.

On an annual basis, city government refines its strategic goals and initiatives to ensure that they align with the needs of our residents. Our strategic planning and budgeting processes are linked to assure that the city's budget reflects the city's strategic priorities. Our residents tell us that Gainesville is a great place to live, work, learn and play, and we want to continue to improve Gainesville's livability in these areas.

The City of Gainesville wants our citizens to know that city government is responsive to its citizens and their needs, and that our highest priority is to provide them with appropriate service levels through the implementation of this strategic plan.

STRATEGIC GOALS AND INITIATIVES FY 2011/2012

GOAL		INITIATIVE
1. Public Safety <i>Maintain a safe and healthy community in which to live</i>		1.1 Develop and continue programs to reduce the causes of crime 1.2 Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
2. Economic Development and Redevelopment <i>Foster economic development and encourage redevelopment</i>		2.1 Implement the SEGRI Project, Foster Development in eastern Gainesville 2.2 Continue Implementation of the Strategic Redevelopment Plan for Depot Park 2.3 Continue Implementation of the Strategic Redevelopment Plan for Power District 2.4 Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan 2.5 Continue to position city to take advantage of innovation economy and identify plan for innovation zone near University 2.6 Increase the amount of affordable and low cost housing throughout the city 2.7 Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area 2.8 Formalize relationships to build key partnership opportunities with UF and SFC 2.9 Develop strategies to support local small businesses
3. Human Capital <i>Assist every person to reach their true potential</i>		3.1 Continue implementation of the 10 year plan to end homelessness 3.2 Explore the potential for addressing senior issues and services 3.3 Analyze the availability and accessibility of child and youth programs and identify a role for city government 3.4 Facilitate broader community support to improve the educational opportunities for city youth
4. Governance <i>Measure and improve the cost-effectiveness of government services</i>		4.1 Develop strategies for conducting successful annexation referendums 4.2 Improve communication through increased use of available internet tools to improve the city's website portals 4.3 Increase opportunities for civic engagement
5. Infrastructure and Transportation <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>	 	5.1 Complete capital projects at parks and continue land conservation and acquisition program 5.2 Support the reconstruction of transportation facilities to encourage redevelopment of 6 th Street 5.3 Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue 5.4 Bring existing roadway stock up to 70% rating level, as established by the Army Corp of Engineers 5.5 Implement improved transit as described in the RTS Premium Service Report
6. Neighborhoods <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		6.1 Develop creative ways to measure progress in code enforcement 6.2 Assess neighborhoods to determine need for infrastructure improvements for bicycle and pedestrian use
7. Environment and Energy <i>Protect and sustain our natural environment and address future energy needs</i>		7.1 Protect the quality of drinking water and integrity of neighborhoods in Gainesville by actively participating in the clean-up and redevelopment of the Cabot/Koppers Superfund site. 7.2 Review the status of commercial recycling ordinances and enforcement thereof 7.3 Refine the coordinated response at the local level to address energy policy and climate change 7.4 Improve the energy efficiency of modest-income homes through weatherization

Public Safety

Maintain a safe and healthy community in which to live

INITIATIVE 1.1: DEVELOP AND CONTINUE PROGRAMS TO REDUCE THE CAUSES OF CRIME

Champion: Tony Jones, Police Chief

Sponsor: Jeanna Mastrodicasa, Commissioner (At-large)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

UCR Part I crime continued to be down 10.19 percent overall year to date though June 2011. Violent crime was up especially in the aggravated assault category compared to the preceding two years. This spike in violent crime has been met with increased patrol and investigative resources being deployed as well as media highlighting this concern.

The “You and the Law” grant-funded initiative, offered through the Florida Department of Law Enforcement and designed by the Gainesville Police Department and Reichert House staff continues to develop outreach programming for youth and adults on their civil rights. There are many more scheduled presentations with Reichert House youth teaching about crime throughout the city’s recreation centers.

Regional training for a Critical Incident Stress Management Team (CISM) was conducted on April 25 and 26. Seven members of the Gainesville Police Department along with several other members of area law enforcement agencies and human service organizations participated in this training. The training was designed to provide oversight and support to these agencies and their communities should a critical incident arise. The training addressed short-term crisis intervention for staff and their families following a critical incident. The CISM team also assisted in promoting awareness about psychological support services including managing stress and coping strategies following an incident. The training met the first criteria of individual certification. The second phase of the training will be conducted in September 2011.

GPD is currently awaiting information about several major grant applications that have been submitted to the Department of Justice for review. They include the Internet Crimes Against Children Continuation Grant, the Office of Violence Against Women Grant to Encourage Arrest Policies and Enforcement of Protection Orders Program, the 21st Century Learning Outcomes Award and several Edward Byrne Memorial Justice Assistance Grants. The combined value of these grant programs approaches \$1,000,000.

At the direction of the Chief of Police, the agency is currently in the early stages of developing a five year strategic plan. A tentative date of late September has been set for the plan’s implementation.

Our Citizens on Patrol (COP) program continues to work on various shifts to provide valuable services to the citizens and our officers. During this quarter, they had two significant contributions. COP volunteers heard a call about a felony suspect running from an officer. They drove to the area of the call and saw the suspect lying down in a yard. He was arrested. On another date they drove to the area of a counterfeit bill call at Walgreens. They located the vehicle involved which allowed officers to follow it to a location where an arrest was made.

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Both of these calls, along with countless other crime prevention efforts, validate their asset to our department.

We have continued our community partnerships including our annual Black-on-Black Crime Task Force bus tour. Included in the tour were Pineridge, Lewis Place and the innovation corridor on Southwest Second Avenue. Chief Jones has also “walked” in several neighborhoods this quarter. Numerous citizens and GPD personnel in Ridgeview, Springtree and Pinerush neighborhoods walked with the Chief in an effort to promote citizen/police relationships.

INITIATIVE 1.2: COORDINATE THE EFFORT TO BRING A CENTER THAT PROMOTES FAMILY SAFETY TO THE CITY OF GAINESVILLE

Champion: Lynne Benck, Police Captain

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During this quarter, no meetings or actions were taken by Capt. Benck toward this initiative. The funding for the initiative is still being sought and researched by other parties. Until funding is secured, no further action is required.

Economic Development

Foster economic development and encourage redevelopment

& Redevelopment

INITIATIVE 2.1: IMPLEMENT THE SOUTHEAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER DEVELOPMENT IN EASTERN GAINESVILLE

Champion: Anthony Lyons, Community Redevelopment Manager

Sponsor: Scherwin Henry, Commissioner (District I)

3rd Quarter Report (April 1, 2011 – June 30, 2011):



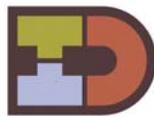
A lease is fully-executed with Southern Charm and Pie Factory and construction is set to begin this summer, with construction expected to last six to eight weeks. The restaurant will open shortly thereafter. 1717 SE 8th Avenue is still in the planning phases. An RFQ for a design professional is being completed and will be bid through the city’s Purchasing Department this fall. An incubator assessment of GTEC was completed and short and long-term action items are being prioritized, presented to various boards and addressed. A parcel assessment of the surrounding properties at GTEC was completed in an effort to acquire additional properties with a plan for expanding the campus and bringing additional commercial activity to the area.

INITIATIVE 2.2: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR DEPOT PARK

Champion: Anthony Lyons, Community Redevelopment Manager

Sponsor: Jeanna Mastrodicasa, Commissioner (At-large)

3rd Quarter Report (April 1, 2011 – June 30, 2011):



DEPOT PARK

The contract for the Depot Building Phase I construction was awarded at the June 2, 2011 City Commission meeting to West Construction, Inc. Work for the rehabilitation of the building’s core and shell is to commence in fall 2011. GRU’s remediation of coal tar contaminates on the Depot Park site is at substantial completion, and contractors are preparing to demobilize from the site by August 2011. The Public Works Department is assessing the Depot Park property for additional environmental contamination that is required to be remediated per the city’s Brownfield site agreement with the Florida Department of Environmental Protection (FDEP). A remedial action plan is to be developed following the assessment, anticipated in winter 2011. The Public Works Department’s Phase II Regional Stormwater Pond design is at approximately 75 percent completion and construction is anticipated to commence during winter 2011. The Depot Park design has been put on hold pending information regarding additional site contaminates and site ending conditions following the Public Works Department’s projects.

INITIATIVE 2.3: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR POWER DISTRICT

Champion: Anthony Lyons, Community Redevelopment Manager

Sponsor: Jeanna Mastrodicasa, Commissioner (At-large)

3rd Quarter Report (April 1, 2011 – June 30, 2011):



A Power District leadership team has been organized, consisting of the City Manager/CRA Executive Director, GRU General Manager and City Attorney. CRA staff and GRU staff also attend and provide support to the leadership team meetings. This group is exploring the issues at play in the Power District and is considering how the area can transition from utility uses into redevelopment.

INITIATIVE 2.4: ENSURE TRANSPARENT, EFFICIENT AND CONSISTENT REGULATION OF LAND DEVELOPMENT IN FURTHERANCE OF THE COMPREHENSIVE PLAN

Champion: Erik Bredfeldt, Director of Planning and Development Services

Sponsor: Thomas Hawkins, Commissioner (At-large)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

Staff attended each of the monthly meetings of the Community Development Review Committee and provided all requested information during the April – June, 2011 time period.

Staff completed the RFP screening process regarding the Land Development Code Update and held oral interviews with responders on June 29 and 30. It is anticipated that a recommended ranking will move forward to the City Commission in the final quarter of the FY11.

Staff did present the Planning Works Mixed Use (1 and 2) Zoning and Activity Center Petition to the Plan Board and it will be forthcoming to the City Commission in the final quarter of FY11.

Staff brought forward all proposed updates to Comprehensive Plan Elements completed to date. As a result of state legislative action, the EAR process has changed substantially and future element updates will be brought forward on a more flexible timeline.

Staff is awaiting upgrades to the city’s overall financial system prior to pursuing the integration of Innoprise software (this will allow for selected payment of fees online).

INITIATIVE 2.5 CONTINUE TO POSITION CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IDENTIFY PLAN FOR INNOVATION ZONE NEAR UNIVERSITY

Champion: Erik Bredfeldt, Director of Planning and Development Services

3rd Quarter Report (April 1, 2011 – June 30, 2011):



The ordinance regarding updates to the UMU-2 zoning district designed to help facilitate the development of Innovation Square were adopted by the City Commission in the third quarter. This will allow projects currently in the pipeline or those anticipated in the future to utilize the new regulatory platform.

INITIATIVE 2.6: INCREASE THE AMOUNT OF AFFORDABLE HOUSING AND LOW-COST HOUSING THROUGHOUT THE CITY

Champion: Jackie Richardson, Housing & Community Development Manager

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During the third quarter, the Housing & Community Development (HCD) Division assisted 16 families with direct financial assistance, while also assisting 110 families with indirect assistance, for a total of 126 households being assisted this quarter. Direct assistance included assisting income eligible families through the homeowner rehab and roof repair programs to help correct health and safety housing violations. Additionally, HCD provided funding through the mortgage foreclosure intervention program assisting one family with saving their home; while also assisting four first-time homebuyers with becoming new homeowners through the down payment assistance program. Indirect assistance included the on-going homebuyer and homeowner education & training programs; credit and debt management counseling programs and one-on-one housing counseling.

The HCD Division continued the coordination of the \$100,000 Disaster Recovery Program (DRP) grant with Alachua County Department of Growth Management. The DRP funding will provide new roof replacements for eligible homeowners residing within the city limits of Gainesville. To date, 15 homeowners with actively leaking roofs have been prequalified to receive assistance; environmental reviews have been completed and multiple meetings to finalize the grant requirements between the county and city are continuing. It is estimated that the program will be ready to roll-out with assistance prior to the close of the 2011 fiscal year.

The HCD Division completed construction of the last three new homes in the Porters Garden subdivision located in the Porters Community. The energy efficiency of the new homes was upgraded to include natural gas making the homes more cost efficient; and the homes have been rated “green” according to the Florida Green Building Certification. All three homes are available for purchase by income eligible first-time homebuyers.

The HCD Division, through its Infill New Construction Program, in partnership with Santa Fe College and Alachua Habitat for Humanity (Habitat) ventured into a new innovative project whereby the students enrolled in the construction program at SFC would construct a residence that would be owned by the city, sold to Habitat, relocated to a vacant city lot to donate to

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Habitat and subsequently made available for purchase to an income eligible first-time homebuyer. The home was transported to the site in the Breezy Acres neighborhood located at 2404 SE 13th Street. This innovative project is made possible through the city's affordable housing initiatives.

The HCD also finalized the sale of a new home through the Infill New Construction Program, located at 2523 NE 3rd Place in the Duval Area Neighborhood to an income eligible, first-time homebuyer.

The HCD is in the process of submitting a request to the City Commission to amend the FY 2010-2011 CDBG/HOME Annual Action Plan to include a new program, Purchase Assistance New Construction Program (PNC) as part of the City's Southeast Gainesville Renaissance Initiative (SEGRI). The SEGRI is one of the City's initiatives to revitalize southeast Gainesville. The purpose of the PNC-SEGRI is to provide financial assistance to qualified first-time homebuyers to purchase new homes located within the boundaries of the SEGRI area. The SEGRI boundaries are bordered by East University Ave, SE 11th St, S.C.L. Railroad, SE 22nd Ave, City Limits, east of Lincoln Estates Neighborhood, part of SE 8th Ave, and SE 24th St. The implementation of the PNC-SEGRI Program will assist in addressing the revitalization needs of the SEGRI area; and result in the creation of opportunities to stimulate housing and economic development, recreational and cultural enrichment and ensure improvements in the overall quality of life for all of its residents. The PNC SEGRI is anticipated to launch in late August 2011.

The SHIP Affordable Housing Advisory Committee (AHAC) reviewed 43 Community Grant Program (CGP) applications, and made 41 recommendations for funding for the City's Community Grant Program. One application was withdrawn and one application not recommended for funding due to not meeting program criteria. The CGP is available for eligible non-profit organizations to receive grants in support of activities that serve a public purpose and improve the quality of life for Gainesville residents. The purpose of the CGP is to provide small grants to non-profit organizations that support the City of Gainesville's goals to provide services to needy individuals and families. Eligible services include meals served, health care services, utility assistance, temporary housing for homeless, youth programs, and transportation services.

INITIATIVE 2.7: IMPROVE COORDINATION WITH ALACHUA COUNTY IN ORDER TO MORE EFFECTIVELY PLAN AND DEVELOP GAINESVILLE'S URBAN RESERVE AREA

Champion: Erik Bredfeldt, Director of Planning and Development Services

3rd Quarter Report (April 1, 2011 – June 30, 2011):

The modified urban village proposal regarding land use and comprehensive plan amendments was reviewed by the City Commission in the third quarter. Staff anticipates bringing a revised zoning proposal in the fourth quarter of FY11 or first quarter of FY12.

The Butler Plaza petition was approved by the City Commission in the third quarter and staff anticipates that more work will occur on the proposed PD ordinance throughout the fourth quarter of FY11. It is anticipated that the ordinance will come back to the City Commission in the first quarter of FY12.

Finally, many stakeholder meetings were held by staff and various interested parties regarding the environmental ordinance. The petition on this matter will be heard by the City Commission in the fourth quarter of FY11.

INITIATIVE 2.8: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE

Champion: Paul Folkers, Assistant City Manager

Co-Sponsors: Craig Lowe, Mayor
Todd Chase, Commissioner (District II)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

Transit: SFC-RTS Partnership

RTS IS My CHOICE
Effective Fall 2011 (August 15, 2011 – January 1, 2012)

- 10 Downtown Station to Santa Fe** (Pick up every 25-45 minutes)
- 23 Oaks Mall to Santa Fe** (via Fort Clarke Blvd.) (Pick up every 25-45 minutes)
- 27 Eastside Circulator** (To Santa Fe Downtown Campus) (Pick up every hour)
- 43 Downtown Station to Santa Fe** (Pick up every 25-30 minutes)
- 62 Oaks Mall to Lexington Crossing** (Then, catch the 23 to Santa Fe) (Pick up every hour)

Coming Spring 2012: Route 39: Santa Fe to Gainesville Regional Airport; Route 76: Oaks Mall to Tower 24

Show your valid landscape Santa Fe ID and Ride FREE!

www.Go-RTS.com

Thanks to the passage of the Santa Fe College (SFC) Transportation Fee Bill, RTS will provide unlimited access to transit to SFC students and enhance service to and from SFC campus effective August 15. Service includes the addition of two new routes (27 and 62) and enhancements to routes 10, 23 and 43. Over 17,000 hours of service are planned for FY12 under this new partnership.

In addition, beginning July 1, 2011, SFC is participating in the Employee Bus Pass Program offering free bus service to 1,020 employees.

UF-RTS Partnership

GATORS GoRTS
Effective Fall 2011 (August 15, 2011 – January 1, 2012)

NEW ROUTES THIS FALL!

- 28 Hub to The Estates** (Pick up every 20-25 minutes)
- 46 UF - Downtown Circulator** (Pick up every 20 minutes)

www.Go-RTS.com

Effective August 15 with fall service, RTS will continue to provide enhanced and new service to the University of Florida with over 10,000 additional service hours for FY12. Two new routes (28 and 46) and two new Later Gator routes (D and F) will be in

place as well as service improvements on routes 21 and 38.

Sustainability

The quarterly meeting of the Sustainability Forum was held on May 18 at CRA offices at 802 NW 5th Avenue. Ed Poppell, UF Vice President for Business Affairs, and Anthony Lyons, CRA Manager, discussed plans for Innovation Square, the Innovation Hub and sustainability aspects of the overall projects. Participants also had the opportunity to view the CRA building that achieved a LEED Silver rating.

INITIATIVE 2.9: DEVELOP STRATEGIES TO SUPPORT SMALL LOCAL BUSINESSES

Co-Champions: Lynn Janoski, CRA Finance Manager
 Shaad Rehman, Small & Minority Business Development Coordinator

Co-Sponsors: Randy Wells, Commissioner (District IV);
 Scherwin Henry, Commissioner (District I)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During the third quarter, staff continued work on the CRA’s economic development finance initiatives, including finding a servicing agent for the Capital Access Program and marketing the Grow Gainesville Fund, Façade Grant and the Enterprise Zone programs.

The CRA commissioned Georgia Tech’s Innovation Institute to complete an assessment of GTEC. The assessment studied all aspects of GTEC, from programming to facilities. The assessment is the first part of the CRA’s efforts at retooling and repositioning GTEC to ensure that GTEC continues to be a resource for local entrepreneurs.

Staff served on iG’s Calendar Task Force. The task force was charged with helping iG develop a community-wide calendar for events connected with business development and entrepreneurship. Because of the task force’s efforts, a calendar should be launched in the next few months.

On June 16, GRU hosted a Small Business Fair to help connect local businesses with potential opportunities to do business with GRU.

Human Capital

Assist every person to reach their true potential

INITIATIVE 3.1: CONTINUE IMPLEMENTATION OF THE 10 YEAR PLAN TO END HOMELESSNESS

Co-Champions: Fred Murry, Assistant City Manager
Jackie Richardson, Housing Manager

3rd Quarter Report (April 1, 2011 – June 30, 2011):

Ten Year Plan to End Homelessness

On May 27, 2011, an informal field review by the St. Johns River Water Management District and the U.S. Army Corp of Engineers was conducted on the ADC site for the Grace Marketplace One-Stop Homeless Assistance Center. The review concluded that in order to determine the impacts on the wetlands, the City of Gainesville and ADC would need to file a U.S. Army Corp of Engineers permit for the construction site and roadway improvements. Construction can begin on the site upon the issuance of permits and approval by the Planning Department of the final plat and site plan. CHW is scheduled to file a U.S. Army Corp of Engineers permit for the ADC site and roadway improvements in early September.

The construction drawings and plans for the Grace Marketplace One-Stop Homeless Assistance Center are approximately 60 percent complete.

The Request for Proposals (RFQ) for extreme weather services, formerly known as the Cold Night Shelter Program, has been advertised. The City of Gainesville SHIP Affordable Housing Advisory Committee has reviewed the proposals, and funding recommendations are expected to be submitted to the City Manager in September.

The Interlocal Agreement for funding of the Office on Homelessness is expected to be submitted to the City of Gainesville Commission and the Alachua County Board of County Commission in September 2011. This is a three year funding agreement for FY12, FY13 and FY14. The FY13 and FY14 agreements would be subjected to the City of Gainesville City Commission and the Alachua County Commission appropriation funds for the provision of these services.

The Alliance for Nutritional Assistance is holding a community workshop to develop a countywide food drive from November 1 - 7. The goal is to raise 200,000 pounds of food and 1,000 turkeys for FY 2012. Trinity United Methodist Church will coordinate the Thanksgiving turkey food baskets for the community food drive. The Thanksgiving food basket goal is 2,500 baskets for needy families and individuals throughout the county.

The Alachua County Hunger and Homeless Coalition has selected Jack Donovan, former City Commissioner, as its new CEO. Jack Donovan supersedes the previous CEO, Max Tipping, who resigned to attend law school.

On August 18, 2011, the Gainesville City Commission approved the petition to allow food distribution centers for the needy to serve unlimited meals within a three hour period. Previously, the meal limit restricted food distribution centers to serving 130 meals per day. An

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ordinance must be drafted by the City Attorney’s Office. The City Commission will need to approve the ordinance on the first and second reading, before the new meal limit can be applicable to food distribution centers. The St. Francis House must submit and file a request with the city Plan Board to change its Special Use Permit to allow unlimited meals within the three consecutive hour period.

INITIATIVE 3.2: EXPLORE THE POTENTIAL FOR ADDRESSING SENIOR ISSUES AND SERVICES

Co-Champions: Fred Murry, Assistant City Manager
 Steve Philips, Director of Parks, Recreation and Cultural Affairs

3rd Quarter Report (April 1, 2011 – June 30, 2011):

The following progress has been made:

- Construction for the City of Gainesville/Alachua County Senior Recreation Center has been completed. The City of Gainesville project manager, in collaboration with Eldercare of Alachua County, will purchase the necessary furnishings and equipment to stock the building.
- Utilities (water, sewer and storm water fees) are scheduled to be transferred to Eldercare of Alachua County on September 1, 2011.
- The license agreement between the City of Gainesville and Eldercare of Alachua County was executed and signed on August 4, 2011.
- Eldercare of Alachua County is scheduled to begin moving into the Senior Recreation Center on August 19, 2011.
- A ribbon-cutting ceremony is scheduled for the public, city officials, county officials and state officials on September 22, 2011.
- Senior services are officially scheduled to begin on September 23, 2011; however, Eldercare of Alachua County will continue to negotiate with service providers to relocate their services to the Senior Recreation Center.
- The September 12, 2011 meeting for the City of Gainesville Commission – Recreation, Cultural Affairs & Public Works Committee is scheduled to occur at the Senior Recreation Center. The City Commission Subcommittee will tour the building, and listen to a presentation from city staff on the development and feasibility of other senior recreation centers in the city and county.
- Phase II – Recreation and Northside Park improvements are planned. The Parks, Recreation and Cultural Affairs (PRCA) staff will provide updates on the status of these improvements to the City Commission and the Parks Recreation Advisory Board.

INITIATIVE 3.3: ANALYZE THE AVAILABILITY AND ACCESSIBILITY OF CHILD AND YOUTH PROGRAMS AND IDENTIFY A ROLE FOR CITY GOVERNMENT

Co-Champions: Tony Jones, Police Chief
Michelle Park, Assistant Recreation and Parks Director

Sponsor: Scherwin Henry, Commissioner (District I)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

On May 9, 2011, over a dozen youth providers attended the Recreation, Cultural Affairs and Public Works Committee meeting and shared updates and information about summer program plans. Many partnerships and collaborations resulted as providers finalized plans for keeping youth busy this summer. Starting in June, several joint departmental programs and events occurred in collaboration between GPD and PRCA. The HeatWave Basketball program offered 280 teenagers an opportunity to play for eight weeks, Monday through Thursday evenings at the MLK Center, while GPD provided School Resource Officers as support and mentors. In addition, three Operation Respect Yourself Friday Night Pool Parties provided fun, food and music for over 500 teens in a setting that nurtured relationships between police officers and other adult role models. And new this summer were two Teen Lounges open Monday through Friday, 6-9 p.m., at the Clarence R. Kelly Recreation Center and the Porters Community Center, while PRCA offered a safe place for teens to hang out with young adult role models provided by GPD and PRCA. PRCA also jointly supported a summer program at Pine Ridge Community Center. In addition, PRCA supported summer programs at the Phoenix Activity Center, Girls 2 Young Ladies and a new program this summer offered by the Eastside Advocacy for Youth. Also ongoing was the excellent summer program at the Reichert House offering recreation, education and life-skills to over 100 teen males.

INITIATIVE 3.4: FACILITATE BROADER COMMUNITY SUPPORT TO IMPROVE THE EDUCATIONAL OPPORTUNITIES FOR CITY YOUTH

Co-Champions: Cecil Howard, Equal Opportunity Director
Paul Folkers, Assistant City Manager

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

The Equal Opportunity Office is recruiting a position that will have responsibility for coordinating the GEM program including mentor recruitment and raising funds for program expansion. Once the position is filled, a new initiative will be added to support the development of student reading skills through participation in “read aloud” type activities where volunteers read to students in city schools. The new employee will also assist with children’s services partners in the solicitation of state and federal funding opportunities in order to advance the interest of child-well being in the greater Gainesville area.

Governance

Measure and improve the cost-effectiveness of government services

INITIATIVE 4.1: DEVELOP STRATEGIES FOR CONDUCTING SUCCESSFUL ANNEXATION REFERENDUMS

Champion: Lila Stewart, Senior Strategic Planner

Co-Sponsors: Scherwin Henry, Commissioner (District I)
Susan Bottcher, Commissioner (District III)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During the third quarter, nine voluntary petitions for annexation comprising an area of approximately 230 acres of undeveloped property on the east side of Gainesville were accepted by the City Commission. The Urban Services Report, which sets forth the plans to provide urban services to the area, will be considered by the City Commission in the fourth quarter.

The five-year update and review of Gainesville’s Urban Reserve and Statement of Services continued during the third quarter. The City Commission adopted the updated Statement of Services at a public hearing in April and requested to add the property that encompasses the Paynes Prairie Sheetflow Restoration Project to Gainesville’s Urban Reserve. The county will hold a public hearing in the fourth quarter in accordance with the Boundary Adjustment Act and any changes to Gainesville’s Urban Reserve will be effective in the beginning of FY12.

In May, staff gave a presentation at the annual TLG/FCCMA Conference titled, “Close the Gap: A business approach using spatial analysis and social media to identify and empower voters in an annexation referendum.” The presentation discussed how the city embraced the use of retail market data analysis and integrated marketing communication strategies to identify, inform, educate and mobilize the public in the Southwest 20th Avenue annexation process.

INITIATIVE 4.2: IMPROVE COMMUNICATION THROUGH INCREASED USE OF AVAILABLE INTERNET TOOLS TO IMPROVE THE CITY’S WEBSITE PORTALS

Champion: Bob Woods, Communications and Marketing Manager

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

In the third quarter, the Communications Office continued to host webinars designed to familiarize city staff with aspects of social media usage. On April 6, the office presented a Florida League of Cities webinar entitled, “Making the Case for Social Media: Connecting with your Citizens.” On June 23, broadcast staff hosted a webinar offered by the city’s online streaming video service provider Granicus. The webinar discussed new capabilities that would become available as a result of integrating Granicus services with Legistar.

The spring session of Gainesville 101: The Citizen’s Academy concluded its six-week course of instruction for citizens interested in a broad overview of city government by receiving recognition from the City Commission for their participation during the April 21 regular City Commission meeting. Communications staff continued to support preparations for a number of events, including the new City Commissioner Orientation session hosted by the City Manager’s Office on April 27 and 28.

In May, office staff provided event coordination and broadcast/online streaming video support for the May 19 swearing-in ceremony for At-Large Commissioner Thomas Hawkins, District 2 Commissioner Todd Chase and District 3 Commissioner Susan Bottcher. The city Communications Manager served as a staff liaison for the Sister City Program during a tour of City of Gainesville facilities on May 19 by dignitaries from sister city Qalqilya, of the Palestinian National Authority.

Also in May, Communications staff provided support for the joint Gainesville City Manager and Alachua County Manager presentation entitled, “Disasters: They’re not All Natural,” at the 2011 Annual Florida City County Manager Association Conference from June 1-3. The presentation highlighted Gainesville’s response to the Dove World Outreach Center event which occurred last September. Also during a session at the 2011 Annual FCCMA conference, the Communications Manager co-presented “Close the Gap: The Southwest 20th Avenue Annexation Campaign in Gainesville, Florida.”

In June, Communications staff provided video and audio technical support for the City Commission Strategic Planning Retreat at Ironwood Clubhouse. Communications staff also continued to assist and monitor planned revisions to the Department of Parks, Recreation and Cultural Affairs’ Web pages. The Communications Office also provided coordination and broadcast support for the Fire Rescue Station 8 grand opening on June 2h, which was viewed on Community 12TV and online via video streaming.

On June 16, as part of the Communications Office’s effort to assess current capabilities, operational procedures, and equipment status, a Society of Broadcast Engineering consultant was brought in to conduct a detailed inspection of Community 12TV broadcast facilities and operations and provide a report with recommendations for future improvements. Finally, on June 30, the Communications Office hosted a vendor demonstration in City Hall Auditorium of new broadcast video cameras and projectors under consideration to replace current obsolete equipment and enhance online viewing capabilities.

INITIATIVE 4.3: INCREASE OPPORTUNITIES FOR CIVIC ENGAGEMENT

Champion: Lila Stewart, Senior Strategic Planner

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

At the annual City Commission Strategic Planning Retreat in June, the City Commission sunset this initiative.

Infrastructure & Transportation

Invest in community infrastructure and continue to enhance the transportation network and systems

INITIATIVE 5.1: COMPLETE CAPITAL PROJECTS AT PARKS AND CONTINUE LAND CONSERVATION AND ACQUISITION PROGRAM

Champion: Steve Phillips, Director of Parks, Recreation and Cultural Affairs

Sponsor: Scherwin Henry, Commissioner (District I)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

Staff continues to pursue land acquisitions. Four option contracts have been sent to landowners for signature (FL Title, Jurecko, Gassett and Strickland properties). As per an easement agreement, a 12-foot pedestrian/staff vehicle only entrance off of Southwest 24th Avenue into the Split Rock Conservation Area will be established by the end of the fiscal year. An observation deck, picnic tables and trash cans were installed at Duval Park. Stormwater pond signage at Duval Park will be completed by the end of the fiscal year. Quotes were obtained for a shade structure over the playground at Cofrin Nature Park and will be installed before the end of the fiscal year.

WILD SPACES PUBLIC PLACES (WSPP)	
Project Status Update Ending 6-16-11	
Park/Facility	Description/Status
Possum Creek Park	The possum grant/WSPP project is complete. (Skate park, dog park and trails) The boardwalk, signage and shade structures were completed in December and the park was dedicated on January 13, 2011.
Rosa B. Williams Center	Project is complete and occupied by parks staff. (Roof renovations, new HVAC unit and interior upgrades)
Cone Park Improvements	See Cone Park Track/Multipurpose Fields Status: below
Cofrin Nature Park	The pre-fabricated restroom facility has been installed. Project is complete and open for public use.
TB McPherson Center	Construction 120 days from Notice to Proceed. Estimated completion Sept. 16, 2011.
Citizens Park/Northeast Pool	Level one project is completed. (Renovation locker rooms and pool deck resurfacing), level two pending department action.
Nature Park Improvements	Boardwalks under construction.
Thomas Center Bldg. A	Level one projects completed. PRCA staff bidding level two in the field for garden irrigation, garden lighting upgrades and Children's Theater upgrades.
Alfred A. Ring Park	Projects (boardwalks) are completed.
Neighborhood Parks	Electric energy lighting bid is awarded and construction due to begin this month. Solar project pending revised plans and specs.
Neighborhood Shade Structure	Funds used for shade structure at Possum Creek. Shade structure complete.

Westside Park Pool	This project is complete. (New slide, filtration system, pool deck resurfacing and piping infrastructure replaced)
Northeast Park	The removal and replacement of the paved path has been completed. The installation of the Comlink lighting control system has been installed. The upgrades and renovations to the restroom and concession stand should be scheduled later this summer to not conflict with spring and summer softball.
Hogtown Creek Headwaters Park	PRCA staff will re-bid due to bids being over budget.
Smokey Bear Park	Contract for land acquisition has been drafted and reviewed. An environmental assessment is being conducted and within 45 days, if the assessment is favorable, the city will finalize the acquisition. From there plans for the park playground renovations will be pursued. Held neighborhood meeting, developed list of improvements. Estimated costs of improvements between \$125,884 and \$214,973.
Greentree Park	Project design is complete. Funds are limited; most of the expenses will be for the design of future features should funding become available. It is possible to do some work on the parking lot.
Cone Park Track Multipurpose Fields	Construction has begun (track, basketball courts, restrooms). Project due to be complete mid-January.
Lincoln Park	The fence replacement has been completed and closed out. The parking lot and restroom renovations are complete. This project is complete.
Westside Tennis Hut	The new tennis hut is complete.

INITIATIVE 5.2: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF 6TH STREET

Champion: Teresa Scott, Public Works Director

3rd Quarter Report (April 1, 2011 – June 30, 2011):

The Porter’s neighborhood trail connections to 6th Street Rail Trail are scheduled for bid in August 2011.

Fence installation along the east side of Southwest Sixth Street from Depot Avenue to Southwest Fourth Avenue is scheduled for August 2011.

6th Street Rail Trail, phase 2 is at 90 percent complete. Discussions are being held regarding the delay of rail trail construction through the GPD campus due to conflicts with anticipated building construction and the trail location.

INITIATIVE 5.3: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF DEPOT AVENUE

Champion: Teresa Scott, Public Works Director

3rd Quarter Report (April 1, 2011 – June 30, 2011):



Segment 1: *Southwest 13th Street to just west of Southwest 11th Street*

- o No further progress to report this quarter.

Segment 2: *Southwest 11th Street to Main Street*

- o Final design and ROW acquisition are continuing. Construction is currently scheduled for late fall 2012 pending ROW acquisition.

Segment 3: *Main Street to just west of Southeast Seventh Street*

- o Construction is completed and the work accepted.

Segment 4: *Southeast Seventh Street to Williston Road*

- o Final design and ROW acquisition are continuing. Construction is currently scheduled for spring 2013.

INITIATIVE 5.4: BRING EXISTING ROADWAY STOCK UP TO 70% RATING LEVEL, AS ESTABLISHED BY THE ARMY CORP OF ENGINEERS

Champion: Jerry Hansen, Operations Division Manager

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During the third quarter Public Works/Operations Division’s paving team has been steadfast at working towards the completion of our three year paving list that is coming up this January 2012. Operation’s management team is also in the process of putting out for bid our roadway network inspections. This data is used in our MicroPaver program for generating reports and charts as well as our three years paving list and our five-year pavement management plan. Public Works/Operations Division is very happy to announce the hiring of our new asphalt paving section, Operations Supervisor, Stephen Allen. Stephen started working on Aug. 15, 2011; he has an extensive background in roadway construction/paving and project management. We are also excited to announce the projected start date of Aug. 12, 2011 for our new asphalt paving section, Labor Crew Leader. The applicant for this position has over 25 years experience in roadway construction/paving with 17 years of owner/operator of his own paving company.

INITIATIVE 5.5: IMPLEMENT IMPROVED TRANSIT AS DESCRIBED IN THE RTS PREMIUM SERVICE REPORT

Champion: Jesus Gomez, Transit Director

Sponsor: Thomas Hawkins, Commissioner (At-large)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

- 1) The RTS Vision, Funding, and Governance Study Project Review Committee (PRC) met to prioritize Vision Plan projects and to gather feedback on funding sources.

The top local service priorities were increased peak service on 8 routes and evening service on nine routes.

The top Bus Rapid Transit (BRT) service priorities were increased service to the airport, Santa Fe College (SFC), Springhill and the Eastside Activity Center.

The top Express Bus service priorities were Newberry, Alachua/High Springs and Archer.

The top funding sources were determined to be sales tax and Multi-Modal Transportation Management/Mobility fee(s).

- 2) The City Commission adopted resolutions to execute agreements and receive FDOT funding for the following projects:
 - a.) Bus Rapid Transit (BRT) Alternatives Analysis
 - b.) Comprehensive Operational Analysis (COA)
 - c.) Route 28
 - d.) Route 25
 - e.) Route 46
- 3) The Maintenance Facility Expansion project is currently in the design-build selection process.

Neighborhoods

Improve the quality of life in our neighborhoods for the benefit of all residents

INITIATIVE 6.1: DEVELOP CREATIVE WAYS TO MEASURE PROGRESS IN CODE ENFORCEMENT

Co-Champions: Fred Murry, Assistant City Manager
Chris Cooper, Interim Code Enforcement Manager

Sponsor: Randy Wells, Commissioner (District IV)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

An initiative that was pursued during the third quarter which relates to Strategic Initiative no. 6.1 as a tool to improve the enforcement process is the livability court, or Special Magistrate, initiative. One of the goals associated with this initiative is to create a more efficient process once a violation has been identified and the property owner is provided notice of the violation by the City of Gainesville. This initiative is currently being evaluated and discussed by the Community Development Committee.

During the third quarter, two enhancements were made to the landlord permit program. In the fourth quarter, the City Commission will be asked to approve an amendment to the fee schedule to include a semiannual proration of the landlord permit fee. This will allow those who begin renting a property after the initial six months of the landlord permit cycle to receive a permit for 50 percent of the original cost. The City Commission also approved two amendments to the landlord permit ordinance. The first allows staff to pursue judicial resolution when landlord permit fees are past due. The second amendment provides criteria for compliance with the landlord permit ordinance. A benefit of this amendment is that staff will be able to review past Code Enforcement Board cases related to violations of the landlord permit ordinance and determine compliance based on the new criteria. Staff anticipates this will improve the collection of outstanding Code Enforcement Board levied fines for violation of the landlord permit ordinance.

Innoprise software developers have not provided the requested data reports which were summarized in previous quarterly reports and expected to be functional in June or July 2011. In lieu of the reports staff has utilized the software's data filtering capabilities to extract data that can be used to measure progress. This data was also submitted to the Florida Benchmarking Consortium as part of their annual data collection process. Data includes: number of proactive/reactive cases, cases brought into compliance before formal notice issued, cases brought into compliance before a citation or Code Enforcement Board hearing, total cases brought into compliance, cases per square mile, and cases per officer. Staff will compare this data annually against prior year data and to other jurisdictions that provide data to the Florida Benchmarking Consortium.

Beginning in the fourth quarter of 2011, staff will develop a proposal to improve the process that the Code Enforcement Board uses for receiving and reviewing requests for the reduction or rescission of Code Enforcement Board imposed fines. Staff will also include a proposal to improve the process for reviewing requests for the reduction or rescission of administrative liens placed on properties by the city as a result of the city abating a violation that exists. The goal is to improve the consistency and efficiency of each process.

**INITIATIVE 6.2: ASSESS NEIGHBORHOODS TO DETERMINE NEED FOR
INFRASTRUCTURE IMPROVEMENTS FOR BICYCLE AND PEDESTRIAN USE**

Champion: Debbie Leistner, Transportation Planning Manager

Sponsor: Randy Wells, Commissioner (District IV)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

The list of identified segments was used as the basis for the development of a cost projection that was included in the 10-year list of infrastructure needs. Staff continues to evaluate segments that are feasible for implementation with current available funds.

Environment & Energy

Protect and sustain our natural environment and address future energy needs

INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER AND INTEGRITY OF NEIGHBORHOODS IN GAINESVILLE BY ACTIVELY PARTICIPATING IN THE CLEAN-UP AND REDEVELOPMENT OF THE CABOT/KOPPERS SUPERFUND SITE

Co-Champions: Fred Murry, Assistant City Manager
Rick Hutton, P.E. Supervising Utility Engineer

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

Springstead and Hogtown Creek Tar Removal: Cabot completed removal of tar deposits in Springstead and Hogtown Creeks in March 2011.

Site demolition: Beazer completed demolition of structures at the site on March 28.

Interim Stormwater improvements and permit: Beazer completed interim stormwater improvements at the site on March 25, 2011. Florida Department of Environmental Protection (FDEP) issued a final stormwater permit for the site on June 17.

FDOH Updates: The FDOH issued a health advisory update to the Stephen Foster Neighborhood in June. The update summarizes FDOH's findings based on off-site soil test results, its cancer review, evaluation of homegrown chicken eggs and evaluation of creek sediments.

FDOH Cancer Review Report: FDOH issued its cancer review report, which was based on census and medical record data for the period of 1981-2000 in June. FDOH will be holding a public open-house meeting on August 29 from 3 to 8 p.m. at the Alachua County Health Department. FDOH has indicated that they will update the study based on 2000-2008 data in the fall of 2011.

Indoor Dust Investigation Plan: The Indoor Dust Dioxin Workgroup continued development of the Indoor Dust Investigation/Interpretation Workplan for the Stephen Foster Neighborhood (The plan was completed in July 2011).

Buried Drum Investigation: The buried drum investigation at the Koppers site was completed, and the final report was issued on June 21, 2011. No evidence of buried drums or any other significant contamination outside of the known areas of contamination was found.

ISGS Demonstration Study: Beazer issued a proposed workplan for evaluating the use of ISGS (in-situ geochemical stabilization) technology in the upper hawthorn group at the former process area. EPA had approved the use of this technology at two of the four source areas of the site, contingent on successful demonstration of the process in pilot studies. GRU and ACEPD issued significant comments to the workplan. Discussions are ongoing.

City Web page development: At the request of the City Commission, staff is developing a Web page to be included on the city’s website in order to provide citizens updated information on the progress of the site cleanup. The Web page will provide a brief overview of the site, summarize recent and upcoming events, provide a list of frequently asked questions and provide links to websites with more detailed information. It will also refer citizens to the appropriate officials should they have further questions. The webpage is expected to be completed in September.

INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES

Champion: Steve Joplin, Solid Waste Manager

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

When the Solid Waste Division upgraded to the 2010 version of Microsoft Excel, the new version picked up some tonnages that were not being calculated into the totals by the older version for the first two quarters of this fiscal year. Consequently we have dumped those previously uncounted amounts into the third quarter figures, resulting in a total of 3,882 tons of commercial recycling collected by franchised haulers. That figure also includes 449 tons of organics, steel, tires, concrete and other recycled C&D. The addition of those previously uncounted amounts gives us an average of 2,533 tons per quarter.

INITIATIVE 7.3: REFINE THE COORDINATED RESPONSE AT THE LOCAL LEVEL TO ADDRESS ENERGY POLICY AND CLIMATE CHANGE

Co-Champions: Paul Folkers, Assistant City Manager
Ed Regan, Assistant General Manager for Strategic Planning

Sponsor: Craig Lowe, Mayor

3rd Quarter Report (April 1, 2011 – June 30, 2011):

General Government

- There are currently 178 traffic signals (78 percent) online with the Traffic Management System.
- Installed 775 LED traffic signal indicators. 97.6 percent planned LED traffic indicator installations have been completed. 97.7 percent of traffic signal intersections are 100 percent LED.
- The LED Streetlight pilot program is in the monitoring phase. The average energy usage per fixture has been 0.77 kWh per day compared to the average energy usage of 2.03 kWh per day for a standard MH fixture.
- Transit ridership for the third quarter was 1,858,710 – each month of the quarter saw record ridership for the month.

INITIATIVE 7.4: IMPROVE THE ENERGY EFFICIENCY OF LOW-INCOME HOMES THROUGH WEATHERIZATION

Champion: Kathy Viehe, Assistant General Manager for Customer Services

Sponsor: Randy Wells, Commissioner (District IV)

3rd Quarter Report (April 1, 2011 – June 30, 2011):

During the second quarter, February 2011, an employee on staff resigned to accept another position, leaving a void in the LEEP program. The hiring process to fill the vacancy began immediately and the position was filled during the third quarter.

Although pre-inspections were affected, due to the vacancy, more than 80 percent of the projected homes had been pre-inspected, leaving a substantial number of homes in queue for improvements, therefore retrofits continued to excel.

Year to date, 297 homes have been pre-inspected with 226 homes authorized for improvements. Inclusive of the 80 homes that were retrofitted during the third quarter, 127 homes have been improved year to date. These 127 homes should save on average, \$250 each on their annual electric bills. That would be a total energy reduction of 248 MWh, which equates to 211 tonnes of CO².