GAINESVILLE THRIVING PROJECT
GAINESVILLE, FLORIDA

THRIVING CITIES LAB/ADVANCED STUDIES IN CULTURE FOUNDATION

ASCF

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1 • EXECUTIVE SUMMARY

The Gainesville (FL) Thriving Project (GTP) is an initiative of the Thriving Cities Lab at the Institute and Foundation for Advanced Studies in Culture at the University of Virginia. The Thriving Cities Lab works from the Human Ecology Framework and six classical and contemporary civic 'endowments,' an interpretive and analytical approach to well-being and contemporary urban life developed through a decade of research and study in partnership with pilot cities and research sites across the country.

Phase One introduced the Human Ecology Framework and asked stakeholders to evaluate their city and their role in helping it thrive. Between December 2021 and June 2022, a team of researchers conducted interviews, surveyed, and held focus group and process meetings with more than 150 leaders from the full array of Gainesville's civic, public, private, and non-profit institutions, and reviewed and compiled publicly accessible data and reports related to every aspect of the city's life. The key findings of this research are summarized in this Phase One report.

Because the framework provides new language and new ways of bringing together the city's institutions and leaders, and because it is oriented toward ultimate outcomes and not processes, it enables unlikely connections and new opportunities for collaboration and the identification of overlapping interests. A frequent comment in the surveys and interviews concerned Gainesville's history of energetic and localized strategic planning. The Human Ecology Framework offers a means of coordinating and orienting disparate plans and bringing leaders together to identify and pursue higher-level common goals.

In confidential interviews with Gainesville leaders and from more than one hundred anonymous responses to a community stakeholder survey, several themes clearly emerged. Gainesville citizens and their leaders have high expectations for their city. They are proud to be the home of a premier research university, proud of the city's natural beauty, proud of its cultural and community resources. They recognize that Gainesville's history of segregation and racial inequality have left a legacy that still shapes the present day. Given the growth that has occurred in the state of Florida over the last fifty years, there is an expectation for change and development that spurs both hope and fear. Hope that increased investment and economic growth can bring greater prosperity to the whole city; fear that aspects of life in Gainesville that many of its residents value — a small town feel, access to green spaces, the historic character of many of its neighborhoods — will be lost.

Among many competing priorities, six key areas of common concern also emerged from our Phase One research, with their corresponding endowments indicated:

1) A need for greater collaboration across all civic, public, and private institutions for the common good, with an emphasis on projects that unite and provide benefit to the whole city, and that address historic inequities (*all endowments*)

2) A deeper partnership between the University of Florida and the City of Gainesville, based on clear communication and realistic, shared goals, that strengthens over time regardless of changes in leadership (*The True, The Just & Well-Ordered*)

3) The importance of consistent improvement in 3rd grade reading scores across the city as a key step in better educational outcomes for all (*The True*)

4) A strategic approach to delivering affordable housing as a key component in making Gainesville a livable city for all its citizens (*The Just & Well-Ordered*)

5) Further economic development: 1) with attention to architectural and design standards and historic preservation and environmental and climate impact, 2) without gentrification 3) on a timeline that doesn't discourage investment, 4) on the east and west sides of the city (*The Prosperous and The Sustainable*)

6) Efficient city and school leadership that balances and delivers progress on basic services and infrastructure, and meaningful improvements in measures of equity and social justice (*The Just & Well-Ordered and The True*)

Gainesville is a small city with extraordinary potential, a fact recognized by both its citizens and outsiders. And more of that potential is being realized. After the long recession that began in 2008 and a bruising and costly foray by the city into alternative electrical generation that began in 2009, there is now a sense that changes in the in the city are picking up pace, not just in economic development, but in arts and cultural initiatives, environmental and wellness projects, and other areas. However, to the stakeholders involved, many of these projects seem to be happening largely in isolation from each other, almost in separate spheres. The Human Ecology Framework holds the potential to bring these circles into a Venn diagram, into contact and overlap with each other, to equip Gainesville's leaders to orient their work toward a common vision of human flourishing and a thriving city. The most hopeful finding in the team's Phase One research and the grounds for great optimism for the positive direction of the city was the enthusiasm with which its leaders approached the possibility of working more collaboratively toward a better shared future for Gainesville.

2 • GAINESVILLE THRIVING PROJECT PHASE ONE

2.1: Acknowledgments

The Gainesville Thriving Project Team of the Thriving Cities Lab would like to thank the Community Foundation of North Central Florida and Barzella Papa for making this project possible, The Cade Museum for Creativity & Invention and Phoebe and Richard Miles and Stephanie Bailes for their untiring relational and logistical support, the dozens of Gainesville community leaders from the public, private, and non-profit sectors who took part in individual interviews, and the hundreds of Gainesville citizen leaders who participated in focus group and endowment group discussions and completed stakeholder surveys. We also are honored to acknowledge the foundational work of previous contributors to the Thriving Cities Lab project, under the direction of Josh Yates during his time at the Institute for Advanced Studies in Culture and later in his continuing leadership of the affiliated Thriving Cities Group, and the dozens of researchers and practitioners in Charlottesville and beyond who contributed resources for both the theory and practice of the Thriving Cities Lab, thereby providing the conceptual foundation for this project. Finally, we are grateful to the major funders of this project across its first decade, both individual and institutional donors, with special thanks to the Kern Family Foundation for visionary and sustaining support of our early work.

2.2: Gainesville Thriving Project Team

Dr. Ty Buckman (project organizer) serves as Executive Vice President and Chief Operating Officer at the Advanced Studies in Culture Foundation (ASCF) and is a Fellow of the Institute for Advanced Studies in Culture at the University of Virginia.

Elizabeth Clark (interviewer and communications) serves as Director of Integrated Communications at ASCF.

Dr. Ed Hasecke (project lead) is a political scientist in Washington, DC and the Executive Director of the Lutheran College Washington Consortium.

Dr. Taylor Hafley (data analysis and visualization) is an applied demographer at the Carl Vinson Institute of Government at the University of Georgia.

Jacob Murray (data and policy analyst) is a data scientist in Columbus, Ohio, working at Perio Inc.

Guadalupe Reyes-Morales (project researcher) is a Research Program Coordinator at Johns Hopkins University.

Dr. Scott Roulier (project advisor) is John D. Trimble, Sr., Professor of Political Theory and Social Sciences Chair, Lyon College, Arkansas, and author of *Shaping American Democracy: Landscapes and Urban Design* and *Kantian Virtue at the Intersection of Politics and Nature: The Vale of Soul-Making*.

## 2.3: Overview of Project and Conceptual Framework

The Thriving Cities Lab is an extension of the thought and work of the Institute for Advanced Studies in Culture at the University of Virginia, founded by cultural sociologist James Davison Hunter. The Gainesville Thriving Project (GTP) builds upon the ambitious, interdisciplinary, multi-million-dollar research infrastructure of the Thriving Cities Lab, and benefits from its deep bank of research assets.[1]

The basis of the GTP approach is the idea of a human or moral ecology. Just as with ecologies of the natural world, moral ecologies contain an array of different but fundamental endowments—in this case, they are moral, intellectual, aesthetic, economic, political, and natural. There are three classical endowments—the Good, the True, and the Beautiful, and three modern endowments—the Prosperous, the Just and Well-Ordered, and the Sustainable.[2] We call these six the "endowments" because, like financial endowments, they can grow over long periods of time and may be depleted by mismanagement or neglect.

To effect movement toward cultural change requires a small group of leaders from each of these endowments, working with a common vocabulary and shared goals. The groups most successful in effecting such changes are characterized by deep, cross-endowment collaboration, frequent discussion, and early-stage agreement on benchmarks and long-term goals. Leaders engaged in such collaborative initiatives reinforce complementary missions and benefit from overlapping concerns, solving mutually agreed upon civic problems together.

The Thriving Cities Lab brings together external data and historical sources and draws upon the wisdom of community stakeholders, and then advises lead partners to evaluate the strengths and challenges, consider how the endowments interact, identify new solutions to commonly understood problems, and build new coalitions for human flourishing in the community.

Using this conceptual framework, this study engaged community leaders from all spheres of civic life to reflect on Gainesville's progress in each of these endowments and to contribute to a collective definition of thriving for the community. In so doing, these leaders could see their work and their city through a new lens, the first step in moving beyond the limitations of the status quo.

JUST

SUSTAINABLE

BEAUTIFUL

PROSPEROUS

TRUE

GOOD
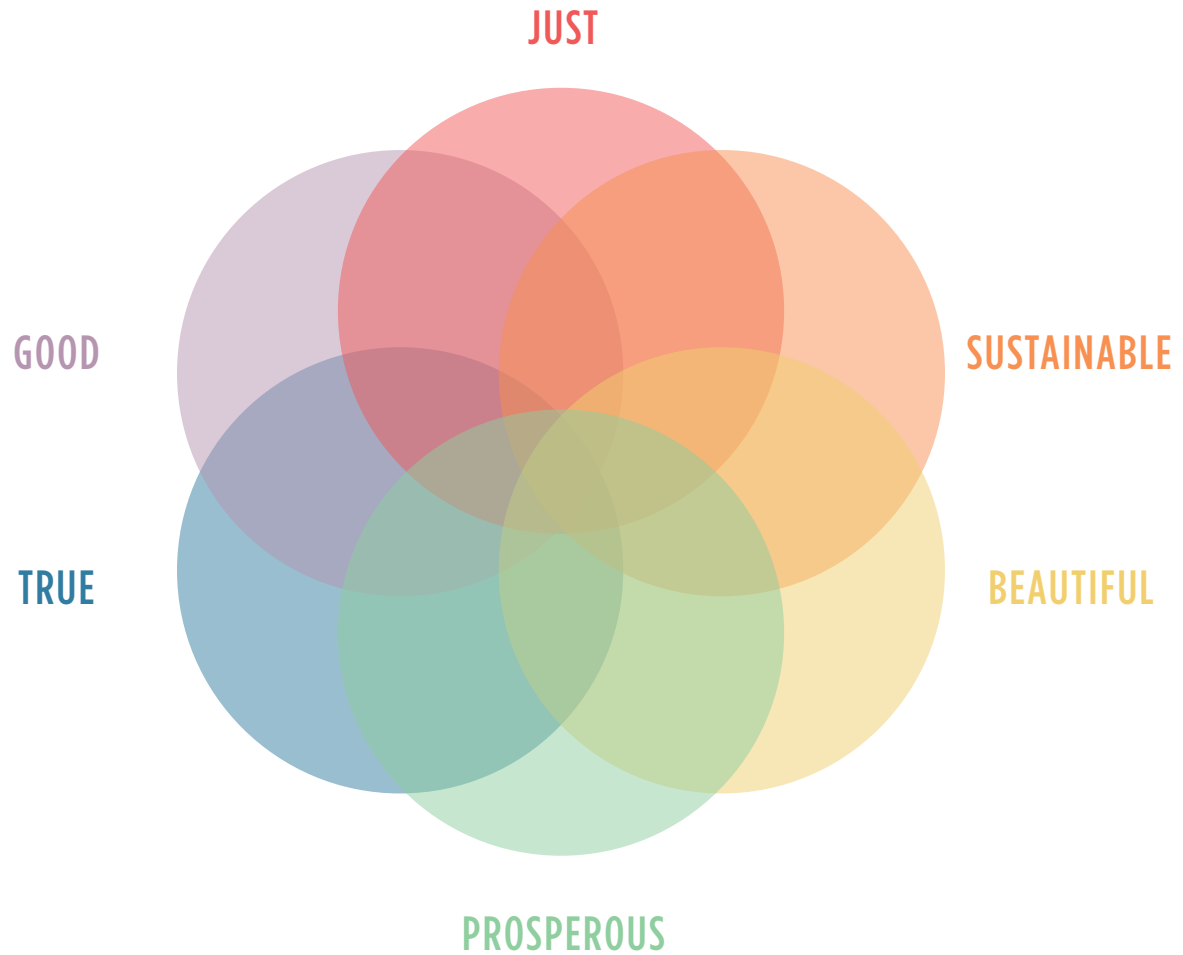
THRIVING CITIES
HUMAN ECOLOGY FRAMEWORK

THE TRUE

Human Knowledge & Learning

schools and other educational institutions, newspapers/media, libraries

THE GOOD

Social Mores & Ethics

religious, community, service, organizations

THE JUST

Political & Civic Life

government, law and legal organizations, policy and political groups

THE SUSTAINABLE

Natural & Physical Health

health and wellness organizations, parks and the natural environment

THE BEAUTIFUL

Creativity, Aesthetics, & Design

public parks and museums, neighborhoods and vernacular architecture, arts and culture vibrancy

THE PROSPEROUS

Economic Life

business and real estate, employment, affordability

2.4: Project Methodology

The Gainesville Thriving Project is a multi-phase, multi-year initiative funded by the Community Foundation of North Central Florida. **Phase One** is diagnostic and analytical in scope, designed to introduce the Thriving Cities model and human ecology framework to the community through interviews, data collection and analysis, and iterative reporting. **Phase Two** would bring stakeholders (private, public, non-profit) together in endowment groups not for interviews and surveys, but to build capacity and contribute to one or more common projects for the good of the community. A multifaceted project that touches all of the endowments is ideal, as the Depot Park project did in the past, or the proposed Sweetwater Branch Greenway included in the city's Downtown Gainesville Strategic Development Plan. **Phase Three** would draw upon the connections and trust developed in Phase Two to bring endowment leaders together to map out and execute a city-wide approach to the 'wicked problems' that represent generational challenges for the city: improving 3rd grade reading scores across the city, for example, or planning and executing a comprehensive approach to the affordable housing crisis.

Phase One of the Gainesville Thriving Project took place between December 2021 and June 2022. Members of the project team conducted confidential interviews with twenty-six community leaders from across the six endowments, with multiple individuals representing each of the major organizations in Gainesville. Focus group meetings and preliminary-findings discussions were held with more than 95 additional Gainesville leaders during visits in March and June of 2022. In April, an extensive stakeholder survey was distributed to 168 community leaders, to which the team received 104 responses, a remarkable 62% return rate.[3]

The surveys — distributed by individual email links but designed to provide anonymized results — included opportunities for open-ended responses throughout and yielded a large number of thorough and thoughtful assessments of the strengths, weaknesses, and potential for Gainesville to thrive within and across endowment areas, as well as many specific recommendations for how to spur this process along.

The data and research team also analyzed publicly available local, state, and national data, including the American Community Survey, and reviewed reports and white papers that focus on contemporary Gainesville. Metrics and data were selected for reporting with a twofold aim. First, to illuminate the endowment or focus area under consideration and then to illustrate the kinds of data that are available to guide planning and decision-making processes in the future.[5]

The report that follows draws heavily upon quantitative and qualitative sources, with a special emphasis on sharing out the insights of people in Gainesville who care deeply about the future of their city and the need for the city to contribute to the thriving of all its citizens.

2.5: Gainesville Voices on Thriving and Barriers to Thriving

FIGURE 2.5.1: Gainesville leaders' view of what thriving means to Gainsville

"Gainesville has good things happening and great potential, but a lack of good institutional coordination, power sharing, and true community engagement hamper many of the good efforts made by the City Government, University of Florida and Santa Fe College, and the various business and civic groups. This applies to all of the areas that you have asked to evaluate."

•

"Leadership is everything. If Gainesville does not thrive,
it is because of leaders who do not work together for the greater good of the WHOLE."

•

"Gainesville lacks common vision and a common purpose."

•

"Gainesville manifests a lack of collective action."

•

"Gainesville is less than the sum of its parts—Why?"

•

"Our community is more divided than ever,
as a result it is very difficult to address complex problems."

•

"There is planning fatigue in Gainesville. In recent times the community has been brought together
for strategic planning, announcements are made, but then nothing happens, not a peep."

•

"We have too much convening and not enough acting.
Gainesville suffers from too many strategic plans."

•

"We need to create teams that include non-profit and government leaders
to achieve the community's goals."

•

"Gainesville does not have budget problems, it only has priority problems."

•

"How can we have success that as many people as possible can benefit from?
How can we have investment without gentrification?"

•

"We have access to world class everything through the University of Florida."

•

"We need to foster a greater sense of pride in Gainesville, more community spirit,
and it has to go further than just supporting Gator football."

•

"The city is more stuck than stubborn. It doesn't want to be here."

Endnotes

[1] This introduction is adapted from a presentation by ASCF President Dr. Ryan Olson, "Culture & Capitalism: The Cade Museum, Invention, & Human Flourishing," delivered at the Cade Museum on October 27, 2021. For an introduction to the theory that undergirds the Thriving Cities Lab, the Human Ecology Framework, and the six endowments, see Joshua J. Yates and James Davison Hunter, *Thrift and Thriving in America: Capitalism and Moral Order from the Puritans to the Present* (Oxford UP, 2011), especially "Thrift and Thriving: Toward a Moral Framework for Economic Life," pp. 570-97.

[2] Research briefs on each endowment are available at: https://iasculture.org/research/thriving-citieslab?filter=reports#publications

[3] See Appendix 1 for survey questions and results.

[4] Unless otherwise noted, charts and graphs in this report were developed by the GTP team using proprietary or open-source data. Sources for graphs and data presented in the body of the report, unless otherwise indicated, can be found in Appendix 2: A Selection of County-Level Comparative Data and Maps.

[5] To provide context for community-level data, the report frequently compares metrics for Gainesville and Alachua County with Tallahassee and Leon County, and then with the state of Florida as a whole. After exploring different possibilities for civic peer comparisons, Tallahassee emerged as the most useful example because of the size of the city and the presence of Florida State University.

3 • FINDINGS BY ENDOWMENT

**THE
TRUE**

3.1: The True — Voices from the Interviews and Surveys

"In my opinion, this is one of the strengths of Gainesville."

•

"There is an inequity in educational opportunities in our community. Those with resources can access excellent resources for education. Those living in marginalized homes and communities have much less access to the best resources. There are organizations that are striving to help bridge this gap, however, the reality is that the gap still continues to exist and is wide."

•

"Gainesville historically has offered good support for its public schools...
Gainesville has excelled at providing strong challenge for its upper ability students."

•

"The achievement gap in 3rd grade reading scores has been recognized for many years.
It shows a glaring white-black gap."

•

"The west side is growing but the east isn't. Enrollment in schools on the west side of town is growing while schools in the east tend to be under enrolled. The centroid point for all students in public schools has moved 55 blocks to the west."

•

"The education resources are here in Gainesville, we just need to build them into an ecosystem that goes from cradle to career."

•

"Our K–12 school system is a source of worry, especially the infrastructure, the school buildings. Many of them lack basic curb appeal."

•

"Pre-K through fourth grade is the greatest educational need in the Gainesville community. Our schools do a great job for students if they can reach high school."

THE TRUE IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Teaching, research, innovation, transfer of knowledge, cultural and historical preservation, and more.

Institutions & Places: Public and private schools, universities, libraries, public squares, media, public art, job training centers, bookstores, community gardens, and more.

The category of the True in greater Gainesville includes, among many other institutions, the University of Florida, Santa Fe College, Alachua County Public Schools, *The Gainesville Sun*, the Alachua County Library District, and literacy nonprofits. As home to Florida's flagship public university, Gainesville holds deep resources in this endowment.

Grades from Surveys[6]	
University of Florida	B+
Santa Fe College	A-
A.C. Public Schools	C+
Local Newspapers	C-
A.C. Library District	B+
Literacy Non-profits	B-

FIGURE 3.1.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the True.

EDUCATIONAL ATTAINMENT

The Gainesville community is in the aggregate well-educated. The percentage of its population with significant (associate degree or higher) levels of higher education is similar to Tallahassee / Leon County—also the seat of a major public university. Both cities compare favorably to the state as a whole.
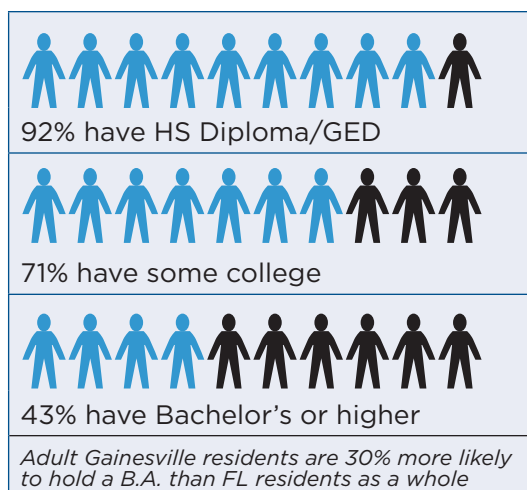
FIGURE 3.1.2: Rates of educational attainment

The level of household educational attainment describes the adult population only, and, while it does correlate with children's academic performance from Pre-K on, such correlations are not absolute. To address more complex future challenges and possibilities, it is necessary to assess the True as it pertains to children and the young.

CHILDREN AND THE YOUNG

Our analysis of children with respect to the True focuses on three inflection points: 1. kindergarten readiness, 2. third grade reading scores, 3. and four-year graduation rates.
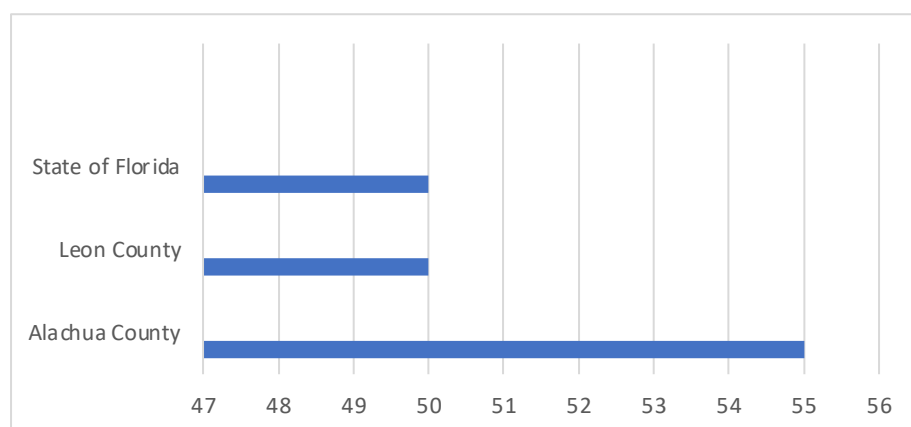
FIG. 3.1.3: Rates of kindergarten readiness

Gainesville's degree of kindergarten readiness is 10% higher than Tallahassee or Florida as a whole. Kindergarten readiness is a complex metric, gauging favorable or unfavorable conditions for child and family health, economic stability, and well-being.

A favorable score in this metric is a signal of Gainesville's successful collaboration beyond institutions within this endowment alone; it suggests an encouraging model for future initiatives.

THIRD GRADE READING SCORES

Third grade reading scores provide a window into child skill formation at a point where intervention is highly impactful. They also are an early indicator of future educational persistence.
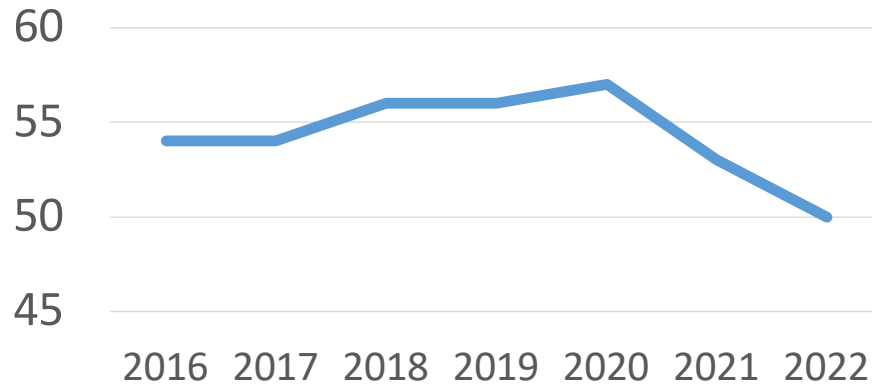
FIG. 3.1.4: Third grade reading scores trendline

Gainesville's current trend line is negative. The single metric of third grade reading scores — similar to that of kindergarten readiness — is in fact the outcome of complex forces, including the onset of a global pandemic. The information from GTP Phase One suggests that successful collaboration will be necessary to influence these statistics in any meaningful way.

4-YEAR SECONDARY SCHOOL GRADUATION RATES

A high-school diploma, while no longer a guarantee of economic stability, remains a critical measure of educational attainment.

FIG. 3.1.5: 4-year secondary school graduation rates

Relative to the comparative data, Gainesville's four-year high-school graduation rate is low, particularly compared to Tallahassee/Leon County. This is an important statistic that has lifelong consequences for employment opportunities and quality of life. Shifting employment and development trends in Gainesville suggest this is likely to become even more consequential in the future.
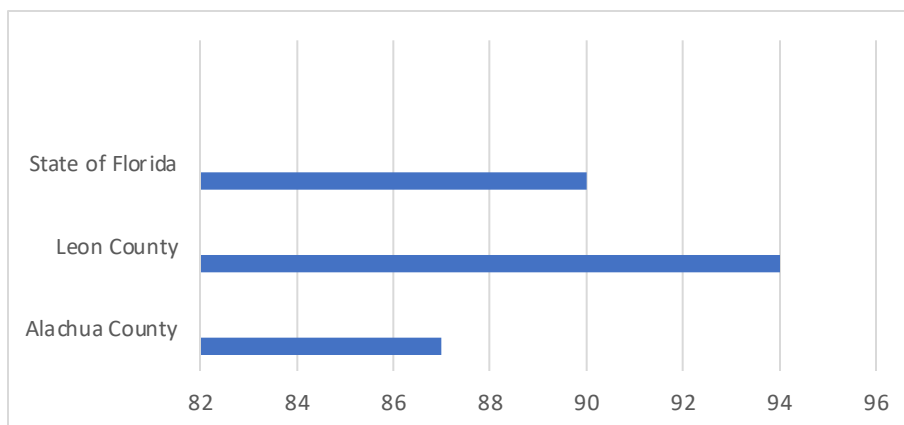
THE TRUE IN GAINESVILLE IN SUMMARY
The GTP analysis of the True illustrates some of the ways endowments overlap with one another: *kindergarten readiness* is associated with maternal and child health; *third grade reading scores* speak to regional disparities echoed in other types of data; *4-year graduation rates* foretell future employment and economic success, and so on.

A number of salient themes belonging to the sphere of the True in Gainesville have emerged from our qualitative analysis:

- Lack of continuous, consistent leadership in the public schools at the executive level
- Disparities in educational outcomes by race and income levels and their corresponding geography have been long identified as a problem; there is an opportunities gap and an attainment gap
- The University of Florida and the public school system have a much greater potential for collaboration than has been demonstrated in recent years
- The efforts of many non-profit and public organizations to address educational needs have not been well coordinated
- Some leaders believe strongly that Gainesville should focus more on Pre-K and after school programs, to increase both capacity and quality
- Gainesville has a wealth of talented, creative, well-educated people who are ready to help meet the need for education and mentorship
- Finding ways to increase parental engagement in their children's education could be a driving force for change
- Highlighting examples of partnerships and neighborly collaboration could help build the sense of community and what is possible
- Gainesville would benefit from more Pre-k-20 partnerships across all its educational institutions

WHAT THE ENDOWMENT OF THE TRUE OFFERS GAINESVILLE
The True as the realm of human knowledge and learning has the potential to dissolve or de-emphasize familiar and stubborn differences between institutions by size, category, and reputational status, in recognition of goals common to all Pre-K through doctoral education.

The True also elevates and shifts the concept of education as a social service or a provided good to education as the realm of discovery and the pursuit of truth.

THE GOOD

3.2: The Good — Voices from the Interviews and Surveys

"We have a lot of strong non-profits, religious organizations, neighborhood associations and the like. Overall, this is an area of real strength."

•

"I believe that the size (not huge like many metropolitan areas) of our community contributes greatly to the effectiveness of the network of organizations and individuals who are directly tied to 'The Good.' There is the ability to connect quickly and deeply and across many social and professional groups to pursue meaningful and important passions and work that are associated with this endowment. And the leaders of these local organizations demonstrate very high levels of integrity, commitment, realism, and effectiveness."

•

"While there are many organizations, I doubt the effectiveness of their overlap or collaboration."

•

"There is too much competition among non-profits."

•

"Collective impact fails when everyone is going after the same resources."

•

"Gainesville has many small non-profits competing with each other for funding and duplicating efforts."

•

"The various civic groups do not seem to be well connected."

•

"In order to be thriving, you have to be willing to work together and not against each other. Collaborations are a must."

•

"The largest challenge I think is bridging among elements who have no long term connections here, and no common experiences, and perhaps no desire to have such connections."

•

"Infrastructure is in place but it lacks a cohesive vision, prioritized work-to-be-done and collaboration across sectors or areas of interest."

•

"Middle and upper-class families are blind to the challenges and barriers faced by lower-income families and why racial disparities continue to harm so many in our community. While present in limited ways and places, trusting relationships across race and traditional socioeconomic silos are few. Both of the above limit understanding and engagement that is effective, that is inclusive in leadership, and that recognizes the dignity inherent in each person."

•

"Religious organizations (churches, mosques, synagogues, etc.) tend to have above-average relationships with each other (compared to what I know of in other cities) and work fairly well together toward 'The Good.'"

•

"Gainesville has a LOT of non-profit organizations and causes, but I'm not sure how well they work together, and in some ways it seems like the sheer number of entities dilutes the attention being paid to any one of them. There's a lot of work being done in Gainesville toward 'The Good,' but in the non-profit world it feels disconnected."

•

"We need to take a look at the accomplishments of other communities and check ourselves. Imagine ourselves like them and ask how they got there. We have the opportunity to take the very best and be that!"

THE GOOD IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Parenting, early childhood development, moral formation, charitable giving, volunteering, community conversation, and more.

Institutions & Places: Families, social services, religious organizations, after-school programs, charities, schools, community centers, sports, farmers markets, and more.

The category of the Good includes religious, community, and service organizations of all types, and Gainesville has many such institutions. Alachua County residents celebrate a rich diversity of faith traditions, and over 40% of residents consider themselves religious. Community and nonprofit service organizations within the area are varied and abundant. Charitable organizations in Alachua County administer over $1.6B in assets.

Grades from Surveys[7]	
Funding Organizations	B-
Houses of Worship	B-
Non-profit Orgs	B
Community Centers	C
Neighborhood Orgs	C

FIGURE 3.2.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the Good.

RELIGIOUS COMMUNITIES

Religious affiliation is an important indicator of peoples' habits of association and of expectations they may hold. Alachua County is religiously diverse. Religious communities also have different traditions with respect to civic engagement and service, for example, some communities tend to be more directly active, some more financially prescriptive, and so on. Such differences may be important in planning for collaborative undertakings.
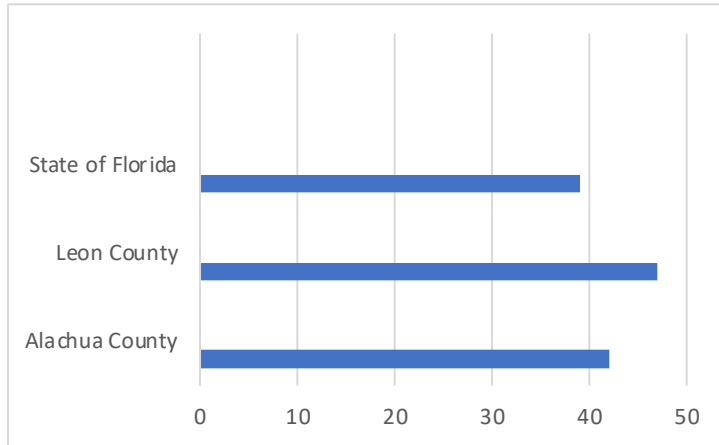
FIGURE 3.2.2: Residents identifying as religious

Alachua County residents are somewhat more likely to identify as religious than Floridians overall, and somewhat less likely than Tallahassee residents.

YOUTH AND CAREER PROSPECTS

The measure of 'disconnected youth' refers to people aged 16 to 24 who are not in education, employment, or training. This is an important statistic. Similar to four-year graduation rates, this is a predictor of future challenges or opportunities.
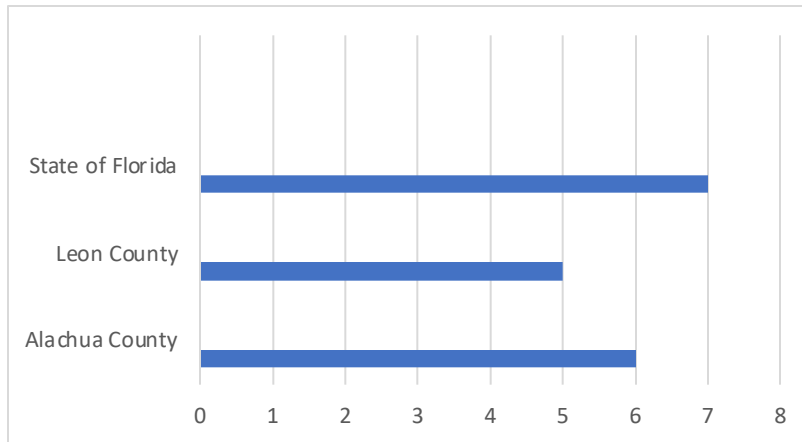
FIGURE 3.2.3: Percentage of disconnected youth

Alachua County's rate of disconnected youth is similar to that of Leon County and Florida as a whole. All three compare favorably to the national average of 12%.

SOCIAL ASSOCIATION

Social association is a measure of the number of membership associations per 100,000 people in a given area.
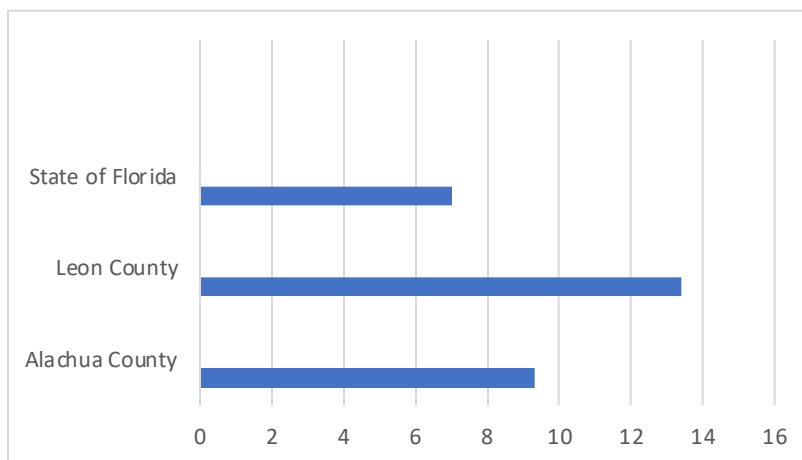
FIGURE 3.2.4: Social association

At 9.3, Alachua County's social association rate lies between Leon County's at 13.4 and Florida's at 7. Social association is a useful metric, as it provides a way to think about relationship networks that are already in place. Deeper and richer networks of associations are generally favorable. Relationship networks can play a key role in solving rapidly changing problems or addressing situations that otherwise require adaptability and agility.

SEGREGATION INDEX

The Segregation index attempts to measure aspects of the legacy of segregation in communities. It shows the degree to which minority populations are distributed differently than non-minority populations in individual census tracts.
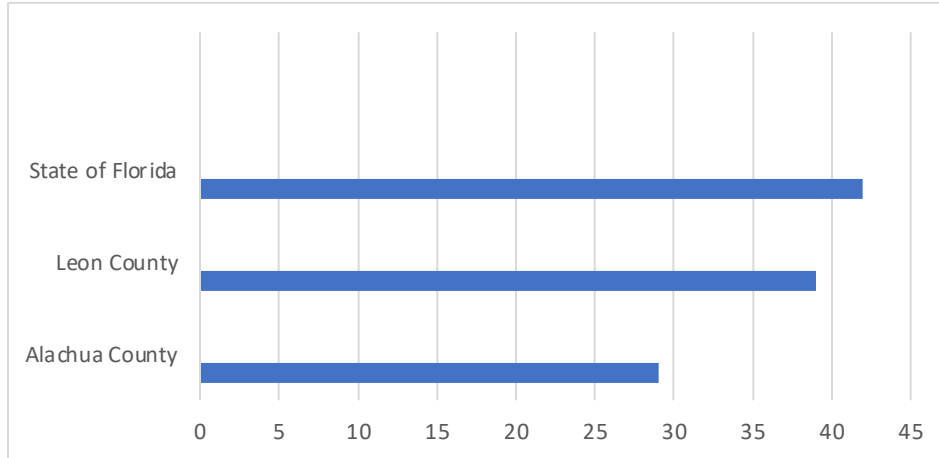
FIGURE 3.2.5: Social association

Gainesville's relatively low segregation index — roughly 30% lower than that of Leon County and Florida as a whole — could be a favorable indication for future planning, although the findings of 'dissimilarity indexes' should be reinforced by other measures before being used to set policy.

The GTP analysis of the Good reveals not only overlapping qualities across endowments — the segregation index is associated with prosperity and education, for example — but also within the Good itself.

THE GOOD IN GAINESVILLE IN SUMMARY

Given the reach and variety of institutions contained in the Good, it may be inevitable that potential gains in effectiveness and efficiency demand cross-endowment collaboration. The key themes civic leaders identified include those shown below:

- There are many non-profits in Gainesville, but stakeholders observed that they are not distributed to match the needs of the community
- Gainesville's non-profits lack a common or cohesive vision and struggle to prioritize their work effectively; there is a lack of trust and understanding among them and they often compete for resources
- The high level of transience in Gainesville's population makes it a difficultly community to serve
- Survey respondents from other endowment areas encouraged Gainesville's leaders affiliated with the Good to continue to look to other cities for ideas and inspiration

WHAT THE ENDOWMENT OF THE GOOD OFFERS GAINESVILLE

The Good offers an attractive banner under which the variously focused organizations can gather, meet, share plans, and consider the city's collective needs. An approach that groups organizations by general goal enables more to come to the table to discuss and plan and increases the likelihood of maximum or optimum benefits from all collaborative initiatives.

Institutions and organizations within the Good may create greater potential benefits through explicit recognition of shared core identity. Grouping non-profits by general type — organizations that do good — rather than by functional area or focus frees Gainesville leaders to focus on highest and broadest impact initiatives and actions first.

THE BEAUTIFUL

3.3: The Beautiful — Voices from the Interviews and Surveys

"University of Florida cultural institutions are world class (Art and Natural History Museum, UF Performing Arts and Arts in Medicine), Ballet, Orchestra, Hipp and Cade are high caliber, and local arts agencies consistently do good work. City's parks system is excellent and its cultural offerings are diverse and loved by the community."

•

"I think that "The Beautiful" across all of the community has to be an element of any plan to raise the community standard and quality of life. I'd argue that creativity and beauty can have as much impact in a distressed community as an economically gifted community. It should be foundational to community pride and spirit everywhere."

•

"We have creatives, artists, musicians, in this town that want to see it thriving as a cultural arts and music destination."

•

"It takes a lot of money to keep the arts going, especially theatre and dance."

•

"The Arts are at a high level for a relatively small university city in the south."

•

"Lots of well-meaning people, not a lot of effective collaboration. The Beautiful feels Balkanized in Gainesville."

•

"Some of the bigger, more successful creative institutions in our town are less collaborative with the several small, incredibly creative organizations in town, and often focus on utilizing artists that are not very local in their works. To me, this gives a felt sense of dispersed artistic energy in Gainesville and ends up feeling more exclusive than authentic, or unified."

•

"Beautiful for who? I think if you asked this from an equity lens you would get very different answers."

•

"Architecturally, Gainesville's beauty resides, or resided, in her historic neighborhoods and green spaces, both of which are being rapidly destroyed. […] The Cade Museum is a welcome deviant, as

its design aligns with its purpose and the history of the site. Along with the lovely bus station, Daily Green restaurant, Akira Wood, S&S Cleaners and The Howl, it's a unique and attractive bright spot on that side of downtown. […] One real problem with downtown Gainesville is that there are so few places of sanctuary, of respite; no places of shady, quiet nature where people can visit not to "recreate" but to rest, relax and reset their nervous systems."

•

"Arts leaders across the city do not come together. That needs to happen."

•

"Gainesville is unique in having such a diverse group of theater, dance, music and art organizations, far more than one might expect in a town our size. People of all ages, backgrounds, and interests support 3–4 local theater companies that have lasted for many years, a professional level ballet company that has a 50 year history, and music of all kinds…"

THE BEAUTIFUL IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Design of the built environment, city planning, public art, festivals, cultural entertainment, creative placemaking, and more.

Institutions & Places: Community planning boards, public art/galleries, restaurants, public spaces/promenades/gardens, commemorative sites, and more.

The category of the Beautiful includes Gainesville's fine and performing arts organizations, neighborhoods with vernacular architecture, and many public and private culturally vibrant organizations.

Grades from Surveys[8]	
Fine & Performing Arts	B+
Museums & Historical Preservation	B+
Beauty of Downtown	C-
Parks & Outdoor Space	B
Beauty of Neighborhoods	C

FIGURE 3.3.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the Beautiful.

OUTDOOR RECREATIONAL OPPORTUNITIES

Gainesville residents enjoy the benefits of outdoor parks — as a place to play, relax, or exercise — to a greater degree (16%) than do Tallahassee residents.
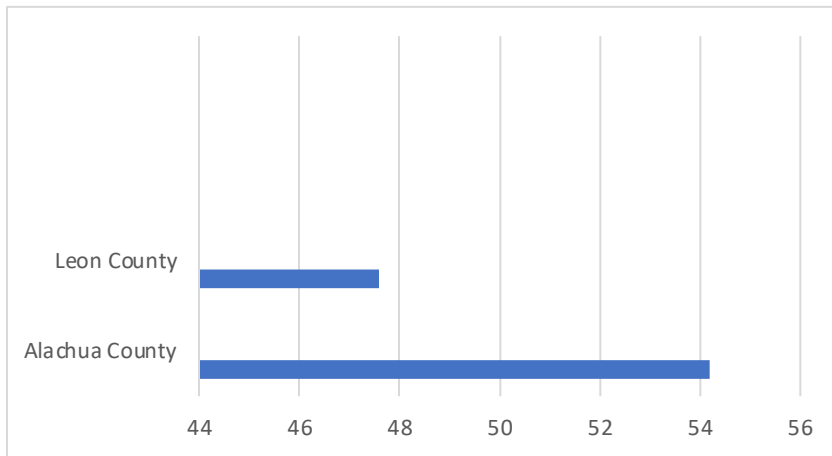
FIGURE 3.3.2: Percentage of residents with parks access

NEIGHBORHOODS AND DOWNTOWN

The neighborhoods people live in and the downtown where many work and play create a context for how they view the future of their city.
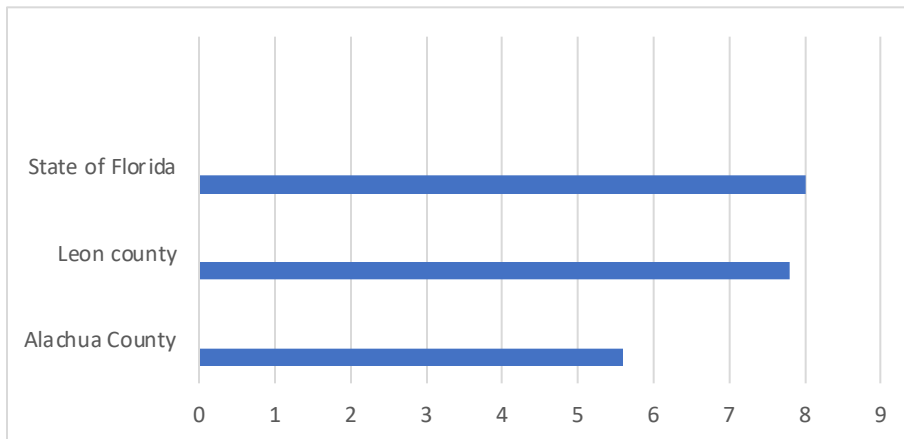
FIGURE 3.3.3: Percent built-up

'Percent built up' is calculated as the percentage of the land in the county that has roofed buildings. (This measure does not include roads, parking lots, or other impervious surface structures.) Essentially, the lower the percentage, the greater the area in the community that is given over to parks, greenspaces, forests, and so on. Alachua county has more natural, undeveloped land as a percentage of its total area than either Leon County or the state of Florida.

THE ARTS & MUSEUMS

Gainesville's fine and performing arts organizations are a point of pride highlighted by much of the qualitative data. Also highlighted, however, are misunderstandings and confusion about perceived access to museums, including practical difficulties about transportation and parking. In the absence of greater clarity about who is a member of the desired audience for specific museums, parks, or events, community members may continue to be uncertain as to their welcome.

THE BEAUTIFUL IN GAINESVILLE IN SUMMARY

Qualitative data from multiple interviews suggest that community initiatives could benefit from a common terminology, clear statements of purpose, and benchmarks for progress.

- The overarching concern, with respect to the category of the Beautiful, is the lack of common language around the work of the Beautiful and the role it ought to play in Gainesville's thriving
- Several business and arts leaders concurred that planning and thinking about property development, whether for business, residential, or entertainment purposes, would benefit from more clearly articulated architectural and design standards
- Preservation of Gainesville's characteristic features and neighborhoods is important to many stakeholders, not just those affiliated with institutions included in the Beautiful, and there is need for greater clarity about architectural, design, and preservation standards so that they can be effective without slowing down projects that benefit the community

Organizations working within the endowment of the Beautiful in particular frequently expressed an appetite for greater collaboration within their endowment as well as beyond it.

WHAT THE ENDOWMENT OF THE BEAUTIFUL OFFERS GAINESVILLE

The endowment of the Beautiful offers an opportunity for those who care deeply about — and, in many cases, are professionally invested in — the creative, aesthetic, and place-making dimensions of Gainesville's culture, broadly conceived, to share insights and gather their voices together to contribute to the common life of the city.

Many of the supporters of the Beautiful believe that they lack a place at the table where decisions are made by planners and developers, and that the city is disadvantaged by their exclusion.

THE JUST

3.4: The Just & Well-Ordered — Voices from the Interviews and Surveys

"We have made massive progress over the last ten years,
but we try to do everything at the same time."

•

"Civic/political life in Gainesville (in line with patterns elsewhere in the country) has become so contentious in so many sectors that it's harming Gainesville's ability to grow and thrive."

•

"We are a small town with the least amount of taxable property in the state."

•

"Key performance indicators change as city leadership changes."

•

"Social media has caused a tectonic shift in how people engage politically with the city.
It has replaced community conversation...and deteriorated the quality of the engagement."

•

"We need a governance structure that brings together all partners."

•

"Local government isn't easy to understand, navigate or equitable.
Processes are very slow related to decision-making. Some social services seem unobtainable and many groups are completely unaware of the services."

•

"The failure of local government to work collaboratively on social issues continues to be a problem.
Likewise, we have local government consistently getting involved in work that it is just not built to do, and would be better off if handed off to social service agencies that have proven themselves capable of doing the work."

•

"There are many vestiges of Jim Crow and overt discrimination towards black and brown people and the rural poor. Using jails as a mental health provider is expensive folly."

•

"We don't talk about neighborhoods so much anymore.
Now it's east Gainesville vs. west Gainesville."

•

"We have divisions: town vs. rural, east Gainesville vs. west Gainesville."

•

"Gainesville suffers from lack of positive leadership.
We all know what we are against in this town but not what we are for."

•

"Our utility has been grossly mismanaged leading to crippling debt."

•

"There is a lot of polarizing rhetoric created around some local governance issues,
but in reality, we have strong and nearly scandal-free local governments and civic organizations.
Overall, we have capable and well-run local institutions, they just need to better communicate."

THE JUST IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Political deliberation, civic engagement, law and order, community organizations, protest/demonstration, city planning, zoning, and more.

Institutions & Places: Local government, public spaces for democratic processes, city hall, community centers, civic groups, public transportation and housing, and more.

The Just & Well-Ordered (the Just) contains governmental, legal, political, and policy organizations. Views of the Just in Gainesville are restrained. This restraint is unsurprising in light of ongoing national discussion about the role and authority of these organizations in civic life.

Grades from Surveys[9]	
Local Government	C+
Infrastructure	C+
Law Enforcement	B-
Utilities	C
Social Service Agencies	C-

FIGURE 3.4.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the Just.

CRIME AND SAFETY FROM VIOLENT CRIME AND ITS CONSEQUENCES

Expectation of safety from violent crime is an essential prerequisite for quality of life. Because it is so important and so consequential in peoples' daily lives, initiatives that seem to directly address violent crime often have access to ample support. The urgency that drives such action can lead to inadvertent oversight of important consequences.
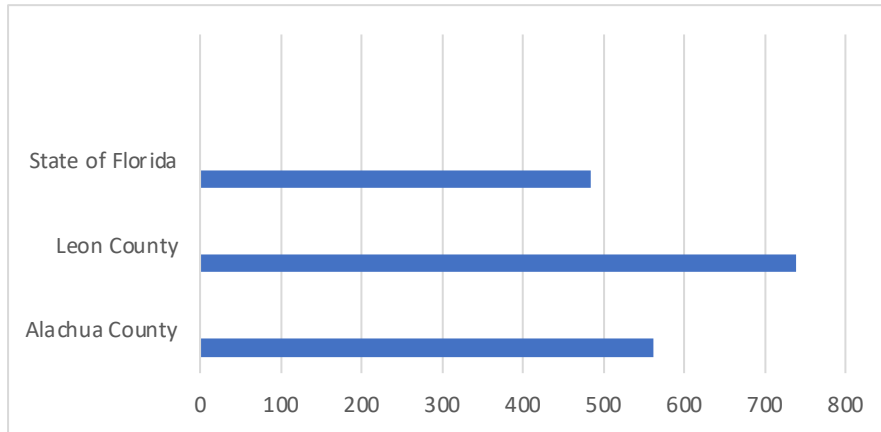
FIGURE 3.4.2: Violent crime rate

Gainesville's violent crime rate is almost 25% lower than that of Tallahassee but is ~16% *higher* than Florida's. The picture becomes more complex when this statistic is placed in context with other associated information.
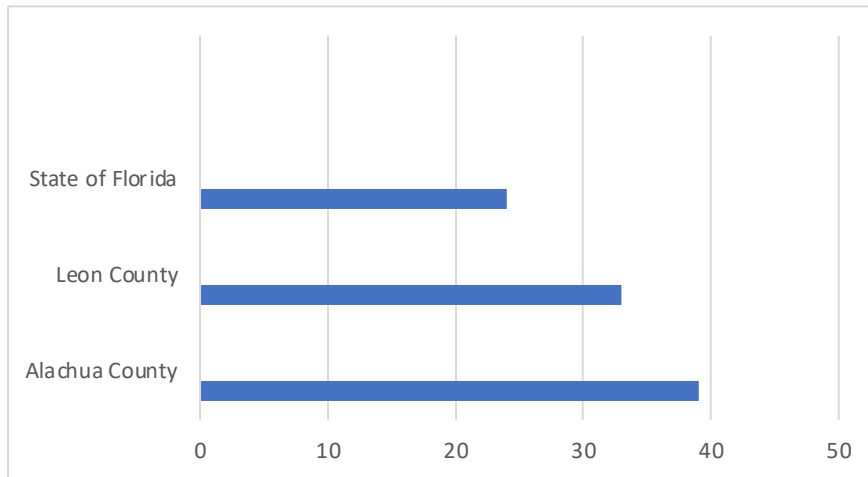
FIGURE 3.4.3: Juvenile arrest rate

Gainesville/Alachua County's juvenile arrest rate is 18% higher than that of Leon County and 62.5% higher than that of Florida overall. These differences invite further questions about programs and initiatives aimed at reaching the community's non-violent youth offenders.

ACCESS TO CHILDCARE

The ability to provide safe childcare is among the highest priorities for many city residents.
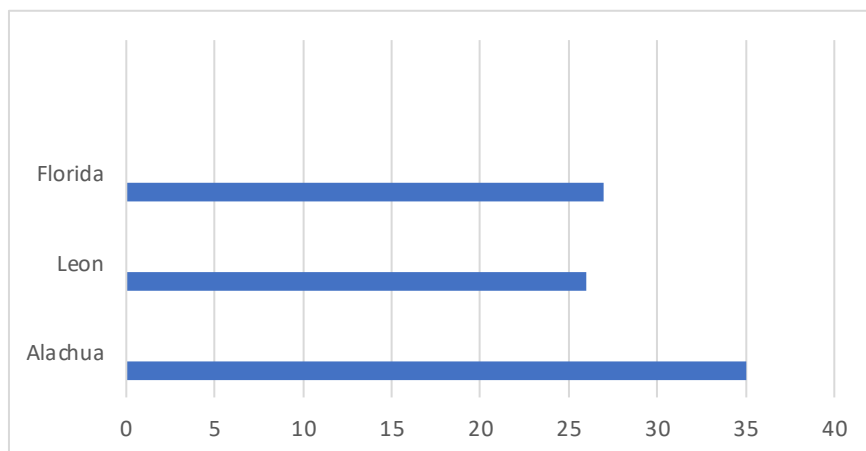
FIGURE 3.4.4: Childhood expenses as a percentage of household income

The pandemic highlighted the implications to civic life of lack of childcare, or childcare at a cost beyond what people could practically afford. It is therefore of significant concern that in Gainesville, childcare is 35% more costly than in Tallahassee and 30% more than in Florida overall.

VOTING AND ENGAGEMENT IN CIVIC LIFE

Voting is a meaningful measure both of engagement in civic life and belief in the possibility of civic change. Particularly in localities or regions where the rate of change has been perceived as slow, continued engagement in the electoral process indicates a belief that the institutions of the Just hold potential to effect meaningful improvement in peoples' lives.
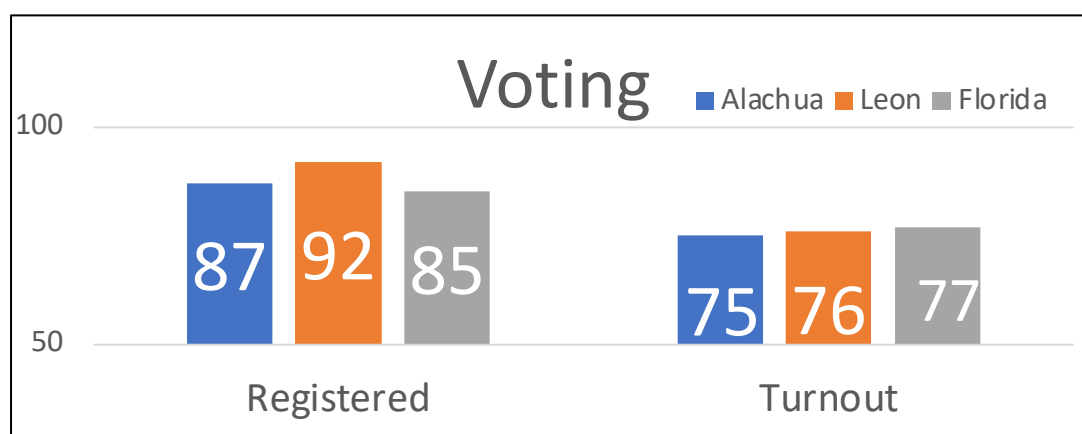
FIGURE 3.4.5: Voting

Alachua County residents are relatively engaged through voting. Alachua residents are registered at slightly lower rates than Leon County's (~5% less), but turnout rates are similar.

THE JUST & WELL-ORDERED IN GAINESVILLE IN SUMMARY

GTP's analysis of the Just suggests areas of dissatisfaction and inequity, but also reveals an engaged community. Persistent across all stages of data collection was a pervasive lack of confidence in civic leaders and institutions. This finding highlights the need for meaningful supports for engagement and collaboration beyond each endowment's institutions. Nowhere was that general finding more clearly demonstrated than in the Just.

Themes from our qualitative research included:

- There are strongly held convictions that are contradictory: one perspective suggests city government should focus on the basic functions (infrastructure, provision of services) that are substandard and leave social justice issues to non-profits. Another suggests city government leaders have been elected with a charge to lead the way in addressing issues of equity, access, historic preservation, environmental sustainability, and so on
- Some community leaders see city government frustrating attempts at economic development that would benefit many of its citizens who have been left behind
- The 2009 GREC Biomass Plant project and its aftermath continue to erode trust in local government[10]

WHAT THE ENDOWMENT OF THE JUST & WELL-ORDERED OFFERS GAINESVILLE

Starting with The Just & Well-Ordered as an organizing principle shifts the focus away from the powerful institutions that are resident in this endowment toward the qualities of civic life that those institutions should deliver for citizens in a thriving city. Working toward a common language and common goals seems crucial. A robust version of The Just & Well-Ordered could provide a framework for the city's various strategic planning processes to be aware of each other and to identify areas where goals and initiatives overlap prior to implementation.

A new way of conceiving of the relationship between various local government entities — city and county — and private institutions and organizations has the potential to disrupt the entrenched positions and attitudes and dispel some of the cynicism toward civic leadership that is a marked feature of the Gainesville community at present.

THE PROSPEROUS

3.5: The Prosperous — Voices from the Interviews and Surveys

"We need to develop a stronger culture of keeping the innovators here. Encouraging innovation in not just high technology, but making technology work on all levels, thereby creating all levels of employment."

•

"Until economic development is achieved on the east side — more warehouse, light industrial, etc. — Gainesville will always fail. If this is achieved, the rest — banks, grocery stores, schools, etc. — will follow."

•

"Affordable housing" is almost impossible to find or procure, and many people who work full time (and often more than full time) can barely survive. These discrepancies do not make for a "prosperous community" in the sense of reciprocal wealth building equitably distributed."

•

"Housing is our key issue."

•

"Current projections call for sixty thousand new residents in GVL in the next ten years. Where will they live?"

•

"Gainesville has a problem of the economically 'left behind'. More manufacturing jobs would help. Those in higher education and medicine have been insulated from some of these economic changes but teachers and first responders can no longer afford to live in the city."

•

"Gainesville has been frightened of large projects, so we've sent them away to other counties."

•

"There is an anti-growth mentality among some in Gainesville, especially newer people. Concerns about the environment are a common reason."

•

"The local low-skilled workforce is in competition with students for jobs, and this keeps wages low."

•

"Buses run once every hour for the non-University of Florida community, and this makes it difficult for low-income workers to commute to work."

34 • The Gainesville Thriving Project is an initiative of the Advanced Studies in Culture Foundation

•

"Fewer than thirty percent of our residents earn a living wage."

•

"There continues to be a great divide between the east and west sides of Gainesville in terms of economic opportunity and prosperity... The Value Proposition for all (private, public, government, academic sectors) is still not clearly enough defined for each of those groups to make financial, effort and time investments to move the needle."

•

"In Gainesville, 45% of African American children live in poverty."

•

"The economic, health and education disparities between West Gainesville and the minority population that largely constitutes East Gainesville is a major hurdle with no identified sustainable solution. Until there are solutions that truly provide for sustainable economic opportunities for these residents, progress as a community will be limited."

•

"Over time, there's been a lack of real understanding of the economic achievement gaps. The presence of UF and SFC means that off-campus students are counted as "poor" in our census. There is REAL poverty, that remains unaddressed, and is also exacerbated by an abundance of cheap and talented student labor. […] Overall, we could be doing a lot more to pull in the same direction."

•

"Economic disparities have caused the separation of the African American community from the University of Florida community and the greater Gainesville community."

•

"Having lived in Gainesville since the 1970s I have seen a lot of changes, some good, some bad. Growth is inevitable and I support smart sustainable growth, but affordable housing is becoming an increasingly growing issue. Real estate is soaring, rental prices are going up and local government and local neighborhoods do not see eye to eye on this at all."

•

"…[higher education institutions] and the City are providing great resources and taking very positive steps towards making Gainesville a place where these new and innovative companies can grow. But the focus on new and innovative businesses also can overshadow the fact that Gainesville is doing average at best to deal with many of the same issues that the rest of the country is. There is still a very large economic opportunity gap. Housing is more affordable here than many places, but there is limited low-income stock and a limit to middle income jobs that would allow the general population to afford the middle-income housing that is available. Despite the efforts of many, East and West Gainesville are in some ways as socially and economically segregated as ever. There is still a lot to be done."

THE PROSPEROUS IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Work, investment, capital exchange, land development, philanthropy, production/consumption, technology, innovation, and more.

Institutions & Places: Industries, businesses, real estate, innovation districts, transit-oriented development, and more.

The Prosperous in Gainesville includes institutions and organizations concerned with economic growth and prosperity.

Grades from Surveys[11]	
Economic Opportunity	C+
Support for Innovation	C+
Affordable Housing	B-
Poverty	C
Economic Inequality	C-

FIGURE 3.5.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the Prosperous.

HOUSING

Access to affordable housing was a recurring theme in GTP data collection.
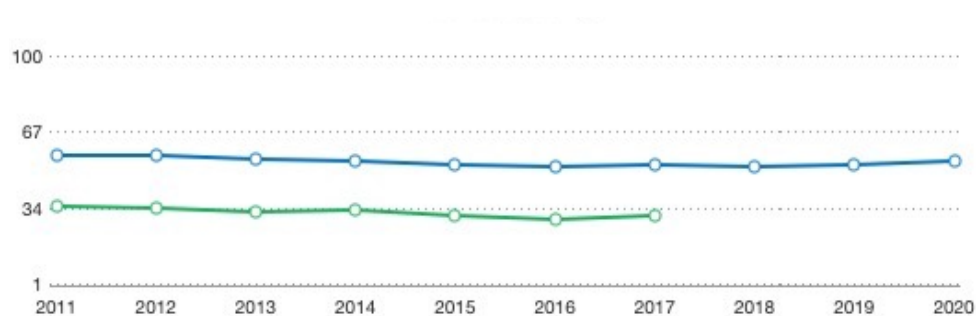
FIGURE 3.5.2: Rent- and housing-burdened

The blue line in this graph refers to the percentage of households that meet the standard definition of rent- or housing-burdened (spending more than 30% of income on housing costs). The green line shows those "severely burdened" and indicates the percentage of households that spend more than 50% of their income on housing costs.

UTILITIES
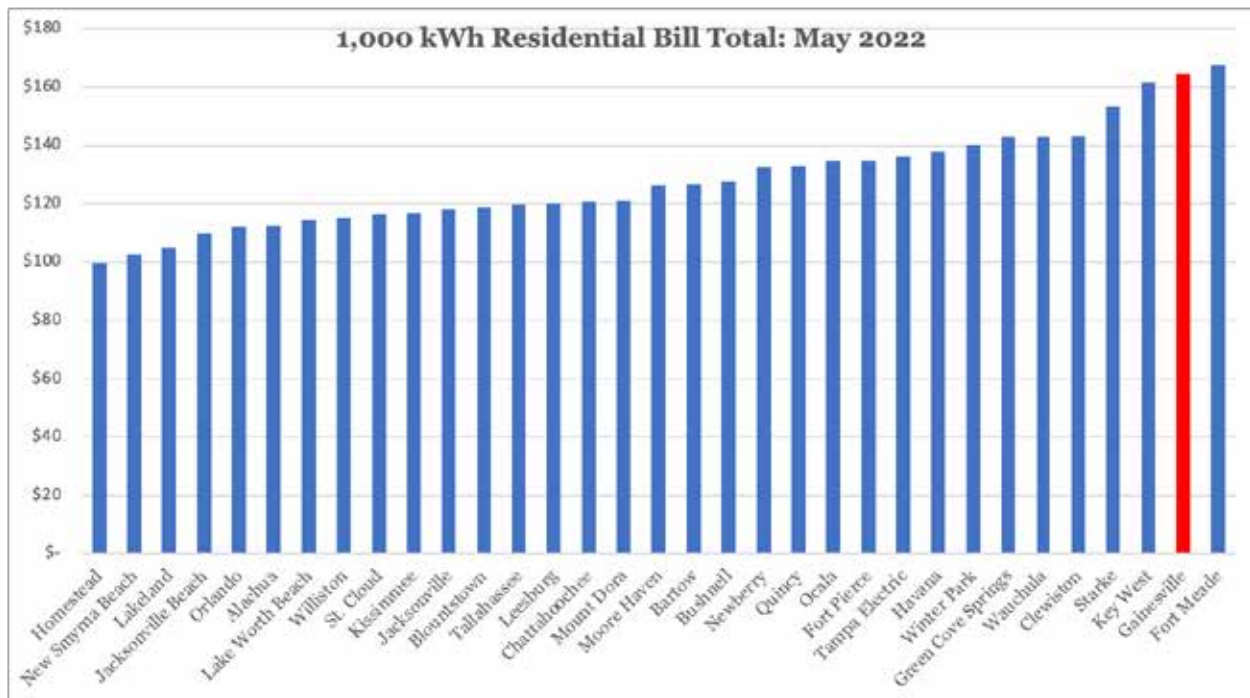
FIGURE 3.5.3: Florida electricity costs

As the graph indicates, Gainesville residents pay among the highest rates in the state for their electrical power, partly due to a 2009 commitment to a 30-year, $2.11 billion project to build the Gainesville Renewable Energy Center (GREC), a biomass plant north of the city. The city subsequently bought the facility in 2017 to exit an unfavorable contract with the owners, avoiding further losses but locking in high residential rates for decades. The community is still paying the price for this project not only with higher utility rates, but also with decreased levels of trust in civic institutions and their leaders, and perhaps a lingering fear of significant projects undertaken with idealistic or altruistic intentions.

INCOMES AND EMPLOYMENT
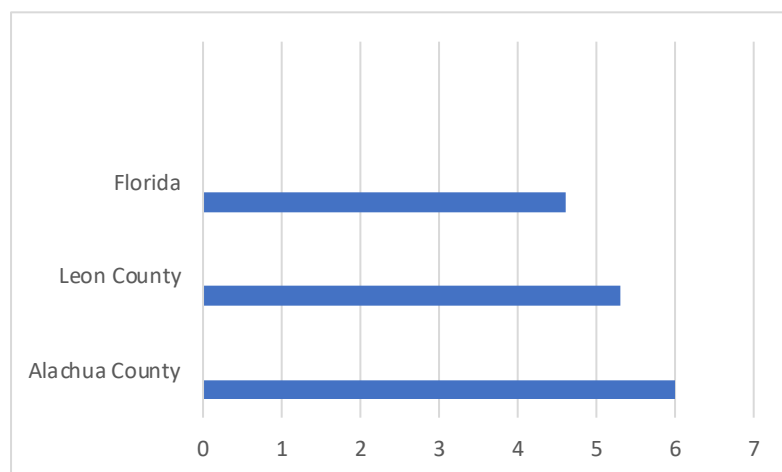
FIGURE 3.5.4: Income inequality

Income inequality is the ratio of income at the 80th percentile over income at the 20th percentile. For example, if people at the 80th percentile make $300,000 and people at the 20th percentile make $30,000, the ratio would be 10. By this measure, in Gainesville, residents at the 80th percentile make 6 times more than those at the 20th percentile. This is greater than both Leon County and Florida as a whole where those at the 80th percentile make 4.6 times more.
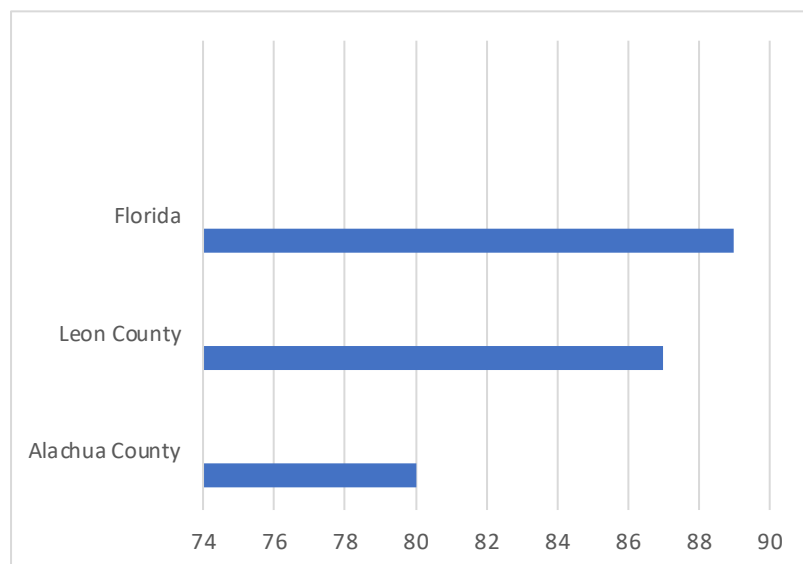
FIGURE 3.5.6: Employment diversity

The Employment Diversity Index is built on a calculation called the Gini-Simpson Index. The number reflects the probability that two randomly selected individuals will be in different employment sectors. A higher number means greater employment diversity because it is more likely that two people will be employed in different sectors. For Florida, there is an 89% chance that two

people will be in different sectors. In Alachua County, that probability is 80%. This measure suggests the dominance of the education sector in Gainesville's economy.

INNOVATION AND DEVELOPMENT
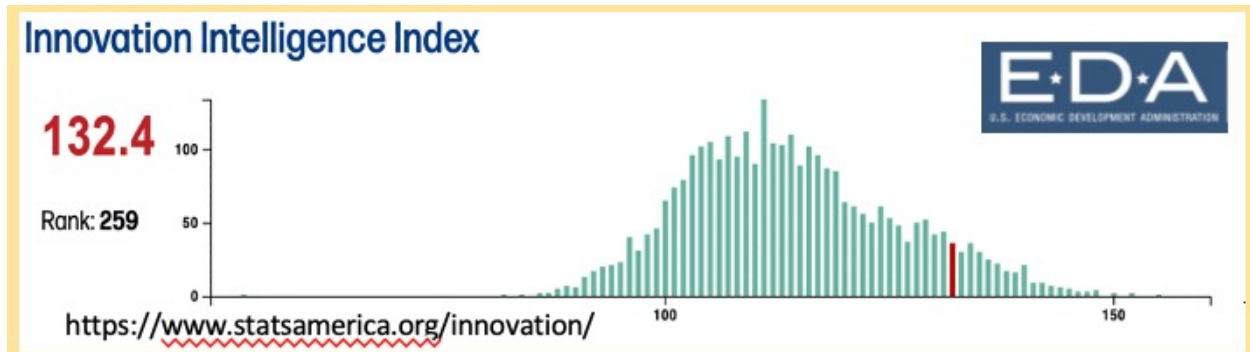
FIGURE 3.5.7: Innovation intelligence index

A sophisticated composite measure that pyramids outputs around economic well-being, human capital and knowledge creation, business dynamics, employment and productivity, this Index assigns a comparatively high score to Gainesville, suggesting both success in the past in business innovation and considerable future potential.

THE PROSPEROUS IN GAINESVILLE IN SUMMARY

Prosperity in Gainesville, like the rest of the country, is unevenly distributed. Race and geography are significant factors in the differences in wealth and income. The Prosperous contains diverse institutions and organizations, with varying missions and goals. Persistent themes emerged in the qualitative data, however, even among this diverse group. Owing partly to the nature of this endowment, themes identified for the Prosperous are more action-oriented and more specific than the other endowments:

- Expanded economic development in neglected areas of the city would help address many social problems and inequities
- Affordable housing is scarce and this is a barrier to greater prosperity, with some observing that first responders and teachers can no longer afford to live in the city
- Gainesville needs to use living wage metrics rather than just measure employment
- Gainesville is still a 'company town,' with local opportunities significantly tied to education and healthcare
- The city needs an economic base beyond government, higher education, healthcare, and real estate speculation

WHAT THE ENDOWMENT OF THE PROSPEROUS OFFERS GAINESVILLE

The Prosperous challenges business leaders to embrace and employ more sophisticated measures of progress that go beyond economic outcomes, but it also draws strength from their pragmatic, action-oriented methods of assessment and planning. The human ecology framework offers a paradigm for a broader value proposition and a common language, bringing other community leaders into the process of economic development.

THE SUSTAINABLE

3.6: The Sustainable — Voices from the Interviews and Surveys

"More talk than walk, but heart in the right place. Need more connections and agglomeration between business, government and community in this service."

•

"Poverty is a huge problem in Gainesville which affects the ability of many members of the community to access clean environments, healthy fresh foods and health care."

•

"Gainesville has gotten off the track with development.
We have lost some of the uniqueness of our town and are in danger of losing more of it.
Some new development is beginning to look like anywhere USA."

•

"Sustainability is a huge challenge and few places are rising to meet it.
Gainesville does better than most but the need for more is endless."

•

"The sustainability of the city is seriously unbalanced. The wonderful amenities and resources that can be found and accessed in the West are unavailable and unaffordable to residents in East Gainesville. Without better healthcare and healthier lifestyle options (including walkability and street safety), these two extremes will continue to grow further apart."

•

"There is so much focus put on East Gainesville that the West side parks, recreation, etc. have suffered from neglect."

•

"I believe if a community does not value/support "The Sustainable," all other endowments become irrelevant. A community should strive to achieve all these worthy endowments, however, Sustainability is how a community survives and continues to thrive in a healthy way into the future."

•

"It's a tale of two cities. Gainesville's wealth is concentrated, its poverty is also concentrated.
The quality of life is superb for those of us in the former group, not so much in the latter."

•

"We are way out of balance here. An exquisite and sensuous entanglement of nature and culture lured me to Gainesville and nourished me for decades, but that is no longer the case. The City of Gainesville is becoming just another overcrowded, faceless, cookie-cutter south Florida look-alike city."

THE SUSTAINABLE IN GAINESVILLE: HIGHLIGHTS & ANALYSIS

Resources & Practices: Management of energy and land, air quality, public/human health, environmental regulations and advocacy, emission, waste, sanitation, and more.

Institutions & Places: Public parks/forests, green infrastructure, hospitals/clinics, bike lanes, sidewalks, restaurants, local food hubs, environmental organizations, and more.

The endowment of the Sustainable encompasses a city's natural and physical health, its health care organizations, environmental and ecological protections, and a physically healthy population.

Grades from Surveys[12]	
Health Care Organizations	B
Parks & Recreation	B
Environmental Protection	B-
Healthy Population	C
Non-profit Groups	B

FIGURE 3.6.1: Civic leaders' assessments

The various metrics we use to analyze an individual endowment function both to measure progress within the endowment and to suggest related priorities. As in most cities, the benefits of the endowments are unevenly distributed in Gainesville. Institutional affiliation, neighborhood of residence, sex, race, socioeconomic status, and other characteristics shape Gainesville residents' differing resources, perceptions, and experiences of the endowment. This is also the case with the category of the Sustainable.

CLEAN AIR

GTP assessed clean air on the basis of National Ambient Standards, a measure of safe air quality.
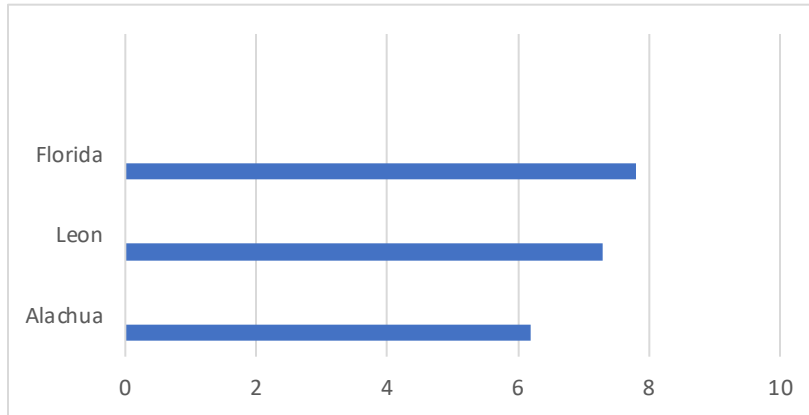
FIGURE 3.6.2: Clean air (2.5PM)

The metric of 6.2 refers to the rate at which particulate matter is observed in the air during a 24-hour period. Gainesville's lower rating means Gainesville residents generally benefit from cleaner air than do residents of Tallahassee or Florida as a whole. Breathing air free of very small contaminants is healthier for all Gainesville residents. Clean air is particularly consequential to people with respiratory problems, people suffering from COVID or other respiratory illnesses, or those whose lungs are still developing.

ACCESS TO HEALTHCARE AND CHILD MORTALITY

GTP measured access to various types of healthcare in Gainesville. Owing to the University of Florida's graduate and professional schools and associated faculty and staff, it is more difficult to measure Gainesville residents' access to specific types of medical care, since medical professionals may be research-focused and not practicing patient treatment. Data currently available creates the impression of greater access to medical resources than is practically achievable.
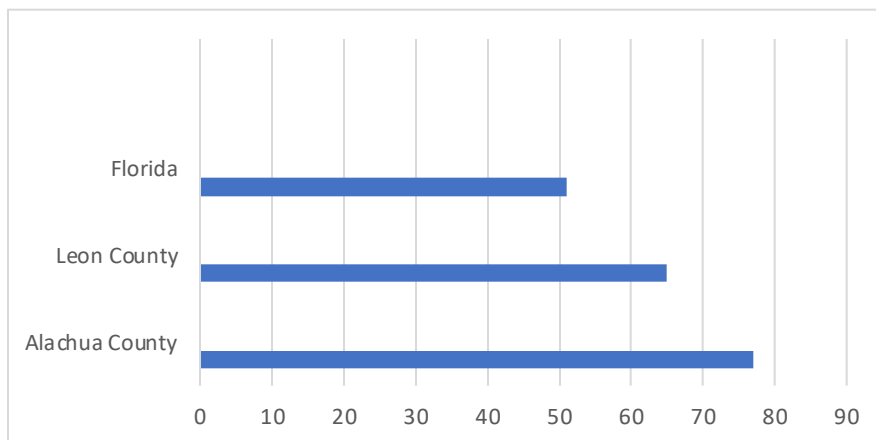
FIGURE 3.6.3: Child mortality

Fig. 3.6.3 shows the number of child deaths under the age of 18 per 100,000 population. Gainesville's rate of child mortality is a critical statistic, and one that has served as a collaborative focus in the past. In comparative context it remains an alarming statistic.

WELLNESS AND PREVENTION
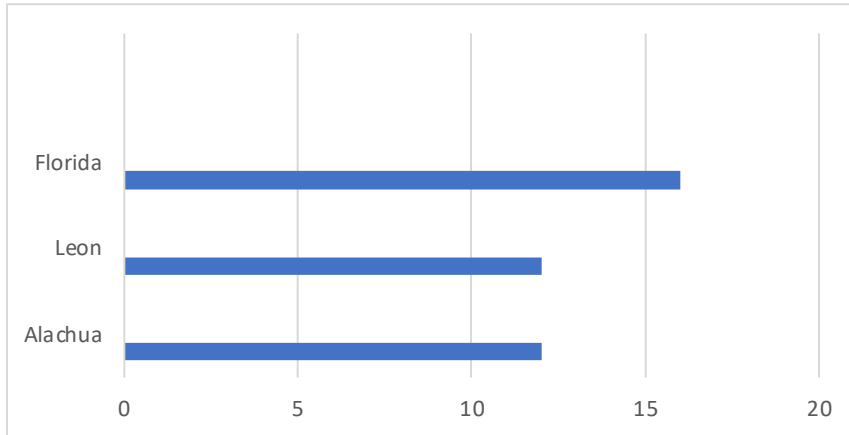
FIGURE 3.6.4: Percentage uninsured

Gainesville residents are insured at comparable rates to Tallahassee and superior rates to the remainder of Florida. With almost 9 out of 10 residents covered by some form of health insurance, Gainesville residents are insured at a 25% greater rate than residents of the state as a whole.
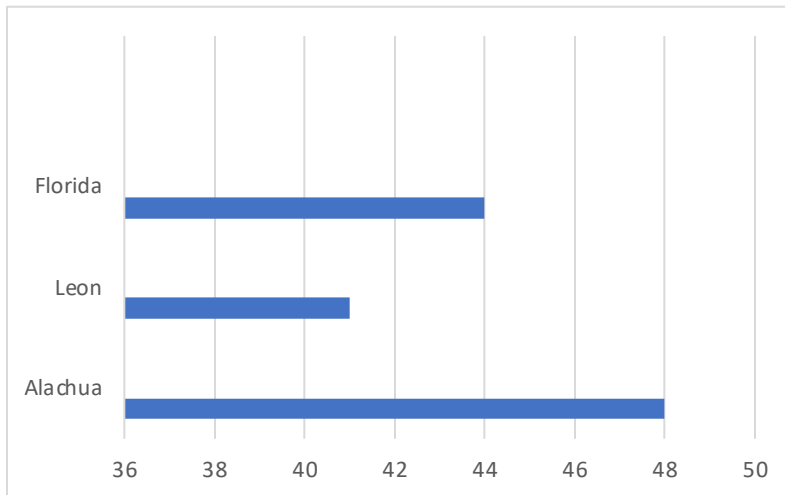
FIGURE 3.6.5: Mammograms

Gainesville residents receive mammograms, an important indicator of wellness and prevention routines, at higher rates than do residents of Tallahassee (who are 17% less likely to have a routine mammogram) and of Florida as a whole.

THE ENDOWMENT OF THE SUSTAINABLE IN SUMMARY

"Where nature and culture meet" from the marketing campaign by Visit Natural North Florida captures the sentiment of many leaders who believe that Gainesville's continued appeal depends upon a balanced approach to these two poles. The tension between the need to steward the city's natural environment in a new way and the demands of private and public development and investment appeared again and again in interviews and survey responses.

In the area of public health, there is a strong sense in the qualitative data that stakeholders believe Gainesville should have better community wellness outcomes than it does. As in the case of educational outcomes in the endowment of the True, the presence of the University's medical school and the extensive resources devoted to its teaching, research, and treatment functions seem to raise expectations in the non-university community that greater public health benefits should accrue to greater Gainesville.

WHAT THE ENDOWMENT OF THE SUSTAINABLE OFFERS GAINESVILLE

Because the Sustainable combines natural and physical health, it broadens the focus beyond the environment even as it elevates the importance of the natural world in human experience.

The metaphor of the endowment of the Sustainable as community wealth to be preserved resonates with many leaders. As well, the Sustainable adds the dimension of time and stewardship to civic planning.

It is a subtle but potentially important fact that in many discussions of the Sustainable, those speaking most forcefully begin from a position of already possessing or inheriting a good that they desire to protect and preserve.

Endnotes

6 Gainesville civic leaders provided numerical rankings in April 2022 which were averaged and converted into letter grades.

7 GVL civic leaders provided numerical rankings which were averaged and converted into letter grades.

8 Gainesville civic leaders provided numerical rankings which were averaged and converted into letter grades.

9 Gainesville civic leaders provided numerical rankings which were averaged and converted into letter grades.

10 See the related graph of utilities cost in 2.4, The Prosperous.

11 Gainesville civic leaders provided numerical rankings which were averaged and converted into letter grades.

12 Gainesville civic leaders provided numerical rankings which were averaged and converted into letter grades.

4 • CONCLUSION: THE MOMENT AND THE WAY FORWARD

Phase one of the Gainesville Thriving Project was essentially analytical and diagnostic. It enlisted leaders in Gainesville to help a small team of outside researchers to apply the Human Ecology Framework and the six endowments to the wide complexity of their city, and it supplemented their perspectives with available sources of community data to challenge and highlight and make more complex issues of highest priority to the people of Gainesville. Behind this process was the implicit claim that looking at the city through a new lens, describing what could be seen with new language, even unashamedly invoking normative ideals (the True, the Good, and so on) to do so, could begin to move stakeholders in Gainesville past the familiar conflicts that slow the progress of the city and imperil the possibility of collaborative and collective action.

As it looks to the future, Gainesville enjoys many advantages over similarly situated cities. Thanks to its institutions of higher education, it brings in an abundance of talented people committed to staying for the short term and the long term. The share of its natural landscape that has remained intact would be the envy of many Florida cities. While many treasures have been lost, the city also has preserved elements of its historical architecture that bring a sense of its past into the present. It has a diverse population contributing a rich variety of traditions and histories to its vibrant civic life.

And it also enjoys the benefits of growing late. So many of its Florida peer cities decades ago lost the ability to engage their citizens in planning for the future from their original civic identities, having been overtaken by wave after wave of population and retail business growth. Among the seemingly contradictory themes that emerged from survey responses and interviews was, first, the perception that Gainesville was "stuck" -- that the progress that leaders expected to happen already had not taken place. At the same time, many stakeholders voiced the fear that Gainesville would quickly become unrecognizable to itself and indistinguishable from so many larger cities in the region.

From a perspective outside the city, and from a review of the available indicators, development and changes in Gainesville are in fact happening at a rapid and accelerating pace, across dozens of small and mid-level projects and initiatives, led by a university that answers to state-level leaders, and business interests and investors largely disinclined to wait for a consensus to emerge on its own. However, there is convincing qualitative data to suggest that even the actors who are moving forward now would prefer to do so in the context of a comprehensive vision for the city, to undertake their projects in alignment with the common good. For these reasons, this is the moment of opportunity for Gainesville to be a model for cities throughout the United States, not just college towns, but small cities everywhere. Indeed, if overlapping networks of leaders from across the full array of the city's endowments can begin to find common ground and embrace a shared vision of human flourishing that extends to all its citizens, they will in due course fashion a city that they can be proud to leave to their children and grandchildren, a thriving Gainesville in the fullest sense of the word.

5 • APPENDICES

Appendix 1: The Gainesville Thriving Project Stakeholder Survey

In April 2022, a link to the online survey below was sent to 168 Gainesville and Alachua County leaders from across the community. The leaders selected came from every endowment area, with recommendations from participants in earlier focus groups and other names offered to the team during stakeholder interviews. The team received 104 anonymous responses for a 62% response rate.

GAINESVILLE THRIVING PROJECT SURVEY
APRIL 2022

Central to our work is helping communities thrive. Yet, each community has its own local sense of exactly what that means. The next few questions will help us learn about what you think it means to have a thriving city and how you evaluate Gainesville at the present time.

What does it mean to have a thriving Gainesville?

From the list of characteristics below, choose 10 that you think are the most important for Gainesville to be thriving. You may choose some words that already describe Gainesville and are important characteristics to preserve. You may choose other words that Gainesville will need to work on to be considered thriving. In the end, you want 10 words that best capture the characteristics that, when taken together, describe a thriving Gainesville.

Safe	60	Welcoming	38	Spiritual/Religious	20
Economic opportunity	52	Inclusive	37	Socially Connected	20
Equitable	46	Well-managed	37	Beautiful	20
Innovative	45	Healthy	32	Caring	18
Collaborative	45	Forward-thinking	31	Accountable	14
Diverse	44	Philanthropic/Charitable	31	Physically Active	11
Creative	43	Ethical	31	Inspiring	10
Natural Beauty	42	Artistic	30	Well-informed	9
Educated	41	Entrepreneurial	29	Stable	8
Affordable	41	Civically/Politically Engaged	28	Fair	7
Economic growth	39	Clean	24	Rational	4
Sustainable	39	Well-planned	24		

Number of respondents who chose each word

With the characteristics you just chose in mind, how would you evaluate Gainesville at present? Naturally, some areas of the city may be thriving more than other areas. For this question, try to take all parts of the city into consideration. We will ask you about different sections of the city next.
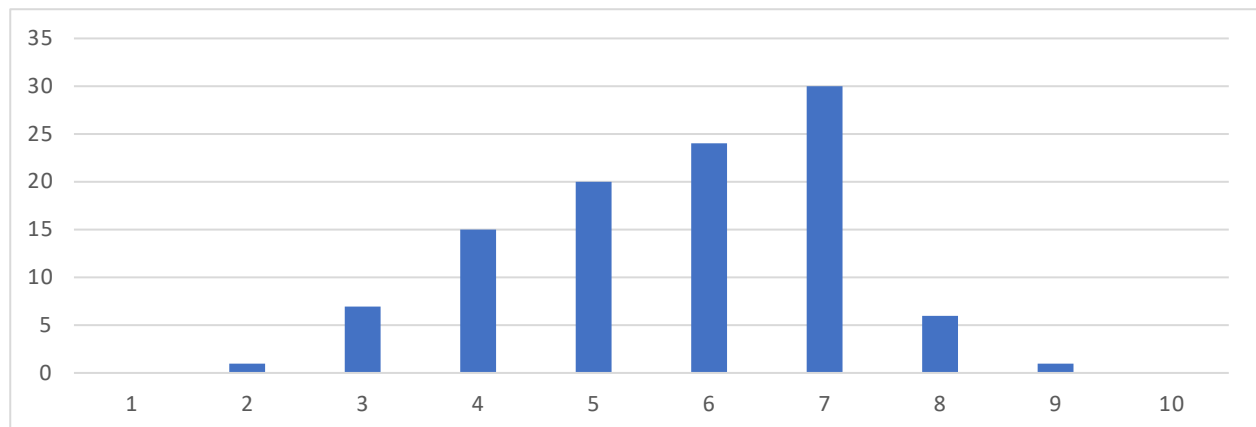
How would you evaluate downtown Gainesville?
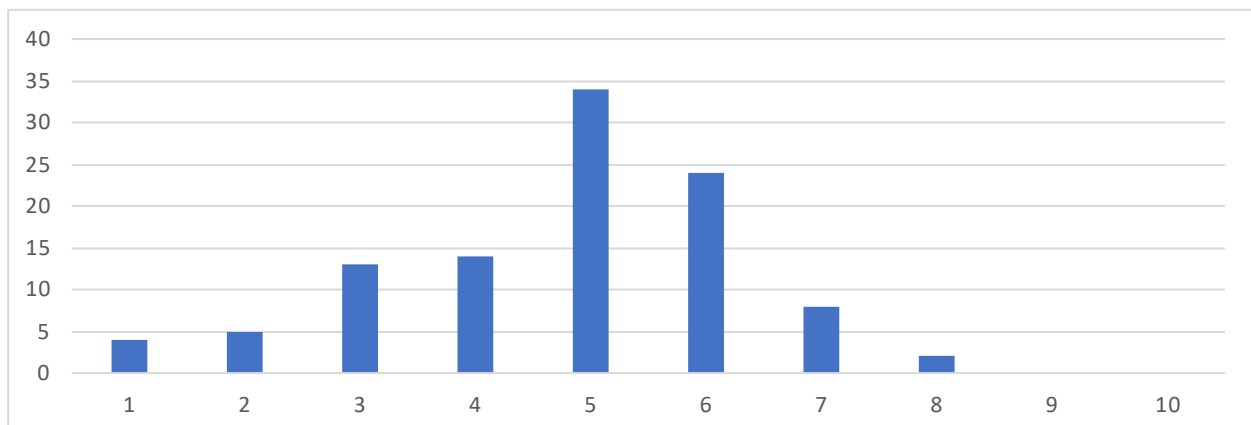
How would you evaluate the area west of downtown?
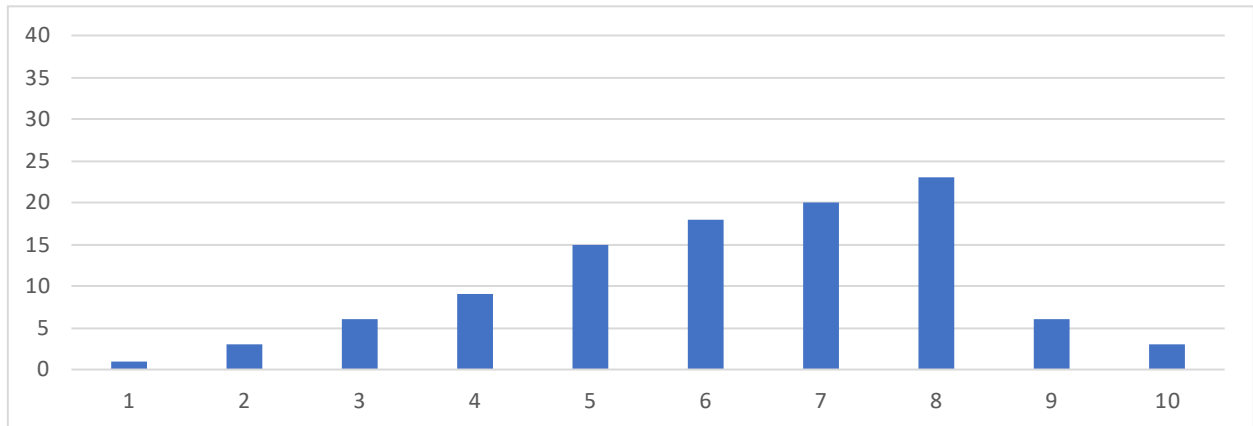
How would you evaluate the area east of downtown Gainesville?
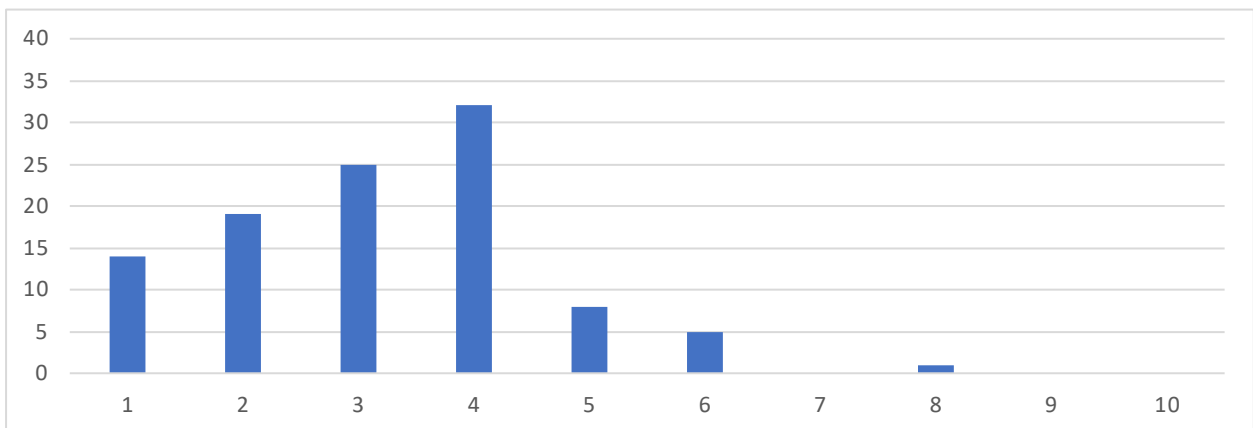
How would you evaluate the county, excluding the city of Gainesville?
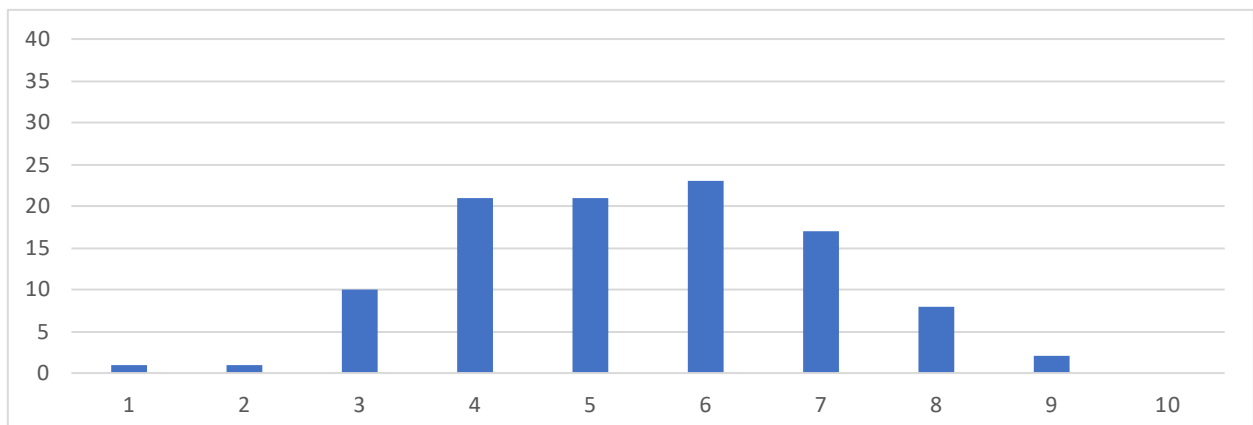
Table of Results for Evaluation Questions

	1	2	3	4	5	6	7	8	9	10	Average
Gainesville	0	1	7	15	20	24	30	6	1	0	**5.71**
Downtown	4	5	13	14	34	24	8	2	0	0	**4.76**
Westside	1	3	6	9	15	18	20	23	6	3	**6.27**
Eastside	14	19	25	32	8	5	0	1	0	0	**3.20**
County	1	1	10	21	21	23	17	8	2	0	**5.39**

Average Evaluation of Each Area by Respondent Characteristics

	Gainesville	Downtown	West	East	County
All					
Respondents	5.7	4.8	6.3	3.2	5.4
Live					
Downtown	5.3	4.6	4.6	3.5	5.4
East Side	5.0	5.3	5.6	3.8	5.3
West Side	5.9	4.8	6.7	3.0	5.3
Alachua	5.7	4.4	6.6	3.2	5.5
Another	5.8	5.3	5.3	4.8	6.5
Work					
Downtown	5.5	4.8	6.0	3.1	5.4
East Side	5.7	5.1	6.3	3.5	5.3
West Side	5.8	4.8	6.5	3.3	5.4
Alachua	5.5	4.0	5.9	3.0	4.9
Another	5.5	4.0	5.5	3.5	6.5
Don't Work	6.0	4.5	6.5	3.0	5.5
Race					
Nonwhite	5.5	4.9	6.8	3.4	5.7
White	5.8	4.7	6.0	3.1	5.3
Resident					
0-5 yrs	5.4	4.5	5.9	3.6	4.9
6-15 yrs	5.7	4.8	6.7	3.3	5.9
>15 yrs	5.8	4.8	6.2	3.1	5.3
Gender					
Male	5.9	4.8	6.4	3.2	5.4
Female	5.6	4.6	6.0	3.2	5.4
Age					
20-49	5.2	4.7	6.2	2.8	5.3
50-69	5.8	4.7	6.2	3.4	5.3
70 and up	6.1	5.0	6.6	3.3	5.8

SIX ENDOWMENTS: Building Blocks of Thriving

THE TRUE

The endowment of the True represents the realm of human knowledge and learning, centered primarily on educational institutions in their various forms, such as grade schools, universities, and tutoring services. It also includes institutions focused on enabling well-informed citizens.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The True."

Thinking only about the endowment of "The True," how would you evaluate Gainesville's level of thriving?
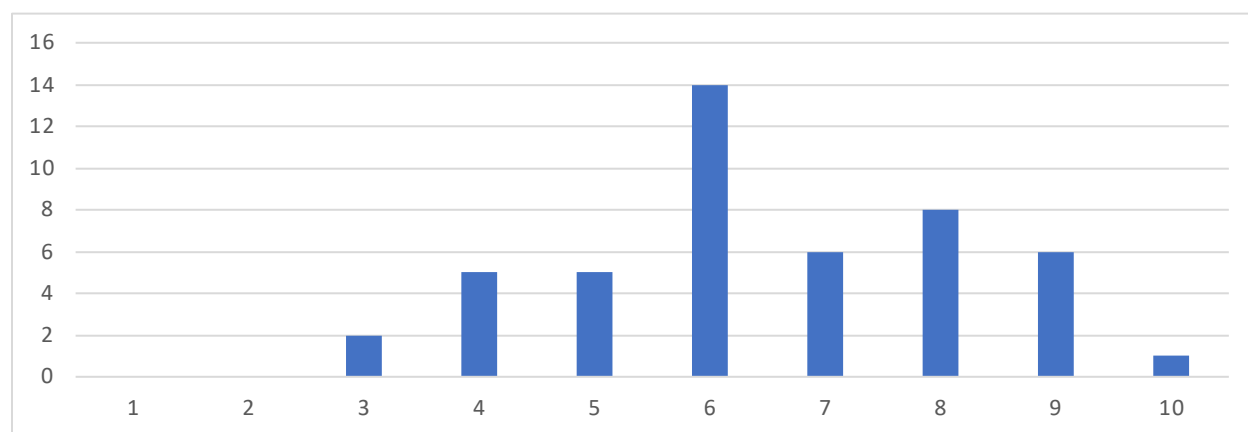
Now we want to get your evaluation of organizations associated with "The True" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The True" in Gainesville.

A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Alachua County Public Schools	4	8	24	7	3	2.1
Private Schools	6	21	9			2.9
Univ of Florida	16	22	9			3.1
Santa Fe College	18	24	4			3.3
Local Newspapers		5	20	12	7	1.5
Alachua County Libraries	13	19	6	2		3.1
Nonprofits Focused on Literacy	3	16	12	2	1	2.5

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Alachua County Public Schools	(0.26)	**0.53**	(0.16)	0.10
Private Schools	(0.10)	(0.14)	0.28	(0.22)
Univ of Florida	0.14	0.10	0.00	(0.32)
Santa Fe College	(0.20)	(0.11)	0.25	(0.08)
Local Newspapers	0.09	0.16	0.00	(0.19)
Alachua County Libraries	0.08	0.30	0.02	(0.13)
Nonprofits Focused on Literacy	0.14	0.21	(0.28)	(0.02)

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

Do you have any comments you would like to provide as it relates to the endowment of "The True" in Gainesville?

Individual responses are excluded to protect anonymity

THE GOOD

The endowment of the Good comprises the realm of the social connections, associations, attitudes, and beliefs that not only constitute the fabric of community life, but also its highest ideals. Important aspects of the Good include the various philanthropic, religious, and non-profit institutions.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The Good."

Thinking only about the endowment of "The Good," how would you evaluate Gainesville's level of thriving?
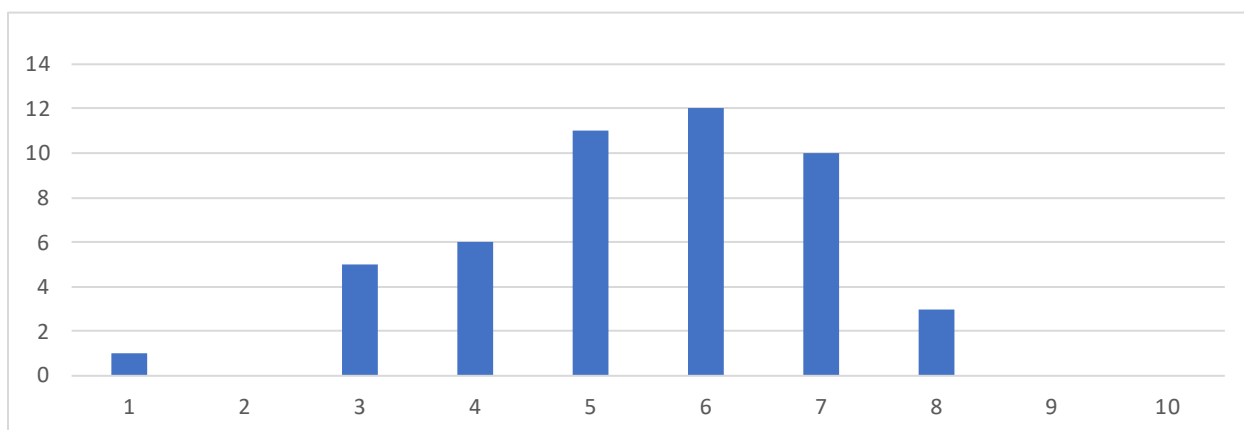
Now we want to get your evaluation of organizations associated with "The Good" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The Good" in Gainesville.

A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Funding Orgs	5	18	15	7	1	2.4
Churches, Synagogues, Mosques	5	18	16	7	0	2.5
Non-profit Orgs	6	24	14	4	0	2.7
Community Centers	1	9	22	9	0	2.0
Neighborhood Orgs	0	7	17	15	1	1.8

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Funding Orgs	**0.33**	0.13	0.07	0.08
Churches, Synagogues, Mosques	0.21	0.19	0.25	0.04
Non-profit Orgs	**0.31**	0.26	**0.43**	**0.33**
Community Centers	0.26	0.14	0.19	0.09
Neighborhood Orgs	(0.04)	(0.10)	0.23	(0.19)

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

Do you have any comments you would like to provide as it relates to the endowment of "The Good" in Gainesville?

Individual responses are excluded to protect anonymity

THE BEAUTIFUL

The endowment of the Beautiful concerns aesthetics, design, and the arts. Every city and community has its own particular culture revolving around food, art, music, and architecture. These institutions help preserve culture, improve our understanding of history, facilitate shared traditions, and foster cultural heritage.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The Beautiful."

Thinking only about the endowment of "The Beautiful," how would you evaluate Gainesville's level of thriving?
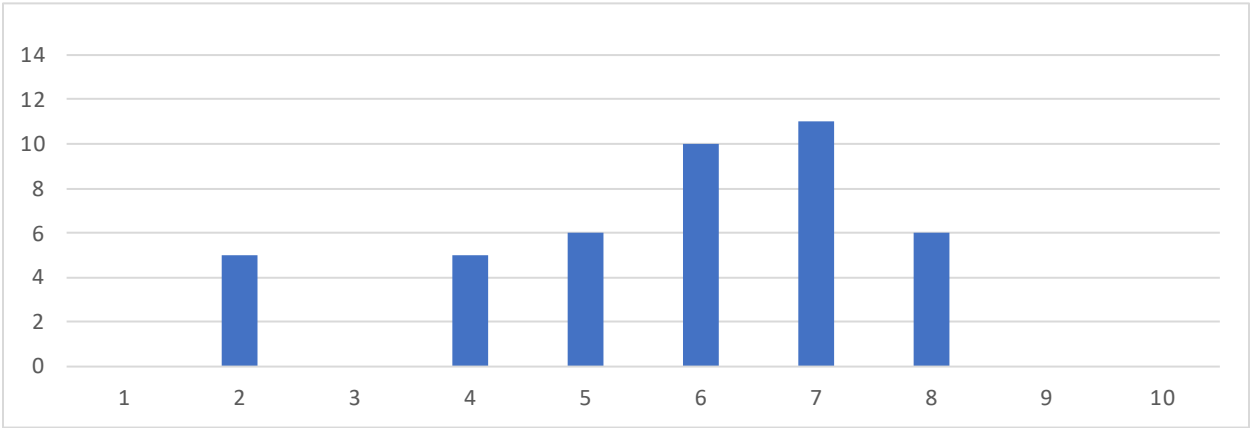
Now we want to get your evaluation of organizations associated with "The Beautiful" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The Beautiful" in Gainesville.

A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Fine and Performing Arts Orgs	16	16	7	3	0	3.1
Museums and Historical Preservation	14	22	5	2	0	3.1
Beauty of Downtown	0	5	18	14	6	1.5
Parks and Outdoor Spaces	9	19	13	2	0	2.8
Beauty of Neighborhoods	1	7	28	5	2	2.0

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Fine and Performing Arts Orgs	**0.33**	0.11	0.08	0.06
Museums and Historical Preservation	0.20	(0.00)	**(0.27)**	(0.01)
Beauty of Downtown	0.06	(0.10)	(0.07)	0.03
Parks and Outdoor Spaces	0.24	(0.02)	0.00	0.06
Beauty of Neighborhoods	0.33	0.06	(0.17)	0.07

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

Do you have any comments you would like to provide as it relates to the endowment of "The Beautiful" in Gainesville?

Individual responses are excluded to protect anonymity

THE PROSPEROUS

The endowment of the Prosperous captures the economic vitality and growth of a city and region, along with the extent to which all citizens can meet their basic needs and participate in the economic life of the community.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The Prosperous."

Thinking only about the endowment of "The Prosperous," how would you evaluate Gainesville's level of thriving?
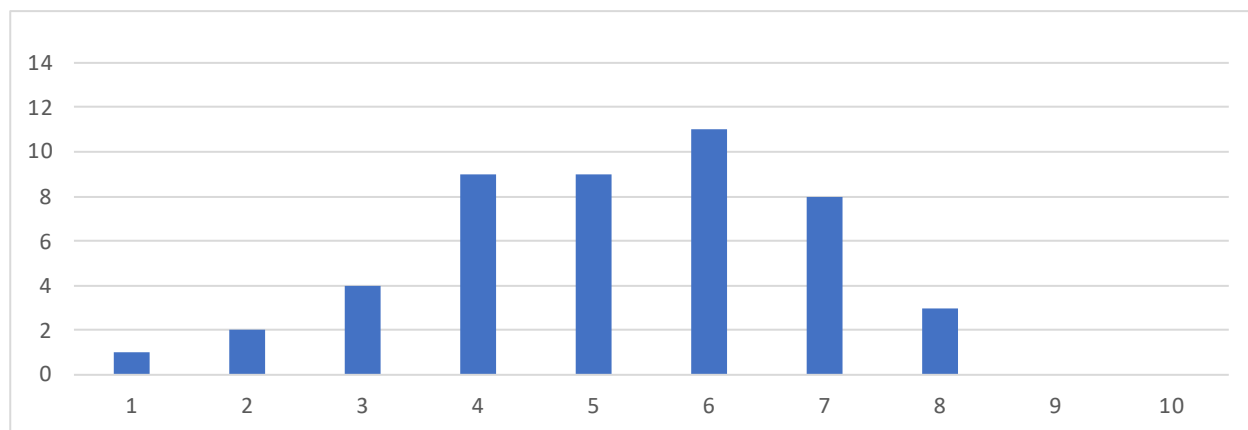
Now we want to get your evaluation of organizations associated with "The Prosperous" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The Prosperous" in Gainesville.
A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Economic Opportunity	1	4	17	16	8	1.4
Support for Innovation	11	21	12	3	0	2.9
Affordable Housing	0	8	15	11	11	1.4
Poverty	0	2	16	16	13	1.1
Economic Inequality	1	1	19	14	12	1.3
Cooperation between business and government	1	8	14	12	10	1.5

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Economic Opportunity	0.13	0.17	0.02	(0.07)
Support for Innovation	(0.16)	0.26	(0.14)	(0.00)
Affordable Housing	(0.11)	(0.08)	0.14	0.17
Poverty	(0.01)	0.10	0.22	0.15
Economic Inequality	(0.17)	0.26	0.11	(0.05)
Cooperation between business and government	0.10	0.16	**(0.32)**	(0.08)

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

Do you have any comments you would like to provide as it relates to the endowment of "The Prosperous" in Gainesville?

Individual responses are excluded to protect anonymity

THE JUST AND WELL-ORDERED

The endowment of the Just and Well-Ordered is focused on the management and maintenance of the civic and political aspects of community life. It includes the institutions and practices that enable civic engagement, infrastructure, safety, and equity. This includes the operations of the local government, but can also include social service agencies at state and county levels.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The Just."

Thinking only about the endowment of "The Just," how would you evaluate Gainesville's level of thriving?
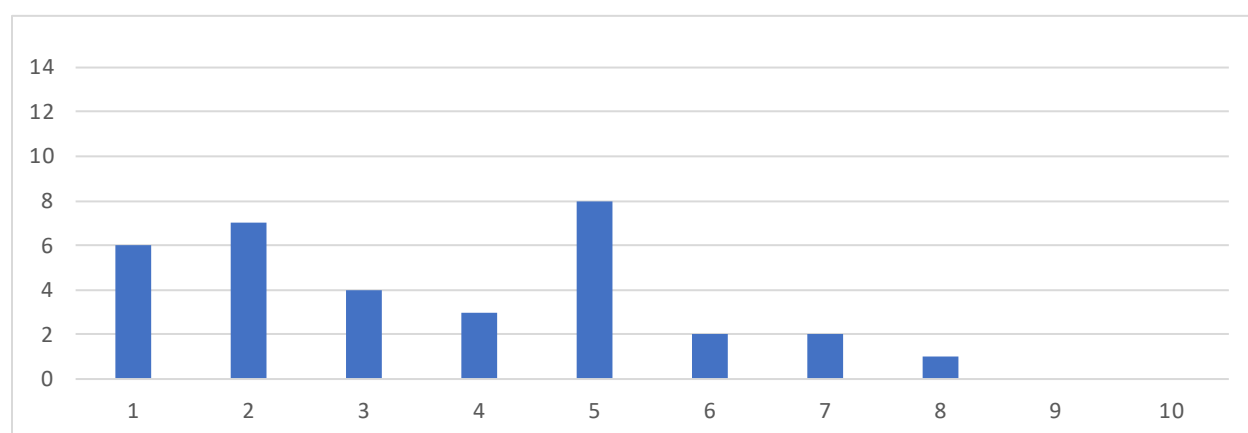
Now we want to get your evaluation of organizations associated with "The Just" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The Just" in Gainesville.
A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Local Gov't	0	3	9	11	10	1.2
Infrastructure	0	5	12	13	4	1.5
Law Enforcement	2	14	11	6	0	2.4
Utilities	1	4	9	11	9	1.3
Social Service Agencies	0	11	14	5	2	2.1

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Local Gov't	0.10	0.17	(0.08)	(0.27)
Infrastructure	(0.16)	(0.18)	**(0.40)**	(0.15)
Law Enforcement	**(0.49)**	0.01	(0.20)	(0.13)
Utilities	0.17	0.26	0.28	0.26
Social Service Agencies	0.17	(0.24)	0.11	(0.03)

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

**Do you have any comments you would like to provide as it relates to the endowment of "The Just" in Gainesville?**

Individual responses are excluded to protect anonymity

THE SUSTAINABLE

The endowment of the Sustainable concerns both the natural and physical health of a city and its inhabitants. This endowment highlights the complex relationships that exist between the built environment and the natural environment, as well as the effects each of these has on the physical well-being of a city's residents.

As you go through the next several questions, focus only on this endowment. While the endowments are related, we want you to evaluate Gainesville only in the context of "The Sustainable."

Thinking only about the endowment of "The Sustainable," how would you evaluate Gainesville's level of thriving?
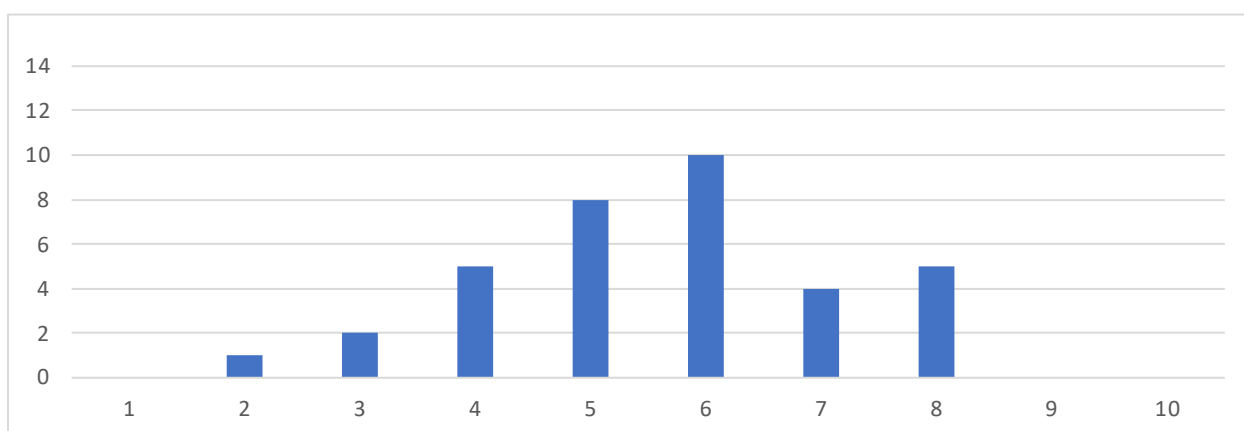
Now we want to get your evaluation of organizations associated with "The Sustainable" in Gainesville. Please assign a "grade" to each organization based on your perception of how effective they are at supporting the work of "The Sustainable" in Gainesville.
A = Excellent   B = Above Average C = Average D = Below Average F = Failing DK = Don't know

	A	B	C	D	F	Average
Heath Care Orgs	10	19	4	0	2	3.0
Parks and Recreation	6	21	7	1		2.9
Environmental Protection	3	15	14	1		2.6
Healthy Population	0	8	18	6	2	1.9
Nonprofits Related to Sustainable	3	22	9	1	0	2.8

Correlation Between Evaluation and Respondent Characteristics

Object of Evaluation	Female	Age	Race	Residency
Heath Care Orgs	(0.06)	0.23	0.04	(0.03)
Parks and Recreation	0.24	(0.19)	0.08	0.05
Environmental Protection	(0.26)	(0.05)	0.19	0.03
Healthy Population	**(0.44)**	0.14	0.18	(0.13)
Nonprofits Related to Sustainable	0.00	0.13	0.08	0.06

Negative numbers are in parentheses. Positive number means:
- Female respondents give a higher grade than male respondents
- Older respondents give a higher grade than younger respondents
- White, non-Hispanic respondents give a higher grade than minority respondents
- Those who have lived in Gainesville longer give a higher grade than those who are newer

Bold numbers mean the relationship is statistically significant at the 90% confidence interval.

Do you have any comments you would like to provide as it relates to the endowment of "The Sustainable" in Gainesville?

Individual responses are excluded to protect anonymity

FINAL QUESTIONS

We have just a few final questions to ask. Thank you for all the time you have given to this survey so far.

Where do you LIVE in the Gainesville area?

	Freq.	Percent	Cum.
Downtown	14	14.14	14.14
East side	8	8.08	22.22
West side	53	53.54	75.76
Alachua County	20	20.2	95.96
Another County	4	4.04	100
Total	99	100	

Where do you WORK in the Gainesville area?

	Freq.	Percent	Cum.
Downtown	30	30.3	30.3
East side	15	15.15	45.45
West side	32	32.32	77.78
Alachua County	8	8.08	85.86
Another County	2	2.02	87.88
Do Not Work	12	12.12	100
Total	99	100	

If you could focus on one priority, initiative, or project to move Gainesville towards a fully thriving community, what would that be? Please provide as many details as possible to help us understand your idea and perspective.

Individual responses are excluded to protect anonymity

Are there any obstacles to making Gainesville thriving that you wish could be removed?

Individual responses are excluded to protect anonymity

Please describe the type of industry you work in (e.g. education, social services, government, small business, etc.)?

	Freq.	Percent
Arts and Culture	13	11.71
Biotech	1	0.90
Business	19	17.12
Consulting	2	1.80
Education	29	26.13
Faith-based	6	5.41
Financial Services	3	2.70
Government	5	4.50
Health Care	6	5.41
History/Museum	3	2.70
Journalism	1	0.90
Lawyer	1	0.90
Marketing	1	0.90
Nonprofit	21	18.92
Grand Total	111	100.00

Please select the range that includes your age.

	Freq.	Percent	Cum.
20–29	2	2.02	2.02
30–39	7	7.07	9.09
40–49	20	20.2	29.29
50–59	29	29.29	58.59
60–69	20	20.2	78.79
70–79	19	19.19	97.98
80 and up	2	2.02	100
Total	99	100	

How many years have you lived in Gainesville and/or Alachua County?

	Freq.	Percent	Cum.
0–2 years	6	6.06	6.06
3–5 years	5	5.05	11.11
6–9 years	6	6.06	17.17
10–15 years	10	10.1	27.27
more than 15 years	72	72.73	100
Total	99	100	

What is your gender?

	Freq.	Percent	Cum.
Male	51	53.12	53.12
Female	45	46.88	100
Total	96	100	

*This was an open-ended question that allowed respondents to use their own language to describe their gender. Seven respondents did not answer the question and one identified outside the male/female binary. To protect their anonymity, we excluded the one respondent from analyses related to gender.

What racial group do you identify with the most?

	Freq.	Percent	Cum.
White	72	80.9	80.9
Black	10	11.24	92.13
Hispanic	4	4.49	96.63
Mixed	3	3.37	100
Total	89	100	

*This was an open-ended question that allowed respondents to use their own language to describe their race. Thirteen chose not to answer the question. Two provided responses that were in racial categories not included in the table. To protect their anonymity, we excluded these respondents from analyses related to race.

A SELECTION OF ANSWERS FROM THE FINAL TWO FREE RESPONSE QUESTIONS

If you could focus on one priority, initiative, or project to move Gainesville towards a fully thriving community, what would that be?

Zero to three education and 3rd grade reading levels.

Sweetwater Branch Greenway.

Affordable housing. Build collaboration among the stakeholders for impactful results. Private, public partnerships like voluntary inclusionary zoning.

AFFORDABLE HOUSING. We cannot truly thrive until people can consistently feel safe and secure in their own homes, without having to work three jobs to barely get by. This should be bolstered with additional wraparound support, including childcare and resources to make it easier to live. I fear many

conversations about "thriving" will only apply to those who can afford to thrive if we don't fix this. Thriving, growth, inspiration — all of these must be available to everyone.

Until we find a way to search for what we have in common instead of dwelling on how we differ, our community growth is like a drag car race...we're moving but not really going anywhere.

Continue leading with the collaboration of The Good, to help enable more of The Prosperous. Gainesville needs leadership and resources focused on opening more pathways for east Gainesville residents to share in the dreams and futures that UF helps shape.

I truly find it impossible to choose. I love your framework for a thriving city and I don't think it is a good idea to try and focus on only one aspect. I could pick 3 or 4 but not one. I think a city devoid of culture and the arts is lost, so anything we can do to foster creativity and "The Beautiful" is critical. But if we cannot offer economic hope and a solid education and affordable housing to a wider population in Gainesville, we will continue to struggle and possible not thrive.

Establishing a Collaboration Conference for the creatives/artists of Gainesville to come together and plan out a year's worth of arts programming that actively seeks to uplift and connect the several arts organizations in town trying to thrive on their own.

Through worthy not-for-profit organizations like The Cade Museum, continue to spotlight entrepreneurial innovation, the mission-critical importance of continued economic development and further expand community outreach programs to embrace and inspire an all-inclusive cross-section of the Gainesville area's young citizens. We are ALL, ultimately, a product of our frame of reference in our formative years!

Cross-city potlucks.

I'm not convinced Gainesville has the energy, money or desire to become a fully thriving community. I think we are fairly comfortable being mediocre. If I could throw a switch and make a change for the good, I would close the achievement gap in the local school systems, under the shadow of the State's flagship university it is just embarrassing that our schools have such lousy outcomes.
Improving access to quality education, employment opportunities, healthcare, and actual affordable housing for Gainesville residents who have lived here, and continue to live here, in systemic poverty for at least three generations.

Need collaborative effort to be made with all organizations and government to have a common goal for a sustainable community.

I have often thought that Gainesville needs a community organization - call it for argument's sake, A Better Gainesville - that would be led by civic minded residents who would take on in a methodical

and information-based manner some of the issues that tend to bedevil the community - affordable housing, equitable education and economic opportunity, appropriate economic development and the like. Gainesville has, and has always had in my experience, a leadership problem. When the community "mobilizes" it is usually to oppose something. Mobilizing to support something tends to get bogged down in suspicious and complaints about special interests, hidden agendas, and not-in-my-backyard resistance.

My priority is a thriving downtown as the heart of the entire city--thriving businesses, beautiful architecture, welcoming and safe parks, robust cultural institutions, excellent restaurants at a variety of price points, residences ranging from affordable to high-end luxury.

I think by better connecting our various socio-economic communities through shared spaces and activities we could build a broader sense of community and begin a dialogue among areas of town as to what will improve this wonderful and potentially amazing community into a model for cities throughout the US and beyond. I believe Gainesville is special, and despite its deficits, it can become a model as to how we build communities that serve all its citizens.

We need to reduce early childhood trauma and provide appropriate services when it does occur. This would save us money in the long-run in terms of school achievement, health outcomes, and reduction of costs in law enforcement services.

Real partnership between local government(s), business community, and the University of FL to think (really THINK) strategically about the future of greater Gainesville...resulting in concrete action items (short and long term) and a genuine commitment to accomplish the shared vision. Kind of like what Atlanta did in the 1960s with decisions about the airport and the future of Atlanta. Atlanta could very well be Birmingham, AL today if not for the vision a small group of people (who didn't see eye to eye on all issues) but were focused on the future (30+ years) and accomplishing a shared vision. It can and should be a messy process, but without it, Gainesville will continue to have a wider and wider gap of inequalities and lack of opportunity for some segments of the community.

Build a broadly based coalition that wants to invest in getting things done, and encouraging others to do so, not fighting with everybody else

Are there any obstacles to making Gainesville thriving that you wish could be removed?

Insularity. Mistrust. The lack of spaces and places for voices to sound off, and the inability to hear and listen.

The lack of communication of the vision that the various groups and institutions have for Gainesville between [each other] and the general public makes it difficult to move projects forward and create change.

The segregation of university artists and community artists.

In every sector there are many organizations/entities trying to do good work. Because they compete for scarce resources they rarely create synergies. Maybe shared grants (only available to groups) would help.

The often invisible lines that tend to divide us (county vs. city, urban vs. suburban vs. rural, east vs. west, etc.)

Eliminate single family zoning.

Coordination among various organizations and government entities can be improved — city and county government, UF, SFC, etc.

We need to support historical restoration and the renovation of existing homes and buildings, activities that have a smaller carbon footprint than new construction. In the process, we can focus on saving our mature trees and think about how to support lifeways that stop polluting our natural ecosystems and return them to full and teeming health. You can't have a thriving city, at least not for long, without strong, reciprocal relationships with diverse and flourishing ecosystems.

Appendix 2: A Selection of County-level Comparative Statistics and Maps

COMPARATIVE COMMUNITY STATISTICS

We compare Alachua County to Leon County because both have large universities (University of Florida and Florida State University) and have similarly sized cities. The comparison helps to control for the impact that undergraduate and graduate students have on statistics like income and housing. Where possible, we also compare to Florida and the United States. *Statistics are presented as percentages unless otherwise indicated.*

	Alachua County	Leon County	State of Florida	United States
AGE[i]				
Age under 5 years	5.31	5.19	5.40	6.09
Age 18-24	20.09	21.04	8.37	9.27
Age over 65	13.68	12.90	20.12	15.64
Age under 18 years	17.99	18.71	20.01	22.61
RACE[ii]				
American Indian/non-Hispanic	0.32	0.17	0.20	0.67
Asian non-Hispanic	6.06	3.49	2.68	5.45
Black non-Hispanic	19.83	30.57	15.32	12.31
Hispanic/Latinx	9.89	6.41	25.58	18.01
Hawaiian/Pacific Islander	0.06	0.02	0.05	0.17
Other race non-Hispanic	0.34	0.25	0.35	0.24
White non-Hispanic	61.05	56.52	53.90	60.70
RELIGION[iii]				
Not Religious	58	53	61	51
Religious	42	47	39	49
Black Protestant	2	8	2	2
Catholic	8	6	13	19
Evangelical Protestant	19	23	16	16
Mainline Protestant	7	7	5	7
Other	3	2	1	3
Judaism	0	0	1	1
Muslim	1	1	1	1

	Alachua County	Leon County	State of Florida	United States
EDUCATION LEVELS[iv]				
Less than high school graduate	7.39	6.48	11.81	12.00
High School diploma or GED	21.23	19.01	28.57	26.96
Some college or Associate's Degree	28.07	28.29	29.74	28.90
Bachelor's Degree	22.19	25.93	18.90	19.78
Master's Degree	12.09	12.66	7.61	8.82
Professional or Doctoral Degree	9.03	7.64	3.37	3.54
Total enrolled in kindergarten or nursery school	2.42	2.76	2.61	2.88
Total in undergraduate	16.98	17.07	5.51	5.78
Total in grad school	4.78	3.62	1.25	1.35
% Adults Completed High School	93	93	89	89
% Adults Some College	78	77	64	67
EDUCATION OUTCOMES				
High School 4 yr Graduation Rate[v]	88	92	87	86
3rd Grade Reading - Score 3 or above (2022)[vi]	50	54	53	
3rd Grade Reading (2021)	53	54	54	
3rd Grade Reading (2020)	57	61	58	
3rd Grade Reading (2019)	56	61	57	
3rd Grade Reading (2018)	56	62	58	
3rd Grade Reading (2017)	54	54	54	
3rd Grade Reading (2016)	54	53	53	
Average Grade-level Performance Reading[vii]	3.3	3.3	3.2	3.1
Asian		4	3.7	
Black	2.7	2.9	2.8	
Hispanic	3.3	3.2	3.1	
White	3.7	3.8	3.5	
Average Grade Performance Math[viii]	3.3	3.4	3.3	3
Asian	4.2	4.2	4	
Black	2.7	3	2.9	
Hispanic	3.3	3.2	3.2	
White	3.6	3.7	3.5	
Spending per-pupil[ix]	9707	9439	9650	
School funding[x]	-3123	-4577	-3236	

	Alachua County	Leon County	State of Florida	United States
EMPLOYMENT[xi]				
Total Population in Labor Force (Percent)	70.00	75.72	75.98	77.36
Total Population Unemployed (Percent)	3.59	5.50	4.20	4.07
Population employed in				
agriculture, forestry, fishing, and hunting	1.13	0.43	0.98	1.77
arts, entertainment, and recreation	11.78	11.38	12.25	9.66
Construction	3.84	3.79	7.60	6.59
educational services, health care, or social assistance	39.00	27.22	21.00	23.15
finance, insurance, and real estate	5.30	6.13	7.78	6.56
Information	1.78	1.32	1.78	2.01
Manufacturing	3.32	2.01	5.06	10.11
other services	5.12	4.94	5.25	4.86
professional, scientific and management, administration, or waste services	9.76	12.66	13.11	11.58
public administration	3.90	14.13	4.22	4.61
Retail	10.46	11.27	12.70	11.15
transportation, warehousing, and utilities	3.50	3.23	5.61	5.36
wholesale trade	1.12	1.49	2.64	2.59
Employment Diversity (Gini-Simpson Index)[xii]	0.80	0.87	0.89	0.89
INCOME[xiii]				
Household income < $10,000	12.22	9.21	6.48	6.05
Household income $10,000 - $24,999	15.98	14.13	14.29	13.21
Household income $25,000 - $49,999	22.05	23.80	24.20	21.21
Household income $50,000 - $74,999	16.42	17.21	18.32	17.22
Household income $75,000 - $99,999	10.91	12.18	12.37	12.73
Household income $100,000 - $149,999	11.95	12.56	13.11	15.14
Household income $150,000 - $199,999	5.01	5.24	5.26	6.77
Household income > $200,000	5.47	5.68	5.98	7.67
Median Household Income[xiv]	$51,995	$61,403	$61,724	$67,340
Asian	$53,793	$84,681	$73,412	$91,775
Black	$35,264	$34,399	$43,418	$43,674
Hispanic	$40,540	$55,161	$52,092	$54,632
White	$57,295	$65,774	$63,474	$70,843
Income Ratio (80th percentile/20th percentile) Greater number means greater inequality	6.0	5.3	4.6	4.9
Gender Pay Gap	$0.88	$0.83	$0.86	$0.81

	Alachua County	Leon County	State of Florida	United States
POVERTY				
Population below poverty line[xv]	21.35	20.51	14.02	13.42
Over 65	13.37	12.61	19.79	15.24
Under 18	17.76	18.41	19.69	22.25
% Children in Poverty[xvi]	15	22	17	16
Asian	8	2	12	11
Black	38	34	30	32
Hispanic	13	19	22	25
White	10	7	12	11
% Enrolled in Free or Reduced Lunch[xvii]	46	41	54	52
% Broadband Access[xviii]	86	89	85	85
HOUSING[xix]				
Homeownership Rate	57.22	54.06	65.02	65.85
Rental Rate	42.78	45.94	34.98	34.15
Renter Occupied Single-Family Housing Units	9.75	10.31	9.97	9.96
Share of Housing Stock that is single-family detached unit	60.84	58.94	66.33	70.10
Gross rent is >30% of income	53.01	54.50	52.49	46.00
Mortgage is >30% of income	14.57	16.72	18.78	17.34
Severe Housing Cost Burden (>50% income on housing)	19	19	17	14
Overcrowding[xx]	2	2	3	3
Inadequate Facilities[xxi]	1	1	1	1
Severe Housing Problems[xxii] (at least 1 of 4 problems: overcrowding, high housing costs, lack of kitchen, lack of plumbing)	20	20	19	17
FOOD ACCESS				
% Food Insecure[xxiii]	13	13	12	11
% Limited Access to Healthy Foods[xxiv]	7	9	8	6
Food Environment Index[xxv]	7.5	7.4	7	7.8
CHILDCARE				
% household income required for childcare expenses[xxvi]	35	26	27	25
Childcare Center Rate[xxvii]	6	7	6	6
% Children in Single-Parent Households[xxviii]	32	35	28	25

	Alachua County	Leon County	State of Florida	United States
CRIME				
All Crimes Reported (per 100,000 people) [xxix]				
2017	3477	4802	2989	
2018	3706	4456	2721	
2019	3371	3846	2551	
2020	3209	3060	2152	
Violent Crime Rate (per 100,000 people) [xxx]	561	739	484	386
Juvenile Arrest Rate (per 100,000 people) [xxxi]	39	33	24	19
COMMUNITY				
Segregation index [xxxii]	0.08	0.18	0.23	0.25
Segregation index (Black/White) [xxxiii]	40	46	56	63
Segregation Index (Nonwhite/white) [xxxiv]	29	39	42	46
Number of Membership Associations (per 100,000) [xxxv]	9.3	13.4	7	9.2
Disconnected Youth (teens not working or in school) [xxxvi]	6	5	7	7
Voter Turnout (percent of registered voters) [xxxvii]				
2020	75	76	77	
2018	64	66	62	
Registered Voters (percent of voting age population) [xxxviii]				
2020	87	92	85	
2018	84	91	81	
ENVIRONMENT				
Average Daily PM2.5 [xxxix]	6.2	7.3	7.8	7.5
Total Annual Greenhous Gas Emissions [xl]	7	2.5	5.6	
Percent of Built-up Area [xli]	5.6	7.8	8	
Percent of Forest Covered Area [xlii]	55	67	41	
Percent Permanent Water Covered Area [xliii]	3.8	0.8	4.1	
TRANSPORTATION [xliv]				
% Drive Alone to Work	74	79	78	75
% Long Commute (30 mins or more)	26	22	43	37
used car, truck, or van alone	75.14	80.96	79.35	76.82
carpooled in car	10.15	9.16	9.23	9.02
Worked at home	4.88	4.30	6.08	5.08
no available vehicle	3.27	3.29	2.75	4.27
used public transit	3.33	1.64	1.76	4.98
other--taxi, motorcycle, or bicycle	3.97	1.93	2.27	1.81

	Alachua County	Leon County	State of Florida	United States
Walked to work	2.54	2.01	1.31	2.29

HEALTH MORTALITY OUTCOMES[xlv]

	Alachua County	Leon County	State of Florida	United States
Years of Potential Life Lost Rate (lower # better)[xlvi]	7325	7238	7478	
Asian	2886		3229	
Black	11562	10236	10187	
Hispanic	4461	4057	4723	
White	6783	6225	8348	
Injury Death Rate (Rates are per 100,000 population)	69	58	87	76
Asian	15		30	26
Black	58	47	70	86
Hispanic	37	30	47	44
White	84	70	113	87
COVID-19 death rate	45	52	56	85
Age-adjusted Death Rate	360	349	351	359
Asian	131	106	158	168
Black	553	492	467	541
Hispanic	202	183	227	281
White	340	314	387	356
Child Mortality Rate (under age 18)	77	65	51	48
Black	107	97	87	88
White	65	42	41	41
Infant Mortality Rate (under 1 year)(per 1000 births)	9	8	6	6
Black	19	12	11	11
White	6	4	5	5
Drug Overdose Mortality Rate	12	11	27	23
Black	12	9	16	27
White	14	13	38	27
Motor Vehicle Mortality Rate	12	10	15	12
Black	14	10	16	14
White	12	11	16	12
% Driving Deaths with Alcohol Involvement[xlvii]	29	29	22	27
Homicide Rate	4	6	6	6
Black	10	14	20	23
White	2	2	3	3
Suicide Rate (Age-Adjusted)	13	12	14	14
Black	5		6	7
White	17		20	17
Firearm Fatalities Rate	10	12	13	12

	Alachua County	Leon County	State of Florida	United States
Black	12	12	21	25
White	11	13	15	12

HEALTH CARE ACCESS

	Alachua County	Leon County	State of Florida	United States
% Uninsured	12	12	16	11
Adults	14	14	19	13
Children	7	6	8	6
Primary Care Physicians Ratio	627:1	1156:1	1372:1	1307:1
Dentist Ratio	534:1	1983:1	1631:1	1399:1
Mental Health Provider Ratio	149:1	407:1	546:1	355:1
Other Primary Care Provider Ratio	317:1	608:1	745:1	869:1

HEALTH OUTCOMES

	Alachua County	Leon County	State of Florida	United States
% Frequent Physical Distress[xlviii]	14	13	12	12
% Frequent Mental Distress[xlix]	15	16	14	14
% Adults with Diabetes[l]	11	11	9	9
% Fair or Poor Health[li]	19	18	18	17
Average Number of Physically Unhealthy Days[lii]	4.4	4.4	4	3.9
Average Number of Mentally Unhealthy Days[liii]	4.9	5	4.5	4.5
% Low birthweight[liv]	10	10	9	8
Asian	8	7	9	8
Black	17	14	14	14
Hispanic	7	6	7	7
White	7	6	7	7
HIV Prevalence Rate[lv]	432	512	615	378
Chlamydia Rate[lvi]	993.1	1151	515.9	551
Teen Birth Rate[lvii]	11	11	18	19
Black	29	19	27	28
Hispanic	7	10	20	30
White	6	5	14	14
Preventable Hospitalization Rate[lviii]	4233	4273	4203	
Asian	2316	645	2632	
Black	7254	7319	6897	
Hispanic	3553	2625	5611	
White	3737	3493	3780	

	Alachua County	Leon County	State of Florida	United States
HEALTH BEHAVIORS[lix]				
% Smokers	16	17	15	16
% Adults with Obesity	32	31	26	32
% Physically Inactive	25	25	26	26
% With Access to Exercise Opportunities[lx]	87	83	87	80
% Excessive Drinking	18	19	20	20
% Insufficient Sleep	36	38	37	35
HEALTH PREVENTION[lxi]				
% With Annual Mammogram	48	41	44	43
Asian	44	35	36	34
Black	50	39	38	40
Hispanic	45	26	33	32
White	48	43	46	45
% Vaccinated	49	42	45	48
Asian	57	43	41	49
Black	36	26	28	35
Hispanic	40	31	28	35
White	51	46	48	50

Average Gainesville residential electricity cost compared to state averages
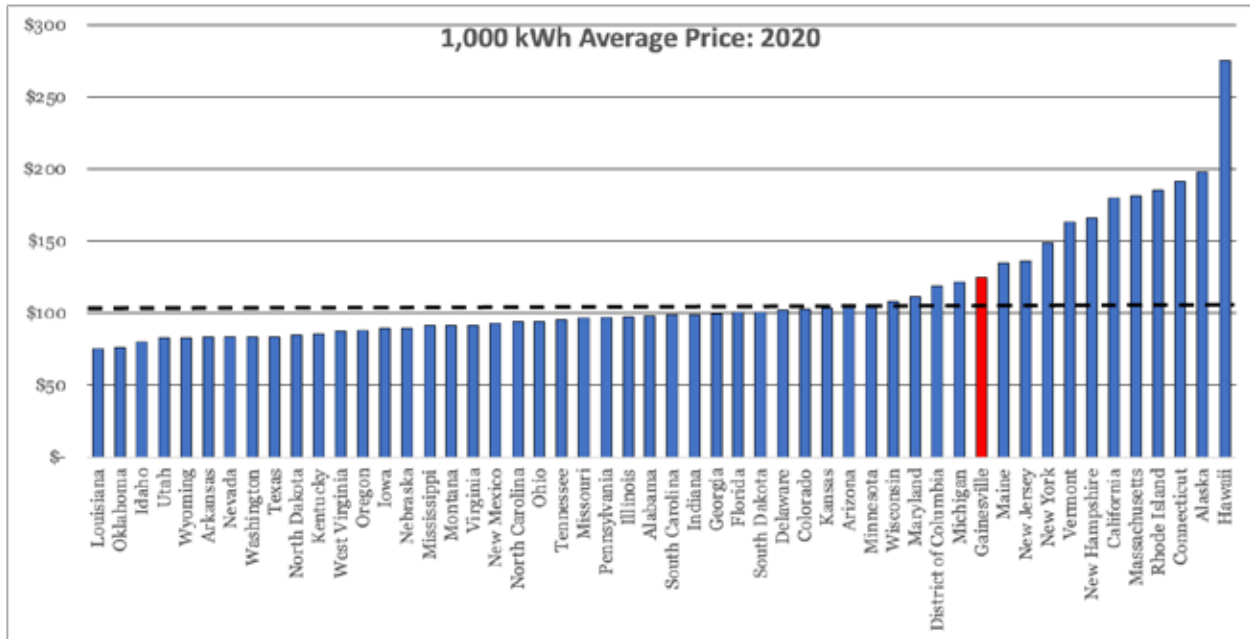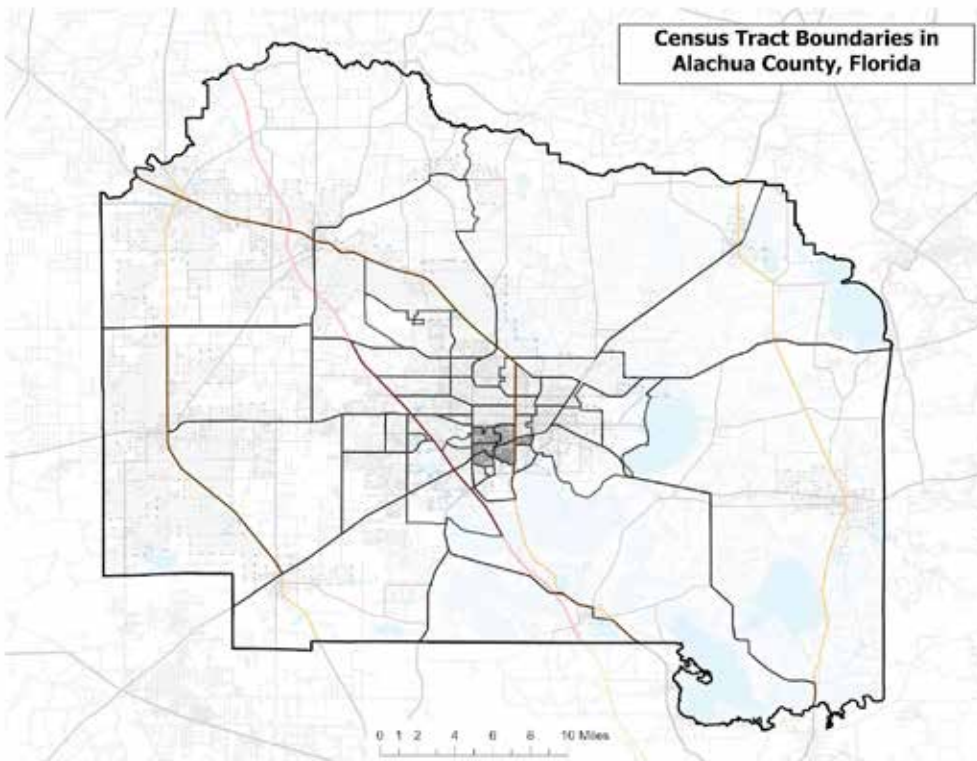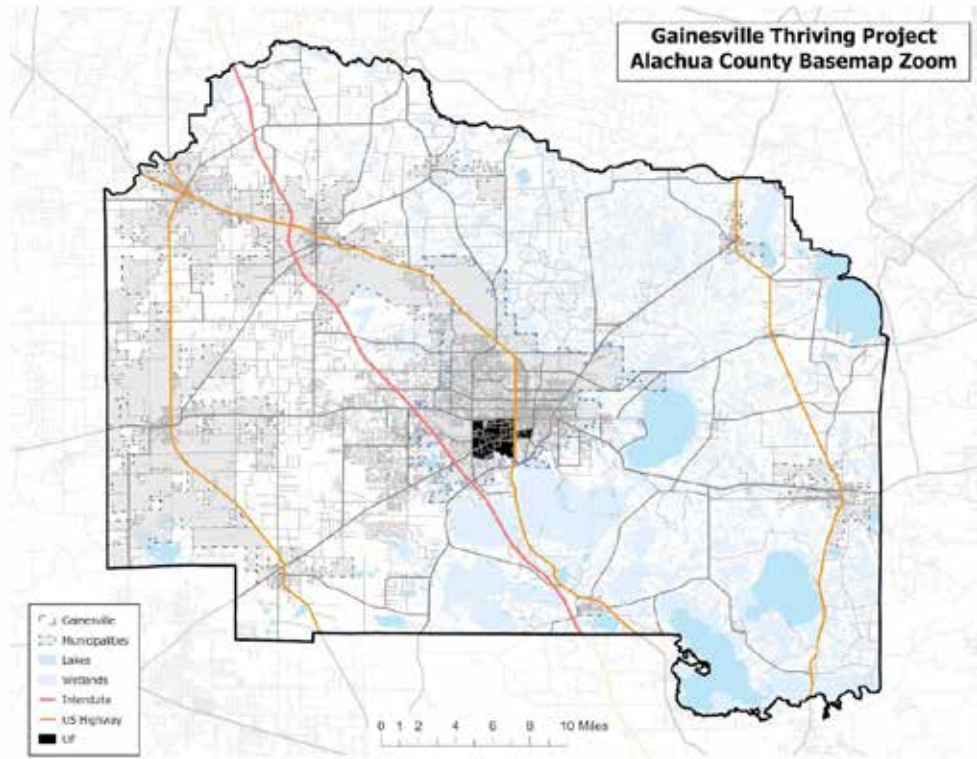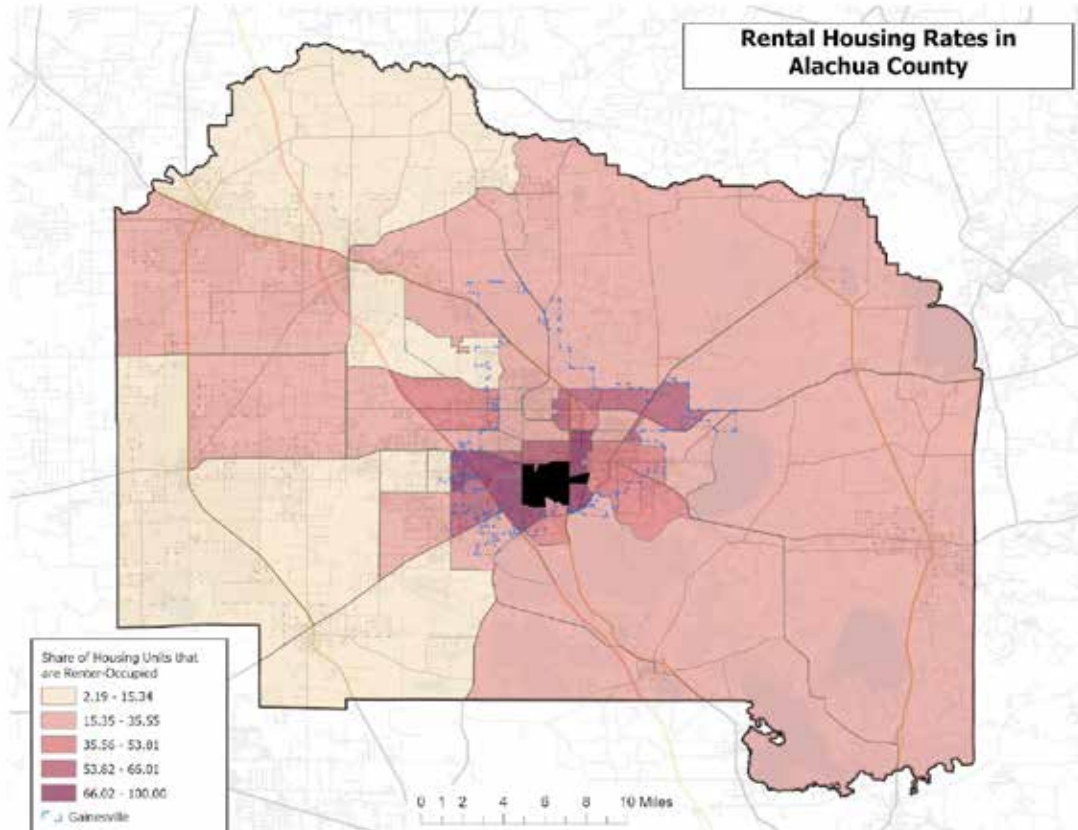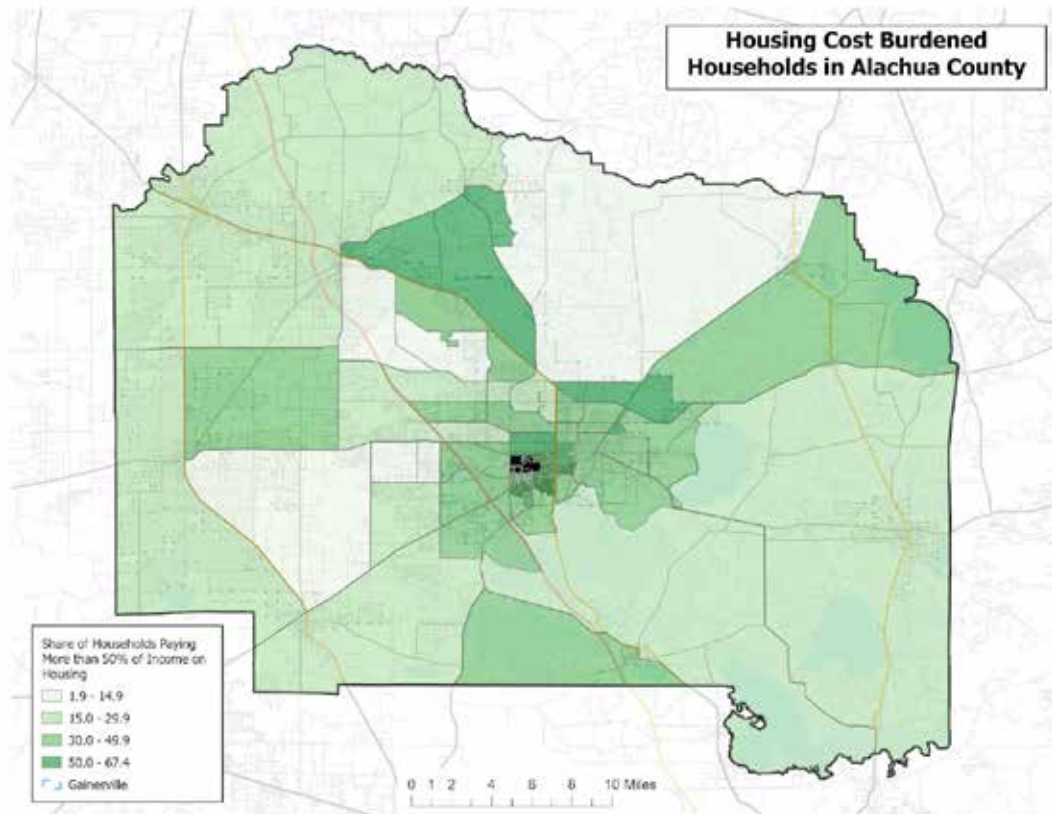

Source: U.S. Energy Information Administration (state data) and Florida Public Service Commission (Gainesville)

https://www.eia.gov/electricity/state/

https://www.flpublicpower.com/electric-bill-comparisons

Maps of Selected Census Variables

Gainesville Thriving Project
Alachua County Basemap Zoom

Census Tract Boundaries in
Alachua County, Florida

Housing Cost Burdened
Households in Alachua County

Share of Households Paying
More than 50% of Income on
Housing
- 1.9 - 14.9
- 15.0 - 29.9
- 30.0 - 49.9
- 50.0 - 67.4
- Gainesville

0 1 2   4   6   8   10 Miles

Rental Housing Rates in
Alachua County

Share of Housing Units that
are Renter-Occupied
- 2.19 - 15.34
- 15.35 - 35.55
- 35.56 - 53.01
- 53.02 - 66.01
- 66.02 - 100.00
- Gainesville

0 1 2   4   6   8   10 Miles

Concentration of Affluent Households by census tract

Share of Households that earned greater than 200k last year:
- 0.0 - 3.0
- 3.1 - 10
- 11 - 14
- 15 - 22
- Gainesville

0 1 2 4 8 8 10 Miles

Poverty Rates in Alachua County Census Tracts

Poverty Rate:
- 1.4 - 9.9
- 10.0 - 19.9
- 20.0 - 39.9
- 40.0 - 65.2
- Gainesville

0 1 2 4 6 8 10 Miles

Over Age 65 Poverty Rates in
Alachua County Census Tracts

Share of Over Age 65
Population in Poverty
0.0 - 5.7
5.8 - 12.3
12.4 - 19.0
19.1 - 28.1
28.3 - 37.8
Gainesville

0 1 2   4   6   8   10 Miles

Child Poverty in
Alachua County Census Tracts

Poverty for Under Age 18 Population
0.0 - 8.0   0 - 302
8.1 - 15.0   303 - 691
15.1 - 25.0   692 - 1359
25.1 - 31.0   1360 - 2005
31.1 - 36.6   2006 - 2801
Color = Percent   Size = Count

0 1 2   4   6   8   10 Miles
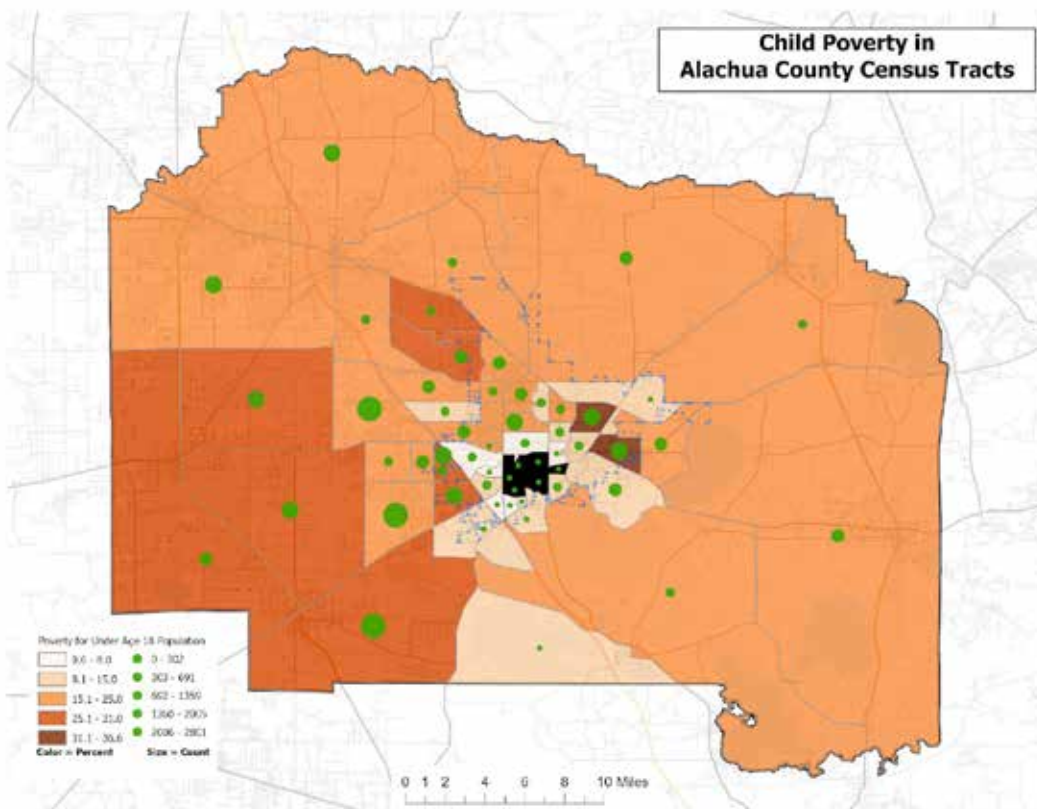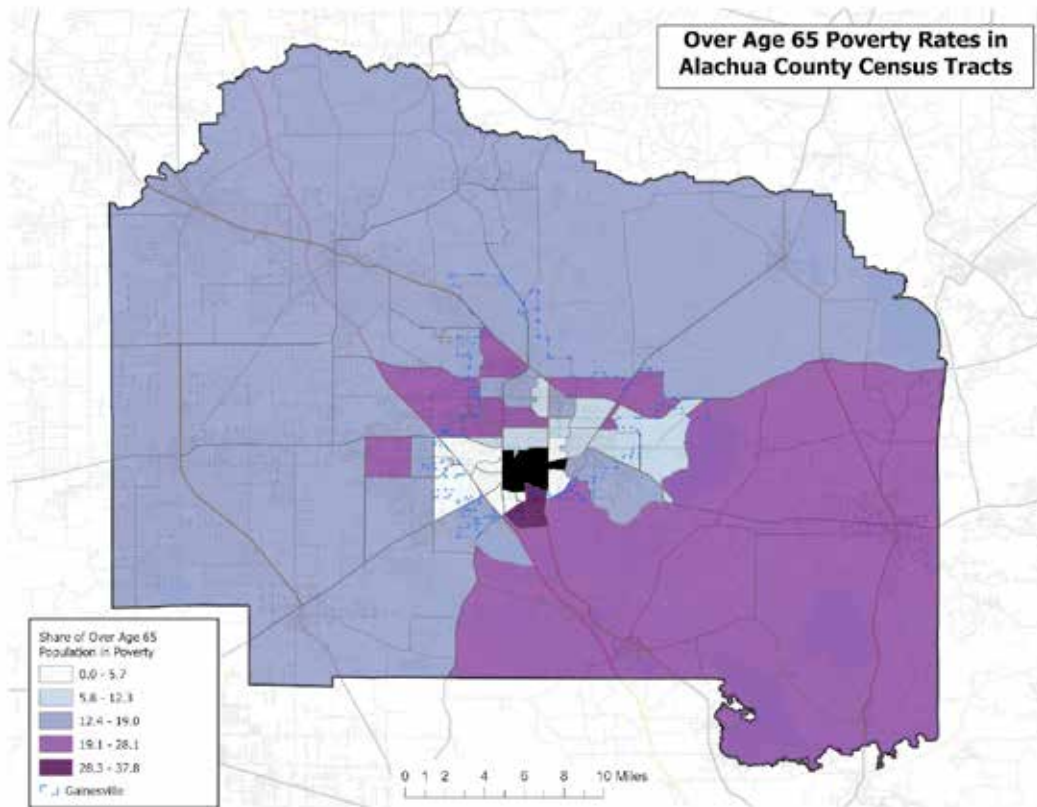
Appendix 3: Gainesville/Alachua County Selected Recent Community Studies, Strategic Plans, and Related Resources

Alachua County Comprehensive Plan. Available at: **https://growth-management.alachuacounty.us/Planning/Elements**

Alachua County Interactive Housing Map. Available at: **https://growth-management.alachuacounty.us/housingresources**

Alachua County Library District Long Range Plan FY 2021-2025. Available at: **https://www.aclib.us/sites/default/files/media/documents/LongRangePlanBrochure2021-2025printable.pdf**

Alachua County Public Schools "Closing the Achievement Gap" (2017). Available at: **https://www.sbac.edu/cms/lib/FL02219191/Centricity/Domain/49/Closing_the_Achievement_Gap.pdf**

Alachua County Public Schools District Educational Equity Plan 2019-2020. Available at: **https://www.sbac.edu/site/handlers/filedownload.ashx?moduleinstanceid=23403&dataid=55108&FileName=Equity%20Plan%20Update%2011-19-19.pdf**

Alachua County Public Schools Strategic Plan Update March, 2019. Available at: **https://www.sbac.edu/site/handlers/filedownload.ashx?moduleinstanceid=23403&dataid=52101&FileName=Strategic%20Plan%20Update--March%202019.pdf**

City of Gainesville Affordable Housing Advisory Committee 2021 Incentives and Recommendations Report. Available at: **https://www.wuft.org/news/files/2021/11/210560A_IRR-2021-Adopted_20211104.pdf**

City of Gainesville City Maps. Available at: **https://www.gainesvillefl.gov/Government-Pages/Government/Maps**

City of Gainesville Comprehensive Plan (2012–2017). Available at: **https://www.gainesvillefl.gov/Government-Pages/Government/Departments/Sustainable-Development/Comprehensive-Planning**

City of Gainesville Comprehensive Plan 2030 Imagine GNV (2022 draft). Available at: **https://imaginegnv.konveio.com/comprehensive-plan-drafts**

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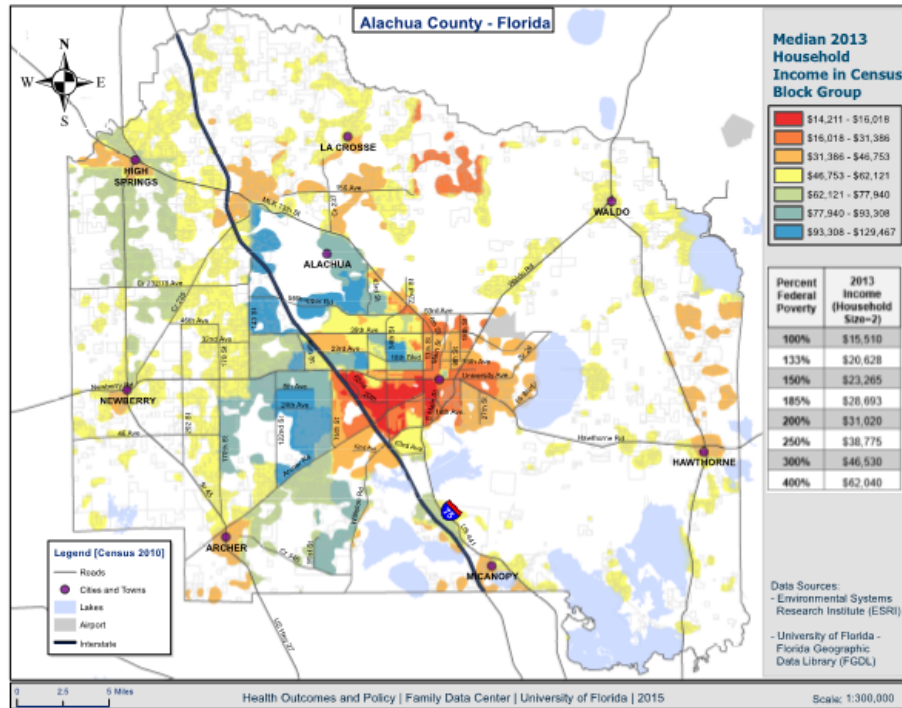
Notes on "A Selection of County Level Comparative Statistics and Maps"

i   Data from American Community Survey

ii   Data from American Community Survey

iii   Data from Association of Religion Data Archives

iv   Data from American Community Survey

v   Data from EDFacts - Percentage of ninth-grade cohort that graduates in four years.

vi   Data from Florida Scorecard

vii   Data from Stanford Education Data Archive - Average grade level performance for 3rd graders on English Language Arts standardized tests

viii   Data from Stanford Education Data Archive - Average grade level performance for 3rd graders on math standardized tests

ix   Data from School Finance Indicators Database

x   Data from School Finance Indicators Database - The average gap in dollars between actual and required spending per pupil among public school districts. Required spending is an estimate of dollars needed to achieve U.S. average test scores in each district.

xi   Data from American Community Survey

xii   Calculated by authors – Gini-Simpson Index ranges from 0 to 1. The higher the number the more diverse.

xiii   Data from American Community Survey (except where noted)

xiv   Data from Small Area Income and Poverty Estimates (SAIPE) program

xv   Data from American Community Survey

xvi   Data from Small Area Income and Poverty Estimates (SAIPE) program

xvii   Data from National Center for Education Statistics

xviii   Data from American Community Survey

xix   Data from American Community Survey except where noted

xx   Comprehensive Housing Affordability Strategy (CHAS) data

xxi   Comprehensive Housing Affordability Strategy (CHAS) data

xxii   Comprehensive Housing Affordability Strategy (CHAS) data

xxiii   Map the Meal Gap

xxiv   USDA Food Environment Atlas

xxv   USDA Food Environment Atlas

xxvi   The Living Wage Calculator, Small Area Income and Poverty Estimates

xxvii   Homeland Infrastructure Foundation-Level Data (HIFLD)

xxviii American Community Survey

xxix   Uniform Crime Reporting - FBI

xxx   Uniform Crime Reporting - FBI

xxxi   Easy Access to State and County Juvenile Court Case Counts

xxxii   National Center for Education Statistics - The extent to which students within different race and ethnicity groups are unevenly distributed across schools when compared with the racial and ethnic composition of the local population. The index ranges from 0 to 1 with lower values representing a school composition that approximates race and ethnicity distributions in the student populations within the county, and higher values representing more segregation.

xxxiii American Community Survey - Index of dissimilarity where higher values indicate greater residential segregation between Black and white county residents. The number represents the percentage of a group that would have to move to create an even distribution.

xxxiv   American Community Survey - Index of dissimilarity where higher values indicate greater residential segregation between non-white and white county residents. The number represents the percentage of a group that would have to move to create an even distribution.

xxxv   County Business Patterns

xxxvi   American Community Survey

xxxvii Florida Scorecard

xxxviii Florida Division of Elections

xxxix   Environmental Public Health Tracking Network - Average daily density of fine particulate matter in micrograms per cubic meter (PM2.5).

xl   Environmental Protection Agency - Millions of Metric Tons of CO_2 per capita

xli   land.copericus.eu

xlii   land.copericus.eu

xliii   land.copericus.eu

xliv   American Community Survey

xlv   National Center for Health Statistics - Mortality Files

xlvi   Years of potential life lost before age 75 per 100,000 population (age-adjusted).

xlvii   Fatality Analysis Reporting System

xlviii   Behavioral Risk Factor Surveillance System

xlix   Behavioral Risk Factor Surveillance System

l   Behavioral Risk Factor Surveillance System

li   Behavioral Risk Factor Surveillance System

lii   Behavioral Risk Factor Surveillance System

liii   Behavioral Risk Factor Surveillance System

liv   National Center for Health Statistics - Natality files

lv   National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention

lvi   National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention

lvii   National Center for Health Statistics - Natality files

lviii   Mapping Medicare Disparities Tool - Rate of hospital stays for ambulatory-care sensitive conditions per 100,000 Medicare enrollees.

lix   Behavioral Risk Factor Surveillance System

lx   Business Analyst, ESRI, YMCA & US Census Tigerline Files

lxi   Mapping Medicare Disparities Tool

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