



A “SUSTAINABLE” OCALA

ECONOMIC
DEVELOPMENT

THE BEST WAY TO PREDICT THE FUTURE IS TO CREATE IT*

OUR COMMUNITY VISION

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Introduction

The Purpose of this Plan

This plan is meant as a vision statement and call to action, it acknowledges our strengths and weaknesses, it outlines sustainable strategies for growing our economy, and it identifies target industries and strategic investment locations that can result in a positive return on investment to our community.

This plan establishes the role of the Office of Long Term Planning and Sustainability and includes specific action items, timelines, and division of responsibility. This plan reminds us that we must work together if we are to succeed.

Our Community Vision

A Sustainable Ocala

A Plan for future development must be based on a vision for the future of the community. Such vision rarely offers a great level of detail, but provides an essential framework and a set of benchmarks, or objectives that help to articulate where a community is headed. This section of Ocala’s Economic Development Plan outlines that broad vision for the future of the City.

The Vision – A sustainable city is one that meets its current needs without reducing its capacity to meet its needs in the future. A City is sustainable environmentally only if it consumes its natural resources at the same rate as it replenishes them. It is sustainable economically only if it derives the maximum benefits possible from local wealth and resources and invests that wealth back into the community. It has sustainable government only if its citizens have equitable, just, and full access to decision-making. It is sustainable socially only if it meets the basic needs of health, safety and welfare.

Sustainable Development

“Decisions and choices made today should not limit the choices and opportunities of future generations.”¹

In order to support such hallmarks of sustainability as efficient, economical alternative transportation systems and a thriving business sector that offers skilled, medium and high-wage jobs, Ocala must grow. The need to concentrate growth in the region’s urban core raises conflicts that are inherent to any effort to attain sustainability. How do we provide adequate housing for a growing population and still preserve open space? How do we encourage new businesses to locate in Ocala/Marion County, spurring high quality job growth, yet minimize the impacts of traffic in the City? How do we maintain a high level of municipal services while keeping them affordable?

The first and most important step in achieving sustainability is to understand what it means to us, to be willing to envision how things can be, and to understand that it is both attainable and necessary. The next step is to develop an action plan, a flexible roadmap that if followed will achieve the vision. The final step is to have the courage to work together, side-by-side to take the first step.

¹ Sustainable Development: The Very Idea. <http://www.mnplan.state.mn.us/press/veryidea.htm>

If we succeed, Ocala in the future will remain at the core of a regional population, it will serve as an economic and cultural center with concentrations of mixed-use development surrounded by residential neighborhoods and open space; a diverse housing stock that serves all income levels and family situations; high quality arts and recreational opportunities.

If we succeed, significant public and private investment will have improved the quality of our environment and public acquisition and creative site planning will have permanently protected significant natural areas and important natural and recreational systems for the benefit and enjoyment of current and future generations.

If we succeed, Ocala's built environment will reflect a legacy of moderately scaled buildings, high quality urban design, and a rich architectural heritage. Unique design characteristics of each neighborhood will have been retained, while new construction and public investment respects the city's historic character while effectively meeting the demand for continued growth.

If we succeed, Ocala will be served by a regional transportation system that offers a range of mode choices that are safe, affordable, efficient, and convenient for residents, employees, and visitors. Rail, transit, cycling, and walking are increasingly more competitive with the automobile as the dominate mode of choice. Ocala's residential streets will have been reclaimed as attractive public spaces including trails and paths providing access between neighborhoods and areas of protected open space.

If we succeed, Ocala is Marion County's core educational, health care, commercial, cultural, and governmental center. A diverse mixture of businesses sustains the city's economic base including vibrant neighborhood centers served by neighborhood-oriented local businesses. The downtown will abound with cultural and recreational opportunities while serving as a retail and financial center for the region: the equine industry will have reinforced its presence as a fundamental economic sector in this community and primary mechanism of land conservation and open space. Emerging technology based manufacturing firms will expand in Ocala offering well-paying and high quality jobs. Large distribution, warehouse, commercial-retail and office facilities will be constructed at the Airport commerce park.

If we succeed, Ocala's economy has become more self-reliant and diversified through significant increases in local ownership and control of businesses and reinvestment of local resources. Ocala residents, who were not fully participating in the city and regional economy, now have access to meaningful jobs paying a livable wage, job training, and job retention services.

If we succeed, Ocala will place a priority on maintaining and upgrading existing facilities and infrastructure over new construction. City services and facilities will be managed in order to maximize efficiency, conserve resources, and support increased levels of development without degrading the natural environment or unnecessarily burdening the taxpayers.

If we succeed, Ocala is a leader in the development and implementation of energy efficiency measures that reduce energy costs, enhance environmental quality, improve security and sustainability, and enhance economic vitality.

If we succeed, Ocala is a part of the region that has been successful in balancing employment growth with that of housing and finding equitable solutions to sharing the responsibility of

providing affordable housing. In Ocala, people have access to safe, decent, and affordable housing. Ocala's housing needs are being met through rehabilitation and conservation of existing stock, and creative infill.

If we succeed, Ocala's educational institutions, in partnership with families and the community, educate and inspire students to influence and shape the future. The City's educational system prepares our youth to be contributing members of our society providing them with the skills necessary to be successful in the workforce and instilling in them a lifelong commitment to learning.

If we succeed, Ocala's residents participate meaningfully in decisions that affect them. The community has been empowered to be active participants in local decision making. Neighborhood and citywide groups, as well as individuals and adjacent communities, have a clear voice in a city policy-making process that is open and accessible.

If we succeed, Ocala will work in partnership with other community partners, both public and private, to share resources for the overall public good.

If we succeed, Ocala will recognize that we cannot bemoan sprawl, traffic congestion, a stagnant population, or the erosion of families unless we're prepared to grow as a City. We will be willing to financially invest in the community with a realization of a financial return over time to the community.

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Policy and Management

The Ultimate Test...

The ultimate test of management is performance. The City of Ocala has to regain a modicum of performance capacity. Management creates economic and social development. Economic and social development is the result of management. This means that management is the prime mover and that development is the consequence. Development in other words, is a matter of human energies rather than of economic wealth and the generation and direction of human energies is the task of management.²

The City of Ocala will...

- Streamline the permitting and land development review process while ensuring that the community's interests and safety are protected.
 - Adopt ordinances that will promote long term sustainable development.
 - Take specific actions to strengthen a diversified economy and work actively to retain existing businesses and jobs.
- “A City that focuses only on the short term will have a higher risk of financial hardship...”
-
- Promote and support locally owned and controlled small businesses including home occupations appropriate to the character of the neighborhood.
 - Partner with the private, not-for-profit, and other governmental sectors to support existing businesses, attract future development, and conduct joint marketing.
 - Invest in necessary public infrastructure to include transportation, both vehicular and rail, and utility infrastructure to strengthen commercial and industrial centers.
 - Work with neighboring communities, regional agencies, and state and county government to promote land use and development policies that support Ocala's role as a regional growth center.

² Peter F. Drucker with Joseph A. Mactariello – The Daily Drucker, 2004

- Aggressively pursue redevelopment of Downtown to strengthen its role as the center of our community, to create additional housing opportunities, and to create a more vibrant “pedestrian-oriented” shopping and entertainment destination.
- Aggressively pursue the development of site ready large scale development centers in support of industrial, technological, and distribution sites.
- Focus technical assistance, marketing and recruitment for economic development towards target industries.
- Support the Ocala/Marion County Chamber of Commerce “Buy Local” campaign and the Ocala/Marion County Economic Development Corporation (EDC) “Raising the Bar” campaign.

*“To Satisfy the Customer is the Mission and Purpose of Every Business
Including Government”*

The Changing Economy

Ocala's Economic Mix

The City of Ocala is a major economic growth center in Marion County and the State of Florida. As a vital part of the regional growth of Central Florida, Ocala provides jobs and services for residents of the city, county and beyond. Not only does the City host a variety of businesses within its own boundaries, it also contributes directly to economic development activity and opportunities throughout the surrounding region. The City's overall quality of life, reputation as a forward-thinking community, host of urban amenities, and proximity to a wide range of recreational choices, coupled with affordable land, and unique geographic location and transportation network combine to make Ocala and surrounding portions of Marion County, a very attractive location for new, expanding, and relocating businesses.

By encouraging and accommodating growth in Ocala, surrounding communities and their rural working landscapes can be protected from unwanted sprawl development. The growth center concept, with Ocala at its core, must be supported both regionally and locally if this advantage is to be sustained into the future. Ocala's ability to provide critical infrastructure and utility service is the foundation of our sustainability.

Ocala's vitality has traditionally come from its strong retail base, manufacturing/distribution and construction industry. The current state of the local and world economy has caused Ocala to re-think our economic mix and calls for a greater diversity of jobs. Diversity will allow the City to better weather temporary weaknesses in different sectors of the economy. This is a balance the City must strive to develop, maintain, and support in the coming years. The City must also emphasize efforts to retain existing employers by redeveloping investment strategies, providing for return on public investment, providing room for expansion, investing in city infrastructure, developing better customer service appeal, and developing transportation alternatives for workers and the movement of goods.

A strong retail sector keeps the city economy active and strong by attracting residents, visitors and businesses to the City. However, Ocala's position as a retail center will erode over time as retail pockets develop outside of the urban core. Retail jobs, on average, do not pay well and don't offer equivalent benefits of jobs in other sectors. However, these jobs are critical to those seeking secondary, flexible, and/or part-time employment. Manufacturing has traditionally been vital to Ocala because it creates well paying jobs, draws large capital investment to the area, often results in increased utility usage, and strengthens other sectors of the economy.

The Current Economy

According to the Employ Florida Marketplace (www.employflorida.com), the 2009 population of the greater Ocala labor market (Metropolitan Statistical Area) was estimated at 330,440 representing a 35.9 percent increase from 1998. The total civilian labor force for February 2010 was 134,660 of which 113,893 were employed and 20,767 were unemployed (15.4 percent unemployment rate). This compares to one year ago, when Ocala's unemployment rate was 11.9 percent. The average weekly wage in 2009 was \$536 which is the equivalent of \$13.39 per hour, or \$27,851 annually assuming a 40-hour work week. The largest major industry sectors included Trade/ Transportation/ Utilities, Retail Trade, Education, Health Services and Government. Between 2009 and 2010, the Ocala MSA's largest drops in employment were seen in the construction, financial activities, information and manufacturing sectors, or -16.7,-19.6,-11.1, and -8.8 percent, respectively.

Florida's economy has been in recession for two years. In 2008, the state lost more than a quarter of a million jobs. The Ocala MSA lost more than 5,000 jobs during the same period. The state population increased by 130,000 new residents. Locally, the population increased by just over 1,000 residents.

Not unlike the state as a whole, the combined effects of the housing crisis, tight credit, reduced business investment, lower consumer demand, and falling government tax receipts and a slightly appreciating U.S. dollar are taking their toll on Ocala. Given one of the lowest state growth rates in many years (.3 %), people are having trouble selling their homes and fewer people are building new homes. Construction, manufacturing, real estate and home improvement-type stores, already reeling from the housing crisis, are experiencing greater loss of business revenue.

Florida is second in the nation in total number of foreclosures. The arrival of these distressed properties on the market has been putting further downward pressure on home values locally and throughout the state. A turnaround in Florida's housing market will depend on Florida's labor market. With the exception of employment in healthcare and education, practically all Florida industries posted job losses in 2008. HIS Global Insight forecasts a slow rebound in the labor market beginning in 2010 and a sustained employment growth of over 2% per year by 2011. HIS Global Insight's estimates conclude that Florida's total employment levels should return to pre-recessionary levels by the end of 2012.

Florida's gross domestic product contracted -3.2% between 2008-2009 following a contraction of -1.6% between 2007-2008. HIS Global Insight estimates a 2.7% GDP growth in 2010, and a 2.9% growth in 2011. As with the United States as a whole, this forecast depends on a lot of things going right for Florida and risks remain on the downside. The value of the dollar, continuing level of foreign trade and investment, and the condition of the commercial real estate market are variables to Florida's economic recovery.

Nationally, the National Association of Realtors (NAR) reports about \$ 1.4 trillion in commercial debt will come due over the next three years. CBRE Econometric Advisors project further increases in vacancy rates in the office, industrial and retail markets in 2010, and rents are expected to decline. The total net absorption rate for these markets is estimated to be negative 124.2 million square feet by year end. Alternatively, the multi family market is expecting a decline

in vacancy rates. Net absorption is expected to be 115,000 units in 59 tracked metro areas this year.

There are, however, some positive signs on Florida's economic horizon. Goods worth more than \$130 billion flowed through its airports and seaports last year. Florida's combined exports of locally produced (i.e., state-origin) goods and services reached an estimated \$85 billion in 2008. Other positive developments in 2008 and 2009 included lower energy prices.

Economic Opportunity

Through state and regional contacts, as well as formal research, the local economic development community has identified three key advantages of the greater Ocala area. Creative branding will be developed to communicate the region's assets. This region is the gateway to the Southeast Megaregions for distribution. The track record of Ocala and Marion County for logistics and distribution will be critical in the emerging sectors for global trade. Ocala/Marion County is the location in the Orthocenter of the UF, UCF, USF University triangle. To further diversify Marion County's economic base, the local economic development community will target companies that look for locations with close proximity to universities for talent recruitment and innovative research for product development. Ocala and its region is distinguished from other areas by an abundance of natural resources, a unified business community and a set of governments that work together towards the creation of commerce and a high quality of life.

According to Enterprise Florida, Florida is the 4th most populous state in the nation and the most populous state in the southeast with 18,537,969 residents in 2009. Its 2008 Gross Domestic Product of \$744.1 billion ranked the 4th largest in the nation and the largest in the Southeast. Florida ranks 3rd among all U.S. states in the value of its high-tech exports, exporting over \$13.4 billion worth of high-tech products accounting for nearly a third of its total exports of state-origin goods.

There were 22,655 high-tech firms in Florida, the 3rd highest number nationwide with 280,346 high-tech workers. These workers earned an average of \$66,895 in 2007, or about 72% higher than the statewide average private sector wage. In terms of employment, in 2007, Florida ranked 3rd in the nation in telecommunications services (84,865 jobs), engineering services (59,175 jobs), defense electronics manufacturing (9,379 jobs), and communications equipment manufacturing (8,914 jobs). Florida is ranked 5th in the nation in computer systems design (60,792 jobs), and communications equipment manufacturing (1,621 jobs).

Florida's large international trade sector is one of the key drivers of the state's economy, supporting over a million jobs all over the state. With nearly 43,000 companies engaging in exporting, Florida ranks second only to California among the U.S. states in the number of exporters. Florida is also a major point of entry for goods imported into the United States.

Florida is the 5th largest exporter among all U.S. states, accounting for about 4.4 % of total U.S. exports of goods. In 2009, total international merchandise trade reached nearly \$103 billion. The total value of Florida-origin exports totaled \$46.9 billion in the same year. In 2009, Florida

exported an estimated \$28.0 billion worth of high-value-added professional services in the accounting, consulting, educational, engineering, legal, and medical and telecommunications area.

Total holdings of majority foreign-owned companies in Florida reached \$33.6 billion in 2007 sustaining an estimated 245,800 jobs. Florida ranked 9th in the nation and 1st in the Southeast in total foreign direct investment stock. The majority of Florida's main trading partners are in the Americas. Florida's top trading partner is Brazil, and one of Florida's largest export markets is Canada.

Venture capital investment in Florida firms continued a gradual recovery in the last quarter of 2008. The venture capital investment reached \$54.3 million—a level 41.3 percent higher than in the third quarter. Florida's telecommunication industry attracted the most venture capital investment in 2008 followed by medical technology firms.

In their analysis of global markets, Enterprise Florida concludes that international commerce is likely to be among the leading sectors pulling Florida out of the recession. Germany, Spain and the United Kingdom, although all affected by the global downturn continue to be among the world's leading foreign investors and are three of Florida's top sources of foreign direct investment.

The importance of the Asia-Pacific region to Florida's economy is expected to increase in future years, particularly into non-traditional markets including China and India in sectors such as IT, biochemistry and pharmaceuticals, aerospace/defense and tourism/hospitality. China and India's rising number of multinational firms appear eager to tap growth opportunities throughout America. Since jobs related to international commerce tend to require higher skills and pay higher wages, a rapid expansion in Florida's international commerce will contribute towards the state's economic growth in years to come.

“Success Always Creates New Realities”³

³ Peter F. Drucker – The Daily Drucker.

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Sustainable Strategies

To remain vital, Ocala will continue to provide an environment conducive to business, good jobs, and the necessary support – including good housing, childcare, access to services, educational opportunities, and a healthful environment. It will continue to invest in infrastructure. It will support its existing job base and its mix of industry, government, education, health care and tourism while encouraging the creation of new jobs that benefit the worker, the consumer, and the environment.

Creating New Jobs

Although Ocala has experienced an economic boom over the last ten or so years, the current environment and economic downturn has had a definite impact. It would seem that Ocala, to some extent, played the role of the Grasshopper in Aesop's fable,⁴ enjoying a time of plenty while not preparing for the day when the economy built on retail and new home construction would be severely tested.

Ocala has been most effective as an incubator for new, locally owned businesses – a factor that has been important to area job creation. Locally owned and controlled businesses not only create new jobs; they keep local dollars in the City to re-invest in improvements, services, and infrastructure. The continued growth and development of small and locally owned businesses will be a high priority for the future.

It is also important for the City to provide opportunities for existing businesses to grow within the City, and not be forced to move based on land availability, infrastructure support, or for utility/tax considerations. The future development of industrial, commerce and business parks around the City is critical to our future. Such development will require monetary investment, site preparation, and a commitment to invest now for payback at a later time. It is critical that we be site ready so that when opportunity knocks we are ready to invite the customer in. This will also require cooperation between Ocala and Marion County coupled with the efforts of private enterprise.

⁴ Aesop's Fables, Aesop, known only for the genre of fables ascribed to him, mid sixth century BC in ancient Greece

Diversification

One economic strategy that will guide the City into the future is diversification. Traditional economic development has been typically focused on new home construction and the retail that follows additional population. However, as witnessed firsthand, when that industry experiences a downturn, or a large employer reduces or closes operations, the impact on the community is significant. The advantage of targeting a broad range of industries and businesses is diversification of risk. Should one segment decline, the others remain to support the overall economy.

Neither manufacturing, tourism, education, small business, health care, finance, nor retail is the single answer to maintaining and improving Ocala's economy – its all of them.

Infrastructure Investment

In most cases, investment in the necessary infrastructure to support future development must occur first in order to attract business growth and opportunities. It is truly a case of “build it and they will come.” Early investment demonstrates a commitment and willingness on the part of the City that business is welcome and supported. Of particular importance will be present and future investment in the City's transportation system, both vehicular and rail as well as infrastructure placement to make the Ocala International Airport and other local industrial/commerce/business parks site ready. We need better parking options to serve workers and customers downtown. We need capacity to load and unload freight by rail. We need high-speed data and communication services that allow residents to work at home or serve technology based businesses, and we need to provide for transportation corridors that support business accessibility.

Business Retention

One of the basic tenets of sustainable development is making the best use of existing resources. It is within this context that the retention and nurturing of existing businesses must be the highest priority. Successful businesses already in place are the best marketing tool Ocala has. The City needs to have a better understanding of the needs of existing businesses, and be in constant dialogue with them to ensure that mutual concerns and objectives can be addressed through cooperation. The Chamber of Commerce, EDC and other partners are currently working to develop an “Economic Gardening” program with this need in mind.

Another aspect that needs more attention is the role that the educational institutions play in developing and sharing new research and technologies and spinning them off into new businesses. Future efforts to combine public and private partners to collaborate on joint projects, define critical issues, and development strategies for future business growth will be encouraged and supported. In addition, a spirit of cooperation between the City of Ocala and Marion County is crucial to the success of both entities. Our philosophy should be one of win-win and not win or lose.

Competitive Utility & Tax Rates

Everything we do is meaningless if our utility and tax rates are so high we cannot compete with other communities. We are committed to on-going efforts in cost reduction, collaboration, and creative energy solutions with an emphasis on keeping rates competitive. We understand that the rates we charge for taxes, utilities and other services have a direct impact on our success as a community. When our citizens and businesses thrive our community flourishes.

Education/Job Training

There is a direct correlation between business sustainability and an adequately trained workforce. We recognize that in order for a community to sustain existing businesses and to attract new business it must partner in the educational and training needs of its community. Ocala is ideally situated to attract and retain an adequately trained workforce. Through our strong existing relationships with College of Central Florida and its University Center, Workforce Connection, Marion County School Board, Rasmussen College, and other private and public education entities we provide the tools necessary for workforce growth and success. The University of Florida is a 45-minute drive to our north. In addition we are centrally located to University of Central Florida, University of South Florida, Embry-Riddle Aeronautical University, Rollins College, Bethune-Cookman College, the University of Tampa, and Stetson University. We offer an ideal environment for a diverse and growing creative pool of talent.

Ocala Marion County Economic Development Corporation (EDC) in its 2007/08 Report to Investors speaks to our community's workforce initiatives. For a number of years the EDC has been working with partners from Workforce Connection, Marion County Public Schools and a host of business executives to take a new approach to a high school education resulting in the Marion Technical Institute which has been honored as one of the Top 20 High Schools in the nation. Its success has been a community effort and exemplifies what we can achieve for our citizens when we all work together.

“The purpose of government is to make fundamental decisions and make them effectively. The purpose of government is to focus the political energies of society. The purpose of government is to govern.”⁵

⁵ Peter F. Drucker – A Functioning Society

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Supporting Targeted Industries

Ocala realizes that in order to have successful and sustainable economic development, the City must target its energies. Without sacrificing existing businesses and economic diversity, the following industries present the greatest opportunity for future success. These target industries are taken verbatim from Enterprise Florida's Industry Clusters.

Aviation-Aerospace

Florida's infrastructure, business development in Space and Aeronautics and its optimal geographic location and climate conditions contribute to its leading role in the aviation & aerospace industry. The presence in Florida of some of the nation's most advanced flight facilities, as well as the world's premier launch complex for space exploration, provides a base for the state's flourishing aviation & aerospace cluster. From space exploration and satellite communications to aircraft manufacturing and flight training, the spectrum of Florida's areas of expertise is very broad in both the aviation and aerospace industry sectors. Florida is one of the top states in the nation for employment in the Aviation & Aerospace industry. Composed of seasoned professionals, former military and recent university graduates, the wide-ranging talents of Florida's workforce in the aviation and aerospace industry are second-to-none.

Clean Energy

Florida is promoting the use of renewable energy sources and stimulating innovation in the clean energy field. Florida clean energy firms excel in the areas of solar, biomass/biofuels, and ocean energy generation, as well as in fuel cells & hydrogen technologies. Many Florida companies also specialize in other clean technologies such as advanced nuclear and fossil energy generation technologies, improving energy efficiency, management, transmission, and storage.

By virtue of its geography, mild climate, and strong agricultural sector, Florida offers significant solar, biomass, and ocean energy resources. And, with its progressive education and workforce training programs, the state is building a talent pipeline for the industry. Florida is the third largest market for transportation fuel and the fourth largest market for electricity in the U.S. according to the Department of Energy. While only a small portion of both markets are currently served by clean energy sources, the state's comprehensive energy policy guarantees growing demand for clean fuels and power generation.

Homeland Security/Defense

Florida has one of the nation's largest homeland security and defense (HSD) clusters, which encompasses a broad range of activities, from the manufacture of satellites, tanks, and biometrics to the development of vaccines.

Florida's strengths in modeling, simulation & training (MST), advanced laser technologies and life sciences, among other fields, its large pool of highly skilled workers, and prominence as a global trade hub provide a solid foundation for HSD companies to innovate and grow.

Through the help of the Florida Defense Alliance, the state aims to ensure that Florida's resident military bases and missions, and its military host communities are in competitive positions as the United States continues its defense realignment and the strengthening of its homeland security programs.

Emerging Technologies

The blurring of scientific boundaries and the emergence of multidisciplinary fields such as nanotechnology and materials science is bringing a profound shift in Florida's economy. Florida universities and research centers are continually expanding their scientific investigations with new facilities and programs. Many Florida companies are commercializing promising emerging technologies or have already brought innovative new products to market in materials science, nanotechnology and marine science.

Financial/Professional Services

Nearly 90% of Florida's gross economic output is generated in the service sector. Florida's more than 126,000 Financial and Professional Services companies employ some 888,000 workers at locations around the state, and the industry's designation as a "high impact" sector, further signifies its importance to the Florida economy. The state's diversified economic structure has enabled it to be a global player in the provision of high value-added services, such as Financial Services (banking, insurance) and Professional Services (engineering, legal, accounting, consulting). The global competitiveness of Florida's high value-added service providers is reflected in the fact that Florida services exports to other countries are valued at over \$30 billion a year.

Information Technology

Florida has remained at the forefront of information technology innovation since the birth of the IBM PC in Boca Raton. The state's IT strengths include diverse sectors such as digital media, modeling, simulation & training, photonics/optics and mobile technologies. More than 25,000 information technology companies employ nearly 256,000 people in Florida. Florida Infotech organizations are innovating around the state, with particularly strong presence in the South and Central Florida regions.

Florida has developed world-class expertise in leading fields such as Modeling, Simulation & Training, Photonics and Optics, Digital Media, Software & Computer Systems Design & Integration, Computer Products, Microelectronic and Precision Device Manufacturing, and Telecommunications. These unique Infotech clusters have formed a result of a strong, ongoing cooperation between research institutions, businesses and industry organizations. One such example is the Florida High Tech Corridor Council, which is a partnership among several universities, principals of top high-tech companies, and economic development organizations that help promote the growth of the high-tech industry in a 23-county region.

Life Sciences

With nearly 800 biotech, pharmaceutical and medical devices companies and a foundation of more than 41,000 healthcare establishments, Florida's life sciences cluster continues to gain critical mass around the state. Florida has emerged as a life sciences hub, with more research at universities and institutes, more talent in the pipeline and more state-of-the-art laboratories. Florida universities and research centers are continually expanding their scientific investigations with new facilities and programs in Regenerative Health Biotechnology, Marine Biotechnology, Biological Defense, and Brain and Alzheimer's research, among others. Many Florida life sciences companies have experience in securing financing, bringing products to clinical trials, and winning FDA approval. Their strengths in biotechnology, medical device manufacturing, pharmaceuticals and health care are well known. Florida's areas of life sciences excellence such as cancer, diabetes and heart disease, are key advantages that attracted six major biomedical research outfits in the last five years.

Manufacturing

Ocala will encourage new business development within the environmental and manufacturing sectors. These include environmental testing, engineering, waste management, education, research, audits, remediation, and energy efficiency. Florida's manufacturers are a powerful economic engine for the state's economy. Many Florida manufacturing operations benefit from the presence of advanced research facilities at Florida's universities and colleges, military installations, and NASA. The industry cluster counts nearly 18,000 manufacturers who employ close to 371,000 workers across the state.

Florida's manufacturing industries are diverse and include companies in traditional manufacturing industries, such as plastics, food processing and printing, as well as those that are engaged in breakthrough technologies, like electronics, medical devices and aviation/aerospace. Florida has a strong, skilled manufacturing workforce, which represents 5% of the state's non-agricultural workforce. Additionally, the state's multicultural and multilingual workforce provides Florida manufacturers with an excellent advantage in conducting business overseas. Florida has the Employ Florida Banner Center for Manufacturing and workforce training programs that are responsive to industry needs, resulting in greater growth and profitability for Florida manufacturers.

The following target industries are in addition to Enterprise Florida's Industry Clusters:

Mixed-Use

Combining several uses on one site or area in a coordinated way, including office, retail, residential, research and development, and light manufacturing is a planning and development practice that gives mixed-use areas a tighter feel of community in addition to preserving land resources and providing economies of scale. This is especially true in the Downtown urban core where greater dependence on pedestrian activity and multi-modal means of transportation in lieu of the automobile are critical.

Arts and Entertainment

Long before the term "Creative Economy" became known, Ocala has been widely recognized as an arts and entertainment center, and for its cultural diversity. Efforts will continue to support arts and entertainment, which expands economic activity and enhances the city's quality of life. In addition, the arts enliven the city beyond the 9-5 workday – offering a more efficient use of public infrastructure. With the ever increasing expansion of high-speed communications and technology workers are more than ever able to work from home and choose where they live based on affordability and quality of life which will benefit Ocala.

Recreation and Tourism

Ocala already has a very positive image as an environmentally friendly community and is widely recognized as a highly desirable place to live, work and play. These advantages can be used as a powerful economic development tool to attract businesses that place a premium on social and environmental factors when locating new offices and facilities. Ocala has received a number of related awards and recognition including "All America City" designation, the State's "Sustainable Community" designation, and is a winner of both the National and International "America in Bloom" competitions.

Much of Ocala's reputation of high quality of life is based on the abundant recreational opportunities in the area and the city's outstanding natural setting. These advantages also serve as attractions for tourism – coupled with festivals, shopping, restaurants, arts and entertainment. Visitors throughout Marion County and beyond come to take in many of the regional attractions and activities including kayaking, camping, and hiking in Ocala National Forest, glass-bottom boat tours of Silver Springs or to attend meetings and special events like Horse Shows In The Sun, an 8-week series of events showcasing world-class equestrian competition.

These forms of tourism are centered on the inherent character and resources (both cultural and natural) of the greater Ocala area. Tourism creates many jobs in the service sector, especially hotels and restaurants, and the retail sector, bringing vitality and revenue to the area. However, Ocala can best encourage tourism by serving the needs of its residents first, a community that provides excellent facilities and services for its own inhabitants, and has a well established sense of community, will continue to be an attraction to visitors.

*“An Opportunity Focused Organization-
Government is Good at Solving Problems – Now Let’s Create Opportunities”⁶*

⁶ Peter Stat-Rordam – Changing Strategic Direction

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Strategic Investment Locations

North-West Corridor

This strategic investment location is situated primarily in Marion County. Given its strategic position and geographic reach beyond the city's core development, this area represents the greatest growth potential for mixed-use development and for a partnering opportunity among the city, county and private sector. Revenue-sharing among units of government will be an important component towards achieving optimally efficient development in this area. Adequate infrastructure necessary to serve growth will be a primary consideration among partners.



Industrial Corridor

This strategic investment location is characterized by its excellent transportation network. Interstate I-75 serving as the primary north-south corridor generates ideal opportunities for proximate mid and large size parcels under single ownership to become industrial parks including the Magna property. The construction of NW 44th Avenue facilitates the build-out of potential projects which include BAYI, Ocala West and office parks similar to Meadowbrook. NW 44th Avenue presents an ultimate solution to local governments for added concurrency and capacity eventually linking the industrial corridor with a beltway around Ocala and Marion County.



Airport Commerce Park

This area is situated between two main east-west arteries, SR-40 and SR-200 and lies approximately 2 miles to the west of I-75, the primary north-south transportation route through Central Florida. The airport commerce park property comprises 678 total acres adjacent to the Ocala International Airport with 444 acres identified for industrial use, 113 acres identified for aviation-oriented use, and 121 acres ideal for commercial/professional use. The large land parcels hold the potential to support two large distribution centers, with smaller parcels to support a number of manufacturing operations and the business and commercial services to sustain the vast workforce needed to run these operations. There is also an opportunity to support technology based businesses and business incubation. The transportation infrastructure will easily accommodate importing and exporting of raw materials and finished goods by land or by air.



North Corridor

Serving as the northern gateway into the city, this strategic investment location is comprised of several large undeveloped properties under single ownership. In recent years, several of these parcels along Hwy. 441-301 were under consideration by national large-box retailers.



Central Business District

Specific market-based improvements for the central business district, when implemented, will serve to further stimulate private sector investment and the redevelopment of Downtown. The city's plan to redevelop the Chamber of Commerce and Sprint sites into a mixed-use activity center is supported by the conversion of the Building Department site into the new Chamber of Commerce and will advance the revitalization of downtown and sustain Ocala's prominence in the region. The redevelopment of the Library site into the new home of the Institute for Human and Machine Cognition greatly enhances the city's potential for additional private sector investment.



Southwest Corridor

The southwest corridor represents development opportunities for mixed-use development, primarily multi-family and single family housing especially given the planned “fly-over” extension of SW 44th Avenue where developers have recently expressed interest in the creation of community development districts on large tracts of undeveloped land suited for mixed-use. There is continued commercial development opportunity along SR-200 west especially within the Heath Brook Development of Regional Impact.



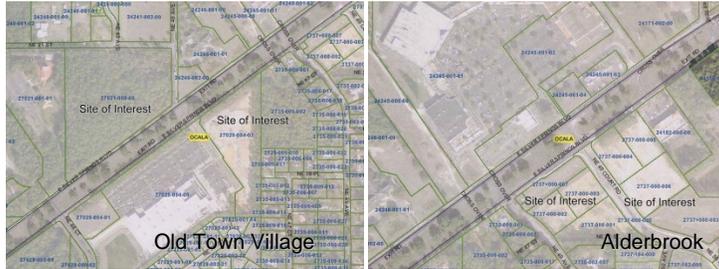
Urban Infill District

SR-200 has experienced tremendous growth for the last two decades and is still viewed as a prime area for in-fill development opportunities in the future. The city’s development efforts for SR-200 will be geared toward meeting new business location and expansion needs for office and retail interests. There continues to be development opportunity within the Paddock Park Development of Regional Impact area and owners continue to infill and redevelop existing sites as evidenced by the recent improvements to the Shady Oaks Shopping Plaza.



East Corridor

This area runs along the SR-40 corridor through the northeast section of Ocala and lies in close proximity to two of the area’s most popular natural attractions, the Silver Springs attraction and the Ocala National Forest. In recent years, this area has experienced a renewed development interest as an ideal location for mixed-use development serving northeast Ocala and surrounding Silver Springs, Salt Springs, and Ocklawaha community residents.



West District

This area is defined by NW 27th Avenue to the west, Hwy. 441-301 to the east, and includes the SR-200, SR-40, and US-27 corridors. There are few large tracts of land under single ownership available within this area or along these corridors; however there are efforts underway to bring additional commercial development to this area supported by the recent establishment of the Enterprise Zone and SR40 Committee.

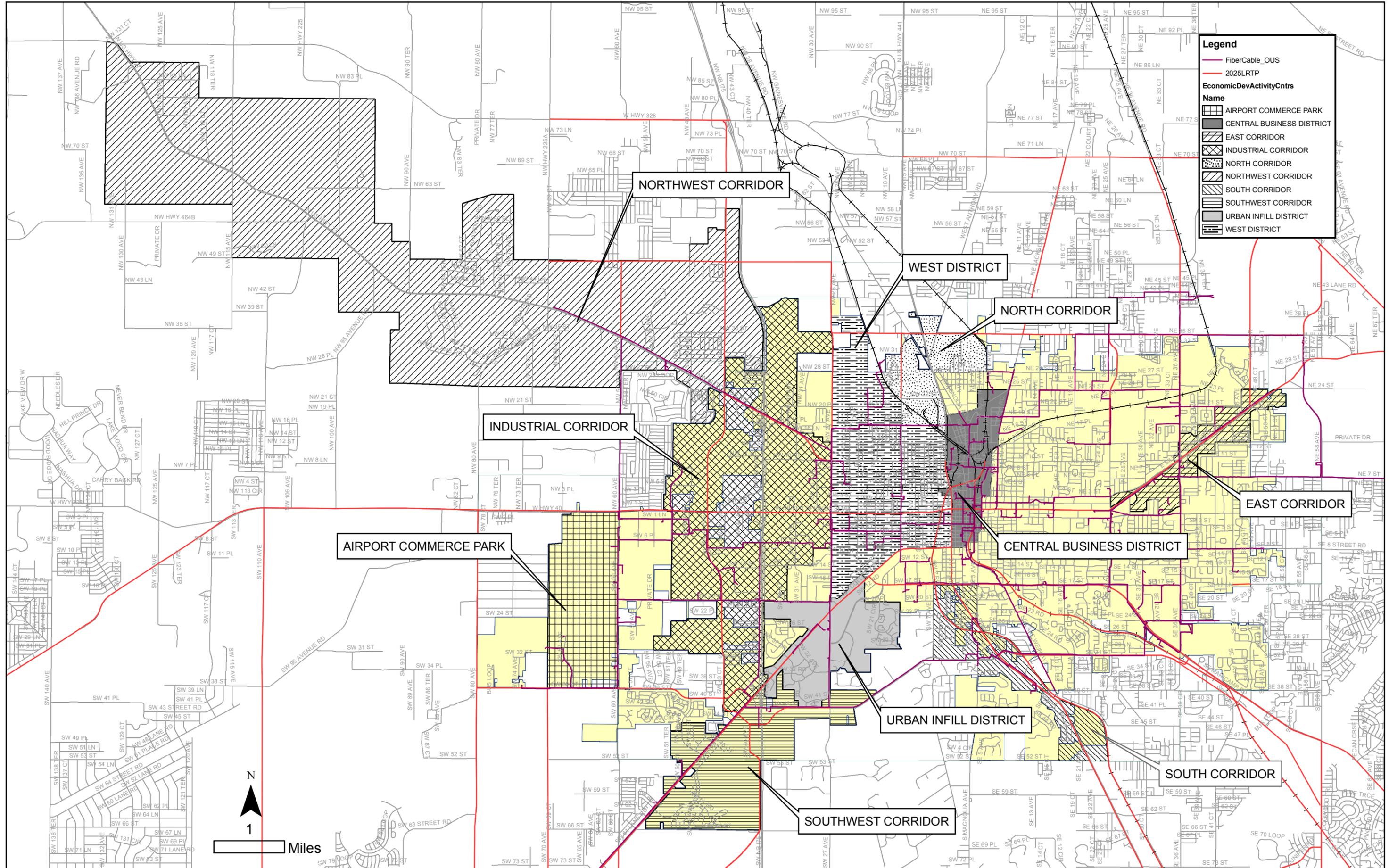


South Corridor

Serving as the southern gateway into the city, this area is defined primarily by older single tenant retail development and industrial type development along Hwy. 441-301. There has been some recent private sector effort to redevelop sites and an interest in capitalizing on the likely increase in rail traffic due to the rerouting of traffic through Ocala.



STRATEGIC INVESTMENT LOCATIONS



Building Partnerships

Planning for sustainable economic development in Ocala cannot occur in a vacuum. Ocala is highly dependent upon a wide range of factors, partners, and relationships including neighboring communities, state and county government, non-profit development organizations, the business community and the general citizenry. The same holds true for development activities within the city. The City and its partners must be in constant dialogue and actively cooperate in order to achieve common objectives.

Regional Planning & Cooperation

The close interdependence between the City and its neighboring communities, inclusive of Marion County demand a regional perspective on a number of issues related to economic development including land use, transportation, utility service, and development itself.

Efforts to work more closely with Marion County, to maximize the best and more appropriate use of resources, to support and attract development and to protect our competitive advantages, must continue. This should include an active dialogue between the public and private sector as well. Infrastructure, services, joint marketing and financing opportunities need to be considered. There may be increased support for an equitable sharing of local tax revenues generated from new development through a greater appreciation of the mutual gains and benefits. Resources and return on investment will be enhanced if we worry less about who wins and who loses and concentrate on win-win regardless of who gets the credit. Likewise, the general citizenry and business community need to understand the need to support investment that postures for mutual gain and benefit.

Cooperative Relationships

The city administration and departments must be in constant dialogue with the business community in order to address mutual needs and concerns. This ranks as a high priority and will be achieved primarily through the City Manager's Office of Long Term Planning and Sustainability in partnership with current and future public and private entities. Collaborative opportunities between present and future local business, institutions, neighboring communities, and non-profit agencies, exist and should be pursued to their maximum potential.

Collaboration

We are better together than apart; said differently, we are more than the sum of our parts. This is true regardless of the field or endeavor. The following examples illustrate ways in which we have successfully collaborated on projects to achieve common goals.

Institute of Human-Machine Cognition (IHMC)

In 2008 the City of Ocala and Marion County along with the Ocala/Marion County Economic Development Corporation worked to develop a joint assistance plan to bring the highly esteemed Institute of Human-Machine Cognition (a not-for-profit research institute) to Downtown Ocala. IHMC will create 15 positions averaging \$100,000 annually and will offer scientific outreach and exploration to local students.

Atheros Corporation

In 2009 the City of Ocala and Marion County along with the Ocala/Marion County Economic Development Corporation worked to develop a joint assistance plan to bring the Atheros Corporation to Downtown Ocala; including a \$950,000 private sector capital investment, 60 existing positions averaging \$100,000 annually, and creating 10 new positions averaging \$100,000 annually over three years.

Signature Brands, LLC

In 2010 the City of Ocala and Marion County along with the Ocala/Marion County Economic Development Corporation worked to develop a joint assistance plan to bring the Houston Harvest Company (a subsidiary of Signature Brands) to Ocala; including a \$11,500,000 private sector capital investment and creating 82 new positions averaging \$30,000 annually over three years.

Magna Development

In 2009 the City of Ocala and Marion County along with the Ocala/Marion County Economic Development Corporation worked with MEC Holdings, Inc. and the Lincoln Property Company on a multi-year phased development strategy for a 600 acre mixed-use industrial park within the Industrial Corridor. This effort included detailed analysis of the development program, pro forma, and infrastructure related improvements to determine return on investment and cost sharing to ensure viability. In September, staff presented a related feasibility analysis during a joint City Council-County Commission workshop, followed by the adoption of the joint resolution in October.

Ocala Business and Industry Forward – Airport Development Plan

In 2009 the City of Ocala and Marion County along with the Ocala/Marion County Economic Development Corporation hosted a symposium unveiling plans to create a 600 acre business park at the Ocala International Airport. The plan includes commercial retail, large distribution and warehousing, office, and space for technology and business incubation. The extension of SW 67th Avenue through the Business Park and related infrastructure will be completed in 2010, bringing the site to a shovel ready condition.

Action Plan

Strategic Planning

Strategic planning is not a box of tricks, a bundle of techniques. It is analytical thinking and a commitment of resources to action. It is the continuous process of making present entrepreneurial decisions systematically and with the greatest knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized, systematic feedback. What do we have to do today to be ready for an uncertain tomorrow?⁷ The future requires decisions now. It imposes risks now. It requires action now. It demands allocation of resources, and above all, of human resources. It requires work – now.

Short-Term 2010

Priority	Action Item	Action Date	Lead Agency	Support Agencies
1	Downtown Developer Solicitation	2010	City, LTPS	Private Sector
2	Airport Marketing	2010	EDC	City, LTPS
3	Airport Infrastructure	2010	City, LTPS	Private Sector
4	Community Redevelopment Plan	2010	City, LTPS	Planning Consultant
5	NW 44 th Avenue-Phase I (Construction)	2010	City, LTPS	County, EDC, Private Sector, EDA
6	Magna Pre-Development	2010	City, LTPS	County, EDC, Private Sector
7	Business Expansion-Relocation	Ongoing	EDC	LTPS, County, Chamber
8	Economic Gardening	2010	Chamber	City, County, EDC

⁷ Managing in a Time of Great Change

9	Enterprise Zone Administration	2010	City, LTPS	Private Sector, Development Agency
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Mid-Term 2010–2015

Priority	Action Item	Action Date	Lead Agency	Support Agencies
1.	Airport Phase II (Design, Permitting, and Construction)	Pending	City, LTPS	County, EDC, Private Sector
2.	NW 44 th Avenue – Phase II	Pending	City, LTPS	County, Private Sector
3.	Magna (Design, Permitting, and Construction)	Pending	City, LTPS	County, EDC, Private Sector
4.	Business Expansion-Relocation	Ongoing	EDC	LTPS, County, Chamber
5.	Technology Incubator	Ongoing	City, LTPS	County, EDC, CFCC/UF, Private Sector
6.	Rail-Port Distribution	2010-2012	City, LTPS	CSX, Private Sector
7.	Renewable Energy Initiative	2010-2012	City, OEU	LTPS, EDC, County

Long-Term 2015 – 2025

Priority	Action Item	Action Date	Lead Agency	Support Agencies
1	Airport Build-out	Pending	City, LTPS	Private Sector, EDC
2	Magna Build-out	Pending	City, LTPS	County, EDC, Private Sector
3	Business Expansion-Relocation	Ongoing	EDC	LTPS, County, Chamber
4	Passenger/Freight Air Service	Pending	City, Airport	FAA, FDOT, Private Sector

* This list is to be updated annually

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Toolbox

Office of Long Term Planning & Sustainability

A distinction that marks a plan capable of producing results is the commitment of key people to work on specific tasks. Unless such a commitment is made, there are only promises and hopes, but no plan. Therefore, the Office of Long Term Planning & Sustainability, under the direction of the City Manager, was created to convert strategic plans to action. The best plan is only good intentions unless it degenerates into work. Work implies accountability, a deadline, and finally, the measurement of results. This Office works closely, daily, with businesses and partner organizations to grow our economy and to respond to related challenges and opportunities.

The Office is responsible for administering the City's "Economic Investment Program" which is the mechanism through which economic development investment decisions are made. The purpose of the Program is to create economic growth within the Ocala city limits and utility service areas through both the attraction of new business and encouragement of existing business to grow and expand. Under this program the City may, on a case-by-case basis, provide financial and other types of assistance to or on behalf of a company where a positive return on investment to the City and/or the community can be determined.

Redevelopment Initiative

The Office is working closely with City staff and the City's urban planning consultant to develop a "redevelopment program" to support city-wide infill development and reoccupation of currently vacant storefronts, and will be working closely with the grant writer and City lobbyist as well as the continued monitoring of opportunities related to stimulus funds. The Office will be assessing the opportunity to create new community redevelopment areas and will also work closely with the following incentive programs to better leverage resources.

Qualified Target Industry Tax Refund (QTI)

The Qualified Target Industry Tax Refund incentive is available for companies that create high wage jobs in targeted high value-added industries. This incentive includes refunds on corporate income, sales, ad valorem, intangible personal property, insurance premium, and certain other taxes. Pre-approved applicants who create jobs in Florida receive tax refunds of \$3,000 per net new Florida full-time equivalent job created; \$6,000 in an Enterprise Zone. For businesses paying 150 percent of the average annual wage, add \$1,000 per job; for businesses paying 200 percent of

the average annual salary, add \$2,000 per job. The local community where the company locates contributes 20 percent of the total tax refund. There is a cap of \$5 million per single qualified applicant in all years, and no more than 25 percent of the total refund approved may be taken in any single fiscal year. New or expanding businesses in select targeted industries or corporate headquarters are eligible for participation assuming local match support.

Enterprise Zone Programs

Florida offers an assortment of tax incentives to businesses that choose to create employment within an enterprise zone, which is a specific geographic area targeted for economic revitalization. These include a sales and use tax credit, tax refund for business machinery and equipment used in an enterprise zone, sales tax refund for building materials used in an Enterprise Zone, and a sales tax exemption for electrical energy used in an enterprise zone.

Jobs Tax Credit (Sales Tax): Businesses located within the Zone may receive a sales & use tax credit for 20% or 30% of wages paid to new employees who reside within the Zone; business must create at least one new job; cannot be used in conjunction with the Corporate Tax Jobs Credit

Jobs Tax Credit (Corporate Income Tax): Businesses located within the Zone can take corporate income tax credit for 20% or 30% of wages paid to new employees who reside within the Zone; cannot be used in conjunction with the Sales Tax Credit

Business Equipment Sales Tax Refund: Refund of sales taxes paid on the purchase of certain business property, used exclusively in the Zone for at least 3 years.

Building Materials Sales Tax Refund: Refund for sales taxes paid on the purchase of building materials used to rehabilitate real property located within the Zone.

Property Tax Credit (Corporate Income Tax): New or expanded businesses located within the Zone are allowed a credit against Florida corporate income tax equal to 96% of ad valorem taxes paid on the new or improved property

Sales Tax Exemption for Electrical Energy: Sales tax exemption on the purchase of electrical energy is available to qualified businesses located within the Zone

Quick Response Training Program (QRT)

Quick Response Training (QRT) – an employer-driven training program designed to assist new value-added businesses and provide existing Florida businesses the necessary training for expansion. A state educational facility – community college, area technical center, school district or university – is available to assist with application and program development or delivery. The educational facility will also serve as fiscal agent for the project. The company may use in-house training, outside vendor training programs or the local educational entity to provide training. Reimbursable training expenses include: instructors'/trainers' wages, curriculum development, and textbooks/manuals. This program is customized, flexible, and responsive to individual company needs.

Incumbent Worker Training (IWT)

Incumbent Worker Training (IWT) – a program that provides training to currently employed workers to keep Florida's workforce competitive in a global economy and to retain existing businesses. The program is available to all Florida businesses that have been in operation for at least one year prior to application and require skills upgrade training for existing employees. Priority is given to businesses in targeted industries, Enterprise Zones, HUB Zones, Inner City Distressed areas, Rural Counties and areas, and Brownfield areas.

Economic Development Transportation Fund

The Economic Development Transportation Fund, commonly referred to as the "Road Fund," is an incentive tool designed to alleviate transportation problems that adversely impact a specific company's location or expansion decision. The award amount is based on the number of new and retained jobs and the eligible transportation project costs, up to \$3 million. The award is made to the local government on behalf of a specific business for public transportation improvements.

Urban Incentives: Florida offers increased incentive awards and lower wage qualification thresholds for businesses locating in many urban core/inner city areas that are experiencing conditions affecting the economic viability of the community and hampering the self-sufficiency of the residents.

Brownfield Incentives: Florida offers incentives to businesses that locate in brownfield sites, which are underutilized industrial or commercial sites due to actual or perceived environmental contamination. The Brownfield Redevelopment Bonus Refund is available to encourage Brownfield redevelopment and job creation. Approved applicants receive tax refunds of up to \$2,500 for each job.

Technology Incubator

Over the next five years the City will be working with the County, EDC, College of Central Florida, the University of Florida, as well as other private institutions of higher learning, and private enterprise to establish a technology-based business incubator. This facility will provide an applied manufacturing outlet for the research and development activities occurring within our institutions of higher learning. This facility will allow related startup businesses an opportunity to incubate until they are ready to fully enter the marketplace.

Expedited Permitting

The City offers an expedited permitting and review process for projects that are facilitated through the Office of Long Term Planning and Sustainability. This program allows for early and direct access to key staff to identify issues and potential solutions early in the process and a commitment to complete all required reviews in an expedited manner.

Customized Assistance

Many projects include special or unique problems or issues that may threaten the projects viability. Whether the issue is timing, zoning, land development regulations, permitting, or financing among others, the City is willing to offer customized assistance for projects demonstrating a strong return on investment.

Additional Resources

Catalog of Federal Domestic Assistance – <http://www.cfda.gov/>
Central Florida Community College – www.cf.edu
City of Ocala, City Manager’s Office – <http://www.ocalafl.org/cmo.aspx>
City of Ocala, Office of Long Term Planning and Sustainability (LTPS) – <http://www.ocalafl.org/ltps.aspx>
Community Development Financial Institutions Fund – <http://www.cdfifund.gov/>
Community Development Society – <http://www.comm-dev.org/>
Division of Corporations/Partnerships/Sole Proprietors – www.dos.state.fl.us
Enterprise Florida – <http://eflorida.com/>
Florida Business Links – <http://www.myflorida.com/taxonomy/business/>
Florida Small Business Development Center Network – <http://www.floridasbdc.com/>
Florida’s Website – eog.myflorida.com
Heart of Florida – <http://www.heart-of-florida.org/>
International Economic Development Council – <http://www.iedconline.org/>
Marion County Florida – <http://www.marioncountyfl.org/>
Marion County Property Appraiser – <http://www.pa.marion.fl.us/>
Marion County Tax Collector – <http://www.mariontax.com/>
Marion Regional Manufacturers Association – <http://www.mrma.net/>
National Association of Development Organizations – <http://www.nado.org/>
Ocala Marion County Chamber of Commerce – <http://www.ocalacc.com/>
Ocala Marion County Economic Development Corporation – <http://www.ocalaedc.org/>
Ocala Marion County Visitors and Convention Bureau – <http://ocalamarion.com/>
Office of Tourism, Trade, and Economic Development – http://www.flgov.com/otted_home
One Stop Workforce Connection – <http://www.clmworkforce.com/>
US Patent and Trademark Office – <http://www.uspto.gov/>
US Small Business Administration – <http://www.sba.gov/>

Governor’s West Ocala Neighborhood Revitalization Council (629-8321)
North Magnolia Merchant’s Association (629-8529)
Downtown Business Alliance (629-8529)

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There is Only One Team

Community Participation – People Power Brings Sustainable Benefits

The Ocala/Marion County Economic Development Corporation and the Ocala/Marion County Chamber of Commerce, their investors, officials, and community leadership should be commended for stepping up and taking the lead in bringing a consensus approach to job creation and retention. All have worked in concert to position our community to be a more competitive environment for job growth. The EDC and Chamber have proven that truly we are better when we work together. For the task of economic development and job creation is a task that must be shared by all.⁸

Community participation...is critical to community success

Community participation is one of the key ingredients of an empowered community. Participation is the heart that pumps the community's life blood – it citizens – into the community's business. But community participation is far more than a requirement, it is a condition for success. Studies have documented that communities that engage their citizens and partners deeply in the work of community development raise more resources, achieve more results, and develop in a more holistic and – ultimately – more beneficial way.

“If Ocala/Marion County is, at long last, going to resolve at least some of the challenges stagnating on its to-do list, it is going to take ‘citizens’ stepping forward.”⁹

Yet, even with a concerted effort and a united front, each and every partner, whether an individual or an organization, we each must do our part. The City of Ocala acknowledges and accepts our role in this important community mission. We have stepped up, we will step out, and we will be in a “constant state of readiness.”

⁸ Ocala/Marion County EDC, Job Creation is Job #1, Brian O'Connor, Chairman, selective comments

⁹ Ocala Star Banner, December 4, 2008, Citizenship Test

Resolution

No. 2009-37

A RESOLUTION ADOPTING AN ECONOMIC DEVELOPMENT PLAN AND ECONOMIC INVESTMENT PROGRAM

WHEREAS, in September, 2008, the City Manager created the Office of Long Term Planning and Sustainability to actively pursue and assist with the economic vitality of the City, and

WHEREAS, on April 14, 2009 at a special City Council work session staff presented a document entitled "A Sustainable Ocala, Economic Development" (the Plan) which is intended to serve as a citywide economic development plan, and

WHEREAS, the Plan outlines sustainable strategies for growing our economy, identifies target industries and strategic investment locations that can result in a positive return on investment to our community, and

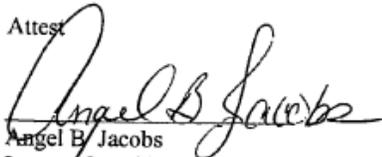
WHEREAS, on April 14, 2009 at a special City Council work session staff presented a document entitled "City of Ocala, Economic Investment Program" (the Program) which is a proposed program and application replacing the former Economic Incentive Fund process, and

WHEREAS, the Plan and Program will be implemented and administered by the Office of Long Term Planning and Sustainability under the direction of the City Manager

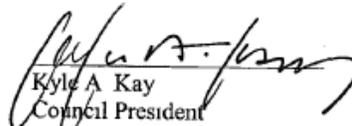
NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OCALA, FLORIDA, duly assembled in regular session that the Plan and Program are hereby adopted

This resolution introduced and adopted this 21st day of April 2009

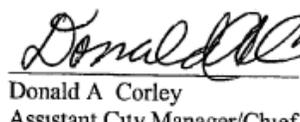
Attest


Angel B. Jacobs
Interim City Clerk

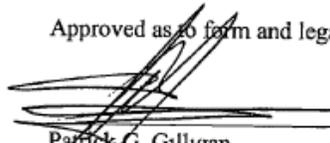
CITY OF OCALA, FLORIDA


Kyle A. Kay
Council President

Reviewed for accounting accuracy
And completeness


Donald A. Corley
Assistant City Manager/Chief
Financial Officer

Approved as to form and legality


Patrick G. Gilligan
City Attorney