

1 **GOAL 1: Marion County will strive to sustain and enhance the economic health of the**
2 **community through its role as a catalyst and coordinator of economic development activities**
3 **that increase and diversify the economic base, create higher paying job opportunities, support**
4 **the continuation, expansion, and retention of current business and industry, encourage the**
5 **relocation of business and industry to and within Marion County, and provide a positive**
6 **business environment which will allow the residents of Marion County to prosper.**

7 **OBJECTIVE 1.1:** Marion County's Comprehensive Plan Future Land Use Map Series (FLUM) shall
8 designate land for business and industrial activities which maintain and promote economic
9 diversity and development in the County.

10 **Policy 1.1.1:** The FLUM shall designate lands for business and industrial uses in sufficient quantities to
11 provide goods, services, and employment opportunities for the County.

12 **Policy 1.1.2:** The FLUM shall designate lands for business and industrial uses in a manner which enhances
13 and supports a sustainable and compatible mix of uses within Marion County.

14 **OBJECTIVE 1.2:** The County's Comprehensive Plan and Land Development Code (LDC) shall
15 provide for a variety of commercial and industrial uses including, but not limited to, providing
16 mechanisms to address the compatibility of uses and the provision of mixed use development
17 opportunities.

18 **Policy 1.2.1:** The LDC shall establish allowable uses in zoning districts tailored to different types and
19 intensities of commercial and industrial activity (i.e., neighborhood or regional commercial activities,
20 business parks, warehousing districts, manufacturing centers, etc.) consistent with the Comprehensive
21 Plan.

22 **Policy 1.2.2:** The LDC shall ensure the compatible and complimentary development of uses with
23 screening, buffering, transitional uses and/or intensities/densities of use, and other methods which may
24 maximize the use of infrastructure resources consistent with the Comprehensive Plan.

25 **Policy 1.2.3:** The LDC shall discourage the expansion of incompatible development and identify
26 mechanisms to reduce impacts to existing development that is incompatible with existing or proposed
27 development.

28 **Policy 1.2.4:** The LDC shall identify opportunities to provide mixed use, complimentary, and sustainable
29 development patterns in relation to the surrounding uses to discourage single-use development patterns,
30 especially single-use patterns which would increase demands on local and regional infrastructure and
31 facilities.

32 **OBJECTIVE 1.3:** The County shall establish processes and LDCs, as appropriate, that enable
33 expedited review and permitting for development which is found to enhance economic
34 sustainability and growth while still providing for thorough review of all development plans.

35 **Policy 1.3.1:** The County Administrator, or his designee, shall continue to identify staff to expedite and
36 coordinate permitting for projects in order to encourage industry and business prospects to expand or
37 relocate to the County.

38 **Policy 1.3.2:** The County Administrator, or his designee, shall identify and establish staff to serve as liaison
39 to provide direct and coordinated assistance for projects undergoing expedited review and permitting.

1 **OBJECTIVE 1.4:** The County shall coordinate with the Ocala/Marion County Chamber and
2 Economic Partnership (CEP) to maintain an inventory of commercial and industrial designated
3 lands, make the inventory available to the public in multiple formats (e.g., electronic, etc.), and
4 use its development review process to monitor development activity on a continuous basis.

5 **Policy 1.4.1:** The County may establish and maintain a land use data base as part of its development
6 review process to monitor each of the various land use designations which allow commercial and
7 industrial development as identified on the FLUM which may include, but not be limited to, total acres by
8 future land use designation, acres developed, absorption rates, and other factors determined suitable.

9 **Policy 1.4.2:** Growth Services Department and Office of the County Engineer shall coordinate use of the
10 development review process to monitor and track development activity for the various land use
11 designations which allow commercial and industrial development and provided reports to the Board of
12 County Commissioners, other agencies (e.g., CEP, DEO, etc.) and the public as deemed appropriate.

13 **OBJECTIVE 1.5:** The County may grant economic development incentives to new, expanding,
14 and/or relocating businesses in accordance with the policies under this objective.

15 **Policy 1.5.1:** The County shall establish a process/program to identify development(s) and/or project(s)
16 qualified to obtain economic development incentives. The process/program may further be coordinated
17 with the State of Florida economic development related offices and agencies including, but not limited to,
18 the Department of Economic Opportunity (DEO), Florida Department of Transportation, and/or Enterprise
19 Florida, Inc., (EFI) and those agencies' qualifying programs.

20 **Policy 1.5.2:** For qualified development(s) and/or project(s), the County may establish:

- 21 a) Incentives to off-set application and review fees subject to the completion and performance of
22 the qualified development;
- 23 b) Incentives to off-set impact fees and other capital charges subject to the completion and
24 performance of the qualified development;
- 25 c) Incentives to coordinate long-term improvements with developments with suitable
26 reimbursements to the qualified development;
- 27 d) Incentives to support small scale public infrastructure improvements to facilitate road
28 access/ingress/egress, access to centralized water and/or centralized wastewater systems (e.g.,
29 Marion County Economic Development Infrastructure Grant Program);
- 30 e) Incentives to encourage new to Marion County jobs which meet minimum average annual wage
31 requirements established by the Board of County Commissioners (e.g., Marion County Economic
32 Development Financial Incentive Grant Program).

33 **Policy 1.5.3:** For qualified development, the County may establish incentives to create property tax
34 incentives/abatements/caps subject to the completion and performance of the qualified development,
35 consistent with any applicable Florida Statutes.

36 **Policy 1.5.4:** The County may establish and/or use Tax Increment Financing (TIF) options and/or
37 Community Redevelopment Areas, particularly for those areas which provide, or are required to provide
38 for the establishment of, qualified development, consistent with any applicable Florida Statutes.

39 **Policy 1.5.5:** The County may establish additional economic development tools designed to encourage
40 private sector capital investment and new to Marion County job creation using specialized programs such
41 as, but not limited to, Enterprise Zones, Brownfields, etc., consistent with those programs' applicable
42 regulatory requirements, particularly when such programs will support and encourage qualified
43 development.

- 1 **Policy 1.5.6:** The County may enter into public/private partnerships for the establishment of facilities
2 and/or services which will facilitate the expansion and/or establishment of qualified development.
- 3 **OBJECTIVE 1.6:** The County shall target industries that create higher wage jobs and diversify the
4 economic base of the County.
- 5 **Policy 1.6.1:** The County shall identify and maintain a target industries strategy and prepare, implement,
6 and maintain a coordinated marketing plan to attract businesses that fit the identified markets; the
7 County may also partner with and/or designate one or more entities for this effort, such as but not limited
8 to the CEP.
- 9 **Policy 1.6.2:** The County may use public/private partnerships with local, state, and federal economic
10 development related agencies and organizations to prepare proposals to companies that will bring/create
11 new to Marion County jobs, high quality of development and increased tax base, whose business is
12 compatible to the overall market desires of the County.
- 13 **Policy 1.6.3:** The County may use public/private partnerships with local, state, and federal economic
14 development related agencies and organizations to market the County to business and industry which is
15 consistent with the County's targeted industries strategy and are compatible to the overall market desires
16 of the County.
- 17 **Policy 1.6.4:** The County will encourage public/private partnerships which maximize participation by
18 multiple partners, particularly partnerships which maximize the distribution of responsibilities (e.g.,
19 funding, staffing, etc.) among the partners.
- 20 **Policy 1.6.5:** The County will encourage public/private partnerships which minimize additional costs and
21 maximize return on investment for the County.
- 22 **OBJECTIVE 1.7:** The County shall encourage the expansion and establishment of existing and
23 new education institutions particularly within, and in proximity to, the County.
- 24 **Policy 1.7.1:** The County shall encourage and support the expansion and establishment of opportunities
25 for secondary education and job training focusing on high quality education facilities and programs.
- 26 **Policy 1.7.2:** The County shall encourage and support establishing job training and professional
27 development partnerships with local employers and educational institutions.
- 28 **Policy 1.7.3:** The County shall encourage and support lifelong learning and education opportunities from
29 early childhood through senior citizens.
- 30 **Policy 1.7.4:** The County shall encourage the expansion of existing State Universities and Colleges, other
31 colleges, vocational and technical schools via permanent physical facilities and/or remote campus
32 opportunities.
- 33 **OBJECTIVE 1.8:** Marion County shall coordinate the provision of infrastructure necessary to
34 support, enhance, and promote economic development opportunities.
- 35 **Policy 1.8.1:** The County shall facilitate economic development that, on balance, provides positive net
36 revenue for the County from sources including, but not limited to, property ad valorem taxes,
37 tangible/intangible personal property taxes, sales taxes, and utility service revenues.
- 38 **Policy 1.8.2:** The County shall utilize regional, state, and federal resources to assist in meeting community
39 infrastructure needs associated with economic development to the greatest extent possible.

- 1 **Policy 1.8.3:** The County shall encourage the development of entrepreneurial small business incubation
2 programs by encouraging public and private partnerships and by leveraging funding and business
3 leadership opportunities.
- 4 **Policy 1.8.4:** The County shall encourage the development of an outdoor eco-tourism entrepreneurship
5 program to strengthen the business opportunities for supporting the growth of venues to support,
6 maintain, and enhance the County's reputation as an outdoor adventure destination.
- 7 **OBJECTIVE 1.9:** The County shall provide and support consistent, fair, and timely government
8 regulations (e.g., Florida Statutes, Florida Administrative Code, Marion County Code, Marion
9 County Land Development Code, etc.) that are flexible, responsive, and effective.
- 10 **Policy 1.9.1:** The County shall maintain a LDC which provides predictable and cost effective regulations
11 to all parties to the greatest extent practicable.
- 12 **Policy 1.9.2:** The County shall continually solicit community and stakeholder input on the development,
13 permitting, and licensing processes to identify and implement relevant improvements to improve quality
14 and customer service goals.
- 15 **Policy 1.9.3:** The County shall strive to create and implement opportunities to better communicate with
16 constituents and stakeholders through all forms of media and the internet/web.
- 17 **OBJECTIVE 1.10:** The County shall support and encourage obtaining goods and services from
18 Marion County sources in support of the local economy and reducing dependence upon non-
19 local sources.
- 20 **Policy 1.10.1:** The County shall implement policies and procedures to identify local goods and services
21 providers for use by the County in a "Buy Local" effort.
- 22 **Policy 1.10.2:** The County shall encourage public/private partnerships which identify local goods and
23 services providers for use by County business, industry, and citizens in a "Buy Local" effort.
- 24 **OBJECTIVE 1.11:** The County shall encourage and facilitate infill and redevelopment
25 opportunities through the use of incentives and specialized development strategies.
- 26 **Policy 1.11.1:** The County shall encourage and support the consolidation of substandard, insufficient,
27 and/or inefficient properties to achieve unified infill development and/or redevelopment when
28 practicable.
- 29 **Policy 1.11.2:** The County shall encourage and support the use of off-site lands to meet the infrastructure
30 needs (e.g., stormwater management, etc.) for infill and/or redevelopment when practicable and
31 consistent with the surrounding uses.
- 32 **Policy 1.11.3:** The County shall encourage and support the expansion of central potable water and
33 sanitary sewer infrastructure to accommodate infill and redevelopment when practicable.
- 34 **OBJECTIVE 1.12:** Marion County shall establish annual and long-term (e.g., 5 and/or 10-year)
35 industry recruitment and job creation goals and milestones to address the success of economic
36 development initiatives; as part of this process the County may establish and adopt an Economic
37 Development Plan.
- 38 **Policy 1.12.1:** Goals and milestones established shall address, at a minimum, the following on a total and
39 industry-by-industry basis:

- 1 a) New to Marion County job creation;
- 2 b) Job retention and expansion among existing local businesses;
- 3 c) Job diversification and improvements in employment skill levels;
- 4 d) Employment growth by industry sector;
- 5 e) Salary growth and diversification;
- 6 f) Increases in overall ad valorem revenues; and
- 7 g) Attraction of public and private sector capital investment.

8 **Policy 1.12.2:** The County shall annually review the effectiveness of economic development partnerships
9 and initiatives in achieving established goals and milestones.

10 **Policy 1.12.3:** The County shall use the annual review of the economic development partnerships and
11 initiatives to evaluate their performance and identify those to be established, amended, and/or
12 discontinued.