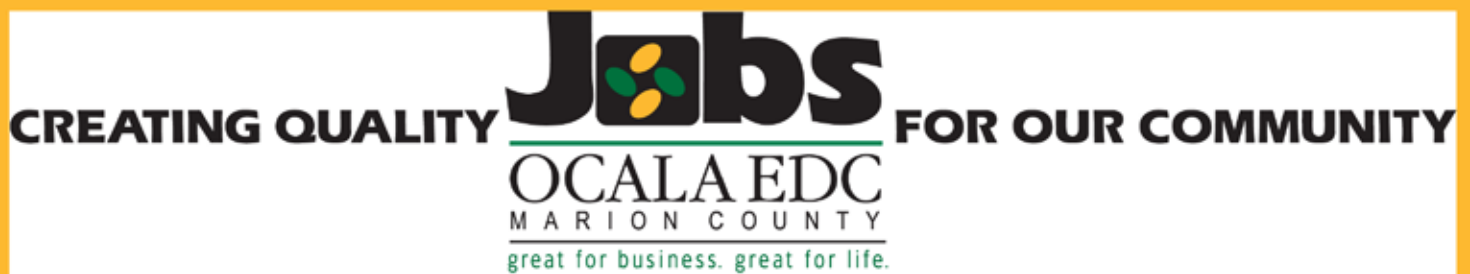


2011/2012 EDC Strategic Plan



Mission Statement:

Improve the economic vitality of our community by increasing quality employment opportunities.

Vision Statement:

Through further economic diversification and high quality job creation
Marion County will reach full employment by 2015.

Goal 1: The EDC will conduct a broad-based campaign to assist in the economic recovery process through the creation of 1960 quality jobs paying at least 115% Average Earnings per Worker in Ocala/Marion County during the years 2012-2016.

Objective 1.1: Further strengthen the EDC's prospect development, business recruitment and expansion initiatives through a comprehensive marketing strategy.

- **Action Step 1.1.1:** Further refine the community brand supported by the EDC, Chamber, TDC, City, County and other local business groups to aggressively recruit new industries and support expanding companies to create quality jobs.
- **Action Step 1.1.2:** Upgrade the EDC's website and LocateOcala.com utilizing 3-D graphics and interactive virtual tours and maps to promote Action Step 1.1.1 and site ready business parks.
- **Action Step 1.1.3:** Execute the marketing and prospect solicitation initiatives in the following target industry proposals: Aviation/Aerospace, Business Processing Operations/Corporate Headquarters and Manufacturing/Value-Added Logistics. The EDC will support the County target industry efforts related to the Food and Beverage, Alternative Energy sectors and other initiatives as the opportunity arises.
- **Action Step 1.1.4:** Play a supporting role with the Ocala/Marion County Chamber and Accelerate Ocala initiative.
- **Action Step 1.1.5:** Enhance on-going relationship with Enterprise Florida and participate in EFI's business recruitment activities, site consultants' events and cooperative marketing programs identified in MS&B study.
- **Action Step 1.1.6:** The EDC along with its partners will explore various options to promote and foster regional economic development efforts via the "Heart of Florida." Conduct Site Consultants Event scheduled for FY 2011-2012.

Objective 1.2: Continue the infrastructure development and marketing of the Ocala Business Park at Ocala International Airport and the Ocala/Marion County Commerce Park (Magna Property).

- **Action Step 1.2.1:** Support the current City/County Economic Strategy.
- **Action Step 1.2.2:** Participate in the current City/County Magna Business Park Advisory Group to provide expertise and oversight in the development of this future commerce park.
- **Action Step 1.2.3:** Support site certification for Ocala/Marion County Commerce Park; examine level of readiness and timing of park development and address park layouts, appropriate buildings, infrastructure (includes I-75 capacity and rail spur capability) and other necessary amenities.
- **Action Step 1.2.4:** Update and implement the current marketing plans as identified in Action Step 1.1.3 to promote the Ocala/Marion County Commerce Park, Ocala Business Park, and any other business parks that become available. Modify Aviation/Aerospace target industry proposal to address specific marketing recommendations for the Ocala Business Park.
- **Action Step 1.2.5:** Continue to work with the City of Ocala on the development and funding of the City's "Virtual Building Concept" at the Ocala Business Park.
- **Action Step 1.2.6:** Prepare a position paper outlining recommendations on the feasibility of reconfiguring specific existing buildings in local building inventory to accommodate new industrial uses.

Objective 1.3: Accelerate new and ongoing economic programs to assist new and expanding businesses.

Business Retention & Expansion

- **Action Step 1.3.1:** Conduct joint survey of local existing industry base comprised of all manufacturers, wholesale distributors, small businesses, and professional and business service providers in Marion County to determine those at risk, those poised for expansion and those most likely to partner with the EDC to identify potential relocation prospects.
- **Action Step 1.3.2:** Conduct up to 100 follow-up visits to existing businesses identified by the survey in each category to determine individual needs and provide information on EDC and partner services.
- **Action Step 1.3.3:** Implement 2011-2012 service agreement of the Marion Regional Manufacturers Association (MRMA).
- **Action Step 1.3.4:** Participate with Workforce Connection and CF Institute on U.S. Department of Commerce Jobs and Innovation Challenge grant for technical assistance to local manufacturers.

Downtown and West Ocala

- **Action Step 1.3.5:** Encourage new and expanding firms to pursue infill and redevelopment opportunities for their facility's needs. Provide support to City Council with downtown development initiatives.
- **Action Step 1.3.6:** Play a leading role in soliciting new and expanding businesses to locate in the Enterprise Zone.
- **Action Step 1.3.7:** Investigate re-activation of Ocala's FTZ #217.

Objective 1.3: *(Continued)*

Workforce Development

- **Action Step 1.3.8:** Execute 2011-2012 Agreement with Workforce Connection. Partner with Workforce Connection and play a supporting role in out-placement, training and retraining services and support workforce resources and funding to help put Ocala/Marion County citizens back to work.
- **Action Step 1.3.9:** Utilize the Business Solutions Partners to provide support for the expansion of dislocated worker funding and training grants to provide outreach programs for training and retraining displaced workers and job placement.
- **Action Step 1.3.10:** Continue serving on the Marion Technical Institute (MTI) Advisory Group.
- **Action Step 1.3.11:** Work with the College of Central Florida and partners to explore the implementation of the “white paper” on Marion County educational challenges developed in 2011.

Goal 2: The EDC will expand and enhance effective methods to communicate the activities of the organization to its key investors and partners.

Objective 2.1: Retain and grow the EDC’s investment base.

- **Action Step 2.1.1:** Utilize the EDC Communications Task Force to provide consistent and accurate information to new and potential investors, and the community about the EDC’s economic recovery efforts. Continue a regularly scheduled investor visitation program.
- **Action Step 2.1.2:** Prepare and submit periodic reports to the City, County, Star Banner Editorial Board, and EDC investors.
- **Action Step 2.1.3:** Staff, Executive Committee and Board members will continue to initiate one-on-one meetings with City Council and County Commission.
- **Action Step 2.1.4:** Expand EDC’s community outreach and organization’s positive impact on residents and community utilizing partnerships with the Ocala/Marion County Chamber of Commerce and other key business groups, e.g., Buy Local, and Small Business and Entrepreneur Development programs.
- **Action Step 2.1.5:** Determine if EDC and Chamber leadership will pursue “Six Pillar Community” Strategic Planning Concept advocated by Florida Chamber of Commerce.

Objective 2.2: Provide on-going accountability to EDC investors and other stakeholders.

- **Action Step 2.2.1:** Verify net new job creation through third party.
- **Action Step 2.2.2:** Provide periodic reports within the calendar year that include: statistical increase in annual wages adjusted for inflation, job creation numbers utilizing a new benchmark year, jobs and payroll reporting for targeted NAICS codes, definition for “contributing jobs” of targeted industries, new jobs anticipated from companies assisted by the EDC as well as actual jobs created, and specific progress made on action plan items. e.g., Annual POLICOM Progress Report. Incorporate the number and associated wages of new primary jobs metrics for Ocala’s “post-recession economy” provided in the 2011 Economic Development Goal Setting Study.
- **Action Step 2.2.3:** Provide financial reports to investors through distribution of the Quarterly Economic Updates.

Goal 3: The EDC will obtain public/private financial support to sustain the planned activities in the annual strategic plan.

Objective 3.1: The EDC will raise additional public and private sector funds to assist with the operational aspects of the EDC.

- **Action Step 3.1.1:** Collect 95% of existing EDC investor pledges.
- **Action Step 3.1.2:** Develop a plan to secure private sector funding for 2011-2012.



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