



# **Marion County**

## **Board of County Commissioners**

### **Workshop**

### **Meeting Agenda**

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**Monday, April 21, 2025**

**2:30 PM**

**McPherson Governmental  
Campus Auditorium**

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#### **Workshop Regarding the Comprehensive Plan**

**INTRODUCTION OF WORKSHOP BY CHAIRMAN KATHY BRYANT**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL**

**WORKSHOP PRESENTATION**

1. [Workshop to Discuss Updates to the Comprehensive Plan and Transfer of Development Rights \(TDRs\)](#)

**BOARD DISCUSSION AND CLOSING COMMENTS**



# Marion County

## Board of County Commissioners Workshop

### Agenda Item

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**File No.:** 2025-18880

**Agenda Date:** 4/21/2025

**Agenda No.:** 1.

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**SUBJECT:**

**Workshop to Discuss Updates to the Comprehensive Plan and Transfer of Development Rights (TDRs)**

**INITIATOR:**

**Chuck Varadin, Director**

**BUDGET/IMPACT:**

**Growth Services**

**DESCRIPTION/BACKGROUND:**

Florida Statute Section 163.3191 requires an evaluation of the Comprehensive Plan every seven years to ensure consistency with statutory requirements and community engagement. This Evaluation Appraisal Report (EAR) identified changes to the Comprehensive Plan that need to be completed over the next year (by February 2026).

The workshop today is the sixth of ten workshops scheduled over a five (5) month period. During this series of workshops, the Board will focus on gaining consensus for proposed changes to the Comprehensive Plan and discuss broader topics that will help set the vision for guiding future growth and development in Marion County. At today's workshop, the Board will discuss bring-back items related to Solid Waste, the Economic Element, and Sanitary Sewer Level of Service (LOS). The Board will also review redline changes for the Solid Waste and Economic Elements and discuss Transfer of Development Rights (TDRs).

**RECOMMENDED ACTION:**

Staff is seeking Board discussion and consensus on the proposed edits.

# Marion County Comprehensive Plan Updates

April 21<sup>st</sup>, 2025

Marion County Growth Services | Kimley-Horn and Associates, Inc.



Kimley»Horn 1  
Design • Water • Experience • Better

## Agenda

1. Bring Back Items:
  - a. Solid Waste
  - b. Economic
  - c. Sanitary Sewer LOS
2. TDR process
3. Next Workshop



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# Bring Back Items

## Solid Waste Redlines



### Policy 2.1.9: Landfills

The County shall allow landfills under the following conditions:

1. **New Landfills:** As of January 1, 2002, no new landfills, except for Construction and Demolition (C&D) landfills, ~~and Class III landfills~~, shall be permitted in the County.
2. **Existing Landfills and Expansion:** As of January 1, 2007, no existing landfill, except for C&D landfills, ~~Class III landfills, and Marion County's Baseline Landfill~~, shall be allowed to expand in the County.
3. **Requirements:** All new landfills shall require a Comprehensive Plan Amendment and Special Use Permit (SUP) and comply with the ~~location~~-criteria ~~identified-defined~~ in Policy 1.2.5 ~~and 1.2.7~~ of the Solid Waste Element.

## Solid Waste Redlines



**Policy 1.2.5:** ~~Identifying areas for future New private~~ solid waste management facilities shall be accomplished using a comprehensive technical approach in accordance with the Comprehensive Plan and LDC. ~~In addition, the to ensure that the proposed areas are environmentally and economically viable request shall demonstrate:~~

- a. ~~The effect on the public's health, safety, or welfare;~~
- b. ~~The impact on the financial viability of the County's solid waste management system (unless considered de minimis by the County); and~~
- c. ~~The new or expansion request shall provide past performance of other waste handling facilities owned or operated by the applicant to demonstrate compliance with Federal, State, and local regulations.~~

## Solid Waste Redlines



**Policy 1.2.7:** Site criteria for ~~new or expansion of private~~ solid waste management facilities shall be specified in the ~~applicable State regulations~~~~land development regulations~~ and the LDC and shall include, at a minimum, the following:

- a. Provisions to ensure compatibility of a subject solid waste management facility with the given area.
- b. Provisions for ~~each~~ access to a subject solid waste management facility by collection vehicles, automobiles, and, where applicable, transfer vehicles.
- c. Provisions for safeguards against water and ground pollution originating from the disposal of wastes.
- d. Provisions for security, such as fencing, gated entrances, lighting, and/or manned facilities, ~~and~~;
- e. Provisions for buffering from all adjacent uses except other solid waste management facilities

In accordance with the Future Land Use Element (FLUE) requirement for a Special Use Permit (SUP), the applicant for a solid waste management facility shall provide an analysis of the subject site to ensure that the ~~forementioned criteria~~ are satisfied.



## Economic Element



Full redlines in agenda attachment.



## Sanitary Sewer Element



Utility Director confirmed the existing LOS is accurate:

- 110 gallons per person per day for residential demand.
- approximately 2,000 gallons per acre per day for commercial and industrial demand.

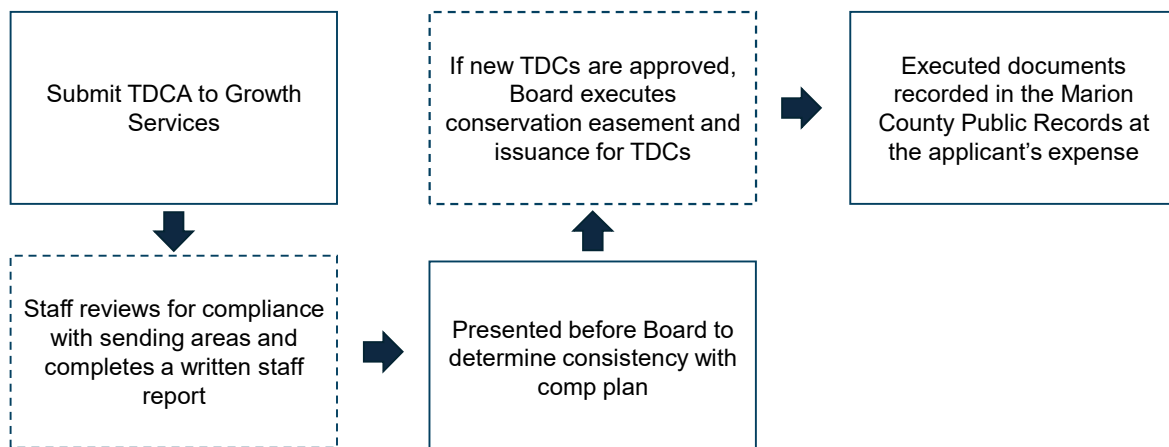


# TDR Process

## Current TDR Process – Step 1: Issuing the Credits



Transfer of Development Credits Application (TDCA)



All issuance, transfer, and use/redemption of TDCs require approval by the Board consistent with the provisions of their respective program.

## Current TDR Process – Step 2: Transfer Credits



Seller and Buyer each submit documentation directing the transfer of credits between parties and/or from sending area to acceptance of credit to the receiving area



BOCC review and approve the transfer; executed transfer documents are then recorded at the applicant's expense

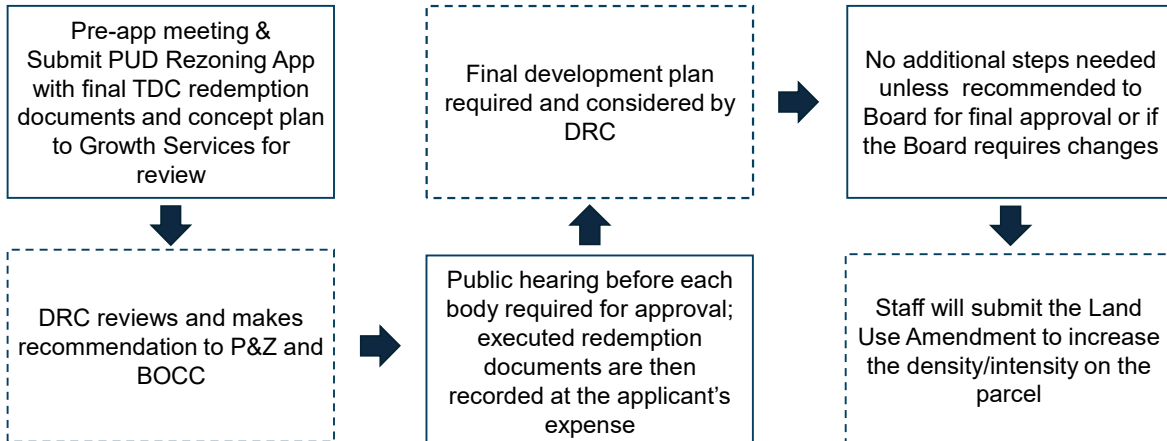
All issuance, transfer, and use/redemption of TDCs require approval by the Board consistent with the provisions of their respective program.

Kimley»Horn 11  
PLANNED UNIT DEVELOPMENT

## Current TDR Process – Step 3: Utilizing the Credits



Planned Unit Development (PUD) for transfer, use/redemption



All issuance, transfer, and use/redemption of TDCs require approval by the Board consistent with the provisions of their respective program.

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PLANNED UNIT DEVELOPMENT



# TDR Qualifications

## Current TDR Sending Areas



Sending Area	Minimum Size
Inside FPA	30 acres
Outside of FPA/UGB <u>and</u> Rural Land <u>and</u> Policy 1.1.2 *	30 acres

\*Per Conservation Element Policy 1.1.2 - Locally significant natural resources due special protection to minimize adverse impacts to these resources:

- Surface waters of the State;
- Native vegetative communities
- Commercially valuable mineral resources
- Soils, particularly prime & locally important farmland
- Good quality air, focusing on dust/debris & noxious odors;
- Good quality and sufficient quantities of groundwater, particularly addressing potable, agricultural, recreational, and other economically beneficial uses;
- Wellhead and wellfields serving centralized potable water systems for municipal and local governments or private systems
- Fisheries, wildlife, and wildlife habitat;
- Migratory wildlife routes and ecological corridors; and County-owned and/or managed regional and/or resource-based parks.



## Current TDR Receiving Areas and Levels

TDR Levels	Receiving Area	Maximum Density	Water & Wastewater
Level I	Other FLU in UGB	2 du/ac above maximum residential land use of site	Central
Level II	Rural Land in UGB	3 du/ac	Central
Level III	Former Urban Reserve designated lands outside UGB	1 du/ac	Applicable code at time of development approval

Levels correspond between Comp Plan and LDC



## TDR Board questions/discussion

How can we ensure efficiency and more predictable outcomes in application process?

### For Sending Areas:

- Full Farmland Preservation Area (FPA)
- Rural Land outside of the UGB
  - no locally significant natural resource requirement
- Remove the requirement of the transfer to go to BOCC



## TDR Board questions/discussion



How can we make the credits more appealing to buyers?

### Advertisement

- Flyers in the County buildings
- Share on County website

### Maximum Density

- Allow the max density within the land use if they use TDCs

### Remove the requirement of the transfer to go to BOCC

- Only record the transfer once the PUD is approved

### Remove the requirement for the Open Space to go to BOCC (Admin approval)

- Also allow 1 credit for 1 acre-instead 0.05

## TDR Board questions/discussion



How can we make the credits more appealing to buyers?

### Remove the PUD requirement if the correct zoning and land use is in place

For example:

- A property already has Land Use High Density Residential and R3 Zoning- allow them to use the credits to go 2 du/ac above maximum density without Board approval



## TDR Board questions/discussion



How can we make credit inventory more readily available and the process of buying more efficient?

**Remove the requirement of the transfer to go to BOCC**

**Maintain a list on the Growth Services website including:**

- The number of credits available
- Contact info (credit holder's responsibility to update GS)

## Next Workshop:



### Date

- Thursday, May 1<sup>st</sup>, 2025
- 2:30pm - 4:30pm

### Topics

- Park LOS
- Open Space / Active Recreation
- Recreation & Open Space Element
- Conservation Element





## Question and / or comments?

Blair Knighting, AICP

[Blair.Knighting@kimley-horn.com](mailto:Blair.Knighting@kimley-horn.com)

904-828-3900

# Redlines

## Solid Waste Element

DRAFT



**GOAL 1:** ~~The Marion~~ County shall provide solid and hazardous waste management facilities and services to meet the current and future needs of the citizens of the County in a sustainable manner that shall protect and enhance the economic and environmental quality of the County through ~~recycling~~ waste reduction strategies and proper waste management.

**OBJECTIVE 1.1:** Ensure that adequate solid waste facility capacity ~~is~~be available to support demand based on the adopted Level of Service (LOS) standard.

**Policy 1.1.1:** The LOS standard for waste disposal shall be 6.2 pounds of solid waste generation per person per day. This LOS standard shall be used as the basis to determine the capital facilities or contractual agreements needed to properly dispose of solid waste currently generated in the County and to determine the demand for solid waste management facilities, which shall be necessitated by future development.

**Policy 1.1.2:** The County shall monitor solid waste facility capacity to ensure that available capacity exists based on LOS standard as set forth in the concurrency requirements of the Comprehensive Plan Capital Improvements Element (CIE) and Land Development Code (LDC).

**Policy 1.1.3:** The County shall conduct ~~an annual~~periodic reviews of the capacity of existing solid waste management facilities to meet current and future demand for solid waste services ~~in order~~ to identify potential LOS deficiencies and provide for the expansion, increase in capacity, or replacement of facilities, and/or the addition of recycling programs consistent with the Marion County Solid Waste Management Plan (SWMP) and the CIE, as appropriate.

**Policy 1.1.4:** Solid waste management and disposal facility projects which are necessary to correct any existing deficiencies in the level of service shall be given priority prior to funding any solid waste program enhancements included in the County's Capital Improvement Program (CIP), CIE, and in the Five-Year Schedule of Capital Improvements.

**Policy 1.1.5:** Permits shall be denied for development that would either increase demands on an already deficient facility or cause a facility to exceed its capacity until such time that the facility may provide service in accordance with the adopted LOS standard.

**Policy 1.1.6:** All costs incurred as a result of the operation and maintenance of solid waste management and disposal facilities within the County shall be met through the collection of gate rates and user fees using an assessment schedule sufficient to completely finance the provision of the service.

**Policy 1.1.7:** The area within the Urban Growth Boundary (UGB) of the adopted Future Land Use Map (FLUM) shall have the first priority in the provision of certain solid waste management services, such as curbside garbage and recycling collection, and for committing financial resources to these services.

**Policy 1.1.8:** The County shall consider a range of solid waste management methods and technology options, including waste reduction and recycling strategies, when conducting facility planning to expand, replace, or increase the capacity of solid waste facilities.

**OBJECTIVE 1.2:** The County shall consider recommendations in the Marion County Solid Waste Management Master Plan (SWMP), as amended, and any amendments and/or revisions thereof regarding all aspects of solid waste management methods, technologies, and funding.

**Policy 1.2.1:** The SWMP shall identify the solid waste management methods and technologies ~~that are~~ appropriate for the County, while assisting the County in achieving waste reduction goals as established by the County in conformance with state requirements.

**Policy 1.2.2:** The SWMP shall address the following:

- a) Garbage collection methods and opportunities, ~~both within and outside the UGB~~;
- b) Recycling collection methods and opportunities, ~~both within and outside the UGB~~;
- c) Cost estimates for various solid waste disposal methods;
- d) Funding requirements for recommended alternatives;
- e) ~~Recycling programs~~ Waste reduction strategies;
- f) Maintaining an assessment schedule with a positive ~~cost to revenue~~ revenue-to-cost ratio for solid waste services;
- g) Identification of specific implementation techniques for each of the proposed programs; and
- h) Identification of specific implementation schedules for each of the proposed programs.

**Policy 1.2.3:** The Solid Waste Department (SWD) shall prepare ~~an annual periodic summary summaries~~ of capacity and demand information for all solid waste management and disposal facilities in the County to be submitted in conjunction with the annual CIE Update to the Board of County Commissioners. This summary shall consist of, but is not limited to, identifying deficiencies in the system, updating the generation rate, determining the remaining capacity of the disposal facility, providing the most recent recycling percentage, providing an analysis of system operating costs to revenue generated by the gate rates and solid waste assessment, and specifying the amount of hazardous waste generated in the County.

**Policy 1.2.4:** ~~The annual summary~~ Summaries prepared by the SWD shall be used to determine the need, location, and timing of future projects designed to extend or expand the capacity of existing and proposed solid waste management and disposal facilities as specified in the SWMP.

**Policy 1.2.5:** ~~Identifying areas for future~~ New private solid waste management facilities shall be accomplished using a comprehensive technical approach in accordance with the Comprehensive Plan and LDC. ~~In addition, the to ensure that the proposed areas are environmentally and economically viable request shall demonstrate:~~

- a. The effect on the public's health, safety, or welfare;
- b. The impact on the financial viability of the County's solid waste management system (unless considered de minimis by the County); and

- c. The new or expansion request shall provide past performance of other waste handling facilities owned or operated by the applicant to demonstrate compliance with Federal, State, and local regulations.

**Policy 1.2.6:** The SWD shall annually evaluate ~~annually~~ the number, location, and utilization of convenience centers to ensure that solid waste services at each facility meet the demands of the population being served. The SWD shall continue to coordinate with other public and private solid waste providers ~~in order~~ to eliminate duplication of services.

**Policy 1.2.7:** Site criteria for new or expansion of private solid waste management facilities shall be specified in the applicable State regulations and development regulations and the LDC and shall include, at a minimum, the following:

- a. Provisions to ensure compatibility of a subject solid waste management facility with the given area.
- b. Provisions for ~~each~~ access to a subject solid waste management facility by collection vehicles, automobiles, and, where applicable, transfer vehicles.
- c. Provisions for safeguards against water and ground pollution originating from the disposal of wastes.
- d. Provisions for security, such as fencing, gated entrances, lighting, and/or manned facilities, and;
- e. Provisions for buffering from all adjacent uses except other solid waste management facilities

In accordance with the Future Land Use Element (FLUE) requirement for a Special Use Permit (SUP), the applicant for a solid waste management facility shall provide an analysis of the subject site to ensure that the aforementioned criteria are satisfied.

**Policy 1.2.8:** Construction and Demolition (C & D) landfills shall be prohibited in areas that exhibit Karst geology. Concurrent with submittal of a land use amendment application, applicants for a C & D landfill shall be required to comply with the LDC.

**OBJECTIVE 1.3:** The County shall utilize the most appropriate feasible solutions to control littering and the unauthorized dumping of waste in the unincorporated areas of Marion~~the~~ County.

**Policy 1.3.1:** The County shall maintain a public education program to address litter and dumping problems and their associated costs ~~in order~~ to inform and motivate the public to properly dispose of litter.

**Policy 1.3.2:** The County shall maintain its franchised/licensed hauler program.

**Policy 1.3.3:** The County shall update and enforce h~~H~~azardous w~~W~~aste m~~M~~anagement requirements consistent with local, state, and federal regulations to allow the County ~~the ability to~~

better manage and regulate the proper use, handling, storage, and disposal of hazardous materials.

**OBJECTIVE 1.4:** ~~Recycling, composting, and other alternative waste reduction and disposal~~Waste reduction programs shall continue to reduce the net amount of solid waste ~~generated-disposed of~~ in the County.

**Policy 1.4.1:** The ~~Solid Waste Department~~SWD shall perform periodic waste composition analysis as ~~determined~~ necessary to more accurately assess the rate of generation and composition of waste to monitor for hazardous waste and help target recyclables that are not being intercepted.

**Policy 1.4.2:** The County shall continue to develop and promote reduction, reuse, and recycling programs for Class I wastes as part of the solid waste management strategy.

**Policy 1.4.3:** Recycling and reduction procedures shall be reviewed annually to assess the feasibility of pursuing additional procedures to reduce the amount of solid waste disposed of in the County.

**Policy 1.4.4:** The County shall encourage departments to adopt and promote the use of recycled/recyclable supplies and materials and waste reduction strategies in daily operations including:

- a) Waste prevention, recycling, and use of recycled/recyclable materials through purchasing practices with vendors, contractors, businesses and governmental agencies; and
- b) Adoption of waste prevention, recycling and use of recycled supplies/materials at County owned facilities.

# **Redlines**

## **Economic Element**

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

**OBJECTIVE 1.1:** Marion County's Comprehensive Plan, ~~Future Land Use Map Series~~(FLUM), Land Development Code (LDC), and Zoning Map shall designate land for business and industrial activities ~~which that~~ maintain and promote economic diversity and development in the County.

**Policy 1.1.1:** The Comprehensive Plan, FLUM, Zoning Map, and LDC shall designate lands for business and industrial uses in sufficient quantities to provide goods, services, and employment opportunities for the County.

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

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

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

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

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

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

**OBJECTIVE 1.3:** The County ~~shall~~may establish processes and ~~LDCs~~regulations, as appropriate, that enable expedited review and permitting for development ~~which is found to that~~



enhances economic sustainability and growth while still providing for thorough review of all development plans.

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

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

**OBJECTIVE 1.4:** The County, shall coordinate in coordination with the Ocala/Marion County Chamber and Economic Partnership (CEP) an economic development agency, to maintain an inventory of commercial and industrial designated lands. This list shall be made available to any member of the public, upon request, make the inventory available to the public in multiple formats (e.g., electronic, etc.), and use its development review process to monitor development activity on a continuous basis.

**Policy 1.4.1:** To identify sites suitable for targeted industries The County will coordinate with an economic development agency may to establish and maintain a land use data base as part of its development review process to monitor each of the various land use designations which that allow commercial and industrial development as identified on the FLUM which may include, but not be limited to, total acres by future land use designation, acres developed, absorption rates, and other factors determined suitable.

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

**OBJECTIVE 1.54:** The County may grant economic development incentives to new, expanding, and/or relocating businesses in accordance with the policies under this objective.

**Policy 1.54.1:** The County shall may establish a process/program to identify development(s) and/or project(s) qualified to obtain economic development incentives. The process/program may further be coordinated with local economic development agencies and the State of Florida economic development-related offices and agencies, including, but not limited to, the Department of Economic Opportunity (DEO), FloridaCommerce, Florida Department of Transportation, and/or Enterprise Florida, Inc., (EFI) Select Florida and those agencies' qualifying programs.

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

- a) Incentives to off set application and review fees subject to the completion and performance of the qualified development;
- a) Incentives to off set impact fees and other capital charges subject to the completion and performance of the qualified development;

- ~~b) Incentives to coordinate long-term improvements with developments with suitable reimbursements to the qualified development;~~
- ~~c) Incentives to support small scale public infrastructure improvements to facilitate road access/ingress/egress, access to centralized water and/or centralized wastewater systems (e.g., Marion County Economic Development Infrastructure Grant Program);~~
- ~~d) Incentives to encourage new to Marion County jobs which that meet minimum average annual wage requirements established by the Board of County Commissioners (e.g., Marion County Economic Development Financial Incentive Grant Program).~~

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

**Policy 1.54.42:** The County may establish and/or use Tax Increment Financing (TIF) options and/or Community Redevelopment Areas (CRA), particularly for those areas ~~which~~ that provide, or are required to provide for the establishment of, qualified development, consistent with any applicable Florida Statutes.

**Policy 1.54.53:** The County may establish additional economic development tools designed to encourage private sector capital investment and new to Marion County job creation ~~using specialized programs such as, but not limited to, Enterprise Zones, Brownfields, etc., consistent with those programs' applicable regulatory requirements, particularly when such programs will support and encourage qualified development.~~

~~**Policy 1.5.6:** The County may enter into public/private partnerships to establish for the establishment of facilities and/or services which will to facilitate the expansion and/or establishment of qualified development.~~

**OBJECTIVE 1.65:** The County ~~shall~~ may target support priority industries that create higher wage jobs and diversify the economic base of the County.

**Policy 1.65.1:** The County ~~shall~~ may identify and maintain a ~~target~~ priority industries strategy and prepare, implement, and maintain a coordinated marketing plan to attract businesses that fit the identified markets.

**Policy 1.65.2:** ~~t~~ The County may also partner with and/or designate one or more entities ~~for this effort~~ to facilitate achieving priority industries, such as, but not limited to, the Ocala/Marion Chamber & Economic Partnership (CEP).

**OBJECTIVE 1.76:** The County may utilize public/private partnerships to help stimulate the economic growth of the County.

**Policy 1.676.21:** The County may use public/private partnerships with local, state, and federal economic development-related agencies and organizations to prepare proposals to companies that will bring/create new to Marion County jobs, high-quality ~~of~~ development and increased tax base, whose business is compatible ~~to~~ with the overall market desires of the County.

**Policy 1.6.376.2:** The County may use public/private partnerships with local, state, and federal economic development-related agencies and organizations to market the County to businesses and industries which is that are consistent with the County's a targeted priority industries strategy and are compatible to the overall market desires of the County.

**Policy 1.6.476.3:** The County will encourage public/private partnerships which that maximize participation by multiple partners, particularly partnerships which maximize that leverage investment and diversify the distribution of responsibilities (e.g., funding, staffing, etc.) among the partners.

**Policy 1.6.576.4:** The County will encourage public/private partnerships which that minimize additional costs and maximize return on investment for the County.

**OBJECTIVE 1.7:** The County shall encourage the expansion and establishment of existing and new education institutions, particularly within, and in proximity to, the County.

**Policy 1.7.1:** The County shall may encourage and support the expansion and establishment of opportunities for secondary educational facilities and job training opportunities focusing on high-quality education facilities and programs.

**Policy 1.7.2:** The County shall may encourage and support establishing job training and professional development partnerships with local employers and educational institutions.

**Policy 1.7.3:** The County shall encourage and support lifelong learning and education opportunities from early childhood through senior citizens.

**Policy 1.7.4:** The County shall encourage the expansion of existing State Universities and Colleges, other colleges, vocational and technical schools via and vocational and technical schools through permanent physical facilities and/or remote campus opportunities.

**OBJECTIVE 1.8:** ~~Marion County shall coordinate the provision of infrastructure necessary to support, enhance, and promote economic development opportunities.~~

**Policy 1.8.1:** ~~The County shall facilitate economic development that, on balance, provides positive net revenue for the County from sources including, but not limited to, property ad valorem taxes, tangible/intangible personal property taxes, sales taxes, and utility service revenues.~~

**Policy 1.8.2:** ~~The County shall utilize regional, state, and federal resources to assist in meeting community infrastructure needs associated with economic development to the greatest extent possible.~~

**Policy 1.8.3:** ~~The County shall encourage the development of entrepreneurial small business incubation programs by encouraging public and private partnerships and by leveraging funding and business leadership opportunities.~~

**Policy 1.8.4:** ~~The County shall encourage the development of an outdoor eco-tourism entrepreneurship program to strengthen the business opportunities for supporting the growth of~~

~~venues to support, maintain, and enhance the County's reputation as an outdoor adventure destination.~~

~~**OBJECTIVE 1.9:** The County shall provide and support consistent, fair, and timely government regulations (e.g., Florida Statutes, Florida Administrative Code, Marion County Code, Marion County Land Development Code LDC), etc.) that are flexible, responsive, and effective.~~

~~**Policy 1.9.1:** The County shall maintain a LDC which that provides predictable and cost-effective regulations to all parties to the greatest extent practicable.~~

~~**Policy 1.9.2:** The County shall continually solicit community and stakeholder input on the development/developing, permitting, and licensing processes to identify and implement relevant improvements to improve quality and customer service goals.~~

~~**Policy 1.9.3:** The County shall strive to create and implement opportunities to better communicate with constituents and stakeholders through all forms of media and the internet/web.~~

**OBJECTIVE 1.10118:** The County ~~shall~~ may support and encourage obtaining goods and services from local Marion County sources in support of the local economy and reducing dependence upon non-local sources.

**Policy 1.10118.1:** The County ~~shall~~ may implement policies and procedures to identify local goods and services providers for use by the County in a "Buy Local" effort.

**Policy 1.10118.2:** The County ~~shall~~ may encourage public/private partnerships ~~which~~ that identify local goods and services providers for use by County business, industry, and citizens in a "Buy Local" effort.

**OBJECTIVE 1.9:** The County shall recognize and support Agritourism as an opportunity to facilitate rural economic development and to protect and promote the equestrian/agricultural industry.

**Policy 1.9.1** The County may coordinate with local agricultural and economic development groups to promote Agritourism opportunities and to support economic development.

**Policy 1.9.2** The County should consider opportunities to update the LDC to acknowledge Agritourism rights for agricultural uses and to allow for development of supporting uses.

~~**OBJECTIVE 1.11:** The County shall encourage and facilitate infill and redevelopment opportunities through the use of incentives and specialized development strategies.~~

~~**Policy 1.11.1:** The County shall encourage and support the consolidation of consolidating substandard, insufficient, and/or inefficient properties to achieve unified infill development and/or redevelopment when practicable.~~

~~**Policy 1.11.2:** The County shall encourage and support the use of off-site lands to meet the infrastructure needs (e.g., stormwater management, etc.) for infill and/or redevelopment when practicable and consistent with the surrounding uses.~~

~~**Policy 1.11.3:** The County shall encourage and support the expansion of central potable water and sanitary sewer infrastructure to accommodate infill and redevelopment when practicable.~~

~~**OBJECTIVE 1.12:** Marion County shall establish annual and long-term (e.g., 5- and/or 10-year) industry recruitment and job creation goals and milestones to address the success of economic development initiatives; as part of this process the County may establish and adopt an Economic Development Plan.~~

~~**Policy 1.12.1:** The Goals and milestones established shall address, at a minimum, the following on a total and industry-by-industry basis:~~

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

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

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

**CLEAN**  
**Economic Element**



**GOAL 1:** Marion County will strive to sustain and enhance the economic health of the community to increase and diversify the economic base, create higher paying job opportunities, support the continuation, expansion, and retention of current businesses and industries, encourage the relocation of business and priority industries to and within Marion County, and provide a positive business environment which will allow the residents of Marion County to prosper.

**OBJECTIVE 1.1:** Marion County's Comprehensive Plan, Future Land Use Map (FLUM), Land Development Code (LDC), and Zoning Map shall designate land for business and industrial activities that maintain and promote economic diversity and development in the County.

**Policy 1.1.1:** The Comprehensive Plan, FLUM, Zoning Map, and LDC shall designate lands for business and industrial uses in sufficient quantities to provide goods, services, and employment opportunities for the County.

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

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

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

**OBJECTIVE 1.3:** The County may establish processes and regulations, as appropriate, that enable expedited review and permitting for development that enhances economic sustainability and growth while still providing for thorough review of all development plans.

**Policy 1.3.1:** The County Administrator or designee may request staff to expedite and coordinate permitting for projects to encourage priority industry and business prospects to expand or relocate to the County.

**OBJECTIVE 1.4:** The County may grant economic development incentives to new, expanding, and/or relocating businesses in accordance with the policies under this objective.

**Policy 1.4.1:** The County may establish a process/program to identify development(s) and/or project(s) qualified to obtain economic development incentives. The process/program may further be coordinated with local economic development agencies and State of Florida economic development-related offices and agencies and those agencies' qualifying programs.

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**Policy 1.4.2:** The County may establish and/or use Tax Increment Financing (TIF) options and/or Community Redevelopment Areas (CRA), particularly for those areas that provide, or are required to provide for the establishment of, qualified development, consistent with any applicable Florida Statutes.

**Policy 1.4.3:** The County may establish additional economic development tools designed to encourage private sector capital investment and new to Marion County job creation.

**OBJECTIVE 1.5:** The County may support priority industries that create higher wage jobs and diversify the economic base of the County.

**Policy 1.5.1:** The County may identify and maintain a priority industries strategy and prepare, implement, and maintain a coordinated marketing plan to attract businesses that fit the identified markets.

**Policy 1.5.2:** The County may also partner with and/or designate one or more entities to facilitate achieving priority industries, such as, but not limited to, the Ocala/Marion Chamber & Economic Partnership (CEP).

**OBJECTIVE 1.6:** The County may utilize public/private partnerships to help stimulate the economic growth of the County.

**Policy 1.6.1:** The County may use public/private partnerships with local, state, and federal economic development-related agencies and organizations to prepare proposals to companies that will bring/create new to Marion County jobs, high-quality development and increased tax base, whose business is compatible with the overall market desires of the County.

**Policy 1.6.2:** The County may use public/private partnerships with local, state, and federal economic development-related agencies and organizations to market the County to businesses and industries that are consistent with a priority industries strategy and are compatible to the overall market desires of the County.

**Policy 1.6.3:** The County will encourage public/private partnerships that maximize participation by multiple partners, particularly partnerships that leverage investment and diversify the distribution of responsibilities (e.g., funding, staffing, etc.) among the partners.

**Policy 1.6.4:** The County will encourage public/private partnerships that minimize additional costs and maximize return on investment for the County.

**OBJECTIVE 1.7:** The County shall encourage the expansion and establishment of existing and new education institutions, particularly within and in proximity to the County.

**Policy 1.7.1:** The County may encourage and support the expansion and establishment of secondary educational facilities and job training opportunities focusing on high-quality education and programs.

**Policy 1.7.2:** The County may encourage and support establishing job training and professional development partnerships with local employers and educational institutions.

**Policy 1.7.3:** The County shall encourage and support lifelong learning and education opportunities from early childhood through senior citizens.

**Policy 1.7.4:** The County shall encourage the expansion of existing State Universities and Colleges, other colleges, and vocational and technical schools through permanent physical facilities and/or remote campus opportunities.

**OBJECTIVE 1.8:** The County may support and encourage obtaining goods and services from local Marion County sources in support of the local economy and reducing dependence upon non-local sources.

**Policy 1.8.1:** The County may implement policies and procedures to identify local goods and services providers for use by the County in a “Buy Local” effort.

**Policy 1.8.2:** The County may encourage public/private partnerships that identify local goods and services providers for use by County business, industry, and citizens in a “Buy Local” effort.

**OBJECTIVE 1.9:** The County shall recognize and support Agritourism as an opportunity to facilitate rural economic development and to protect and promote the equestrian/agricultural industry.

**Policy 1.9.1** The County may coordinate with local agricultural and economic development groups to promote Agritourism opportunities and to support economic development.

**Policy 1.9.2** The County should consider opportunities to update the LDC to acknowledge Agritourism rights for agricultural uses and to allow for development of supporting uses.