

# **A Five-Year Strategic Plan**

for

## **Economic Development in Citrus County, Florida**

*Submitted to:*

### **Citrus County Economic Development Council**

*Submitted by:*

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## SECTION 1: INTRODUCTION

In today's fiercely competitive global economy, the status quo is not an option. Many communities are trying to stem job losses and attract new investment and jobs. Successful communities must first honestly assess their local economy, including both assets and challenges. Together with this evaluation, successful communities, working collaboratively with their economic development partners, must develop highly targeted strategies that align workforce development, economic development, product development and marketing around a shared set of goals and objectives. Success requires public and private leadership to embrace these strategies and make the necessary investments to achieve positive community outcomes.

Citrus County is at an important juncture. The recent decision by Duke Energy Corporation to decommission the Crystal River 3 Nuclear Power Plant has resulted in job losses and a significant decline in tax revenues, with resultant impacts across a range of county services. Unquestionably, Citrus County needs new capital investment and well-paying jobs to mitigate this situation. Perhaps more importantly, however, the county needs a strong consensus among public and private leaders to make the critical investments needed to diversify the county economy and create new and better job opportunities for Citrus County residents.

### Project Overview

The recent actions by Duke Energy prompted Citrus County leaders to reassess the county's economy and its economic development programming to determine what actions the county might undertake to mitigate the impacts of these events. County leaders prudently decided to develop a 5-year economic development strategic plan (the "Strategic Plan") for the county.

In late June 2013 the Citrus County Economic Development Council ("EDC") issued a Request for Proposal ("RFP") soliciting consulting services to assist in developing the Strategic Plan. Specifically, the RFP identified the need to "focus on diversifying the economic development base in Citrus County including the cities of Crystal River and Inverness," and it identified four critical objectives:

- Assess the existing site inventory including infrastructure availability;
- Identify target industries based on the County's assets;
- Evaluate workforce availability related to the target industries; and
- Develop a marketing plan to attract the target industries.

To assist with the development of the Strategic Plan, the EDC selected the J. Goldsmith and Co. team ("JGC Team") of Jeannette Goldsmith ("Goldsmith") and Don Kirkman ("Kirkman").

## Project Scope

The JGC Team undertook a three-phase program of work to develop the Citrus County Economic Development Strategic Plan:

- Phase I: Project Alignment
- Phase II: Assets and Challenges Assessment
- Phase III: Plan Development

As part of Phase I, the team met with community leaders and representatives from various constituent groups. As a result of these meetings and with additional input from the EDC Project Team, the JGC Team developed a Stakeholder Engagement Plan, which identified constituent groups whose input was determined to be important to the development and effective implementation of the Strategic Plan. These groups included:

- Agribusiness
- Banking and Finance
- Education/Workforce
- Entrepreneurs and Small Business Providers
- Existing Industries
- Government
- Health Care
- Real Estate / Development / Construction
- Tourism

At the completion of Phase I, the JGC Team presented the Stakeholder Engagement Plan, which included the names of individuals from the stakeholder groups and other local leaders whose input and suggestions would be assimilated through a combination of focus group meetings and one-on-one interviews.

The purpose of Phase II was to gather information in order for the JGC Team to broaden and deepen their understanding of the Citrus County assets and challenges that impact economic development. Through this due diligence process, the JGC Team engaged over 100 individuals across Citrus County and the region through focus group or individual interviews. In addition, the JGC Team conducted field visits to approximately 30 distinct existing Citrus County industrial sites and available buildings. Finally, the JGC Team reviewed numerous studies on Citrus County and the surrounding region, and they analyzed extensive county demographic, economic and labor force data. The JGC Team delivered its report entitled *Assets and Challenges Assessment for Citrus County* to the EDC on November 4, 2013.

## About the Strategic Plan

The purpose of this Strategic Plan is to provide the Citrus County EDC and county leaders with a five-year economic development road map for economic development. This plan does not address all of the issues and challenges currently facing Citrus County, nor was it intended to. Rather, it offers twenty goals in the following five areas, which was the charge outlined in the RFP:

- Product Development
- Marketing
- Target Industries
- Workforce Development
- Economic Development Programming

Each goal is accompanied by multiple strategies and action items. In addition, the Strategic Plan includes an implementation timeline and a budget in Section 4 and 5, respectively.

The goals, strategies and actions presented in this Strategic Plan are preceded by two foundation statements that the JGC Team hopes will guide the EDC and Citrus County leaders as they implement the Strategic Plan.

## SECTION 2: FOUNDATION STATEMENTS

During the initial phases of this project, the JGC Team directly engaged with over 100 Citrus County residents or stakeholders. Through the input received by Goldsmith and Kirkman from these interviews and focus group meetings, as well as through the independent research the JGC Team conducted for this Strategic Plan, the consulting team identified the following two overarching findings that underpin the goals, strategies and action items presented in this Strategic Plan. These findings are offered as a foundation on which a robust and impactful Citrus County economic development program can be built and sustained.

First, Citrus County citizens want economic growth that will create new capital investment to expand the tax base, companies that will protect and sustain the county's quality of place, and job opportunities that pay above average wages. This finding is supported by the fact that Citrus County has adopted as a Goal in its Comprehensive Plan to "promote and maintain orderly and diversified economic growth, increased employment, and investment opportunities, while protecting the environment and current quality of life."

Second, the Citrus County Economic Development Council should be the lead agency for economic development in the county. As such, the EDC should play a primary role in the recruitment of new businesses and the expansion of unique existing businesses. At the same time, the EDC should play a supporting role in the nurturing of small businesses and entrepreneurs, the provision of workforce development services and the development of tourism and related quality of place assets in Citrus County.

## SECTION 3: GOALS, STRATEGIES, & ACTIONS

This section of the plan lays out the goals, strategies, and actions in five key areas: Product Development (Goals 1-6), Marketing (Goals 7-9), Target Industries (Goals 10-11), Workforce Development (Goals 12-15), and Economic Development Programming (Goals 16-20).

### Product Development

In today's competitive environment for new jobs and investment, communities must be prepared with "shovel-ready" real estate opportunities for clients. This means that sites and physical infrastructure must be in place before the client begins the site search. Physical infrastructure consists of highways, airports (and air service), rail service, ports, electric infrastructure, water and sewer utilities, natural gas, telecommunication networks, available sites and business parks and existing and available buildings. This infrastructure is critically important to a potential investor for many obvious reasons. Companies want to mitigate risk associated with relocation or expansion, while minimizing costs and maximizing speed and efficiencies.

Goal 1: To develop and promote a diverse mix of appropriate sites and buildings available for capital investment and job creation.

Strategy 1.1: Promote existing product (sites and buildings). *See table on following page for detailed action items.*

Site Name	Action Items
Meadowcrest Technology Square (BLDG)	<ol style="list-style-type: none"> <li>1. Work with owner developer to compile required information and visuals (focus on central 25,000 square foot section)</li> <li>2. List on NFEDP and EFI site and building database</li> </ol>
Meadowcrest Technology Square (SITE)	<ol style="list-style-type: none"> <li>1. Work with owner developer to compile required information and visuals</li> <li>2. Develop a conceptual site layout for a 50,000 square foot flex building</li> <li>3. List on NFEDP and EFI site and building database</li> </ol>
Cox Lumber Company (BLDG)	<ol style="list-style-type: none"> <li>1. Work with owner developer to compile required information and visuals</li> <li>2. Encourage the owner/developer through tax credits or incentives (see Strategy 2.2) to rehab retail space</li> <li>3. List on NFEDP and EFI site and building database</li> </ol>
Frito Lay Building (BLDG) (Part of White Lake Industrial Park)	<ol style="list-style-type: none"> <li>1. Work with owner developer to compile required information and visuals</li> <li>2. Work with City of Inverness to put together a master plan for the development of the White Lake Industrial Park; incorporate this building with potential room for expansion in the plan</li> </ol>
Precision Machined Engines (BLDG) (Part of White Lake Industrial Park)	<ol style="list-style-type: none"> <li>1. Work with owner developer to compile required information and visuals</li> <li>2. Work with city of Inverness to put together a master plan for the development of the White Lake Industrial Park; incorporate this building with potential room for expansion in the plan</li> </ol>

Strategy 1.2: Determine availability and developability of existing industrial parks in the county where tenants are currently located but where considerable amount of information is unknown and the potential for additional development may be possible.

Site Name	Action Items
Suncoast Industrial Park	<ol style="list-style-type: none"> <li>1. Meet with owners / developers</li> <li>2. Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>
Citrus Industries Industrial Park	<ol style="list-style-type: none"> <li>1. Meet with owners / developers</li> <li>2. Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>3. Work with County and other jurisdictions to determine if centralized water and sewer can be made available to this site</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>
Crystal Hills Industrial Park	<ol style="list-style-type: none"> <li>1. Meet with owners / developers</li> <li>2. Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>3. Work with County and other jurisdictions to determine if centralized water and sewer can be made available to this site</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>
Homosassa Industrial Park	<ol style="list-style-type: none"> <li>1. Meet with owners / developers</li> <li>2. Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>
Rooks Industrial Park	<ol style="list-style-type: none"> <li>1. Meet with owners / developers</li> <li>2. Understand if there are any sites available and the available site sizes, development plans, asking price, etc.</li> <li>3. Work with County and other jurisdictions to determine if centralized water and sewer can be made available to this site</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>

Strategy 1.3: Identify and develop a new Business Park (or Parks).

Site Name	Action Items
Apollo Beach Investments	<ol style="list-style-type: none"> <li>1. Meet with land owners</li> <li>2. Understand the site size, development plans, etc.</li> <li>3. Work with County and other jurisdictions to determine if centralized water and sewer can be made available to this site</li> <li>4. Develop master plan for site</li> <li>5. Compile required information and visuals</li> <li>6. List on NFEDP and EFI site and building database</li> </ol>
491 Corridor	<ol style="list-style-type: none"> <li>1. Working with county, landowners, and other stakeholders, identify a potential site for a Business Park</li> <li>2. Meet with land owners</li> <li>3. Work with County to determine how to bring centralized water and sewer to this site</li> <li>4. Work with county and state to determine access plan for the site</li> <li>5. Develop master plan for site</li> <li>6. Compile required information and visuals</li> <li>7. List on NFEDP and EFI site and building database</li> </ol>
Airport Business Park	<ol style="list-style-type: none"> <li>1. Work with county and other jurisdictions as necessary to determine best plan for access to the site</li> <li>2. Develop a master plan for site (including Rooks Property, if appropriate)</li> <li>3. Compile required information and visuals</li> <li>4. List on NFEDP and EFI site and building database</li> </ol>
Betz Farm	<ol style="list-style-type: none"> <li>1. Remain involved in conversations with county for future plans for this site. If site is not chosen for sports complex, encourage a mixed-use development plan for site</li> </ol>
Crystal River Commons	<ol style="list-style-type: none"> <li>1. Continue to communicate with owner/developer regarding changes in strategy</li> <li>2. Encourage owner/developer to add a business park component to master plan</li> <li>3. Support necessary changes in zoning to the property</li> <li>4. Compile required information and visuals</li> <li>5. List sites within the development that would be available for business or industry on the NFEDP and EFI website</li> </ol>

Site Name	Action Items
Enterprise Zone A	<ol style="list-style-type: none"> <li>1. Meet with owner/developer to determine land availability, developability and conditions for sale or lease</li> <li>2. Work with Crystal River, City of Inglis and County regarding the provision of centralized water and sewer services to the site (water service is currently in the County Master Plan)</li> <li>3. Work with county and state to determine site access</li> <li>4. Develop master plan for the site</li> <li>5. Compile required information and visuals</li> <li>6. List on NFEDP and EFI site and building database</li> </ol>
Crystal River Sprayfield	<ol style="list-style-type: none"> <li>1. As Crystal River implements plans to send reclaimed water to the Energy Complex (estimated 2015 completion), continue to explore the opportunity of using the excess land for potential industrial development</li> </ol>
Enterprise Zone B	<ol style="list-style-type: none"> <li>1. Meet with landowners to determine land availability, developability and conditions for sale or lease</li> <li>2. Work with Crystal River and county regarding the provision of centralized water and sewer services to the site</li> <li>3. Work with county and state to determine site access</li> <li>4. Develop master plan for the site</li> <li>5. Compile required information and visuals</li> <li>6. List on NFEDP and EFI site and building database</li> </ol>
White Lake / Hicks / Inverness Business Park	<ol style="list-style-type: none"> <li>1. Work with City of Inverness and landowners to discuss an industrial park concept</li> <li>2. Work with City of Inverness to develop a plan for extension of water and sewer services</li> <li>3. Work with City of Inverness to develop a site access plan</li> <li>4. Develop master plan for the site</li> <li>5. Encourage clean up, demolition and rehab of old structures</li> <li>6. Compile required information and visuals</li> <li>7. List on NFEDP and EFI site and building database</li> </ol>

Strategy 1.4: Continue to track industrial sites throughout the county that are either built out or otherwise less desirable for development.

Action 1.4.1: For the following sites, the EDC should compile required information and visuals; periodically meet with landowners to keep track of changes; and make decisions about sites as relevant.

- Hernando Industrial Park
- Crystal River Mall - Sears Space (BLDG)
- Flemming & Crabb
- Three Rivers Industrial Park
- Heatherwood Investments (aka Scudder)
- Holder Industrial Park
- Whetstone
- Shamrock Industrial Park
- Gorman Industrial Park

Goal 2: To actively support the preservation of land for industrial development.

Strategy 2.1: When property is identified as having potential for industrial development, encourage landowners to preserve the land for industrial development.

Action 2.1.1: Work with county planning staff to determine if there is a mechanism for helping landowners re-zone or designate/change land use without incurring additional ad valorem tax liability.

Action 2.1.2: Work with legal counsel to develop a Memorandum of Understanding that could be used with private landowners who wish to develop their property for industrial purposes in the future but do not want to make zoning changes.

Strategy 2.2: Develop incentives to encourage private landowners to rehab / clean up existing space.

Action 2.2.1: Develop an incentive program that would rebate a portion of ad valorem taxes back to property owners in exchange for specific improvements.

Action 2.2.2: Working with stakeholders, draft a list of projects or types of projects that would be eligible for the incentive.

Action 2.2.3: Present the incentive program to BOCC for adoption and implementation.

Goal 3: To encourage the extension of centralized water and sewer services to existing business parks and new or potential business parks.

Strategy 3.1: Support the implementation of the Citrus County Utility Master Plan.

Action 3.1.1: Review plan and recommend projects of importance to the economic development strategic plan

Strategy 3.2: Work with units of local government to develop strategies for the extension of centralized water and sewer services to the site and building products identified in Strategy 1.2 (if applicable) and 1.3.

Action 3.2.1: Develop a prioritized list of projects where water and sewer extensions are needed.

Action 3.2.2: Present projects to county and/or city staff (where appropriate) and request preliminary cost estimates for each project and re-prioritize sites as necessary or appropriate.

Action 3.2.3: Retain engineering firm to develop plans (including cost and schedule estimates) for water and sewer extensions to priority sites.

Strategy 3.3: Work with County GIS staff to procure water and sewer data from other entities to be able to map water and sewer assets to sites regardless of ownership.

Goal 4: To accelerate the extension of the Suncoast Parkway into Citrus County.

Strategy 4.1: Identify the extension of the Suncoast Parkway as economic development Priority One.

Action 4.1.1: Working with a university partner, conduct an economic impact analysis on the construction of and the development around the Suncoast Parkway in Citrus County.

Action 4.1.2: Working with other stakeholders, create talking points on the Suncoast Parkway extension. This document should be explicit about the elements of the project that are important to Citrus County and should include data points on the economic impact the project will have.

Action 4.1.3: Distribute talking points to economic development ambassadors (see strategy 20.1).

Action 4.1.4: Hold regular meetings with representatives from the Florida Department of Transportation and other public officials, including the Citrus County legislative delegation.

Goal 5: Continue to improve the intra-county road network within Citrus County to improve traffic flows and enhance economic development opportunities.

Strategy 5.1: Continuously evaluate opportunities to widen and improve traffic flows and safety on the following primary intra-county thoroughfares: 19, 41, 44, 200, 480, 486, and 491.

Action 5.1.1: Working with Florida DOT, Citrus County, and the City of Inverness, prioritize widening of 41 north of Inverness to provide improved access to several existing and prospective industrial park properties, and to improve traffic flows on this increasingly important and congested corridor.

Action 5.1.2: As primary thoroughfares are widened and improved, work with appropriate local governments and private telecommunications providers to plan for utility (water, sewer, telecommunications) extensions that could be concurrently constructed with the road improvements.

Goal 6: Support the Citrus County Port Authority in its effort to develop a port and the related port infrastructure in Citrus County.

## Marketing

One of the key components of an economic development strategy is marketing and communications. Citrus County lacks a consistent marketing strategy and message. This section will discuss specific goals, strategies, and actions that will enable Citrus County to embark on a proactive strategic marketing initiative.

Goal 7: To develop a strong multi-media marketing platform for the EDC that reinforces the message that Citrus County is an outstanding location for business.

Strategy 7.1: Develop a new EDC brand and marketing collateral materials that align with the business attraction and development mission of the organization.

Action 7.1.1: Hire a marketing firm with extensive economic development experience to develop and design a new “brand/image” for the EDC.

Action 7.1.2: The marketing firm should design and develop, at a minimum, the following:

- business cards, letterhead, envelopes, etc.
- a simple hard-copy brochure promoting the advantages of Citrus County as a business location
- a unique memento or “give-away” that can be used as a gift for site selectors, company representatives, and allies
- a PowerPoint presentation template
- simple, customized collateral pieces for each EDC target industry

Strategy 7.2: Create a new “customer-focused,” state-of-the art economic development web site.

Action 7.2.1: Hire a web-design firm (which may be the same marketing firm engaged pursuant to Action 7.1.1) with significant economic development and GIS experience to design a state-of-the-art economic development website. The primary focus of this website will be to provide information quickly to site location consultants and company representatives considering Citrus County as a business location. Key elements of the website should include maps, buildings and sites, current (continuously updated) economic data, recent news and press releases, and target industry-specific information.

Strategy 7.3: Develop a social media presence for the Citrus County EDC. Explore the possibility of co-developing a social media strategy with the Tourism Development Council (see TDC Strategic Plan Recommendation #6).

Action 7.3.1: The EDC should develop a social media platform, which should include a Facebook page, a Twitter account, and a LinkedIn presence, all of which should also be integrated into the EDC website.

Action 7.3.2: Create a blog pursuant to which the EDC Executive Director or other staff or others should post monthly to provide information on Citrus County’s business attributes and/or updates on EDC activities.

Goal 8: To raise awareness of Citrus County as a business location among state and regional allies.

Strategy 8.1: Educate Enterprise Florida business development staff about the business assets of, and economic development opportunities within, Citrus County.

Action 8.1.1: Host a luncheon in Orlando for the Enterprise Florida Business Development team (including senior management and project managers) to brief the staff on Citrus County and its economic development efforts and assets.

Action 8.1.2: Host a two-day, one night familiarization tour for Enterprise Florida Business Development staff that includes a tour of Citrus County's primary buildings and sites, as well as one or more social events that include community leaders.

Action 8.1.3: The EDC Executive Director should attend each meeting of the Enterprise Florida Stakeholders Council and associated Enterprise Florida Board of Directors meeting.

Action 8.1.4: Systematically review on a quarterly basis the Citrus County sites and building information on the EFI website to ensure that all information is accurate and current.

Strategy 8.2: Enhance and leverage Citrus County's membership in the Tampa Bay Partnership to drive project referrals to the county.

Action 8.2.1: Host senior Tampa Bay Partnership staff, including marketing representatives, annually for a county familiarization tour, which tour should focus on available sites and buildings.

Action 8.2.2: At least once every two years, host a Tampa Bay Partnership board meeting in Citrus County.

Action 8.2.3: Host a luncheon for Tampa Bay Partnership staff at least annually in Tampa.

Action 8.2.4: To the extent that opportunities are presented, participate in all familiarization events and similar marketing-related forums hosted by the Tampa Bay Partnership in Tampa or the surrounding region.

Action 8.2.5: Propose a plan to restore full funding for Citrus County's membership in the Tampa Bay Partnership.

Strategy 8.3: Enhance and leverage Citrus County's membership in the North Florida Economic Development Partnership (NFEDP) to generate leads and prospects.

Action 8.3.1: Host senior NFEDP staff annually for a familiarization tour in the county, which should focus on available sites and buildings.

Action 8.3.2: Systematically review on a quarterly basis the Citrus County sites and buildings information on the NFEDP website to ensure that all information is accurate and current.

Action 8.3.3: At least every two years, host a board meeting of the North Florida Economic Development Partnership in Citrus County.

Action 8.3.4: Host an annual luncheon for NFEDP staff in Tallahassee; these events should be timed to also leverage EDC contacts with Citrus County legislative leaders (tie into existing Legislative Agenda), administration officials, and other key policy leaders.

Goal 9: To promote Citrus County as a business location to site location consultants and industrial real estate brokers.

Strategy 9.1: Participate with state and regional allies on site consultant call missions.

Action 9.1.1: Participate in Tampa Bay Partnership out-of-market site location consultant missions at least once annually. The following recommendations are based on the TBP 2014 marketing calendar: Atlanta (year 1), Dallas (year 2), Chicago (year 3), and New York (year 3).

Action 9.1.2: Participate in Enterprise Florida out-of-market site location consultant mission at least once annually.

Action 9.1.3: Participate in North Florida Economic Development Partnership external marketing mission at least annually.

Action 9.1.4: Participate in as many in-market (within Florida) site consultant events hosted by Enterprise Florida, Tampa Bay Partnership and North Florida Economic Development Partnership as possible (based on invitations, costs and EDC staff availability).

Strategy 9.2: Host Citrus County familiarization tours/events for site location consultants and industrial real estate brokers.

Action 9.2.1: Host in Citrus County a familiarization event for industrial and commercial real estate brokers from the Tampa Bay Region. The event should include a luncheon presentation and an enjoyable afternoon activity (e.g. manatee tour and/or golf at Black Diamond Quarry Course).

Action 9.2.2: Host a familiarization event in Citrus County for industrial and commercial real estate brokers from the greater Orlando area. The event should include a luncheon presentation and an enjoyable afternoon activity (e.g. manatee tour and/or golf at Black Diamond Quarry Course).

Action 9.2.3: Host a familiarization event for site location consultants and national real estate brokers in Citrus County. This event should include one or more presentations on

the county and available sites and buildings, as well as social events with community leaders and opportunities to participate in unique outdoor recreational experiences (e.g. manatee tours/dives; golf at Black Diamond Quarry Course).

## Target Industries

It is impossible for communities to be all things to all industries. In addition, resources are limited and must be focused on those opportunities that will present the best return on investment. Therefore, it is critical for any community to be selective when it comes to identifying the types of companies or audiences that will be targeted in marketing campaigns.

Goal 10: To facilitate new capital investment and growth through strategic development of key EDC target industries.

Strategy 10.1: Identify and prioritize target industries

- Agriculture / Aquaculture
- Energy Generation & Power Systems
- Environmental and Marine Sciences
- Light Manufacturing and Assembly
- Marine Trades
- Outdoor Recreational Equipment

Strategy 10.2: Empower existing groups or develop new task forces to assist with the strategic development of target industries.

Action 10.2.1: Establish task forces in the following industries

- Energy Generation & Power Systems
- Environmental and Marine Sciences
- Marine Trades
- Outdoor Recreational Equipment

Action 10.2.2: Identify and recruit potential stakeholders for each Target Industry Task Force, including representatives of existing industries, education and workforce development providers, as well as other local leaders.

Action 10.2.3: EDC staff should attend regular meetings of the Citrus County Agriculture Alliance and request that this body serve as the Task Force for the Agriculture / Aquaculture Target Industry. Encourage the inclusion of commercial fishing industry representatives in order to expand the Alliance's focus.

Strategy 10.3: Encourage the growth and development of the Agriculture and Aquaculture industries.

Action 10.3.1: Working with Agriculture Alliance and the UF Institute for Food and Agriculture Science (IFAS) extension office, develop a “buy local” program and aggressively market agricultural products grown in Citrus County to Tampa Bay and Orlando regional restaurants and institutional customers.

Action 10.3.2: Become proactively involved in Tampa Bay Partnership’s regional feasibility assessment for the development and expansion of aquaculture in the Tampa Bay region. The purpose of this involvement is to better understand Citrus County’s aquaculture value proposition and develop a strategy for further development of this industry sector.

Action 10.3.3: In cooperation with the Agriculture Alliance, the Small Farms Academy of UF IFAS, and faculty from the Agribusiness Management Specialization in CF’s Business Administration program, sponsor quarterly seminars on topics relevant to the business component of agriculture. Examples include: marketing products to local and regional customers, strategies for exporting products, financial strategies for protecting the family farm, developing value-added products, etc.

Action 10.3.4: Working with the Agriculture Alliance and other stakeholders, identify specific cooperative investment opportunities that could benefit multiple entities and encourage further growth in this important target industry. For example, investing in an FDA-certified state-of-the-art mobile livestock processing unit would reduce processing costs for ranchers, thereby making their products more competitive and allow ranchers to control the distribution and sale of their products.

Action 10.3.5: Investigate potential opportunities to expand utilization of the Citrus County Cannery by small Citrus County fruit and vegetable growers and youth involved in the county 4-H program.

Strategy 10.4: Facilitate the recruitment and growth of companies in the Energy Generation and Power Systems Industry.

Action 10.4.1: Hold regularly scheduled meetings with representatives from Duke Energy to learn about potential new opportunities within the company, hear concerns about specific issues at the Crystal River Energy Complex, and encourage Duke’s future growth and expansion in the County.

Action 10.4.2: Separate from meetings outlined in Action 10.4.1, hold regular meetings with Duke Energy regarding the development of a natural gas-fired generation facility at the Energy Complex. Topics to be covered should include construction support

(including promoting Duke's utilization of Citrus County contractors and vendors), new workforce training needs or requirements (including co-sponsoring one or more job fairs), supplier and other spinoff opportunities, etc.

Action 10.4.3: Become proactively involved with the Tampa Bay Partnership's initiative to determine the feasibility of algae-based bio fuels. If appropriate, encourage the development and/or testing of related new technologies in Citrus County.

Action 10.4.4: Schedule a meeting with appropriate Enterprise Florida representatives to learn more about their marketing activities around the Clean Tech Target Industry. The focus of this meeting is to better understand the specific niches in the Clean Tech Industry on which EFI is focusing and determine if there are opportunities to partner with EFI on marketing missions around this industry sector. (It is important to note that EFI includes both Energy Generation and Environmental Services in its Clean Tech definition, which intersects two Citrus County target industries). A secondary purpose of this meeting is to share information regarding Citrus County companies that have ties to this sector (Turbine Broach, TCG, Duke Energy, Sibex, etc.) as well as other assets that might be attractive to this industry (i.e. the Enterprise Zone A industrial park).

Action 10.4.5: Develop and brand Enterprise Zone A as the Citrus County Energy Park. In addition to the actions specified in Strategy 1.3 for this site, the EDC should identify specific assets that might be relevant to companies in this target industry (i.e. power transmission lines, substations and tie stations, natural gas transmission lines, telecommunications infrastructure, etc.). The EDC should collaborate with the Citrus County Port Authority to identify opportunities to cooperatively market the Energy Park.

Strategy 10.5: Attract industry-based and university-based Environmental and Marine Science facilities and related programs.

Action 10.5.1: Initiate contact with appropriate administrators and faculty members at UF, FSU, UCF and USF to promote Citrus County as a location for environmental and marine sciences and research, emphasizing the county's unique ecosystems and animal species/habitats.

Action 10.5.2: Develop a plan to incent university investments in research projects and facilities in Citrus County. Evaluate the possibility of using RESTORE Act funds as a source of matching funding for university investments.

Action 10.5.3: Investigate sources of potential grant or gift funding for the acquisition of the Crystal River Mall as an environmental and marine sciences research center, which could attract multi-jurisdictional research programs from university, federal and state research institutions.

Action 10.5.4: Work closely with Duke Energy to identify the requirements needed for the decommissioning of CR3 and learn about opportunities for business creation and/or recruitment of environmental service firms working on the decommissioning of CR3.

Action 10.5.5: Work closely with Duke Energy to learn more about their environmental stewardship program to determine if there are opportunities to develop partnerships with existing companies in Citrus County (i.e. TCG) or support business creation in Citrus County.

Action 10.5.6: Meet with appropriate Duke Energy officials to understand the future of the Duke Mariculture facility to determine whether it has potential utility as a commercial enterprise or research facility that might attract one or more university partners.

Strategy 10.6: Actively recruit companies in the Marine Trades industry.

Action 10.6.1: Develop a Marine Trades Industrial Park on the north side of the Barge Canal. Work with state and local officials to develop a boat ramp on the property and other related infrastructure that could complement development of the industrial park.

Action 10.6.2: Visit other similar marine trades industrial or business parks around the southeast to gather ideas about how to develop a similar park in Citrus County.

Action 10.6.3: Working with the Marine Trades Task Force, develop a list of target operations and target companies in this industry.

Strategy 10.7: Actively recruit and grow companies in the Outdoor Recreational Equipment industry.

Action 10.7.1: Meet with TDC and appropriate representatives of the Citrus County Parks and Recreation Department to determine potential opportunities for cooperative marketing efforts (i.e. paddleboard or biking events). There may be opportunities where the TDC and/or Parks and Recreation could target specific events while the EDC could target specific manufacturers or distributors based on their interest or involvement in the event.

Action 10.7.2: Working with the Outdoor Recreational Equipment Task Force, identify specific sub-sector targets within this industry sector, as well as specific companies.

Strategy 10.8: Develop specific marketing strategies for each of the target industries.

Action 10.8.1: Develop specific marketing messages and marketing tools for each of the target industries including:

- target industry data sheets
- industry-specific asset maps
- lists of existing companies in the area as well as potential suppliers in the area that might be relevant to the target industry
- lists of relevant media outlets
- top 10 lists that highlight the competitive advantage Citrus County offers to each target industry or audience

Goal 11: To help support the continued development and growth in Citrus County’s important tourism, health care, and retirement sectors.

Strategy 11.1: Identify and leverage opportunities at the intersections of tourism development and new business attraction.

Action 11.1.1: Meet with TDC and Parks and Recreation staff every six months to review the EDC target industry list to identify groups or associations connected to those industries that are planning trips to Citrus County (e.g. cycling, paddling, boating, fishing associations).

Action 11.1.2: Request that TDC staff make the EDC aware of groups or organizations planning trips to Citrus County whose members might align with any EDC target industry, and request TDC assistance in providing access to such group by the EDC, perhaps by offering to be a sponsor of the event.

Action 11.1.3: Work with TDC staff to determine what gaps exist in the network of tourism providers and support the efforts to fill those gaps with home-grown companies or recruit new companies to the marketplace.

Strategy 11.2: To facilitate dialogue and planning for expanded health care investment and job creation.

Action 11.2.1: Solicit opportunities for the EDC Executive Director to speak at meetings of the Florida Wellcare Alliance and Citrus County Medical Society to share the goals and program of work of the EDC.

Action 11.2.2: Leveraging relationships among Citrus County hospitals and healthcare providers, the Florida Wellcare Association and Florida Medical Society (Citrus County chapter), coordinate meetings with appropriate administrators and faculty at UF (Shands), UCF and USF (and possibly FSU) to discuss potential synergies and collaborative opportunities in Citrus County.

Action 11.2.3: Work with appropriate Citrus County representatives (from the health care industry and from county government) to develop a financial incentive (e.g.

matching grant fund) using hospital lease proceeds and/or property tax revenues to incent major university-based health care facility investments in Citrus County. Using the intelligence derived from the meetings described in Action 11.2.2, determine which areas should be the focus for these incentives. Options could include, but not be limited to, geriatric-focused research and training, pain management and end-of-life research, veterans' health, holistic health, and senior rehabilitation research.

Strategy 11.3: Help organize and assist in coordinating efforts to recruit high net worth retirees.

Action 11.3.1: Coordinate a group of the county's major developers with "high-end" retirement communities to discuss opportunities for a collaborative approach to high net worth retiree recruitment. Options might include a separate targeted website that is directly linked to the TDC, EDC and Chamber websites, print ads, trips to target geographies, etc.

## Workforce Development

A strong and vibrant workforce is critical to the success and continued growth of any economy. Workforce availability and skills are among the most significant factors (in some cases even more important than real estate) that influence where a company chooses to locate or expand. As indicated in the Assets and Challenges Report that preceded this Strategic Plan, Citrus County has a significant deficit of workers with appropriate technical and soft skills. The Strategic Plan includes four goals designed to increase the educational attainment of Citrus County residents and improve the technical skills and soft skills of the current workforce.

Goal 12: To enhance the workforce skills of students matriculating through Citrus County educational institutions.

Strategy 12.1: To provide Citrus County Schools students with skills that enhance their employability.

Action 12.1.1: Work with Citrus County Schools administrators on curriculum modifications that emphasize the development of "soft skills" that are demanded by employers (e.g. punctuality, personal accountability, teamwork, and collaborative problem solving, among others)

Action 12.1.2: Work with WTI representatives to integrate "soft skills" training into the technical training curricula and certification programs offered at WTI.

Action 12.1.3: In partnership with United Way and other social service agencies, investigate the possibility of designing and implementing a pilot program to teach soft skills in early learning programs and programs targeted at teens and pre-teens (e.g. Boys and Girls Clubs).

Strategy 12.2: Expand degree and non-credit offerings at the Citrus County campus of College of Central Florida.

Action 12.2.1: Support efforts of CF administrators to expand the number of Baccalaureate degrees offered at the Citrus County campus.

Action 12.2.2: Meet with appropriate representatives of CF (at both the Citrus County and Ocala campuses) to explore the potential expansion of non-credit programs at the Citrus County campus, so that a full range of training options can be presented to prospective employers considering Citrus County as a business location.

Goal 13: To address the current workforce challenges facing “unique” existing Citrus County employers.

Strategy 13.1: Identify and communicate the skill sets needed by “unique” (non-market dependent) existing Citrus County employers to key allied workforce and education agencies/partners.

Action 13.1.1: In conjunction with representatives of Workforce Connection, WTI, Citrus County Schools, and College of Central Florida, develop a survey instrument to be used by the EDC during its business retention and expansion (BRE) interviews with existing employers (see Strategy 16.1), to survey the employers regarding their workforce needs, including technical and soft skill deficiencies in their incumbent workforce, projected numbers of new employees over the following 12 months, the skill sets needed for those jobs, and other workforce issues.

Action 13.1.2: Once the interviews are completed, the results of the surveys should be tabulated by the EDC and the aggregated information shared with Workforce Connection, WTI, Citrus County Schools, and the College of Central Florida.

Action 13.1.3: Using the survey results to guide programming, sponsor an invitation-only workshop for representatives (HR and senior management) of “unique” existing employers to hear presentations from Workforce Connection, WTI, Citrus County Schools, and the College of Central Florida on the resources and programs each institution offers that could help these employers address their workforce needs, and to allow employer representatives to share their concerns and issues with the workforce and education allies.

Strategy 13.2: Establish a Manufacturers Council for Citrus County that will facilitate ongoing dialogue between employers and service providers concerning workforce requirements, needs and issues. In addition to representatives from Citrus County employers involved with manufacturing and assembly, the Council should include representatives from the EDC, Workforce Connection, SBDC, Citrus County Schools, WTI, and the CF Citrus County campus.

Goal 14: To facilitate the growth of the Citrus County health care/medical workforce.

Strategy 14.1: Serve as a liaison between health care providers and education and training partners on workforce issues.

Action 14.1.1: Sponsor (perhaps in conjunction with the Florida Wellcare Alliance and Citrus County Chapter of the Florida Medical Society) a workshop among health care providers and education and training allies intended to improve the quantity and quality of education and training services for Citrus County health care providers.

Action 14.1.2: Meet at least twice annually with senior management of the CF Citrus County campus and WTI to promote expanded education and training programs for the health care industry, and serve as an intermediary between the Citrus County administration and the education and training providers to identify funding challenges for training programs and devise creative solutions utilizing hospital lease and associated property tax revenues to help fund needed training programs.

Goal 15: To help promote a customer service culture among employees of companies that predominantly serve visitors to Citrus County.

Strategy 15.1: Enhance the education and training of hospitality industry employees and other workers who directly interact with visitors.

Action 15.1.1: Working with county hospitality and tourism employers, Workforce Connection and senior WTI administrators, develop a customer service training module and certification program at WTI for workers in the hospitality and tourism industries.

Action 15.1.2: Promote a compensation incentive program for employers to offer a salary increment to workers who receive the certification (described in Action 15.1.1).

Action 15.1.3: In partnership with the Chamber of Commerce and the Tourism Development Council, sponsor an Employee of the Month program that recognizes a front-line employee in the hospitality industry for outstanding customer service.

Action 15.1.4: In conjunction with College of Central Florida administrators, evaluate national Associate's and Bachelor's degree programs in hospitality management and related programs, with the goal of incorporating hospitality management as a specialization in the Business and Organizational Management Bachelor of Applied Science program at the CF Citrus County campus.

## Economic Development Programming

Every successful community needs a strong economic development organization with a clearly defined vision. This organization needs to be appropriately structured and adequately funded by the community to implement an aggressive and proactive marketing strategy to create new job and investment opportunities for the community. Citrus County has the capacity to support such an organization. There are, however, a number of challenges that must be overcome in order for Citrus County to have a "best-in-class" economic development organization. The goals, strategies, and actions in this section address these issues.

Goal 16: To create a best-in-class economic development organization structured and funded appropriately for a county of nearly 150,000 residents.

Strategy 16.1: Review the organizational structure of the Citrus County Economic Development Council.

Action 16.1.1: Undertake a comprehensive review of the EDC legal structure and organizational documents to ensure that operations are in compliance with all governing documents, and to identify areas where structural changes would be beneficial to the organization to ensure private sector leadership engagement.

Strategy 16.2: Develop a public-private funding model for the EDC that will provide sufficient operating revenue for the effective operation of the EDC.

Action 16.2.1: Request that the County Administrator and Board of County Commissioners increase funding to provide a recurring source of sustainable public funding for day-to-day EDC operations. This funding could come from an increase in the occupational license fee and/or other sources.

Action 16.2.2: Engage an experienced economic development fundraising firm to conduct a feasibility study for a multi-year "capital campaign" to support EDC operations.

Strategy 16.3: Expand the professional training and development of the Citrus County EDC staff.

Action 16.3.1: Senior EDC staff should become members of the Florida Economic Development Council and should attend professional development training programs and major conferences of FEDC.

Action 16.3.3: Senior EDC staff should become members of the International Economic Development Council and should participate in professional training programs of IEDC, including at least one representative attending the Annual IEDC Conference.

Action 16.3.3: All EDC professional staff should attend the Basic Economic Development Course, and all long-term senior EDC staff members should be encouraged to pursue CEcd certification through the International Economic Development Council.

Goal 17: To support the growth and expansion of “unique” (non-market dependent) existing employers.

Strategy 17.1: Design and implement an effective Business Retention and Expansion (BRE) program.

Action 17.1.1: Identify and create a database of “unique” (employers whose location is not inherently connected to Citrus County and which could be solicited to move from Citrus County) existing employers in the county whose continued operation in Citrus County is not assured.

Action 17.1.2: Develop and institute a program to call on each “unique” employer at least once annually, using the workforce survey referenced in Action item 12.1.1 to address workforce and personnel issues, and to discuss other issues facing the employer, including permit and regulatory challenges, potential supplier/supply chain recruitment opportunities, expansion opportunities, potential downsizing or closure, and other operational matters.

Action 17.1.3: Determine if there is an opportunity and/or benefit to tie the Citrus County BRE program into the Tampa Bay Partnership’s Foundational Initiative #3.

Action 17.1.4: If the “unique” employer is part of a larger organization headquartered outside of Citrus County, the interview described in Action 17.1.2 should elicit information on the parent organization and its management; the EDC representative during the interview should ask if the EDC should take any action with the parent company representative that could help secure the success and growth of the Citrus County operation (examples could include appreciation letter from the EDC or BOCC, a visit to the company HQ, or hosting an event if parent company representatives visit Citrus County).

Goal 18: To facilitate the provision of support services to entrepreneurs and small business owners in Citrus County.

Strategy 18.1: Support the continued operation and success of the Citrus County SBDC office and SCORE chapter.

Action 18.1.1: Advocate for full funding for the SBDC to reestablish a full-time office in Citrus County to serve as a primary technical and support resource for entrepreneurs and small businesses.

Action 18.1.2: Meet at least quarterly with the Citrus County SBDC officer and SCORE officers to review client activity with the goal of providing EDC assistance where needed to SCORE as the lead referral agency for new business start-ups and to the SBDC as the lead technical resource service provider to small businesses (and to encourage full collaboration among all three organizations).

Action 18.1.3: Meet with appropriate representatives of the College of Central Florida in Marion County to understand their entrepreneurial program and evaluate its potential applicability to the Citrus County campus.

Strategy 18.2: Help support education and training programs that assist entrepreneurs and small business owners.

Action 18.2.1: Working with SBDC, SCORE, and the Chamber of Commerce, encourage and support at least two education and training programs annually to assist entrepreneurs and small business owners.

Action 18.2.2: Working with SBDC, SCORE, and the Chamber of Commerce (and with support from private sector sponsors), develop an annual business plan challenge that offers a cash prize or prizes to the winner(s).

Goal 19: To leverage the limited resources of all business services organizations in Citrus County in order to maximize organizational efficiencies and enhance business development and economic growth opportunities.

Strategy 19.1: Address organizational responsibilities among the EDC, Chamber of Commerce, TDC, SBDC, and SCORE regarding business services to existing and new employers.

Action 19.1.1: Develop written guidelines among these key business services organizations regarding assistance to existing and new employers, with the goal of maximizing efficiencies and minimizing overlap and redundancy.

Action 19.1.2: Develop written protocols for referring inquiries among these key organizations, with the goal of creating a seamless client referral process.

Action 19.1.3: To the extent possible, create consistency among the websites of the organizations regarding roles and responsibilities of each, with links as appropriate to the websites of the other organizations, so that the user is at most two clicks from the resource best suited to address his/her inquiry.

Strategy 19.2: To facilitate simplifying and easing the process of doing business with Citrus County and municipal governments.

Action 19.2.1: Work with the city managers of Inverness and Crystal River to host a luncheon in each community that includes all key city staff involved with business location and expansion permitting and regulatory issues. The purposes of these meetings are:

- to explain the work of the EDC;
- to educate the city staff members about the economic development process and the competition for projects; and
- to underscore the importance of creating a “business-friendly” culture for businesses considering Citrus County as a business location.

Action 19.2.2: Work with the Citrus County Administrator to host a luncheon that includes all key county staff members involved with business location and expansion permitting and regulatory issues. The purposes of these meetings are:

- to explain the work of the EDC;
- to educate county staff members about the economic development process and the competition for projects; and
- to underscore the importance of creating a “business-friendly” culture for businesses considering Citrus County as a business location.

Action 19.2.3: Request that the county staff (i) implement all policies under Objective 22.2 of the Citrus County Comprehensive Plan regarding Permitting, including conducting a review of the development and review process “to eliminate unnecessary impediments to economic development,” and (ii) per Comprehensive Plan Policy 22.2.6, to hire or designate a county staff representative to “facilitate business development” by being an ombudsman and navigator for representatives of businesses seeking to locate or expand in Citrus County, consistent with the Comprehensive Plan goal of “streamlin(ing) and expedit(ing) the review and permitting process.”

Goal 20: To increase the understanding of economic development and the role of the EDC throughout Citrus County.

Strategy 20.1: Create an economic development Ambassadors Program where individuals are enlisted to be “spokespersons” for the Citrus County EDC.

Action 20.1.1: Develop a list of “influencers”— Citrus County representatives who have an interest in the county’s economic growth and opportunities to communicate beyond the county’s borders. This list should be diverse and include more than the “usual suspects.”

Action 20.1.2: Develop a communication mechanism (e.g. Constant Contact) whereby the EDC can communicate important news quickly to all of the Ambassadors.

Action 20.1.3: Develop an elevator speech for Ambassadors accompanied by talking points and data to use during their presentations.

Action 20.1.4: Conduct an annual Ambassadors meeting and/or social event(s).

Strategy 20.2: Create or accept opportunities to speak about economic development and the EDC.

Action 20.2.1: Develop a list of all potential speaking opportunities within Citrus County (Rotary Clubs, professional associates, church groups, etc.).

Action 20.2.2: Develop a base presentation to use during meetings in a format that can be modified easily when needed.

Action 20.2.3: During Year 1, accept a minimum of 2 speaking opportunities per month.

Strategy 20.3: Provide economic development training opportunities for local government leaders.

Action 20.3.1: Sponsor at least one training program annually for all Citrus County elected leaders and professional staff to educate local leaders on economic development issues.

Action 20.3.2: Following the election of new Board of County Commission members and Crystal River and Inverness City Council members, the EDC Executive Director should schedule a one-on-one meeting to share information about the EDC and about economic development in Citrus County.

## SECTION 4: BUDGET

The chart on the following page shows an estimate of the costs associated with implementing the strategies and actions in the Strategic Plan. Some of the goals, strategies and actions can be implemented with staff time and effort and therefore, those items will not have a cost associated with implementation. The JGC Team chose to focus on those items where direct costs could be estimated. In addition, it is important to note that there are some action items that call for additional strategies to be developed. This budget does not take into consideration the cost of implementing future strategies that may be derived from actions in this Strategic Plan.

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
<b>Product Development</b>						
Product promotion and required material development (Strategies 1.1. - 1.3)	\$ 5,000	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000	\$ 30,000
Suncoast Parkway economic impact analysis	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Engineering Assistance (Strategy 3.2.3)	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
<b>Total</b>	<b>\$ 15,000</b>	<b>\$ 27,500</b>	<b>\$ 7,500</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 60,000</b>

Most of the product development strategies and actions require primarily staff <sup>1</sup> time. There may be costs associated with developing visuals, photography, development of promotional materials. This estimate does not include any costs associated with developing a specific site or business park.

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
<b>Marketing Strategies &amp; Target Industries</b>						
Brand (Action 7.1.1)	\$ 25,000	\$ -	\$ -	\$ 10,000	\$ -	\$ 35,000
Marketing collaterals (Action 7.1.2)	\$ 23,000	\$ 7,000	\$ -	\$ 25,000	\$ -	\$ 55,000
Website (Action 7.2)	\$ 35,000	\$ 8,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 52,000
Social Media Presence (Action 7.3)	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
External Marketing (Goals 8 & 9)	\$ 18,000	\$ 22,000	\$ 25,000	\$ 35,000	\$ 25,000	\$ 125,000
Regional Membership Dues (Action 8.2.5)	<sup>2</sup> \$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
Internal marketing (Strategies 20.2 & 20.3)	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,500	\$ 2,500	\$ 11,000
Target Industry Activities	<sup>3</sup> \$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 45,000
<b>Total</b>	<b>\$ 173,000</b>	<b>\$ 109,000</b>	<b>\$ 100,000</b>	<b>\$ 145,500</b>	<b>\$ 100,500</b>	<b>\$ 628,000</b>

<sup>2</sup> Includes full funding for Tampa Bay Partnership and North Florida Economic Development Partnership dues; some or all funding may come from outside EDC.

<sup>3</sup> This includes funding to support activities of the target industry task forces, to sponsor seminars (e.g. Action 10.3.3 or 10.4.2) or other meetings (e.g. fact finding mission recommended in 10.6.2) as recommended either in the plan or by the individual task forces. This does not include funding for specific target industry marketing strategies. Those budgets should be developed after the strategies are developed.

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
<b>Workforce Development</b>						
Overall Facilitation (Goals 12-15)	\$ 2,500	\$ 2,500	\$ 3,000	\$ 3,500	\$ 4,000	\$ 15,500
Workforce Training Workshop (Strategy 13.1.3)	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ -	\$ 2,000
Health Care Workshop (Strategy 14.1.1)	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ -	\$ 2,000
<b>Total</b>	<b>\$ 4,500</b>	<b>\$ 2,500</b>	<b>\$ 3,000</b>	<b>\$ 5,500</b>	<b>\$ 4,000</b>	<b>\$ 19,500</b>

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals	
<b>Economic Development Programming</b>							
<i>Organization (Goal 16)</i>							
Salary	4	\$167,000	\$171,000	\$236,000	\$243,000	\$249,000	\$ 1,066,000
Benefits		\$ 8,000	\$ 8,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 70,000
Supplies		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Outside Services		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Travel, Membership and Conference		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Rent, Utilities, etc.		\$ 10,000	\$ 11,000	\$ 12,000	\$ 13,000	\$ 14,000	\$ 60,000
<i>Organization Subtotal</i>		\$ 225,000	\$ 230,000	\$ 306,000	\$ 314,000	\$ 321,000	\$ 1,396,000
Fundraising Consultant (16.2.2)	5	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Training (Strategy 16.3)		\$ 5,000	\$ 5,000	\$ 6,500	\$ 6,500	\$ 6,500	\$ 29,500
BRE Program (Strategy 17.1)	6	\$ 1,000	\$ 2,000	\$ 2,000	\$ 3,000	\$ 3,000	\$ 11,000
SBDC Funding (Action 18.1.1)	7	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500	\$ 32,500	\$ 162,500
Ambassadors Program (Strategy 20.1)		\$ 5,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 15,000
<b>Total</b>		<b>\$ 268,500</b>	<b>\$ 302,000</b>	<b>\$ 349,500</b>	<b>\$ 358,500</b>	<b>\$ 365,500</b>	<b>\$ 1,644,000</b>

	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
<b>TOTAL</b>	<b>\$ 461,000</b>	<b>\$ 441,000</b>	<b>\$ 460,000</b>	<b>\$ 514,500</b>	<b>\$ 475,000</b>	<b>\$ 2,351,500</b>

This includes salary for 3 staff members (an executive director, a director of 4 business development, and shared staff with the chamber of commerce). This line also assumes an increase in salary and benefit costs for the executive director in year 3.

5 Only the fundraising feasibility study fees and expenses are included; fees associated with the campaign itself should be covered by new revenues.

6 The BRE program will require significant staff time but modest expense beyond staff salary and fringes; budget includes modest hosting and out-of-market travel to call on HQ operations. The budget does not include existing industry software purchase due to the relatively small number of companies in Citrus County that are projected to be part of the BRE program.

7 Includes funding for full-time Citrus County SBDC office; some or all funding may come from outside EDC.

# SECTION 5: IMPLEMENTATION PLAN

The charts on the following pages suggest a plan for implementing the goals, strategies and actions in the Strategic Plan. Ideally, all of the strategies and actions should be implemented in year 1. That, of course, is not practical, and the JGC team has prioritized the items in keeping with the more efficient way to achieve success. However, as circumstances change and opportunities present themselves, the timing of the implementation of specific goals should be adjusted.

Throughout the plan, there are two symbols that are used



This symbol indicates that the implementation of the action item will start in the quarter indicated and will continue on over several quarters.



This symbol indicates that the implementation of the action items will take place in the quarter indicated.

	2014				2015				2016				2017				2018			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Goal 1: To develop and promote a diverse mix of appropriate sites and buildings available for capital investment and job creation.																				
Strategy 1.1: Promote existing product (sites and buildings).	→																			
Strategy 1.2: Determine availability and developability of existing industrial parks in the county where tenants are currently located but where considerable amount of information is unknown and the potential for additional development may be possible.	→												All product data should be continually monitored and updated as necessary.				→			
Strategy 1.3: Identify and develop a new Business Park (or Parks).	→																			
Strategy 1.4: Continue to track industrial sites throughout the county that are either built out or otherwise less desirable for development.	→																			
Action 1.4.1: For the following sites, the EDC should compile required information and visuals; periodically meet with landowners to keep track of changes; and make decisions about sites as relevant.																				
Goal 2: To actively support the preservation of land for industrial development.																				
Strategy 2.1: When property is identified as having potential for industrial development, encourage landowners to preserve the land for industrial development.	→																			
Action 2.1.1: Work with county planning staff to determine if there is a mechanism for helping landowners re-zone or designate/change land use without incurring additional ad valorem tax liability.		↓																		
Action 2.1.2: Work with legal counsel to develop a Memorandum of Understanding that could be used with private landowners who wish to develop their property for industrial purposes in the future but do not want to make zoning changes.			↓																	
Strategy 2.2: Develop incentives to encourage private landowners to rehab / clean up existing space.				→																
Action 2.2.1: Develop an incentive program that would rebate a portion of ad valorem taxes back to property owners in exchange for specific improvements.					↓															
Action 2.2.2: Working with stakeholders, draft a list of projects or types of projects that would be eligible for the incentive.					↓															
Action 2.2.3: Present the incentive program to BOCC for adoption and implementation.						↓	→													

	2014				2015				2016				2017				2018			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Goal 3: To encourage the extension of centralized water and sewer services to existing business parks and new or potential business parks.																				
Strategy 3.1: Support the implementation of the Citrus County Utility Master Plan.																				
Action 3.1.1: Review plan and recommend projects of importance to the economic development strategic plan	▼																			
Strategy 3.2: Work with units of local government to develop strategies for the extension of centralized water and sewer services to the site and building products identified in Strategy 1.2 (if applicable) and 1.3.		▶	▶	▶	▶	▶	▶	▶												
Action 3.2.1: Develop a prioritized list of projects where water and sewer extensions are needed.			▶	▶																
Action 3.2.2: Present projects to county and/or city staff (where appropriate) and request preliminary cost estimates for each project and re-prioritize sites as necessary or appropriate.					▼															
Action 3.2.3: Retain engineering firm to develop plans (including cost and schedule estimates) for water and sewer extensions to priority sites.					▼	▶														
Strategy 3.3: Work with County GIS staff to procure water and sewer data from other entities to be able to map water and sewer assets to sites regardless of ownership.	▼																			
Goal 4: To accelerate the extension of the Suncoast Parkway into Citrus County.																				
Strategy 4.1: Identify the extension of the Suncoast Parkway as economic development Priority One.																				
Action 4.1.1: Working with a university partner, conduct an economic impact analysis on the construction of and the development around the Suncoast Parkway in Citrus County.		▶	▶																	
Action 4.1.2: Working with other stakeholders, create talking points on the Suncoast Parkway extension. This document should be explicit about the elements of the project that are important to Citrus County and should include data points on the economic impact the project will have.			▼																	
Action 4.1.3: Distribute talking points to economic development ambassadors (see strategy 18.1).			▼																	
Action 4.1.4: Hold regular meetings with representatives from the Florida Department of Transportation and other public officials, including the Citrus County legislative delegation.	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶	▶

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Goal 5: Continue to improve the intra-county road network within Citrus County to improve traffic flows and enhance economic development opportunities.																				
Strategy 5.1: Continuously evaluate opportunities to widen and improve traffic flows and safety on the following primary intra-county thoroughfares: 19, 41, 44, 200, 480, 486, 491.																				
Action 5.1.1: Working with Florida DOT, Citrus County, and the City of Inverness, prioritize widening of 41 north of Inverness to provide improved access to several existing and prospective industrial park properties, and to improve traffic flows on this increasingly important and congested corridor.																				
Action 5.1.2: As primary thoroughfares are widened and improved, work with appropriate local governments and private telecommunications providers to plan for utility (water, sewer, telecommunications) extensions that could be concurrently constructed with the road improvements.																				
Goal 6: Support the Citrus County Port Authority in its effort to develop a port and the related port infrastructure in Citrus County.																				
Goal 7: To develop a strong multi-media marketing platform for the EDC that reinforces the message that Citrus County is an outstanding location for business.																				
Strategy 7.1: Develop a new EDC brand and marketing collateral materials that align with the business attraction and development mission of the organization.																				
Action 7.1.1: Hire a marketing firm with extensive economic development experience to develop and design a new "brand/image" for the EDC.																				
Action 7.1.2: The marketing firm should design and develop relevant collateral material																				
Strategy 7.2: Create a new "customer-focused," state-of-the-art economic development web site.																				
Action 7.2.1: Hire a web-design firm (which may be the same marketing firm engaged pursuant to Action 7.1.1) with significant economic development and GIS experience to design a state-of-the-art economic development website.																				
Strategy 7.3: Develop a social media presence for the Citrus County EDC. Explore the possibility of co-developing a social media strategy with the Tourism Development Council (see TDC Strategic Plan Recommendation #6).																				
Action 7.3.1: The EDC should develop a social media platform, which should include a Facebook page, a Twitter account, and a LinkedIn presence, all of which should also be integrated into the EDC website.																				
Action 7.3.2: Create a blog pursuant to which the EDC Executive Director or other staff or others should post monthly to provide information on Citrus County's business attributes and/or updates on EDC activities.																				

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Goal 8: To raise awareness of Citrus County as a business location among state and regional allies.																				
Strategy 8.1: Educate Enterprise Florida business development staff about the business assets of, and economic development opportunities within, Citrus County.		▶																		
Action 8.1.1: Host a luncheon in Orlando for the Enterprise Florida Business Development team (including senior management and project managers) to brief the staff on Citrus County and its economic development efforts and assets.		▼																		
Action 8.1.2: Host a two-day, one night familiarization tour for Enterprise Florida Business Development staff that includes a tour of Citrus County's primary buildings and sites, as well as one or more social events that include community leaders.					▼															
Action 8.1.3: The EDC Executive Director should attend each meeting of the Enterprise Florida Stakeholders Council and associated Enterprise Florida Board of Directors meeting.			▼		▼		▼		▼		▼		▼		▼		▼		▼	
Action 8.1.4: Systematically review on a quarterly basis the Citrus County sites and building information on the EFI website to ensure that all information is accurate and current.	▶																			
Strategy 8.2: Enhance and leverage Citrus County's membership in the Tampa Bay Partnership to drive project referrals to the county.	▶																			
Action 8.2.1: Host senior Tampa Bay Partnership staff, including marketing representatives, annually for a county familiarization tour, which tour should focus on available sites and buildings.						▼				▼				▼				▼		
Action 8.2.2: At least once every two years, host a Tampa Bay Partnership board meeting in Citrus County.										▼									▼	
Action 8.2.3: Host a luncheon for Tampa Bay Partnership staff at least annually in Tampa.				▼			▼				▼				▼				▼	
Action 8.2.4: To the extent that opportunities are presented, participate in all familiarization events and similar marketing-related forums hosted by the Tampa Bay Partnership in Tampa or the surrounding region.	▶																			
Action 8.2.5: Propose a plan to restore full funding for Citrus County's membership in the Tampa Bay Partnership.			▶																	

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Strategy 8.3: Enhance and leverage Citrus County's membership in the North Florida Economic Development Partnership (NFEDP) to generate leads and prospects.	▶																			
Action 8.3.1: Host senior NFEDP staff annually for a familiarization tour in the county, which should focus on available sites and buildings.						▼				▼				▼				▼		
Action 8.3.2: Systematically review on a quarterly basis the Citrus County sites and buildings information on the NFEDP website to ensure that all information is accurate and current.	▶																			
Action 8.3.3: At least every two years, host a board meeting of the North Florida Economic Development Partnership in Citrus County.							▼				▼				▼					▼
Action 8.3.4: Host an annual luncheon for NFEDP staff in Tallahassee; these events should be timed to also leverage EDC contacts with Citrus County legislative leaders (tie into existing Legislative Agenda), administration officials, and other key policy leaders.					▼				▼				▼				▼			
Goal 9: To promote Citrus County as a business location to site location consultants and industrial real estate brokers.	■																			
Strategy 9.1: Participate with state and regional allies on site consultant call missions.	▶																			
Action 9.1.1: Participate in Tampa Bay Partnership out-of-market site location consultant missions at least once annually; the following recommendations are based on the TBP 2014 marketing calendar: Atlanta (year 1), Dallas (year 2), Chicago (year 3), and New York (year 3).	Note: TBP currently has a trip to Atlanta scheduled for March/April 2014 and a baseball trip planned for spring / summer 2014 - either trip would be appropriate																			
Action 9.1.2: Participate in Enterprise Florida out-of-market site location consultant mission at least once annually.	Timing of out-of-market mission trips should be determined annually. Collect marketing plans / calendars from EFI, TBP, and NFEDP in the fall of each year, review plans and calendar to determine desired trips and notify organizations of participation.																			
Action 9.1.3: Participate in North Florida Economic Development Partnership external marketing mission at least annually.																				
Action 9.1.4: Participate in as many in-market (within Florida) site consultant events hosted by Enterprise Florida, Tampa Bay Partnership and North Florida Economic Development Partnership as possible (based on invitations, costs and EDC staff availability).	▶																			

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Strategy 9:2: Host Citrus County familiarization tours/events for site location consultants and industrial real estate brokers.									▶																			
Action 9.2.1: Host in Citrus County a familiarization event for industrial and commercial real estate brokers from the Tampa Bay Region. The event should include a luncheon presentation and an enjoyable afternoon activity (e.g. manatee tour and/or golf at Black Diamond Quarry Course).									▼																			
Action 9.2.2: Host a familiarization event in Citrus County for industrial and commercial real estate brokers from the greater Orlando area. The event should include a luncheon presentation and an enjoyable afternoon activity (e.g. manatee tour and/or golf at Black Diamond Quarry Course).											▼																	
Action 9.2.3: Host a familiarization event for site location consultants and national real estate brokers in Citrus County. This event should include one or more presentations on the county and available sites and buildings, as well as social events with community leaders and opportunities to participate in unique outdoor recreational experiences (e.g. manatee tours/dives; golf at Black Diamond Quarry Course).													▼															
Goal 10: To facilitate new capital investment and growth through strategic development of key EDC target industries.	■																											
Strategy 10.1: Identify and prioritize target industries	▼																											
Strategy 10.2: Empower existing groups or develop new task forces to assist with the strategic development of target industries.	▶																											
Action 10.2.1: Establish task forces in the following industries: Energy Generation & Power Systems, Environmental and Marine Sciences,		▼	▼	▼		▼																						
Action 10.2.2: Identify and recruit potential stakeholders for each Target Industry Task Force, including representatives of existing industries, education and workforce development providers, as well as other local leaders.			Outdoor Recreation			Marine Trades																						
		Energy Generation & Power Systems		Environmental and Marine Sciences																								
Action 10.2.3: EDC staff should attend regular meetings of the Citrus County Agriculture Alliance and request that this body serve as the Task Force for the Agriculture / Aquaculture Target Industry. Encourage the inclusion of commercial fishing industry representatives in order to expand the Alliance's focus.	▶																											

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Strategy 10.3: Encourage the growth and development of the Agriculture and Aquaculture industries.																				
Action 10.3.1: Working with Agriculture Alliance and the UF Institute for Food and Agriculture Science (IFAS) extension office, develop a “buy local” program and aggressively market agricultural products grown in Citrus County to Tampa Bay and Orlando regional restaurants and institutional customers.																				
Action 10.3.2: Become proactively involved in Tampa Bay Partnership’s regional feasibility assessment for the development and expansion of aquaculture in the Tampa Bay region. The purpose of this involvement is to better understand Citrus County’s aquaculture value proposition and develop a strategy for further development of this industry sector.			Timing depends on TBP implementation timeline																	
Action 10.3.3: In cooperation with the Agriculture Alliance, the Small Farms Academy of UF IFAS, and faculty from the Agribusiness Management Specialization in CF’s Business Administration program, sponsor quarterly seminars on topics relevant to the business component of agriculture. Examples include: marketing products to local and regional customers, strategies for exporting products, financial strategies for protecting the family farm, developing value-added products, etc.																				
Action 10.3.4: Working with the Agriculture Alliance and other stakeholders, identify specific cooperative investment opportunities that could benefit multiple entities and encourage further growth in this important target industry. For example, investing in an FDA-certified state-of-the-art mobile livestock processing unit would reduce processing costs for ranchers, thereby making their products more competitive and allow ranchers to control the distribution and sale of their products.																				
Action 10.3.5: Investigate potential opportunities to expand utilization of the Citrus County Cannery by small Citrus County fruit and vegetable growers and youth involved in the county 4-H program.																				

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Strategy 10.4: Facilitate the recruitment and growth of companies in the Energy Generation and Power Systems Industry.	←—————→																			
Action 10.4.1: Hold regularly scheduled meetings with representatives from Duke Energy to learn about potential new opportunities within the company, hear concerns about specific issues at the Crystal River Energy Complex, and encourage Duke’s future growth and expansion in the County.		▼				▼				▼				▼				▼		
Action 10.4.2: Separate from meetings outlined in Action 10.4.1, hold regular meetings with Duke Energy regarding the development of a natural gas-fired generation facility at the Energy Complex. Topics to be covered should include construction support (including promoting Duke’s utilization of Citrus County contractors and vendors), new workforce training needs or requirements (including co-sponsoring one or more job fairs), supplier and other spinoff opportunities, etc.	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼								
Action 10.4.3: Become proactively involved with the Tampa Bay Partnership’s initiative to determine the feasibility of algae-based bio fuels. If appropriate, encourage the development and/or testing of related new technologies in Citrus County.																				
Action 10.4.4: Schedule a meeting with appropriate Enterprise Florida representatives to learn more about their marketing activities around the Clean Tech Target Industry.			▼																	
Action 10.4.5: Develop and brand Enterprise Zone A as the Citrus County Energy Park. In addition to the actions specified in Strategy 1.3 for this site, the EDC should identify specific assets that might be relevant to companies in this target industry (i.e. power transmission lines, substations and tie stations, natural gas transmission lines, telecommunications infrastructure, etc.). The EDC should collaborate with the Citrus County Port Authority to identify opportunities to cooperatively market the Energy Park.																				

Timing depends on TBP implementation timeline

EDC may determine that this meeting needs to be

Timing depends on the completion of action items in



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Strategy 10.5: Attract industry-based and university-based Environmental and Marine Science facilities and related programs.	▶																			
Action 10.5.1: Initiate contact with appropriate administrators and faculty members at UF, FSU, UCF and USF to promote Citrus County as a location for environmental and marine sciences and research, emphasizing the county's unique ecosystems and animal species/habitats.				▼		▶														
Action 10.5.2: Develop a plan to incent university investments in research projects and facilities in Citrus County. Evaluate the possibility of using RESTORE Act funds as a source of matching funding for university investments.						▶														
Action 10.5.3: Investigate sources of potential grant or gift funding for the acquisition of the Crystal River Mall as an environmental and marine sciences research center, which could attract multi-jurisdictional research programs from university, federal and state research institutions.						▶														
Action 10.5.4: Work closely with Duke Energy to identify the requirements needed for the decommissioning of CR3 and learn about opportunities for business creation and/or recruitment of environmental service firms working on the decommissioning of CR3.				▼																
Action 10.5.5: Work closely with Duke Energy to learn more about their environmental stewardship program to determine if there are opportunities to develop partnerships with existing companies in Citrus County (i.e. TCG) or support business creation in Citrus County.				▼																
Action 10.5.6: Meet with appropriate Duke Energy officials to understand the future of the Duke Mariculture facility to determine whether it has potential utility as a commercial enterprise or research facility that might attract one or more university partners.					▼															
Strategy 10.6: Actively recruit companies in the Marine Trades industry.	▶																			
Action 10.6.1: Develop a Marine Trades Industrial Park on the north side of the Barge Canal. Work with state and local officials to develop a boat ramp on the property and other related infrastructure that could complement development of the industrial park.																				
Action 10.6.2: Visit other similar marine trades industrial or business parks around the southeast to gather ideas about how to develop a similar park in Citrus County.							▼													
Action 10.6.3: Working with the Marine Trades Task Force, develop a list of target operations and target companies in this industry.																				

Timing may be dependent on Port Citrus activities and should be adjusted accordingly

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Strategy 10.7: Actively recruit and grow companies in the Outdoor Recreational Equipment industry.	▶																							
Action 10.7.1: Meet with TDC and appropriate representatives of the Citrus County Parks and Recreation Department to determine potential opportunities for cooperative marketing efforts (i.e. paddleboard or biking events). There may be opportunities where the TDC and/or Parks and Recreation could target specific events while the EDC could target specific manufacturers or distributors based on their interest or involvement in the event.			▼	This meeting should be held annually after the TDC sets up its schedule of events; so that																				
Action 10.7.2: Working with the Outdoor Recreational Equipment Task Force, identify specific sub-sector targets within this industry sector, as well as specific companies.					▶																			
Strategy 10.8: Develop specific marketing strategies for each of the target industries.					▶																			
Action 10.8.1: Develop specific marketing messages and marketing tools for each of the target industries.					▶																			
Goal 11: To help support the continued development and growth in Citrus County's important tourism, health care, and retirement sectors.	■																							
Strategy 11.1: Identify and leverage opportunities at the intersections of tourism development and new business attraction.	▶																							
Action 11.1.1: Meet with TDC and Parks and Recreation staff every six months to review the EDC target industry list to identify groups or associations connected to those industries that are planning trips to trips to Citrus County (e.g. cycling, paddling, boating, fishing associations).		▼		▼		▼		▼		▼		▼		▼		▼		▼		▼				
Action 11.1.2: Request that TDC staff make the EDC aware of groups or organizations planning trips to Citrus County whose members might align with any EDC target industry, and request TDC assistance in providing access to such group by the EDC, perhaps by offering to be a sponsor of the event.		▼																						
Action 11.1.3: Work with TDC staff to determine what gaps exist in the network of tourism providers and support the efforts to fill those gaps with home-grown companies or recruit new companies to the marketplace.					▶																			

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Strategy 11.2: To facilitate dialogue and planning for expanded health care investment and job creation.																				
Action 11.2.1: Solicit opportunities for the EDC Executive Director to speak at meetings of the Florida Wellcare Alliance and Citrus County Medical Society to share the goals and program of work of the EDC.	▼				▼				▼				▼				▼			
Action 11.2.2: Leveraging relationships among Citrus County hospitals and healthcare providers, the Florida Wellcare Association and Florida Medical Society (Citrus County chapter), coordinate meetings with appropriate administrators and faculty at UF (Shands), UCF and USF (and possibly FSU) to discuss potential synergies and collaborative opportunities in Citrus County.																				
Action 11.2.3: Work with appropriate Citrus County representatives (from the health care industry and from county government) to develop a financial incentive (e.g. matching grant fund) using hospital lease proceeds and/or property tax revenues to incent major university-based health care facility investments in Citrus County. Using the intelligence derived from the meetings described in Action 11.2.2, determine which areas should be the focus for these incentives. Options could include, but not be limited to, geriatric-focused research and training, pain management and end-of-life research, veterans' health, holistic health, and senior rehabilitation research.																				
Strategy 11.3: Help organize and assist in coordinating efforts to recruit high net worth retirees.																				
Action 11.3.1: Coordinate a group of the county's major developers with "high-end" retirement communities to discuss opportunities for a collaborative approach to high net worth retiree recruitment. Options might include a separate targeted website that is directly linked to the TDC, EDC and Chamber websites, print ads, trips to target geographies, etc.																				

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Goal 12: To enhance the workforce skills of students matriculating through Citrus County educational institutions.																					
Strategy 12.1: To provide Citrus County Schools students with skills that enhance their employability.					▶																
Action 12.1.1: Work with Citrus County Schools administrators on curriculum modifications that emphasize the development of “soft skills” that are demanded by employers (e.g. punctuality, personal accountability, teamwork, and collaborative problem solving, among others)					▶																
Action 12.1.2: Work with WTI representatives to integrate “soft skills” training into the technical training curricula and certification programs offered at WTI.					▶																
Action 12.1.3: In partnership with United Way and other social service agencies, investigate the possibility of designing and implementing a pilot program to teach soft skills in early learning programs and programs targeted at teens and pre-teens (e.g. Boys and Girls Clubs).					▶																
Strategy 12.2: Expand degree and non-credit offerings at the Citrus County campus of College of Central Florida.									▶												
Action 12.2.1: Support efforts of CF administrators to expand the number of Baccalaureate degrees offered at the Citrus County campus.									▶												
Action 12.2.2: Meet with appropriate representatives of CF (at both the Citrus County and Ocala campuses) to explore the potential expansion of non-credit programs at the Citrus County campus, so that a full range of training options can be presented to prospective employers considering Citrus County as a business location.									▶												

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Goal 13: To address the current workforce challenges facing “unique” existing Citrus County employers.																				
Strategy 13.1: Identify and communicate the skill sets needed by “unique” (non-market dependent) existing Citrus County employers to key allied workforce and education agencies/partners.																				
Action 13.1.1: In conjunction with representatives of Workforce Connection, WTI, Citrus County Schools, and College of Central Florida, develop a survey instrument to be used by the EDC during its business retention and expansion (BRE) interviews with existing employers (see Strategy 16.1), to survey the employers regarding their workforce needs, including technical and soft skill deficiencies in their incumbent workforce, projected numbers of new employees over the following 12 months, the skill sets needed for those jobs, and other workforce issues.																				
Action 13.1.2: Once the interviews are completed, the results of the surveys should be tabulated by the EDC and the aggregated information shared with Workforce Connection, WTI, Citrus County Schools, and the College of Central Florida.																				
Action 13.1.3: Using the survey results to guide programming, sponsor an invitation-only workshop for representatives (HR and senior management) of “unique” existing employers to hear presentations from Workforce Connection, WTI, Citrus County Schools, and the College of Central Florida on the resources and programs each institution offers that could help these employers address their workforce needs, and to allow employer representatives to share their concerns and issues with the workforce and education allies.																				
Strategy 13.2: Establish a Manufacturers Council for Citrus County that will facilitate ongoing dialogue between employers and service providers concerning workforce requirements, needs and issues. In addition to representatives from Citrus County employers involved with manufacturing and assembly, the Council should include representatives from the EDC, Workforce Connection, SBDC, Citrus County Schools, WTI, and the CF Citrus County campus.																				

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Goal 14: To facilitate the growth of the Citrus County health care/medical workforce.																					
Strategy 14.1: Serve as a liaison between health care providers and education and training partners on workforce issues.																					
Action 14.1.1: Sponsor (perhaps in conjunction with the Florida Wellcare Alliance and Citrus County Chapter of the Florida Medical Society) a workshop among health care providers and education and training allies intended to improve the quantity and quality of education and training services for Citrus County health care providers.						▼															
Action 14.1.2: Meet at least twice annually with senior management of the CF Citrus County campus and WTI to promote expanded education and training programs for the health care industry, and serve as an intermediary between the Citrus County administration and the education and training providers to identify funding challenges for training programs and devise creative solutions utilizing hospital lease and associated property tax revenues to help fund needed training programs.						▼		▼		▼		▼		▼		▼		▼		▼	
Goal 15: To help promote a customer service culture among employees of companies that predominantly serve visitors to Citrus County.																					
Strategy 15.1: Enhance the education and training of hospitality industry employees and other workers who directly interact with visitors.																					
Action 15.1.1: Working with county hospitality and tourism employers, Workforce Connection and senior WTI administrators, develop a customer service training module and certification program at WTI for workers in the hospitality and tourism industries.																					
Action 15.1.2: Promote a compensation incentive program for employers to offer a salary increment to workers who receive the certification (described in Action 15.1.1).							▼														
Action 15.1.3: In partnership with the Chamber of Commerce and the Tourism Development Council, sponsor an Employee of the Month program that recognizes a front-line employee in the hospitality industry for outstanding customer service.									▼												
Action 15.1.4: In conjunction with College of Central Florida administrators, evaluate national Associate's and Bachelor's degree programs in hospitality management and related programs, with the goal of incorporating hospitality management as a specialization in the Business and Organizational Management Bachelor of Applied Science program at the CF Citrus County campus.									▼												

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Goal 16: To create a best-in-class economic development organization structured and funded appropriately for a county of nearly 150,000 residents.																				
Strategy 16.1: Review the organizational structure of the Citrus County Economic Development Council.																				
Action 16.1.1: Undertake a comprehensive review of the EDC legal structure and organizational documents to ensure that operations are in compliance with all governing documents, and to identify areas where structural changes would be beneficial to the organization to ensure private sector leadership engagement.																				
Strategy 16.2: Develop a public-private funding model for the EDC that will provide sufficient operating revenue for the effective operation of the EDC.																				
Action 16.2.1: Request that the County Administrator and Board of County Commissioners increase funding to provide a recurring source of sustainable public funding for day-to-day EDC operations. This funding could come from an increase in the occupational license fee and/or other sources.					▼															
Action 16.2.2: Engage an experienced economic development fundraising firm to conduct a feasibility study for a multi-year “capital campaign” to support EDC operations.					▼															
Strategy 16.3: Expand the professional training and development of the Citrus County EDC staff.																				
Action 16.3.1: Senior EDC staff should become members of the Florida Economic Development Council and should attend professional development training programs and major conferences of FEDC.		▼																		
Action 16.3.3: Senior EDC staff should become members of the International Economic Development Council and should participate in professional training programs of IEDC, including at least one representative attending the Annual IEDC Conference.		▼																		
Action 16.3.3: All EDC professional staff should attend the Basic Economic Development Course, and all long-term senior EDC staff members should be encouraged to pursue CECD certification through the International Economic Development Council.																				

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Goal 17: To support the growth and expansion of “unique” (non-market dependent) existing employers.																				
Strategy 17.1: Design and implement an effective Business Retention and Expansion (BRE) program.																				
Action 17.1.1: Identify and create a database of “unique” (employers whose location is not inherently connected to Citrus County and which could be solicited to move from Citrus County) existing employers in the county whose continued operation in Citrus County is not assured.																				
Action 17.1.2: Develop and institute a program to call on each “unique” employer at least once annually, using the workforce survey referenced in Action item 13.1.1 to address workforce and personnel issues, and to discuss other issues facing the employer, including permit and regulatory challenges, potential supplier/supply chain recruitment opportunities, expansion opportunities, potential downsizing or closure, and other operational matters.	<div style="border: 1px solid black; padding: 2px; display: inline-block;">program development</div> 																			
Action 17.1.3: Determine if there is an opportunity and/or benefit to tie the Citrus County BRE program into the Tampa Bay Partnership’s Foundational Initiative #3.																				
Action 17.1.4: If the “unique” employer is part of a larger organization headquartered outside of Citrus County, the interview described in Action 17.1.2 should elicit information on the parent organization and its management; the EDC representative during the interview should ask if the EDC should take any action with the parent company representative that could help secure the success and growth of the Citrus County operation (examples could include appreciation letter from the EDC or BOCC, a visit to the company HQ, or hosting an event if parent company representatives visit Citrus County).	<div style="border: 1px solid black; padding: 5px; display: inline-block;">timing will depend on individual company circumstances</div>																			

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Goal 18: To facilitate the provision of support services to entrepreneurs and small business owners in Citrus County.																					
Strategy 18.1: Support the continued operation and success of the Citrus County SBDC office and SCORE chapter.																					
Action 18.1.1: Advocate for full funding for the SBDC to reestablish a full-time office in Citrus County to serve as a primary technical and support resource for entrepreneurs and small businesses.	▼																				
Action 18.1.2: Meet at least quarterly with the Citrus County SBDC officer and SCORE officers to review client activity with the goal of providing EDC assistance where needed to SCORE as the lead referral agency for new business start-ups and to the SBDC as the lead technical resource service provider to small businesses (and to encourage full collaboration among all three organizations).	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	▼	
Action 18.1.3: Meet with appropriate representatives of the College of Central Florida in Marion County to understand their entrepreneurial program and evaluate its potential applicability to the Citrus County campus.					▼																
Strategy 18.2: Help support education and training programs that assist entrepreneurs and small business owners.																					
Action 18.2.1: Working with SBDC, SCORE, and the Chamber of Commerce, encourage and support at least two education and training programs annually to assist entrepreneurs and small business owners.				▼		▼		▼		▼		▼		▼		▼		▼		▼	
Action 18.2.2: Working with SBDC, SCORE, and the Chamber of Commerce (and with support from private sector sponsors), develop an annual business plan challenge that offers a cash prize or prizes to the winner(s).					<div style="border: 1px solid black; padding: 2px; display: inline-block;">program development</div> 			▼				▼				▼				▼	

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Goal 19: To leverage the limited resources of all business services organizations in Citrus County in order to maximize organizational efficiencies and enhance business development and economic growth opportunities.																				
Strategy 19.1: Address organizational responsibilities among the EDC, Chamber of Commerce, TDC, SBDC, and SCORE regarding business services to existing and new employers.																				
Action 19.1.1: Develop written guidelines among these key business services organizations regarding assistance to existing and new employers, with the goal of maximizing efficiencies and minimizing overlap and redundancy.																				
Action 19.1.2: Develop written protocols for referring inquiries among these key organizations, with the goal of creating a seamless client referral process.																				
Action 19.1.3: To the extent possible, create consistency among the websites of the organizations regarding roles and responsibilities of each, with links as appropriate to the websites of the other organizations, so that the user is at most two clicks from the resource best suited to address his/her inquiry.																				
Strategy 19.2: To facilitate simplifying and easing the process of doing business with Citrus County and municipal governments.																				
Action 19.2.1: Work with the city managers of Inverness and Crystal River to host a luncheon in each community that includes all key city staff involved with business location and expansion permitting and regulatory issues. The purposes of these meetings are: to explain the work of the EDC; to educate the city staff members about the economic development process and the competition for projects; and to underscore the importance of creating a “business-friendly” culture for businesses considering Citrus County as a business location.																				
Action 19.2.2: Work with the Citrus County Administrator to host a luncheon that includes all key county staff members involved with business location and expansion permitting and regulatory issues. The purposes of these meetings are: to explain the work of the EDC; to educate county staff members about the economic development process and the competition for projects; and to underscore the importance of creating a “business-friendly” culture for businesses considering Citrus County as a business location.																				

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Action 19.2.3: Request that the county staff (i) implement all policies under Objective 22.2 of the Citrus County Comprehensive Plan regarding Permitting, including conducting a review of the development and review process “to eliminate unnecessary impediments to economic development,” and (ii) per Comprehensive Plan Policy 22.2.6, to hire or designate a county staff representative to “facilitate business development” by being an ombudsman and navigator for representatives of businesses seeking to locate or expand in Citrus County, consistent with the Comprehensive Plan goal of “streamlin(ing) and expedit(ing) the review and permitting process.”																						
Goal 20: To increase the understanding of economic development and the role of the EDC throughout Citrus County.																						
Strategy 20.1: Create an economic development Ambassadors Program where individuals are enlisted to be “spokespersons” for the Citrus County EDC.																						
Action 20.1.1: Develop a list of “influencers” — Citrus County representatives who have an interest in the county’s economic growth and opportunities to communicate beyond the county’s borders. This list should be diverse and include more than the “usual suspects.”																						
Action 20.1.2: Develop a communication mechanism (e.g. Constant Contact) whereby the EDC can communicate important news quickly to all of the Ambassadors.																						
Action 20.1.3: Develop an elevator speech for Ambassadors accompanied by talking points and data to use during their presentations.																						
Action 20.1.4: Conduct an annual Ambassadors meeting and/or social event(s).																						

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Strategy 20.2: Create or accept opportunities to speak about economic development and the EDC.																				
Action 20.2.1: Develop a list of all potential speaking opportunities within Citrus County (Rotary Clubs, professional associates, church groups, etc.).																				
Action 20.2.2: Develop a base presentation to use during meetings in a format that can be modified easily when needed.																				
Action 20.2.3: During Year 1, accept a minimum of 2 speaking opportunities per month.																				
Strategy 20.3: Provide economic development training opportunities for local government leaders.																				
Action 20.3.1: Sponsor at least one training program annually for all Citrus County elected leaders and professional staff to educate local leaders on economic development issues.																				
Action 20.3.2: Following the election of new Board of County Commission members and Crystal River and Inverness City Council members, the EDC Executive Director should schedule a one-on-one meeting to share information about the EDC and about economic development in Citrus County.																				