



VISION 2050



Table of Contents

SECTION	PAGE
1. The Story of a Vision	6
2. Vision 2050	14
3. Citywide Initiatives	32
4. Focus Areas	44
5. Moving Forward	75
6. Acknowledgments	79



How to Use this Document

This document is designed to guide readers through the City of Ocala’s visioning efforts, building on the foundation established primarily in the Ocala 2035 Vision Plan. Additionally, Vision 2050 strives to incorporate other concepts and initiatives identified in the Downtown Master Plan, West Ocala Vision and Community Plan, Tuscawilla Master Plan and Midtown Master Plan. Vision 2050 continues and refines the strategies, goals and initiatives outlined previously, ensuring a seamless continuation of the City’s long-term vision.

The organization of this document begins with a reflection on the Ocala 2035 Vision, followed by an explanation of how Vision 2050 builds upon and hones previous vision efforts. Vision 2050 begins by integrating citywide initiatives that have a broad impact across the City. Uniquely, Vision 2050 then moves into specific initiatives tailored to four focus areas within the City. Readers will find guidance on strategies and actions to help understand the interconnected nature of the recommended strategies throughout the document. **The initiatives outlined in this document are designed to be flexible and adaptable, allowing the City to adjust priorities as needed. Some actions will be ongoing, reflecting their continuous nature.**

While navigating Vision 2050, keep an eye out for these icons:



Linkage to the Ocala 2035 Vision: Actions marked with this icon represent either a continuation or refinement of the initiatives established in the Ocala 2035 Vision Plan. Readers can find additional information about these connections in the Appendix.



Urban3: Areas with this icon are based on recommendations from the Urban3 Analysis, which provide land-use, financial and economic insights into the City of Ocala. Further details about the analysis and its impact are available in the Appendix.



State Road 40: State Road 40 (SR 40) is a vital corridor connecting Ocala to its four focus areas. Actions associated with this icon support ongoing enhancement efforts along SR 40 and adjacent properties.



High Priority: These actions are considered essential and should be implemented within five years of the adoption of Vision 2050 (2026 - 2030). They are identified as important, providing high returns on investment or serving as catalytic site opportunities that may spark further success for Vision 2050.



Future Considerations: Actions labeled as future considerations require additional effort or investment over a six to 10-year period, but are important for the City’s continued progress toward Vision 2050. The City should continue working toward these goals as resources and circumstances allow.

Initiatives without time-increment icons fall within the 11- and 15-year timeframes.



Urban Form Opportunity: These actions aim to transform auto-oriented corridors into walkable, community-focused places. Through intentional design and architectural character, these areas can foster connection, local identity and economic vitality. Catalytic sites identified within these corridors serve as strategic starting points and are locations positioned to spark and sustain this emerging pattern of development.



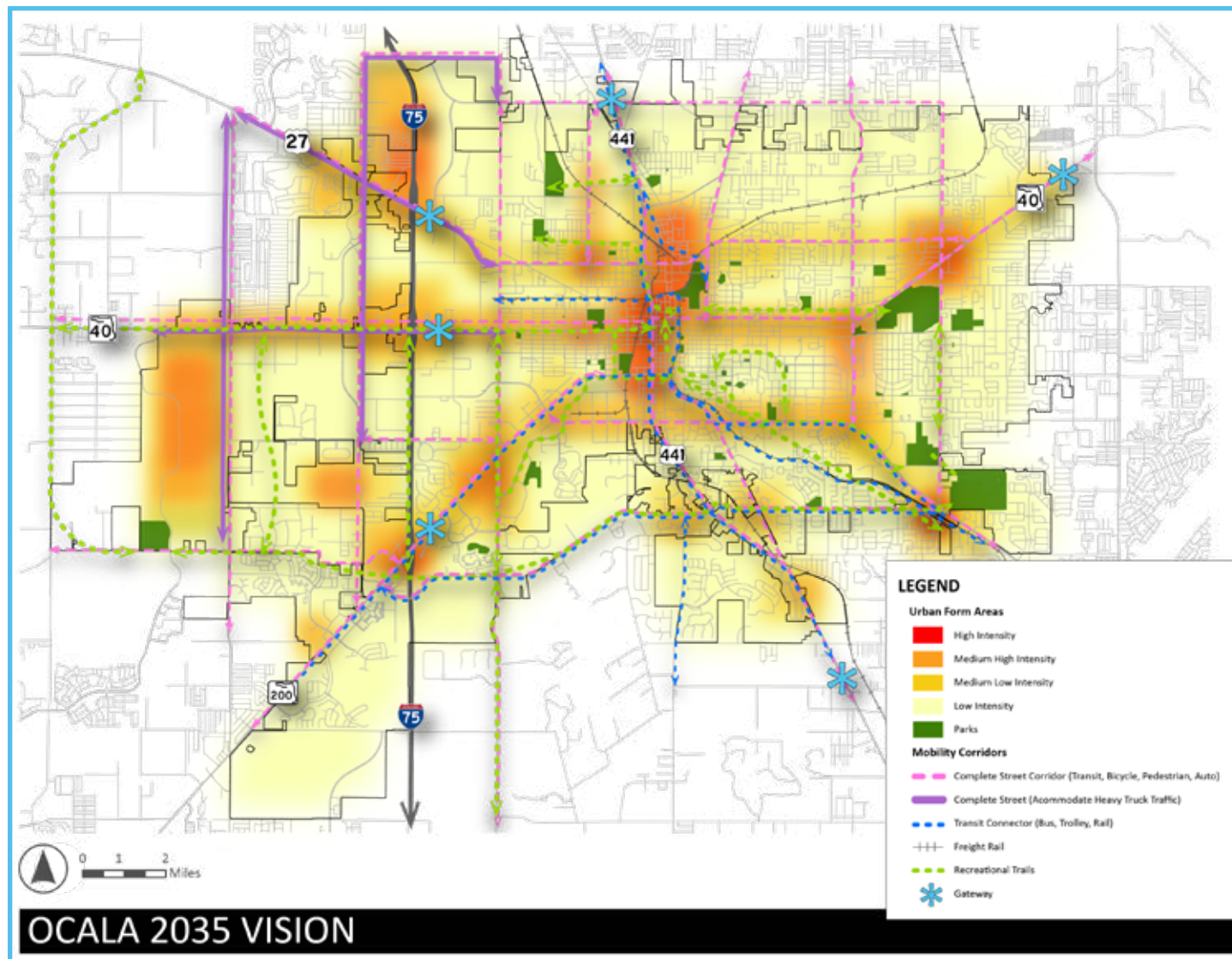
SECTION 1

THE STORY OF A VISION

The Ocala 2035 Vision Statement is:

Ocala is a great place to live, play and prosper.

Vision 2050 strives to continue and further refine the Ocala 2035 Vision Statement to maintain the City of Ocala as an inviting community with a diverse economic base, unique neighborhoods and a vibrant and innovative urban center.



Ocala 2035 Vision Principles

In the year 2035 and beyond,

1. Ocala is a community of natural and man-made beauty. Ocala celebrates and builds on its rich history by protecting its natural and cultural resources and ensuring long-term continuity for the community's physical character and design.
2. Ocala is a community of neighborhoods. The residents of Ocala have established their own neighborhood identities, each uniquely essential to preserving and promoting their peace, quiet, safety, comfort and travel options. Resident initiatives are the cornerstone of the community decision-making process.
3. Ocala has diverse mixed-use centers offering convenient shopping and services easily accessible by neighborhood residents wishing to walk, bike or drive.
4. Ocala's gateways welcome residents and visitors through attractive "front doors" that invite people to experience a dynamic and friendly community.
5. Ocala residents are proud of downtown. Downtown Ocala is the heart of the community. Its well-preserved historic buildings, complementing architecture of newer buildings, pedestrian-friendly gridded street system and town square provide a charm and "sense of place" unmatched by other communities of its size in Central Florida.
6. Ocala has an unmatched community recreation and park system serving all residents. Recreation areas and parks are linked by the City's network of pedestrian routes and bikeways, so that everyone resides within an easy walk or bike ride of an urban open space.
7. Ocala is a city with viable mobility options for all residents and visitors, with its system of public bus and rail transportation, bicycle trails and complete streets. Increased mobility options, capacity and reliability are essential to economic vitality and quality of life.
8. Downtown Ocala is a vibrant hub of residential, retail, office, governmental, cultural and entertainment activity. Specialty shops, restaurants and residential development line the streets, creating a unique environment distinct from suburban retail centers.
9. Ocala is the county seat, a vitally active center for regional employment in Marion County, with the strong presence of the financial, medical, industrial, office and government sectors of the economy.
10. Ocala is one of the safest cities in the county for pedestrians and cyclists. Ocala streets are designed to encourage pedestrian and cyclist mobility, helping to make Ocala one of the healthiest communities in Central Florida.

A Look Back

The Origins of the Ocala 2035 Vision

The City of Ocala launched the Ocala 2035 Vision initiative in April 2010 to shape a shared vision for the City's future. This forward-thinking effort asked residents to imagine what Ocala should look and feel like in the decades ahead, and how it should function as a thriving, connected community.

Through a series of public design workshops, community conversations and research into best practices from other cities, residents came together to answer key questions about Ocala's future:

- How will people move around the City?
- How should streets be designed, used and connected?
- What should the relationship be between buildings and the public realm?
- What will our neighborhoods, commercial areas and open spaces look like?

The result was a community-driven roadmap that reflects a shared vision for 2035 and beyond. It continues to guide decision-making and investment priorities, ensuring that growth aligns with the values and aspirations of Ocala's residents.



Developing the Ocala 2035 Vision

Community-Driven Process

To ensure broad input, the City of Ocala engaged a diverse group of residents, business owners and stakeholders through the Community Form & Design Visioning Leadership Group. This group led public outreach, gathered feedback and helped shape the final recommendations through meetings, workshops and design sessions.

The following issues were specifically identified in 2010 as part of the Ocala Vision 2035 process:

- A lack of high-density, mixed-use development to support urban growth.
- The need to improve the visual and functional characteristics of key corridors.
- Roadways that create physical barriers, divide the City and hinder connectivity.
- Regulatory barriers limiting flexibility and land design.
- The absence of cohesive development standards, particularly in downtown.

As a result of the vision process in 2010, three interconnected design topics became the building blocks for community growth and the basis for the Ocala 2035 Vision Implementation Strategies:

- Urban Form and Open Space
- Building and Site Design
- Mobility and Community Connectivity



Turning the Ocala 2035 Vision into Action

The Ocala 2035 Vision has been a catalyst for several cornerstone actions and policy shifts that have shaped the City's development. These actions underscore how a well-articulated vision, backed by community consensus and targeted initiatives, can translate into tangible improvements in urban design and economic development for the City.

Recommendations from the Ocala 2035 Vision established the basis and framework for updates to key planning and development tools, including:

- The Evaluation and Appraisal Report (EAR) for the Comprehensive Plan
- Comprehensive Plan Amendments
- Land Development Code updates
- Sub-area redevelopment plans for targeted areas
- The Recreation and Parks Master Plan
- Urban Form and Design Guidelines

The Ocala 2035 Vision continues to lay the groundwork for a more connected, livable and resilient Ocala, shaping how the City evolves.



Key Accomplishments from the Ocala 2035 Vision

The City of Ocala is guided by the principles established through public input and strategic planning. Ocala has implemented a wide range of initiatives that have reshaped its urban form, enhanced connectivity and supported economic growth. The following highlights represent major milestones and completed actions that reflect the City's progress toward realizing the Ocala 2035 Vision:

- 2011
 - West Ocala Vision Community Plan adopted
- 2012
 - Improved key gateways, streetscapes and utilities along corridors
- 2013
 - New Future Land Use adopted, redefining the City's urban form
 - Strategic incentives identified to diversify economic base
 - Investments in manufacturing and logistics: FedEx completion
- 2014
 - Tuscawilla Park Master Plan adopted
- 2016
 - Investments in manufacturing and logistics: Autozone and Chewy completion
 - Community Redevelopment Area plans updated with incentives and new boundaries
 - Downtown Parking Garage 1 and Downtown Market completed
- 2017
 - Midtown Master Plan adopted
- 2018
 - Downtown High-Intensity/Central Core area form-based code adopted
- 2019
 - OTrak and Tuscawilla Park established, including the Ocala Skate Park
- 2020
 - Investments in manufacturing and logistics: Amazon distribution center completed
 - Ocala Wetland Recharge Park completed
- 2021
 - Downtown Hotel opened
 - Jervey Gantt Park, including Letty Towles Dog Park, completed
- 2025
 - Downtown Ocala Trolley established, promoting connectivity downtown



Scan this QR code to read more about these plans!



SECTION 2.....

VISION 2050

Ongoing Priorities from the Ocala 2035 Vision

Several key long-term goals remain in progress and continue to shape the City's future developments. These ongoing efforts reflect both the complexity of urban transformation and the evolving needs of the community. The following areas represent priorities that continue to be advanced in Vision 2050:

- Refining of the Medium Intensity/Special District future land use category.
 - Update the form-based code and explore opportunities to implement variations of form-based code in other areas of the City.
- Continuing the activation of West Ocala:
 - Reducing food deserts.
 - Building out the Mary Sue Rich Community Center at Reed Place.
 - Pursuing opportunities for the redevelopment of brownfields, properties that are impacted by hazardous substances, pollutants or contaminants.
 - Advancing the complete street initiative.
- Furthering the redevelopment of downtown, high intensity/central core land use.
- Maximizing Community Redevelopment Area (CRA) incentives and projects through their sunset period.
 - Improving the City's program for surplus and underutilized properties.
 - Enhancing key corridors, including Pine Ave/US 441 and Silver Springs Blvd/SR 40.



Voices of Vision 2050

Vision 2050 prioritizes community engagement by involving a diverse group of residents, business owners and stakeholders building on the Ocala 2035 Vision efforts. Reflecting over a decade of groundwork from the Ocala 2035 Vision, the City of Ocala used various methods to ensure broad public participation and input, capturing the community's priorities.

Citywide Summits

Four citywide in-person summits held at key locations provided forums for direct feedback. Stations included opportunities to offer input, drawing on topics from the Ocala 2035 Vision. Additionally, stations for younger residents were provided to share their vision. These meetings were held at:

- Mary Sue Rich Community Center at Reed Place
February 15, 2024
- Fort King National Historic Landmark
February 28, 2024
- Citizens' Circle
March 2, 2024
- Zone Health and Fitness, Market Street at Heath Brook
March 29, 2024



Surveys

Residents were invited to participate in online surveys to share their thoughts and feedback on various aspects of the City's future.

Pulse Survey

Asked residents a series of questions to gain their perspective and priorities on issues relating to the visioning process, including topics such as traffic, open space and infrastructure.

Map-Based Survey

Allowed participants to highlight areas where they wished to see issues addressed, such as:

- Investments in mixed-use development and redevelopment
- Transit access
- Park enhancements

Staff-Led Outreach

Focus Groups

Focus 2050, a resident leadership group created to guide public engagement and support the development and long-term implementation of Vision 2050, participated in nine staff-led leadership sessions.

Community Workshops

Staff conducted workshops and community discussions with interested groups and civic organizations to help build consensus on the desired conditions for Ocala in 2050 and beyond. A total of 23 independent sessions were held with community organizations, City departments and other stakeholders.



STATION 1 LAND USE AND HOUSING



Ocala is a community of neighborhoods and corridors that supports a robust economy and diverse population. As Ocala continues to grow and develop, it is important to think about the desired future physical character of the different areas of the City. Ocala prioritizes access to quality housing and conveniently located goods and services for all residents.

Use the key below to put stickers on the Land Use and Housing Map and let us know what you think about Ocala today and tomorrow.

- Buildings look appropriate for the area
- Family-friendly area
- Preserve this area and/or building
- Needs grocery/other business
- Needs more affordable housing options in this area
- Area needs a better mix of residential and commercial areas
- Other

STATION 2 MOBILITY AND CONNECTIVITY



Over the last decade, Ocala has prioritized the development of an interconnected street network that provides travel choices for all users. Different users have different priorities - but a safe, comfortable, and accessible system is a priority for all. A more connected transportation system links destinations throughout the city with complete streets, trails, bike paths, sidewalks, and diverse transit options.

Use the key below to put stickers on the Mobility and Connectivity Map and let us know what you think about Ocala today and tomorrow.

- Traffic congestion
- Needs improved lighting
- Needs bicycle and/or sidewalk improvements
- Needs bus accessibility
- I feel safe walking here
- I have difficulty navigating this area
- Other

STATION 3 PUBLIC AND OPEN SPACE



Ocala is community rich with history and natural beauty. It is important to celebrate, enhance, and protect these resources in a way that feels accessible to all residents of Ocala. Public spaces that are connected and activated improve neighborhood safety, inspire physical activity, promote overall belonging and wellbeing, boost the economy, and create a more sustainable city.

Use the key below to put stickers on the Public and Open Space Map and let us know what you think about Ocala today and tomorrow.

- Park needs maintenance
- Well maintained park or recreation amenity
- Park needs amenity improvements or additions
- Potential new park/open space location
- Potential location for public art, concerts, and/or events
- Needs more hiking and/or biking trails
- Other

STATION 4 GATEWAYS



Ocala's gateways serve to welcome residents and visitors to a dynamic community that prioritizes accessible and comfortable spaces to encourage diverse uses and activities. A successful gateway is visible both from a distance and up close and sets the stage for what a community has to offer.

Use the key below to put stickers on the Gateways Map and let us know what you think about Ocala today and tomorrow.

- Area feels inviting/comfortable
- Location is good for current/future public art
- Area does not feel inviting/comfortable
- This building feels like it is too far from the road
- Needs streetscape improvement (improved landscaping in medians, trees, along roadways)
- I feel like I'm entering Ocala here
- This area should be highlighted as a main entry into the City
- Other

The vision for a municipality acts as a roadmap for the future. It is built upon community consensus to promote continued support and implementation over time. The vision document acts as the basis for the Comprehensive Plan, which is the regulatory blueprint for the community.

The City of Ocala has begun the Vision 2050 process. Check out www.ocalafll.gov/vision2050 for more information about the process and other ways to get involved.

Your voice is important in crafting Ocala's vision for 2050. Your feedback matters and will be incorporated into the new vision for the City of Ocala.



VISION 2050 PULSE SURVEY

Please take this quick three-minute survey about Ocala.



MAP SURVEY

Please take this 10-minute survey on your tablet or PC by using our interactive mapping dashboard.

VISION
2050

WE NEED
YOUR INPUT



OCALA Kimley»Horn

Communities

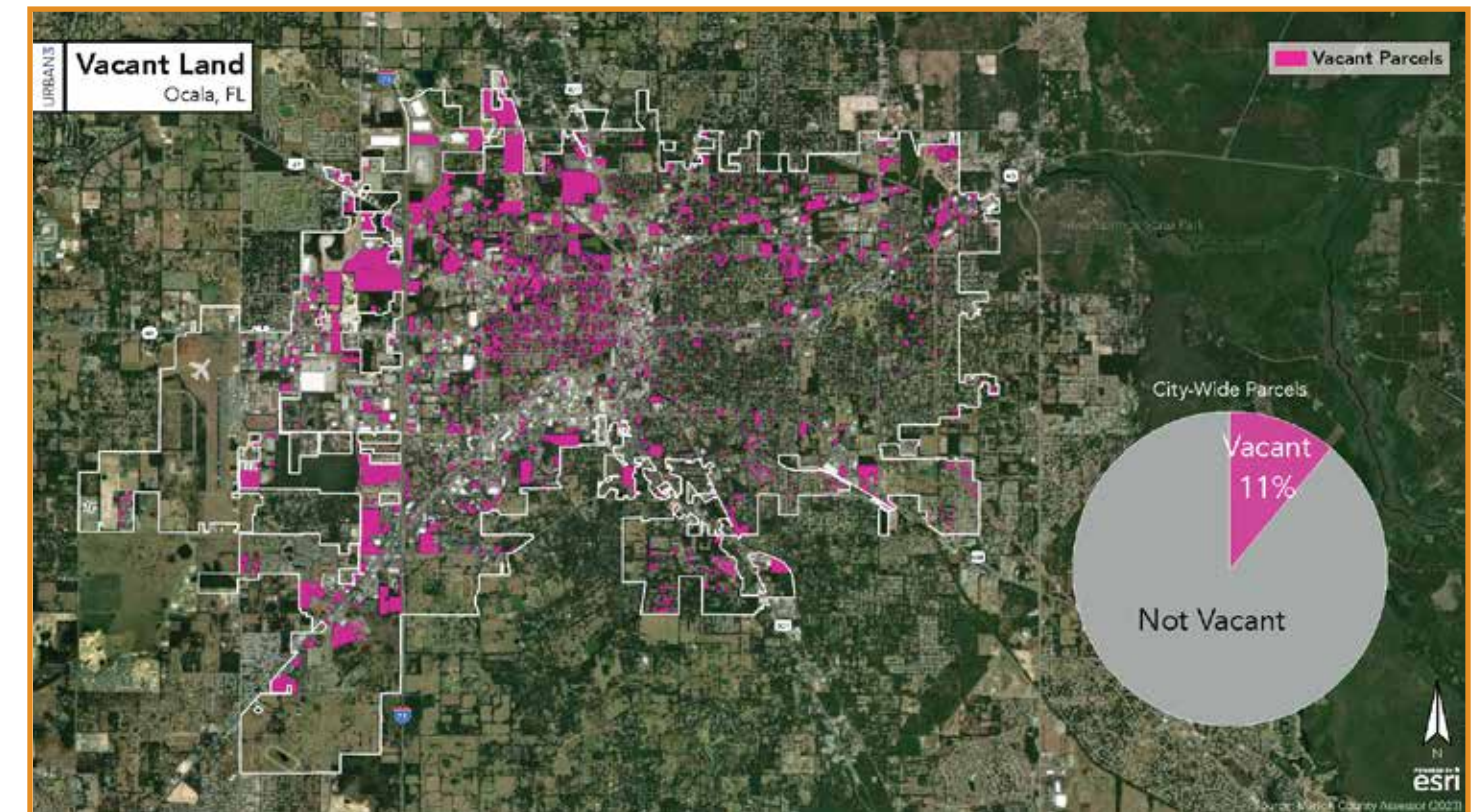
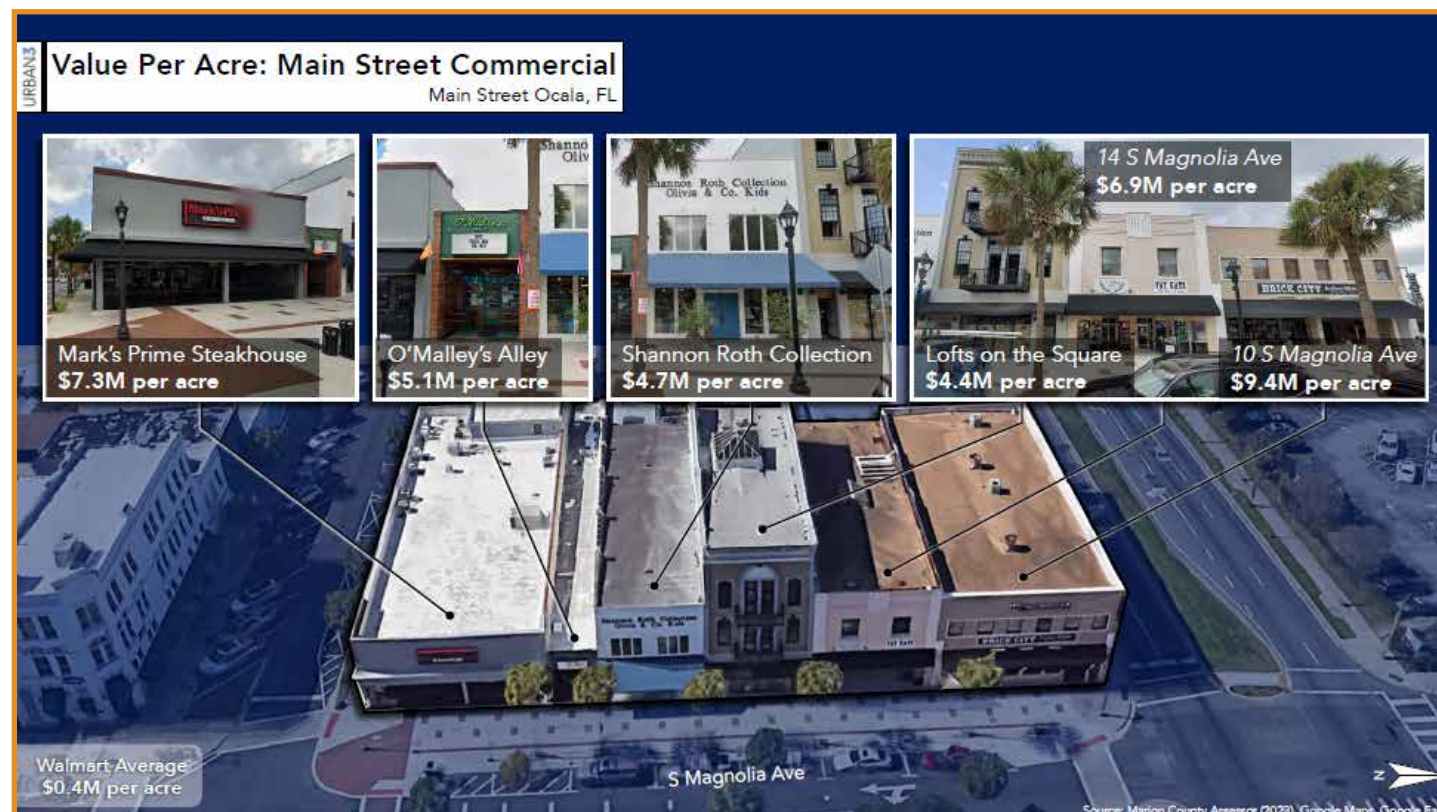
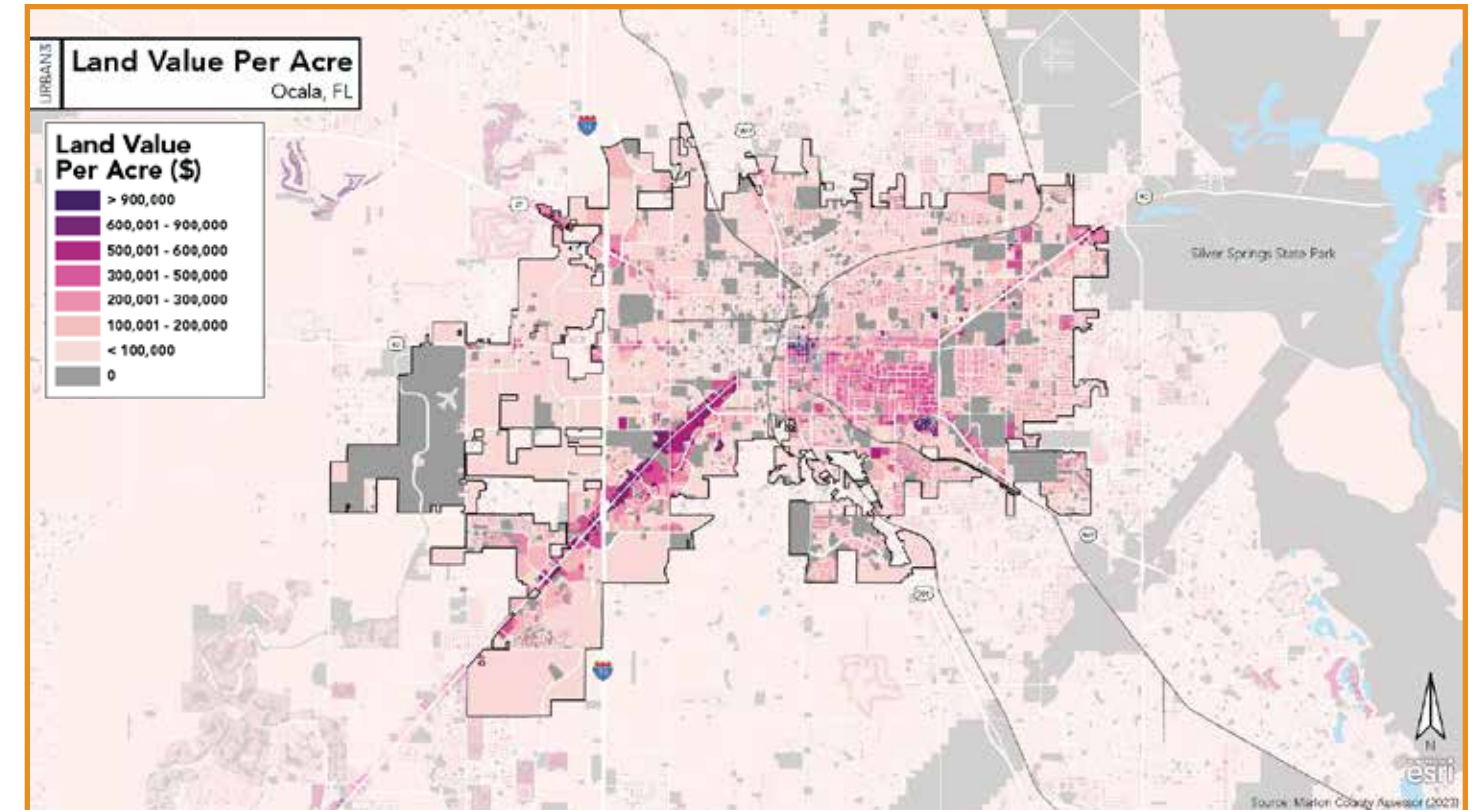
The City partnered with Urban3, a consulting firm specializing in land-value economics and evidence-based community design. Leveraging Urban3's analysis and geomodeling of Ocala's land use productivity, helps guide the City's approach to density, land use, and development patterns. By balancing growth, efficiency and community character, the City aims to:

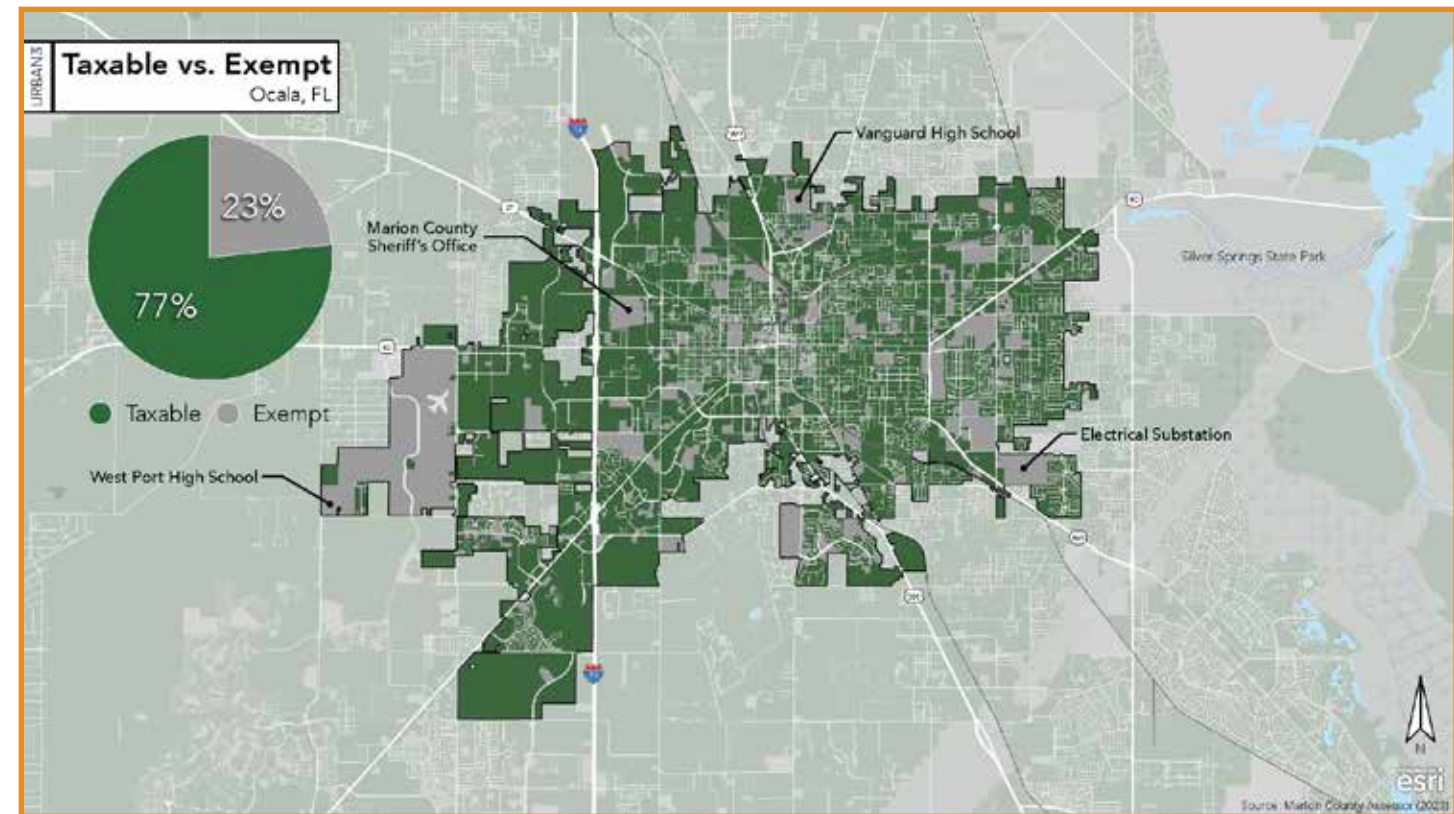
- Enhance value per acre (VPA)
- Optimize development patterns
- Strategically allocate infrastructure investments

Urban3's review of residential, commercial, industrial and vacant land uses provides actionable short- and long-term insights, that, alongside community input, are shaping Vision 2050.

The figures included reflect information on land value and land vacancy.

- Downtown Ocala shows strong productivity as a result of its dense, historic buildings, generating high economic value, avoiding costly redevelopment.
- Land values across the city appear generally consistent. Major infrastructure such as; downtown, SW College Road, and historic neighborhoods show much higher values.
- Vacancy rates vary widely, the CRAs including West Ocala having the most vacant land.

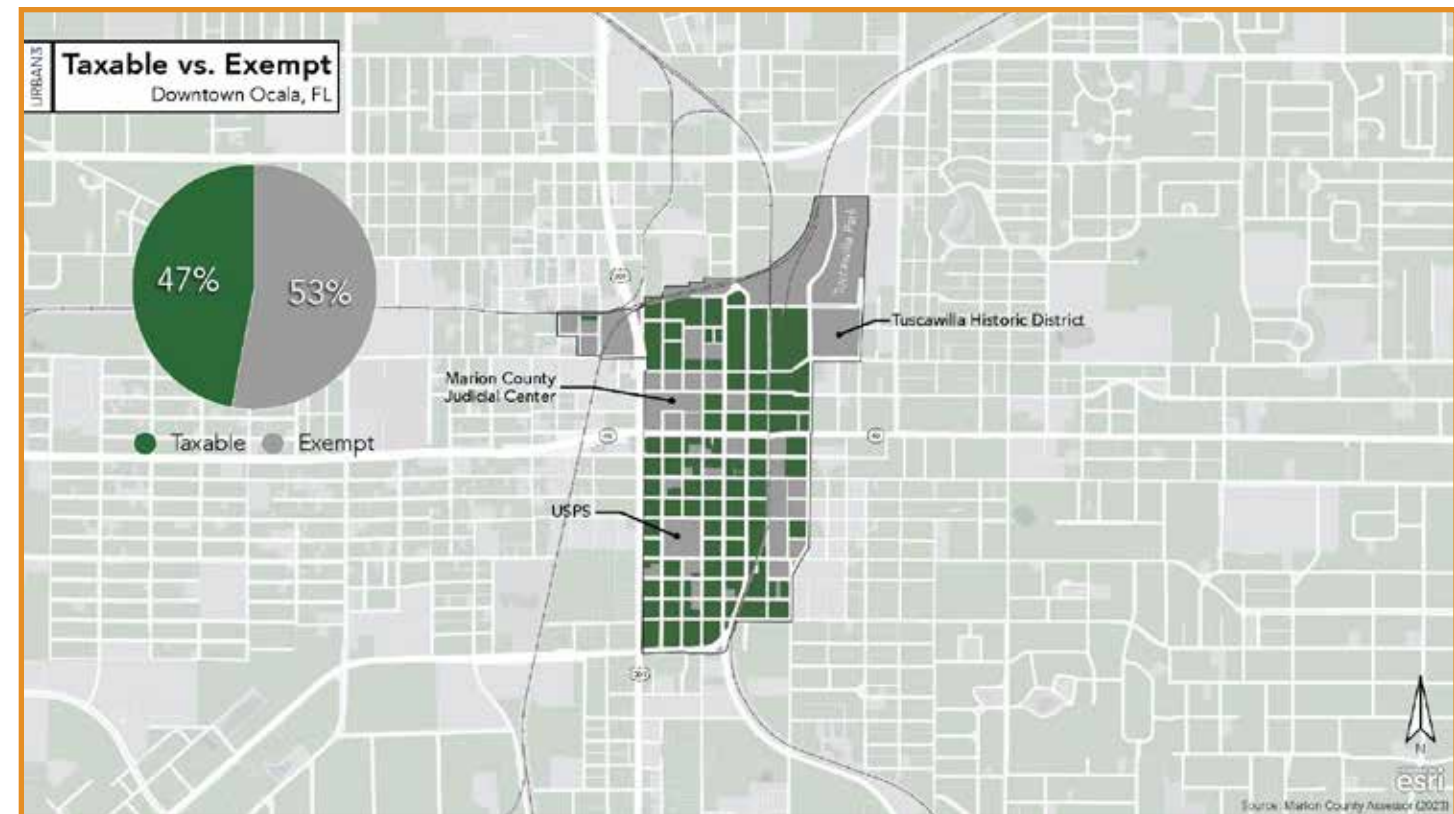




Key Infrastructure Ocala, FL	Length (Miles)	Current Spending	Annual Lifecycle Cost
Road	377*	\$13.2M	\$57.6M
Water	654	\$16.2M	\$26.6M
Sewer	444	\$33M	\$52.5M
Stormwater	383	\$5M	\$6.3M

*Length in centerline miles

Source: Ocala Public Works (2023)



Key Takeaways of the Urban3 Analysis

- Grow downtown as a central hub for commerce and community engagement.
- Look for examples of productive places, with respect to VPA, and replicate them.
- Create lasting value places by maintaining and investing in historical structures, which in turn support the local economy by enhancing property values and enriching the community's character.
- Prioritize infill development, the development of underutilized land in existing urban areas, and reduce vacant properties by reducing development fees, creating investment incentives or implementing tax tools like tax increment financing (TIF). TIF utilizes taxes on future gains in real estate to fund redevelopment initiatives.
- Consider the long term. More compact, mixed-use development patterns tend to generate more revenue and lower costs, leaving a balance of land uses and associated costs.

The figures show that while the City of Ocala and downtown Ocala differ in their shares of taxable versus exempt land, these maps help identify where new development could most effectively boost tax revenue and guide strategic planning for impactful growth. Ocala is also underfunding its infrastructure, with annual spending falling far short of required maintenance needs, especially for roads and sidewalks, resulting in a \$76 million deficit even before accounting for the additional long-term costs created by system expansion.

Ocala's Growth Engine: A Decade of Strategic Development and Economic Strength

Since 2010, Ocala has significantly reinvented its economic and development landscape. The City's transformation is evident in a mix of modern infrastructure projects, proactive economic policies and a forward-thinking urban planning strategy, all of which have steadily enhanced Ocala's standing as an emerging regional hub.

In recent years, economic growth has increased significantly. This progress is anchored in job and wage growth between 2018 and 2023. Further substantiating these trends, data from the U.S. Bureau of Labor Statistics reveal that Ocala's economic base has remained robust and diversified over the last decade. Key sectors, from trade, transportation and utilities to education and health services, continue to deliver steady employment numbers and support a resilient local economy.

Ocala's trajectory in the coming years will be shaped not just by local initiatives but also by a constellation of outside influences.



National and State Trends

- Demographic shifts are drawing people from across the nation, especially from climate-impacted coastal areas, to Central Florida.
- Economic policy, federal spending and state legislation can bolster or constrain local governmental response to housing, infrastructure and growth management.
- Affordable housing challenges are shaping the landscape, such as suitable housing for vulnerable populations, seniors and persons with disabilities, rental options and housing programs.
- Technological advancements, including the rapid innovation of artificial intelligence (AI) and autonomous vehicles, present both opportunities and challenges, requiring cities to adapt infrastructure, update policies, address workforce impacts and ensure equitable access.

Local Trends

- Population projections for 2050 indicate that the City's population will grow by 30.8 percent based on 2024 population estimates, reaching 91,868 residents, which must be considered in infrastructure planning and level of service implications.
- Tourism is expected to thrive and has become one of the most influential developmental catalysts, leveraging the region's natural attractions, historic sites and equestrian community, centered around the World Equestrian Center (WEC), the largest equestrian complex in the United States.
- Ocala's metro area continues to rank among the nation's fastest-growing. Traffic congestion and the need for expanded public transportation options remain pressing issues.
- Downtown and surrounding districts will experience significant economic growth with increased density and intensity, along with the establishment of new local businesses and investments across diverse industries, from the Hospital District to North Magnolia.
- The Ocala International Airport is undergoing a master planning update to address the region's growth and to support private, corporate and recreational aviation. Future passenger service could also be considered.
- The SR 40 corridor will remain a key commercial route, connecting the central core to the Ocala International Airport and WEC to the west, and state and national parks to the east, attracting businesses and encouraging retail, hospitality and service industries.
- Workforce development remains a priority to attract and invest in industries and talent essential to supporting community wellbeing and a thriving local economy.
- Infrastructure capacity must be improved to meet current and future demand. Water resources are strained, solid waste is being transported off-site and transportation systems require a comprehensive assessment.

Foundations of Vision 2050: Leveraging the Ocala 2035 Vision

Vision 2050 builds on the foundation laid by the Ocala 2035 Vision, maintaining a strong focus on the City's growth, character and functionality over the next 25 years. The Ocala 2035 Vision remains an active plan and continues to provide direction for the City in conjunction with Vision 2050. The Ocala 2035 Vision was instrumental in establishing a comprehensive vision for Ocala and creating strategies such as:

- **Urban Form and Open Space:** resulting in the consolidation of 18 future land use categories to six in the comprehensive plan.
- **Mobility and Community Connectivity:** evaluated the future use and character of roadways, trails and transit in the City of Ocala and the surrounding region.
- **Building and Site Design:** contributed to the creation of the form-based code.

Vision 2050 may be adjusted to align with evolving community dynamics. It builds on the Ocala 2035 Vision's successes, addressing gaps and ensuring continuity while adapting to new challenges. Vision 2050 drives citywide initiatives focused on accountability and progress. Analysis of the Ocala 2035 Vision implementation strategies and collaboration with Urban3 helped identify key elements for Vision 2050, focusing on land use, land values and infrastructure.



Vision 2050 Building Blocks

Ocala aims to refine the blueprint outlined in the Ocala 2035 Vision, working toward a vibrant, connected City by 2050. Vision 2050 outlines strategies and priorities for the City's growth, guiding leaders to ensure that development aligns with community goals. It is divided into two segments: four building blocks for the entire City and four focus areas for specific regions.

Land Use and Housing

Addresses the need to manage growth pressures, both within and beyond City limits, by promoting strategies, such as infill and mixed-use development, sustainable land use and enhancement of green spaces. Seeks to preserve Ocala's hometown charm through intentional planning and design, ensuring that development complements existing neighborhoods and cultural heritage. Urban3 identified ways to maximize the City's existing infrastructure and land values, and to preserve and enhance existing developments in an urban setting.

Mobility and Community Connectivity

Supports long-term City growth and enhances quality of life by identifying strategies to promote transportation facilities for all modes of travel, improving safety, efficiency and an inclusive transportation network. Rooted in the Ocala 2035 Vision, this principle aims to manage congestion better, increase accessibility and connect residents to key destinations through multi-modal improvements, intelligent transportation systems (ITS) and integrated decision-making with land use and capital improvement planning.

Public and Open Spaces

Recognizes that parks, trails, greenways and natural areas are not just recreational amenities but vital infrastructure that supports environmental sustainability, public health, social cohesion and economic vitality. Vision 2050 envisions a comprehensive network of parks and trails that link neighborhoods, schools, cultural destinations, public art and natural features, supporting residents and tourists.

Gateways

Strives to continue the Ocala 2035 Vision gateway priorities. Vision 2050 seeks to build upon and provide additional strategies to enhance corridors and existing gateways, and to complement new gateway locations by improving streetscape, signage and public art in key areas of the City.

Urban Form Opportunities aim to transform auto-oriented corridors into walkable, community-focused places. Through intentional design and architectural character, these areas can foster connection, local identity and economic vitality. Catalytic sites identified within these corridors serve as strategic starting points and are locations positioned to spark and sustain this emerging pattern of development.

Complete Streets are designed and operated to enable safe access for all users:

- Multi-modal, accommodating pedestrians of all ages and abilities, bicycles, public transit and automobiles.
- Desirable appearance including landscaping, shade and design.

2035

Core Components of Vision 2050

Citywide Initiatives

Priorities and aspirations of Vision 2050 to ensure Ocala's vibrancy and longevity:

- Encourage mixed-use and infill development.
- Align land use with infrastructure capacity.
- Expand housing diversity.
- Improve multi-modal transportation.
- Preserve historic structures and enhance public spaces.

Ensure that infrastructure and staffing levels are continually aligned with the evolving demands of growth and development, supporting a thriving and resilient community.

Focus Areas

To refine the Ocala 2035 Vision, focus areas have been identified to enable Vision 2050 to target key areas of the City. Each focus area includes identified opportunities for catalytic development and redevelopment, potential areas for integrating unique design standards through form-based code applications, highlighted corridor and gateway improvement opportunities and other key topics.

Four focus areas were identified during the planning process through community engagement and visioning exercises, demographic analysis, economic and environmental assessments, evaluation of existing land use and infrastructure and policy review. These areas were identified for their significant potential for change and are:

- East Ocala
- High Intensity Central Core
- West Ocala
- Airport Area

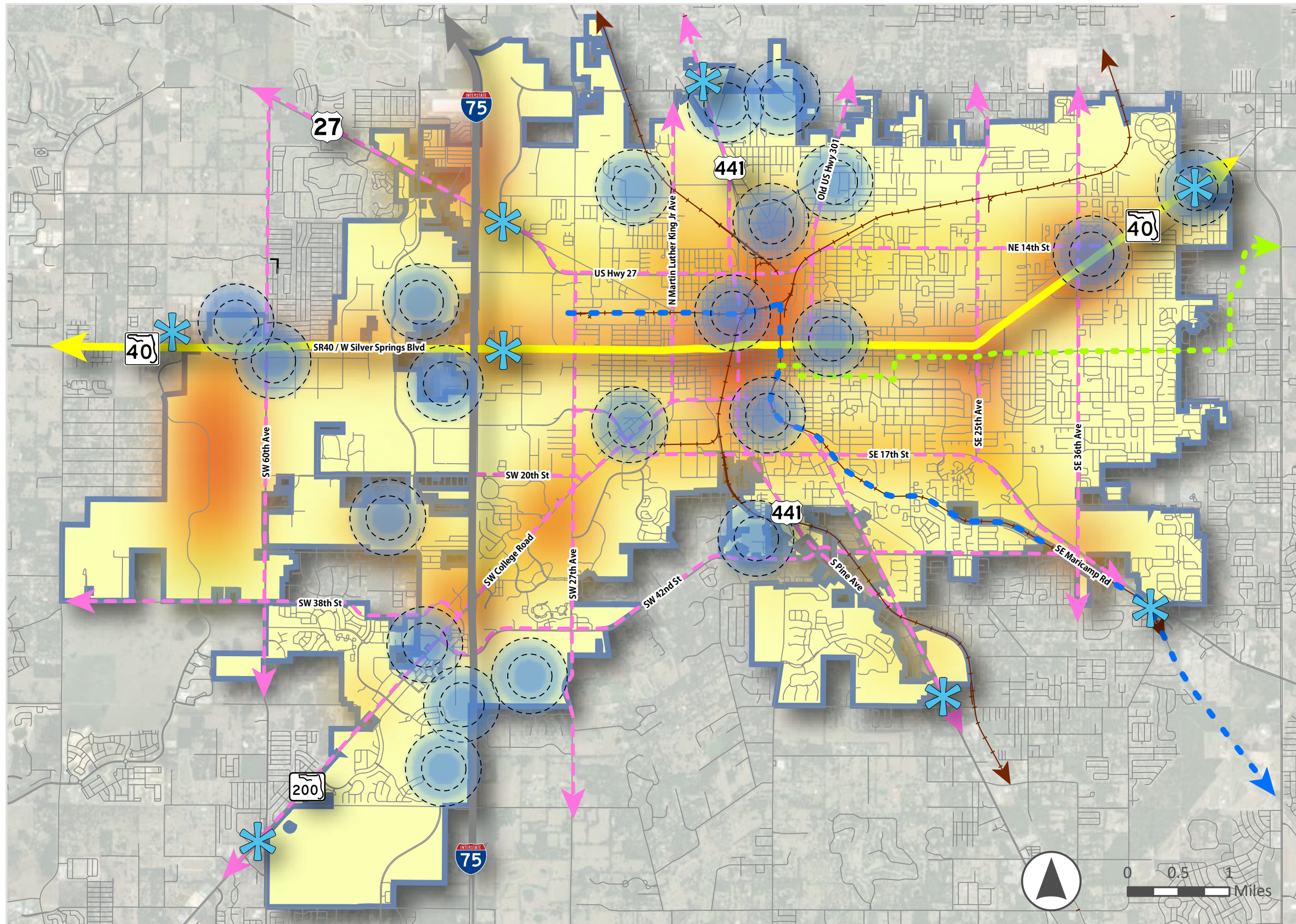
Each focus area has identified strategies and actions to guide decisions moving toward 2050. Southwest Ocala remains one of the most active and vital areas of the City for growth and development. Much of this area is comprised of previously planned development. Significant areas and topics for consideration for the southwest area are identified in the citywide section of this vision document. These actions will work alongside the citywide initiatives to guide public and private investment and decision-making.





SECTION 3

CITYWIDE INITIATIVES



LEGEND

City of Ocala Boundary

Urban Form & Design

Urban Form Opportunities

Vision 2050 Urban Form

High Intensity
 Medium High Intensity
 Medium Low Intensity
 Low Intensity

Mobility & Community Connectivity

SR 40
 Rails to Trails
 FDOT Downtown Ocala Trail
 Rail
 Complete Streets and Corridor
 Gateway

Citywide Initiatives

Urban Form and Design

The building blocks of Urban Form and Design aim to establish a citywide emphasis on activating mixed-use, infill development and elevating design standards that encourage longevity, efficiency and sustainability.

ACTION 1.1: Unified Land Development Code



Create a Unified Land Development Code (ULDC) to evaluate and consolidate zoning districts to align with the comprehensive plan's future land use categories, establish a vested rights program and streamline the development review process and form-based code principles.

Add alternative development standards to allow for a variety of housing options, including accessory dwelling units.



Update the Planned Development (PD) process and evaluate multiple approval pathways based upon the level of development detail, require the inclusion of innovative, high-quality and integrated open spaces through onsite amenities and establish essential design and compatibility standards that align with form-based code principles.



Modernize development regulations to provide flexible development and redevelopment opportunities along major corridors.



Update and evaluate parking standards to include adjusted minimum and maximum parking ratios.



Update landscape standards to include regulations that incentivize and encourage green space, compatibility and diverse design features.

ACTION 1.2: Capital Improvement Program (CIP)



Implement and maintain infrastructure planning to maximize safety and efficiency of public facilities including roadways, water, sewer, solid waste, fiber, electric and other general governmental services.



Establish and maintain a five-year CIP to prioritize infrastructure improvements.



Develop a mapping database to identify vacant and underdeveloped areas and available infrastructure.



Identify infrastructure gaps to be addressed through the CIP process, including public facility availability such as water, sewer, solid waste, fiber network, electric, and other municipal services as a tool for analysis and information for creation of the CIP.

ACTION 1.3: Infill Redevelopment



Build upon comprehensive infrastructure planning by developing a mapping database to identify vacant and underutilized parcels, assess available infrastructure, identify gaps and prioritize citywide infrastructure connectivity to underserved areas and enclaves.



Incentivize infill development and affordable housing by implementing reduced fees and expedited development processing timelines.



Refine the procurement processes to allow for the efficient disposition of surplus properties.

ACTION 1.4: Density and Intensity



Revise the Medium Intensity/Special District future land use category to promote higher density, mixed-use urban areas, especially in underserved locations, by targeting urban-scale development of compact mixed-use nodes through a form-based design approach; and provide flexible development regulations to encourage innovative architectural options and offer unique, varied housing choices.



Prioritize dense urban development areas, such as downtown, to maximize City resources and services, improve financial stability and ensure infrastructure maintenance through the CIP; partner with private developers where feasible to expand and improve City infrastructure capacity.



Identify tax-exempt properties within the High Intensity future land use designation to evaluate their contribution to the community and identify opportunities to improve underperforming sites through the development of a comprehensive mapping database.

ACTION 1.5: CRA Investment



Evaluate CRAs to actively pursue the expansion of TIF opportunities as permitted by state law.



Create incentive programs leveraging CRAs or other funding sources to encourage public/private partnerships for the relocation and/or redevelopment of tax-exempt properties, promoting job creation and stimulating the local economy.



Promote a diverse affordable housing supply while utilizing CRA funds and public-private partnerships to incentivize and facilitate project development.

ACTION 1.6: Sustainable Workforce



Establish a collaborative initiative among the City, employers and key industries to identify workforce needs, develop attraction and retention strategies and support the development of a robust, sustainable workforce.



Facilitate an annual forum for employers and City leaders to address workforce attraction and retention in key industries such as technology, healthcare, manufacturing and education, monitor and provide input on proposed legislation and review local regulations to determine issues and resolution options.

ACTION 1.7: Potential Annexation



Establish a process to analyze potential annexation areas, with a focus on enclaves, by evaluating fiscal impacts, existing uses and compatible land uses, while considering infrastructure connectivity.

Mobility and Community Connectivity

The building blocks of mobility and community connectivity aim to improve and maintain thoroughfares through targeted investments and safety improvements that consider the connectivity of neighborhoods to destinations like downtown, the airport and key employment centers. Efforts include expanded and improved facilities for pedestrians, cyclists and public and private transit users.

ACTION 2.1: Mobility Fee



Coordinate with Marion County to establish a mobility fee structure that does not penalize dense urban development in congested areas where facilities are constrained and capacity expansion is limited.

Implement a mobility fee to incentivize development in strategic growth areas.



Use mobility and impact fee revenues to advance priority transportation projects from the City of Ocala Transportation Improvement Program (TIP) and Ocala Marion Transportation Planning Organization (TPO). Prioritize revenues for projects in designated focus areas and for those addressing congestion and connecting gaps in the transportation system.

ACTION 2.2: Transportation Project Prioritization



Gather input from departments, stakeholders and the public to determine infrastructure, mobility and facility needs with a focus on infrastructure gaps, prioritizing downtown and historic areas. Address sidewalk gaps identified in the Ocala 2035 Vision.

Continuously update the TIP list to prioritize intersection capacity, facility gaps and congestion management projects for submittal to the TPO for funding considerations on an annual basis.



Coordinate with the TPO on intersections and traffic signal improvements in the urbanized areas through connected ITS to provide a transportation system that can adapt to traffic congestion as needed.



Identify project and funding opportunities with the TPO for increased accessibility to and from the Ocala International Airport.

ACTION 2.3: Enhanced Transit



Promote increased residential and commercial density to support effective and efficient transit service.

Enhance the fixed-route bus system by increasing route frequency, targeting key destinations and populations, collaborating with employers and stakeholders to boost usage and explore expanded express service opportunities with neighboring jurisdictions.



Implement a micro transit system to improve and expand access to the fixed-route bus system.

ACTION 2.4: Rails to Trails



Identify the short rail line from Ocala's historic train depot, south to the rail line terminus in Silver Springs Shores (outside City limits) as a future multi-modal trail corridor in the comprehensive plan and in the TPO Long Range Transportation Plan (LRTP) and City TIP.



Support a working group comprised of local officials and local leaders to identify options and funding for converting the short rail line to a multi-modal trail, including state, federal and private funding sources.

ACTION 2.5: Complete Streets and Pedestrian Safety



Integrate complete street principles to improve overall mobility and traffic flow on key arterial, collector, and key local corridors, ultimately linking all areas of the City to downtown.



Coordinate with Marion County Public Schools to establish a Safe Routes to School program to identify and facilitate safety improvements around schools.



Maintain an online dashboard using Geographic Information Systems (GIS) data to identify bicycle and pedestrian facility needs and gaps, to help identify and prioritize improvements for a Safe Routes to School program.



Coordinate with the Florida Department of Transportation (FDOT) and the TPO to facilitate pedestrian improvements along SR 40 and other complete street corridors, including consideration of a potential elevated or otherwise enhanced multi-modal improvements to facilitate safe bicycle and pedestrian crossing of SR 40 in the downtown area and other mobility options.



Explore advanced safety technologies and design features for crosswalks, including City, FDOT and county facilities.



Recreation, Cultural and Open Space

The building blocks of recreation, cultural and open spaces aim to preserve open space and enhance existing parks and trails. As Ocala continues to grow, it is essential to preserve these unique spaces to ensure continued access for all existing and future residents and to provide additional recreation, cultural and open space opportunities to meet the growing population needs.

ACTION 3.1: Recreation and Parks Master Plan Update

 Use mapping for inventory of facilities, analyze demographic needs, review level of service standards, identify best practices and trends, explore grants and funding for upgrades and new facilities across all neighborhoods to be included in the CIP.

 Analyze City-owned surplus properties to determine the potential for transformation into functional parks or open spaces, considering uses such as community gardens, urban agriculture and neighborhood events. Prioritize locations that can enhance community engagement and provide accessible recreational opportunities for residents.

 Identify and prioritize capital projects that improve access to parks and recreation facilities for users with special needs and incorporate them into the annual CIP.

ACTION 3.2: Regional Parks

 Undertake a comprehensive citywide study to identify and evaluate optimal locations for a future regional sportsplex in the northeast or southwest quadrants of the City that will effectively serve both the recreational needs of Ocala residents and support broader regional activities.

Continue to support existing regional parks providing for diverse interactions and access.

ACTION 3.3: Tuscawilla Park

  Update the Tuscawilla Park Master Plan to enhance connectivity to surrounding neighborhoods and midtown, while preserving the historic character of the park and surrounding areas..

Implement form-based code design standards for the public realm and surrounding park areas.

ACTION 3.4: Open Space Requirements

 Ensure the ULDC will require planned developments and residential subdivisions to include innovative, integrated open spaces through onsite amenities, with connections to open spaces outside the project boundaries, if possible.

  Provide incentives for public art and active public open space features and amenities for all types of development, such as sports fields, dog parks and playgrounds.

  Establish flexible regulations that allow temporary use (less than five years) of public and private properties for pocket parks, community gardens, active open space and neighborhood events and gatherings.

ACTION 3.5: Public Art

 Establish and maintain a comprehensive mapping database of existing art installations throughout the City, serving both as an inventory tool for municipal purposes and as a valuable resource for cultural and tourism guides accessible to the public.

  Identify and designate public spaces (such as parks, plazas, gateways and key corridors) for new art opportunities, including interactive art.

 Utilize existing or establish additional art boards, committees and public/private partnerships to issue calls for artists, inviting proposals for seasonal installations in these selected locations.



Gateways

The building blocks for gateways aim to create welcoming, vibrant entry points into the City and its focus areas. These efforts are not limited to signage, but also the private property in front of the gateway that may include right-of-way, enhanced streetscapes, landscape, public art and other applicable urban design strategies to improve quality of life and a sense of belonging while also maintaining key components of the community's character.

ACTION 4.1: Citywide Gateway Plan

-   Expand the citywide gateway and wayfinding program by identifying new opportunities for gateway projects throughout the City, as well as enhancement projects for existing gateways, through a GIS mapping tool.
-   Develop an effective wayfinding program targeted at the visitor experience in Ocala's downtown and historic neighborhoods.
-   Coordinate with Marion County, the TPO, state agencies and other stakeholders to identify partnership opportunities on gateway and wayfinding projects and identify potential funding sources.
-   Use the TPO priority project process and other regional forums to identify, prioritize and seek funding for gateway and wayfinding enhancements on state and regional roadways.
-   Include gateway and wayfinding projects in the annual CIP and TIP processes.

ACTION 4.2: Gateway Design Guidelines and Requirements

-   Include design guidelines to allow gateway features and enhancements on public and private property in the ULDC to include the community's cultural heritage and natural resources.
-   Provide development incentives that incorporate gateway and wayfinding features into development and redevelopment projects in the ULDC.



ACTION 4.3: SR 40 Gateway Corridor

-    In recognition of the cultural, historic and functional significance of the SR 40 corridor, designate the entire segment of SR 40 within the City as a Gateway Corridor.
-    Coordinate with FDOT to conduct a corridor master plan study to foster a unified corridor featuring a series of vibrant, culturally rich opportunities that enhance the experience for both residents and visitors.
-    The corridor master plan should include strategic design elements, wayfinding and community-focused enhancements specific to SR 40 to become a signature entrance that reflects Ocala's historic and cultural character and promotes a welcoming sense of arrival throughout the City as well as increasing connectivity between the north and south sides of the SR 40 corridor for multimodal transit.

ACTION 4.4: I-75 Interchange Enhancement

-    Enhance the segment of SR 40 on both the east and west sides of the I-75 interchange, as well as the interchange area, to establish a distinctive and welcoming sense of arrival to the City.
-    Incorporate improved streetscapes, landscaping, public art, wayfinding signage and coordinated urban design features that reflect the City's character and create a vibrant gateway experience.
-    Collaborate with the TPO, FDOT, the Federal Highway Administration and other stakeholders to identify potential gateway enhancements for I-75 interchange locations, including opportunities for funding, design and implementation, ensuring the gateways reflect both the community's identity, historic and cultural character and visitor expectations.

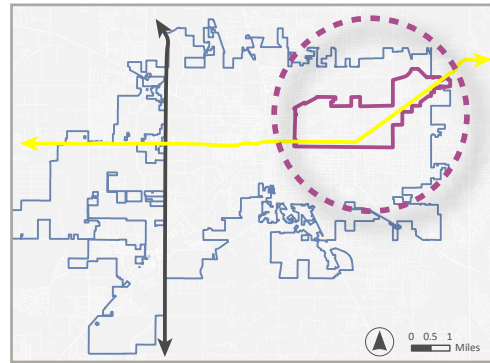




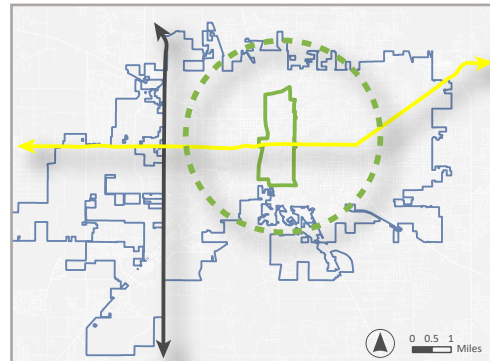
SECTION 4

FOCUS AREAS

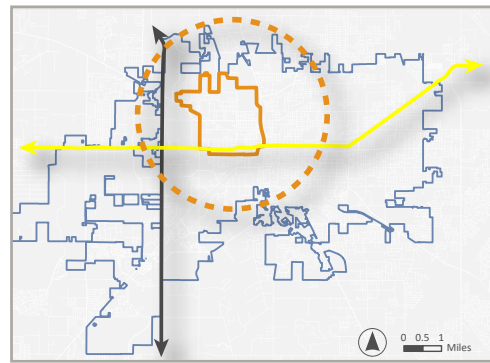
East Ocala Focus Area



High Intensity Central Core Focus Area



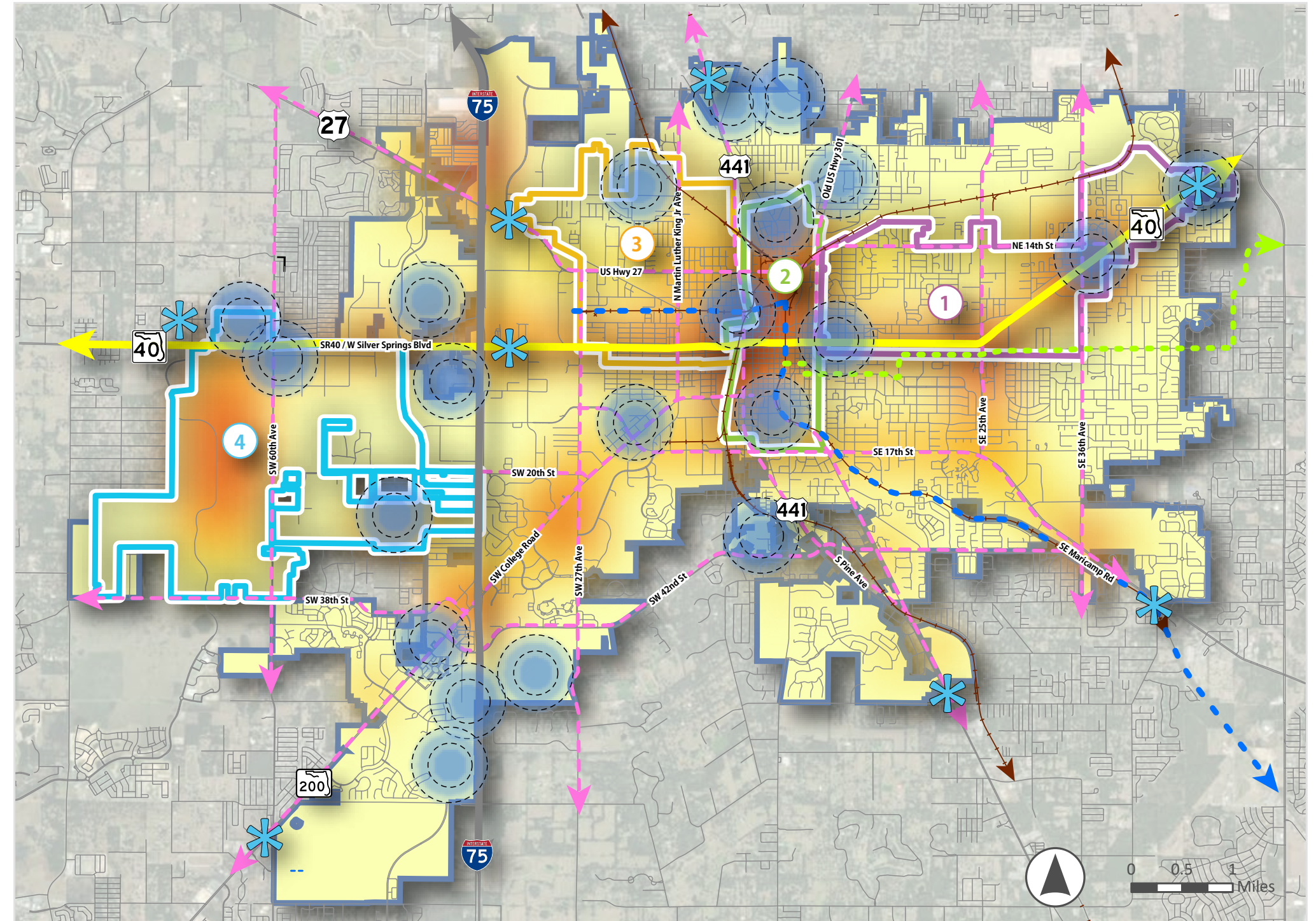
West Ocala Focus Area



Airport Focus Area



CONTEXT PLAN FOCUS AREA IDENTIFICATION



LEGEND

City of Ocala Boundary

Urban Form & Design

Urban Form Opportunities

Focus Areas

- 1 East Ocala
- 2 High Intensity Central Core
- 3 West Ocala
- 4 Airport Area

Vision 2050 Urban Form

- High Intensity
- Medium High Intensity
- Medium Low Intensity
- Low Intensity

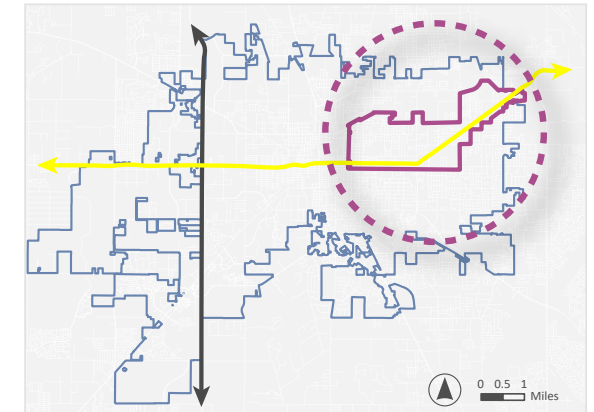
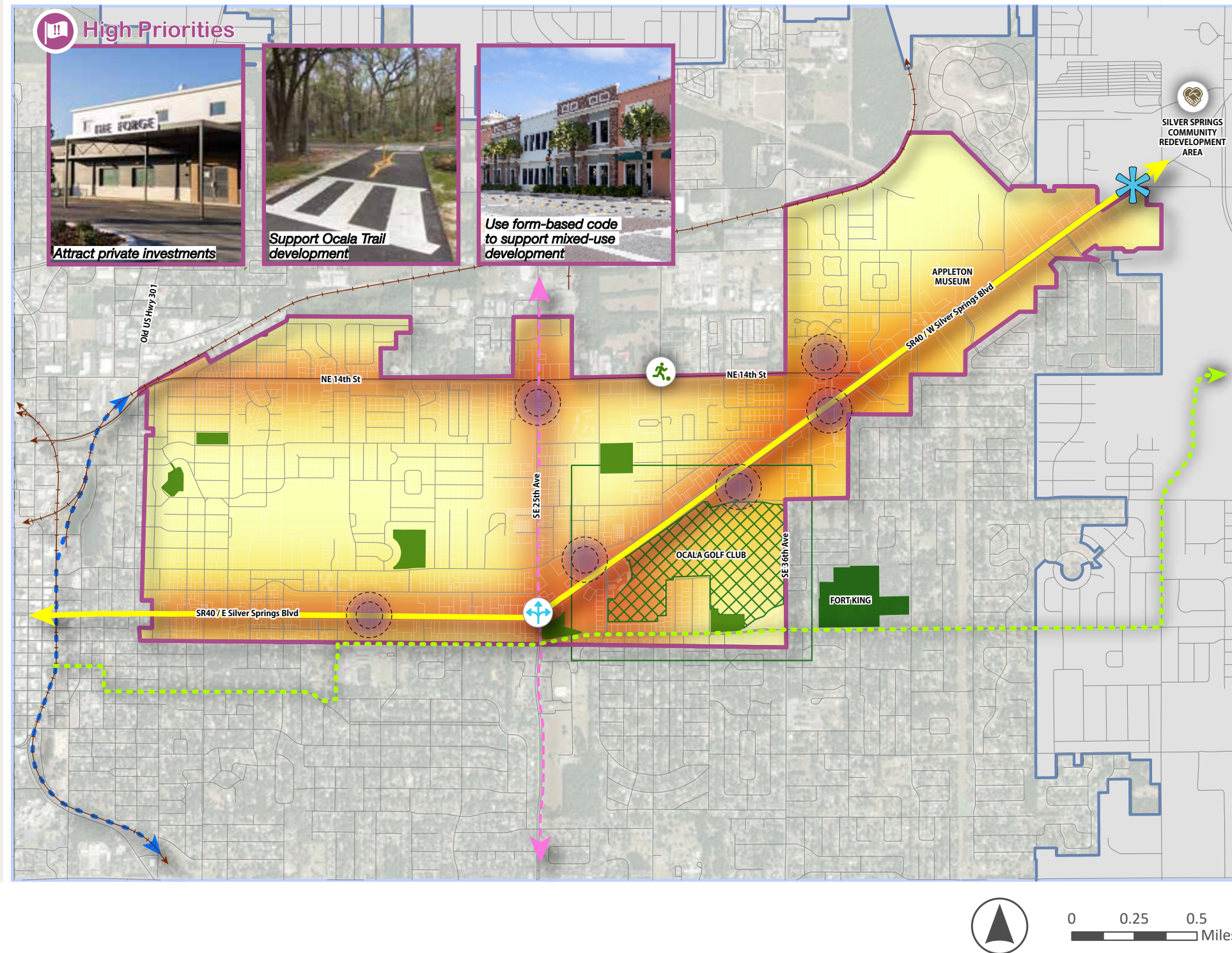
Mobility & Community Connectivity

- SR 40
- Rails to Trails
- Rail
- FDOT Downtown Ocala Trail
- Complete Streets and Corridor
- Gateway

1. East Ocala Focus Area

Promote development and services that support eco-tourism along SR 40 by unifying the E Silver Springs Blvd. corridor through placemaking, design guidelines and enhanced multi-modal connectivity.

The East Ocala Focus Area covers the northeast quadrant of the City, including parts of SR 40 east of downtown, Tuscawilla Park and the East Ocala CRA. It is near natural springs like Juniper Springs and Silver Springs State Park, and close to the Ocala National Forest, offering outdoor activities. The area features various residential neighborhoods and key landmarks, including the Ocala Golf Club, Appleton Museum of Art and the Heritage Nature Conservancy.



1. East Ocala Focus Area

A communitywide event was held at Fort King National Historic Landmark on February 28, 2024, where input was collected and used to develop the following:

Focus Area Strategies:

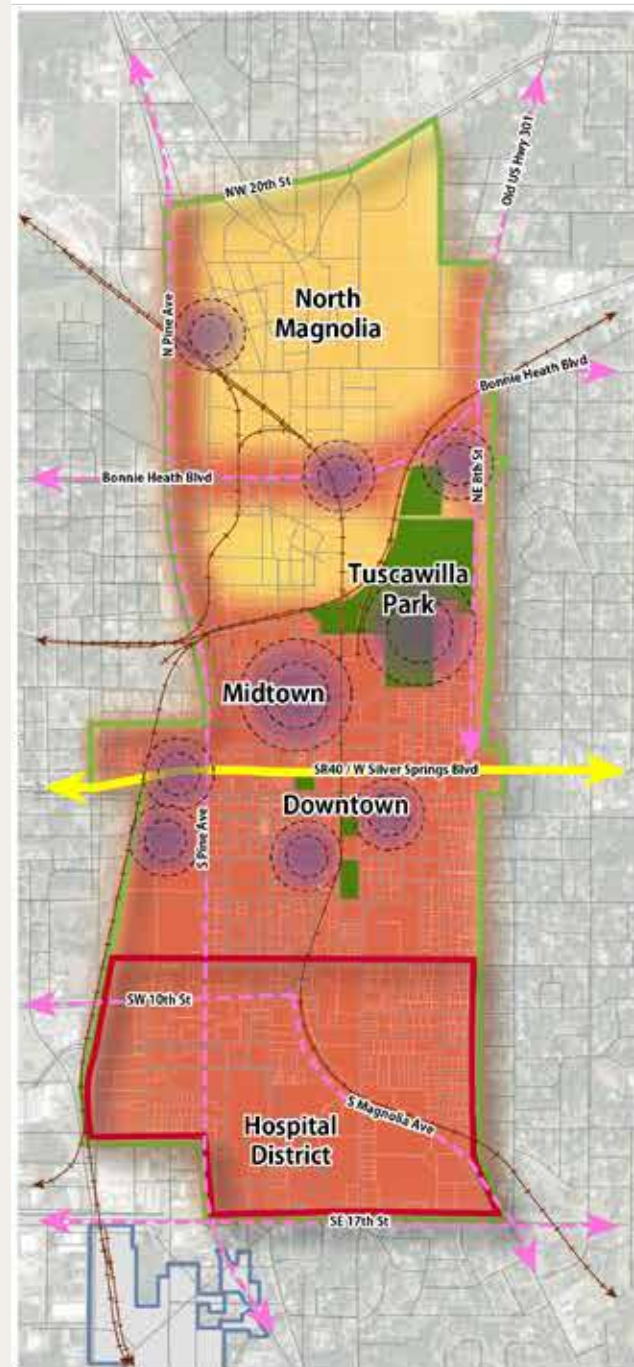
- A. Enhance and relocate the "Welcome to Ocala" gateway feature at the easternmost City limit boundary.
- B. Evaluate zoning districts and neighborhood areas for opportunities to incorporate allowances for accessory dwelling units.
- C. Continue to promote and enhance the Ocala Historic District, including Fort King National Historic Landmark, and develop a pattern book to highlight and provide guidance for property owners within the historic district.
- D. Develop a GIS mapping tool to identify existing facilities, facility gaps and current projects.
- E. Catalytic Sites
 - 1. Allow for greater density and mixed-use development at catalytic sites using form-based code approaches.
 - 2. Integrate incentives to support high-quality design, walkable, multi-modal connectivity, project enhancements and attract private investment.
- F. Leverage proximity to Silver Springs CRA and access to the Silver Springs State Park to encourage uses that support ecotourism along the SR 40 corridor.
- G. Support the location and development of the FDOT Ocala Trail.
- H. Explore options for a northeast regional park complex.



2. High Intensity Central Core Focus Area

Preserve and celebrate downtown's history while cultivating a thriving, connected community that invites growth and mixed-use development in the adjacent districts.

The High Intensity Central Core (Central Core) Focus Area is the most intense and dense area of the City. Urban form and design are of the utmost importance, seeking to preserve the historic character of the core while adapting to modern design and construction practices. The Central Core is partially included in three different CRAs and in four unique historic districts. Key local landmarks include historic downtown Ocala, Tuscawilla Park and both HCA Florida Ocala Hospital and AdventHealth Ocala. The Central Core is uniquely positioned to provide the most significant incentives for catalytic opportunities.



High Priorities



Update form-based code for subdistricts



Enhance pedestrian facilities on SR 40



Support rails to trails initiatives



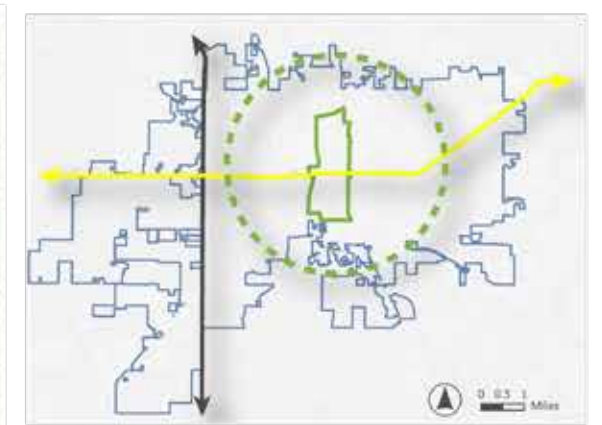
Assess opportunities for new parking facilities



Update the Tuscawilla Park Master Plan



Enhance visitor information and wayfinding



LEGEND

- City of Ocala Boundary
- Marion County
- Focus Area

Vision 2050 Urban Form

- High Intensity
- Medium High Intensity
- Medium Low Intensity
- Low Intensity

- Catalytic Site

- Hospital District

Mobility & Community Connectivity

- SR 40
- Rails to Trails
- FDOT Downtown Ocala Trail
- Rail
- Complete Streets and Corridor
- Enhanced Intersection
- Trailhead
- Gateway
- Enhanced Intersection Gateway

Recreation, Cultural & Open Spaces

- City Parks

2. High Intensity Central Core Focus Area

A communitywide event was held at Citizens' Circle on March 2, 2024, where input was collected and used to develop the following:

Focus Area Strategies:

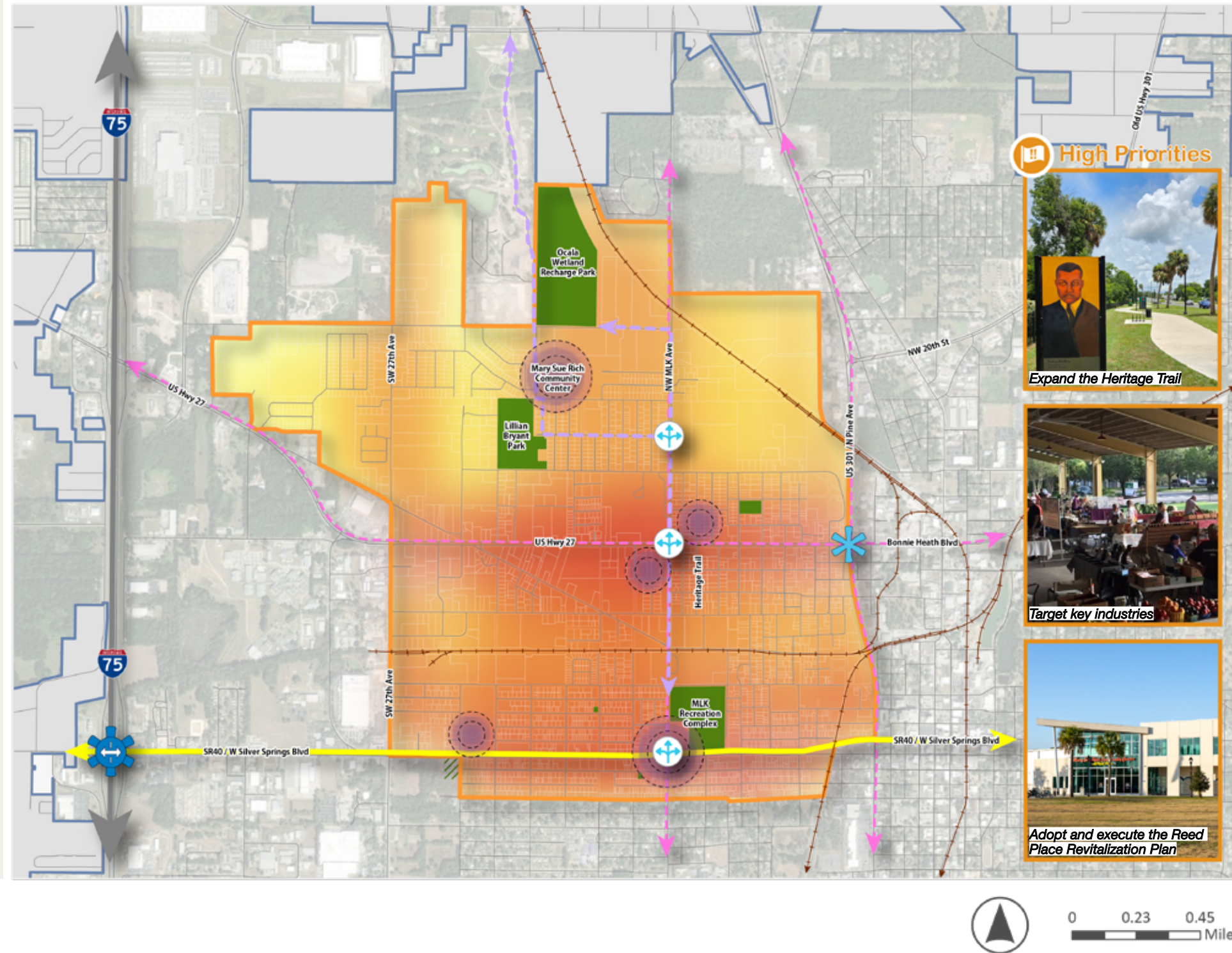
- A.** Reinforce the North Magnolia, midtown, downtown and Hospital subdistricts by updating the form-based code for each subdistrict as part of the ULDC project, to ensure that the unique characteristics and development needs of these areas are addressed within the overall framework.
- B.** Conduct a feasibility study and form a working group to facilitate the conversion of the existing short rail line to a multi-modal trail, from the southern spur to the train depot extending to the southern city limits. (Associated Action 2.4).
- C.** Update the Tuscawilla Master Plan, including upgrading park facilities, expanding recreation opportunities and enhancing accessibility, including connections to downtown and midtown (Associated Action 3.3).
- D.** Work collaboratively with FDOT to enhance pedestrian safety along SR 40 in the downtown area by forming a multidisciplinary local team to evaluate all pedestrian-involved accidents and recommend improvements for the segment between US 441 and NE Eighth Ave. (Associated Action 2.5).
- E.** Conduct a comprehensive evaluation of parking across all subdistricts, with a focus on downtown, by reviewing and updating parking regulations, assessing public and private parking facilities.
- F.** Identify suitable locations in midtown for a third parking garage.
- G.** Leverage technology enhancements to deliver real-time visitor information and support the downtown trolley, prioritizing and implementing these projects through the City's annual CIP process.



3. West Ocala Focus Area

Invest in West Ocala to create an environment where current and future residents will benefit from affordable housing, cultural and historic amenities, healthy food and safe environments.

The West Ocala Focus Area encompasses W Silver Springs Blvd. and other key areas of West Ocala that can offer catalytic redevelopment opportunities and enhanced corridors and gateways. The focus area is comprised of a large portion of both the West Ocala CRA and West Ocala Vision and Community Plan. Key local landmarks within the focus area include the Mary Sue Rich Community Center at Reed Place, Lillian Bryant Park, Ocala Wetland Recharge Park, Martin Luther King Jr. Recreation Complex, Howard Middle School and the Howard Academy Community Center. The West Ocala CRA will play a critical role in the implementation of reinvestment and redevelopment strategies.



LEGEND

- City of Ocala Boundary
- Marion County
- Focus Area

Vision 2050 Urban Form

- High Intensity
- Medium High Intensity
- Medium Low Intensity
- Low Intensity
- Catalytic Site

Mobility & Community Connectivity

- SR 40
- Pedestrian Connectivity
- Rail
- Road Development
- Complete Streets and Corridor
- + Enhanced Intersection
- + Enhanced Interchange
- * Gateway
- + Enhanced Gateway Interchange

Recreation, Cultural & Open Spaces

- City Parks

High Priorities

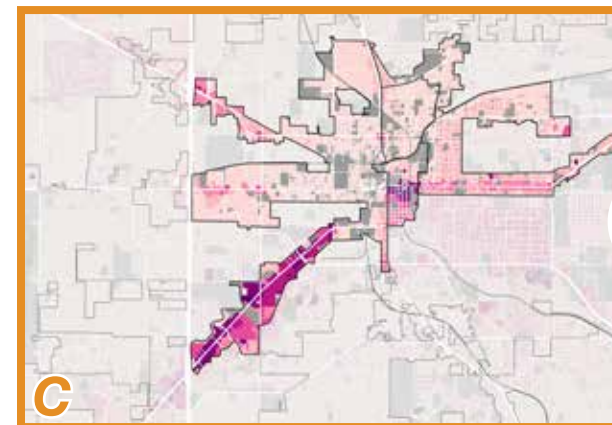


3. West Ocala Focus Area

A communitywide event was held at the Mary Sue Rich Community Center at Reed Place on February 15, 2024, where input was collected and used to develop the following:

Focus Area Strategies:

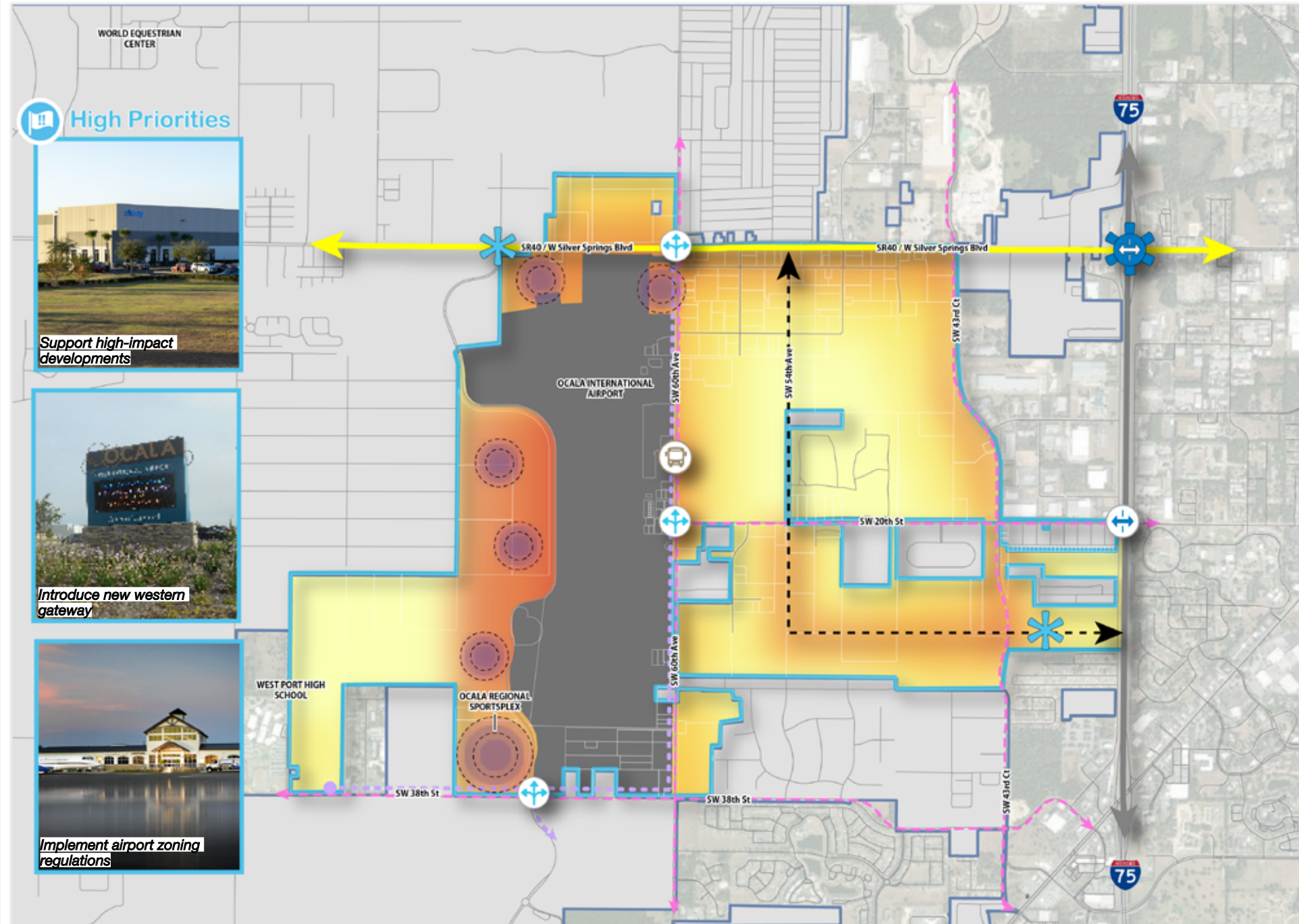
- A.** Expand the Heritage Trail west from Martin Luther King Jr. Blvd. to 27th Ave and US 441 (Pine Ave.), incorporating trail markers or banners, informational plaques, decorative lighting and benches where feasible.
- B.** Increase development in West Ocala by targeting key industries such as grocery (including fresh produce), services and health-care through a combination of regulatory and economic incentives.
- C.** Implement a streamlined approval process that introduces a reduced fee structure and offers economic incentive grants through the CRA and other funding sources to attract and support these industries.
- D.** Evaluate neighborhood areas and zoning districts to identify opportunities for accessory dwelling units including requirements that minimize impacts on established neighborhoods.
- E.** Advance the Mary Sue Rich Community Center at Reed Place and its surrounding area by adopting and executing the Reed Place Revitalization Plan, ensuring the inclusion of multi-modal and pedestrian-friendly access between the Center, nearby residential and recreational spaces and connecting to Martin Luther King Jr. Blvd.
- F.** Develop and implement a comprehensive lighting strategy by creating a GIS mapping tool to identify existing streetlight and pedestrian lighting facilities, highlight facility gaps and track current and planned projects.



4. Airport Focus Area

Leverage growth opportunities in the focus area associated with the airport to benefit the City's economic base through the tourism industry and to promote regional connectivity.

The Airport Focus Area captures a significant portion of the southwest quadrant of the City limits south of SR 40 and northwest of SR 200, with a limited number of parcels north of SR 40. This area includes the Ocala International Airport, the Ocala Regional Sportsplex, West Port High School and numerous private industrial businesses. The focus area was identified to effectively prioritize infrastructure and development needs for the airport and its surrounding areas.



LEGEND

- City of Ocala Boundary
- Marion County
- Focus Area

Vision 2050 Urban Form

- High Intensity
- Medium High Intensity
- Medium Low Intensity
- Low Intensity

- Catalytic Site

- Ocala International Airport

Mobility & Community Connectivity

- SR 40
- Pedestrian Connectivity
- Rail
- Road Development
- Complete Streets and Corridor
- Airport & Bus Terminal
- Enhanced Intersection
- Enhanced Interchange
- Gateway
- Enhanced Gateway Interchange



0 0.3 0.6 Miles

4. Airport Focus Area

A communitywide event was held at Zone Health and Fitness at Market Street at Heath Brook on March 29, 2024, where input was collected and used to develop the following strategies:

Focus Area Strategies:

- A.** Continue to support Ocala's Airport Master Plan by establishing airport zoning regulations as part of ULDC, including form-based code standards and flexible industrial and commercial mixed-use opportunities.
- B.** Implement targeted roadway improvements, including SR 40 and SW 20th St., to enhance connectivity between the airport and its surrounding destinations with downtown by prioritizing intersection and operational upgrades, and ensuring all projects include pedestrian or multi-use facilities, street lighting and landscaping through the City's annual CIP/TIP process.
- C.** Establish SunTran transit service connecting fixed routes to the airport and surrounding destinations by updating the Transit Development Plan for improved connectivity, pursuing public-private partnerships and using the CIP/TIP process to secure federal and state funding through the TPO.
- D.** Enhance and relocate the "Welcome to Ocala" gateway feature at the westernmost City limit boundary along SR 40, south of the WEC and north of the airport.
- E.** Ensure ULDC includes provisions that provide flexibility to the properties surrounding the airport to promote transformative, high-impact developments that will elevate activity in the area. Ensure these efforts align with the adopted airport zoning regulations, fostering a vibrant environment that supports economic growth and complements the Airport Focus Area's strategic vision.





SECTION 5

MOVING FORWARD

Moving Forward

Ocala has diversified its employment base since 2010 through boosted industrial growth, downtown revitalization and a robust tourism industry, enhancing economic vibrancy and solidifying Ocala as a global destination. Public-private investments, infrastructure upgrades and CRA initiatives have contributed to fiscal sustainability and attracted residents, businesses and tourists.

The Ocala 2035 Vision marked a turning point for the City, leveraging public input to build the roadmap for key City priorities. The collaborative efforts of the Ocala 2035 Vision reflected community aspirations that remain relevant as the City moves toward 2050.

Vision 2050 builds directly on the priorities of the Ocala 2035 Vision, refining and expanding them based on accomplishments, remaining tasks and changes to the Vision's building blocks. Community engagement for Vision 2050 emphasized addressing key priorities, including traffic, promoting diverse housing options and enhancing public spaces. These perspectives ensure Vision 2050 remains grounded in the community's aspirations while driving actionable outcomes. Through ongoing dialogue, Vision 2050 continues the City's tradition of collaborative planning, ensuring that every voice helps shape the City's future.

Vision 2050 represents a comprehensive and forward-thinking strategy. By adopting Vision 2050, the City will continue to achieve significant economic growth, enhanced infrastructure and an improved quality of life for its businesses, residents and visitors. This plan addresses current needs while anticipating future challenges, ensuring that Ocala remains a dynamic and attractive place to live, play and prosper for generations to come.



Next Steps

Implementation of this document is crucial to ensure that the vision and goals outlined are effectively translated into actionable steps, leading to coordinated development, efficient resource use and measurable progress toward the desired outcomes. Continued monitoring of Vision 2050's status will be essential. Next steps include:

- Adopt Vision 2050.
- Amend the Comprehensive Plan to incorporate Vision 2050.
- Update the land development regulations.
- Align development procedures and regulations with Vision 2050 to provide greater flexibility and adaptability.
- Update study area plans.





Acknowledgments

Thank you to the community and residents of the City of Ocala for providing their valuable input as the City moves toward the Ocala of 2050.

Ocala City Council

Kristen Dreyer, Council President
Ire Bethea Sr., President Pro-Tem
James Hilty Sr., Councilmember
Barry Mansfield, Councilmember
Jay Musleh, Councilmember
Ben Marciano, Mayor

City of Ocala Staff

Peter Lee, City Manager
Jeff Shrum, AICP, Growth Management Director
Aubrey Hale, Planning Director
Endira Madraveren, AICP, Chief Planning Official
Rachel Fautsch, Community Outreach Manager*
Roberto Ellis, Economic Development Manager
Emily W. Johnson, AICP
Breah Miller
Divya Govindaraju*
Kristina Wright, CNU-A, FRA-RA*
Ngozi Ajufo
Andrew Gray
Michelle Taylor
Evan Krepps
Kathryn Wirthlin*
Eric Smith
Charlita Whitehead
Marie Mesadieu*
Samantha Pintos
Brittany Duval

*Staff no longer with the City

Focus 2050 Members

Dr. Allan Danuff
Ashley Justiniano
David Tillman
Francine Edwards
Gilbert Martinez
Heather Shubirg
Ira Holmes
Jamie Gilmore
Jessica Fieldhouse
Jordyn Riley
Kendall Drake
Margot Pape
Melissa Townsend
Paolo Mastroserio
Rachel Perez
Rob Batsel
Sara Lambert
Savanna Ewers
Sean Thomas
Shari Ausley
Summer Gill
Ted Schatt

Marion County School Board Staff
Marion County Board of County Commissioners Staff
Kimley-Horn and Associates, Inc.

SECTION 6

ACKNOWLEDGMENTS