



SUMTER COUNTY FL

Warehouse Distribution Recruitment Marketing Plan

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Executive Summary

Sumter County, the “Center of Florida Commerce” provides a dynamic location for warehouse and distribution companies. The unique opportunities that Sumter County provides for success are significant and part of the character of this community, where the spirit of America lives, and the values of America thrive, and where “Made in America” is a proud slogan.

Warehouses are more plentiful than ever, as retailers and logistics companies scramble to add more space in more places. Retailers must get as close to their customers as possible, as shoppers order online more often and demand shorter delivery times. While companies continuously search for better methods to get packages to front doors, they also need a location to distribute packages to delivery drivers. Warehouses are not cheap, costing enough that most companies will not build a warehouse until a contracted project is perceived to be 80% full. The trend seen throughout the country is that companies such as Amazon will build regional warehouses and fewer major warehousing hubs. This trend, which is becoming a global phenomenon, brings the products closer to the consumer, making them easier to deliver in a timely manner. The smaller regional warehouses also take up a smaller footprint, making them easier to get approved and constructed. Currently, Sumter County has land available that meet both the needs of the smaller distribution center, as well as the larger ones that both warehouse and distribute goods.

Choosing a new logistics facility or distribution center site involves weighing several factors and considering numerous details. No universal list of project drivers exists that is applicable to all assignments; just as no one location is best for all companies. Even within industries, location-specific criteria often vary between companies and business units. When initially discussing project requirements, management may describe objectives in economic dimensions that are readily quantifiable and easily understood, such as reduced wages, taxes, and rent. However, financial considerations are rarely the sole project drivers. Other factors capable of positively impacting a business’ market position, including access to specialized talent, proximity to suppliers, visibility to investors and analysts, often become the pivotal issues during a location engagement. A successful location represents the best balance between all operating benefits, risks, and costs.

Nationally, the 2018 outlook for industrial properties is optimistic. Investment and development opportunities for industrial uses continue as supply chains reconfigure due to the unabated growth in e-commerce and food and beverage subscription services. While Central Florida continues to be the hub of transportation for the entire state; it also has emerged as a regional center for distribution centers. With industrial properties located conveniently close to the major road networks, Sumter County provides the ideal place for industrial development. This transportation hub provides major market access to the entire southeast and offers affordable land and labor for regional and national product distribution.

In Sumter County, sites are ready for heavy industrial development, with governments, that facilitate and expedite permitting. Sumter County provides aggressive incentive packages for the targeted industries of warehouse and distribution.

Sumter County has a unique position to market to the warehouse distribution segment of the economy, and can benefit from the following findings that position it favorably:

- The trend in the market to build smaller regional warehouses
- The proximity to Orlando and Tampa
- Affordable land
- Current consumer market that continues to build demand for online shopping and delivery of products
- Location at the crossroads of Interstate 75 and the Florida Turnpike
- Lower cost of doing business than nearby metropolitan areas
- A natural environment that provides recreational opportunities

The recommendations for marketing Sumter County include the following:

- Create a consistent messaging strategy
- Establish and maintain positive media coverage
- Promotion of existing assets
- Establish a focused digital ad campaign to target specific audiences
- Update printed collateral with the new messaging strategy
- Build relationships with executives, brokers and industry representatives
- Retain and expand target businesses
- Implement an entrepreneurial development / education program
- Collaborate with key partners
- Establish metrics for success

This marketing strategy is designed to emphasize the assets and strengths of Sumter County that make it a strong contender for the attraction of warehouse and distribution centers which include: proximity to metropolitan areas and dense populations, outstanding transportation access, a low cost of doing business, a stable local economy and political environment, a natural environment, access to resources including research facilities, workforce training opportunities, and a quality of life that includes small town feel, with 45- minute access to metropolitan amenities.

Sumter County, an accredited Economic Development Organization, aggressively markets its opportunities throughout the country, state, and region.

Introduction

As more research is conducted and development efforts continue, specific marketing trends will continue to emerge. This plan is developed to respond to current market trends and will be used as a guide for marketing strategy. The following plans were reviewed and research was conducted to provide demographic and economic data on Sumter County and to gather information on target markets to form the basis for positioning Sumter County for growth and prosperity.

1. 2015 Sumter County Strategic Economic Development Plan
2. Economic Development Marketing Plan 2016-2017
3. Sumter County 2012 Census of Agriculture*
4. The US Census Bureau's 2012 Economic Census**

Purpose of this Segment of the Strategic Marketing Plan

This strategic plan is part of ongoing efforts by Sumter County, Florida to stimulate economic growth in the industrial market, specifically through the recruitment of warehouse distribution companies. This plan offers implementation strategies to promote Sumter County as a desirable, beneficial and strategically advantageous location for such businesses.

In 2015, the Sumter County Strategic Economic Development Plan was adopted, narrowing their strategic focus to specifically targeting businesses related to manufacturing, agriculture and distribution. This concentrates the County's efforts and finite resources on higher-probability prospects in industries with a higher likelihood of benefiting from the assets Sumter County offers. This plan will build on the existing Sumter County Economic Development Marketing Plan for 2016-2017 and take positioning and awareness to the next level.

The plan recommendations focus on a marketing and communications strategy that will support and enhance the attraction of new warehouse distribution centers to grow Sumter County's industrial business cluster.

This marketing plan addresses the following:

- The target investment prospects and key messages that should be delivered to each group.
- Channels to drive awareness to each of Sumter County's industries.
- Key partnerships the County can develop to support its economic development goals.

* This data will be updated when the new Census of Agriculture is reported for 2017.

**This data will be updated when the new Census Bureau is reported for 2017.

Vision for Economic Development

Excerpt from the 2015 Sumter County Strategic Economic Development Plan:

- To provide timely and efficient support to Sumter County's businesses, to improve their success and encourage their expansion.
- To promote awareness of Sumter County as a desirable, beneficial and strategically advantageous location for new businesses.

Goals for Economic Development

Excerpt from the 2015 Sumter County Strategic Economic Development Plan:

- Become a hub for industrial businesses, specifically manufacturing, distribution and agriculture.
- Create a Regional and National business identity for Sumter County to attract new businesses

Additional goals addressed in this plan:

- Establish Sumter County's competitive edge by promoting conditions for continued business investment and growth in the county.
- Generate business leads through a variety of promotional and outreach channels linking to Sumter County's target industries: warehouse and distribution.
- Decrease industrial market vacancy rate by 5%.
- Establish credibility and relationships with the target audience.
- Promote Sumter County's available industrial land for development opportunities to site consultants/selectors, real estate brokers and CEO's outside the county.

Project Objectives

Supporting and growing the industrial sector will require the generation of high-quality leads, the cultivation of relationships, and effective project management. With business attraction as a top priority in the county, this strategy is even more important. The objective of this plan is to identify key strategies and actions that will guide Sumter County in developing a repositioning strategy and marketing plan that is focused on supporting the county's economic growth and the recruitment of new industrial businesses. Ultimately, this plan will assist the county in successfully communicating the advantages and value of doing business in Sumter County through the promotion and development of the industrial properties

and assets the county offers to warehouse and distribution for the purposes of business recruitment and attraction.

Sources and Methodology

Our sources and methodology for determining workforce availability are in keeping with the profession's most respected and dependable resources for current economic development activity and industry specific research products.

Resources include the following:

- Florida Labor Market Info- 2017 Quarterly Census of Economic Wages
- American Fact Finder- 2017 Community Facts
- US Census- 2015 Labor inflow/outflow
- ESRI Inc.- 2017 Community Profile
- Costar Group, Inc.

Stakeholder Involvement

Community and stakeholder involvement is critical in the development of the shared vision, strategic plan creation and branding/marketing/communication process. Through the community engagement process themes will emerge that can be capitalized on or redirected. The brand message and creative campaigns can then be crafted to increase Sumter County's visibility, promote its assets, and highlight its strengths in a strategic and targeted manner to meet established goals.

Relationships within the community are paramount in importance for an effective marketing plan. Interviews were conducted with several of the leading commercial real estate brokers to gather input from them on the challenges facing Sumter County. Their contributions have been incorporated into this report. See Exhibit I for a synopsis of the stakeholder interviews. Continued dialogue with real estate brokers, community leaders, developers, investors and major land owners will serve to keep the marketing efforts on track. By involving these community partners with the plan, they begin to take ownership of the efforts and successes of the County.

Trade show attendance is important in communicating the many attributes of the County, as stated previously. By involving the local business community through an outreach effort, the expansion of these efforts is achievable, and by being aware of the various businesses' participation in tradeshow, the County can seek to broaden its reach.

This comprehensive approach to communicating the features, progress, and opportunities of the County will benefit both private and public stakeholders. Therefore, the importance of stakeholder support cannot be overstated, as the culture of the community will continue to influence the business development spectrum and provide additional resources.

Economic Overview

Regional Economy

*Data Source note- The US Census Bureau's 2012 Economic Census was analyzed to produce many of the tables in this report. The Census Bureau is currently in the process of updating this information with data and surveys from the 2017 census. Once the information becomes readily available, a comparison analysis can be performed to determine trends/changes from 2012-2017.

Overview

A leader in the global tourism market, Florida has built its brand for decades by marketing the state as a destination for visitors. Florida is recognized and admired the world over for its beauty, recreational opportunities and other tourism offerings.

The time has now come to tell the “other side” of Florida and Sumter County's story. The area is rapidly developing a reputation as a place where entrepreneurs and innovators can succeed and where they can come to start and grow great businesses. Sumter County needs to do more to promote the growth of its advanced warehouse and distribution sectors, its entrepreneurial spirit and its startup culture, as well as to bridge real or perceived gaps about the benefits of doing business in the area. This is especially critical in view of Sumter County's aging population and strong demand for labor.

Consider these facts:

- Retailers and distributors are under increasing pressure to deliver consumer products and perishables into cities, often within narrow timeframes. This has created a need for adequate delivery sites in and around dense urban areas to accommodate the growing consumer demand.
- E-commerce continues to challenge the traditional supply chain. As a result, distributors have altered their supply chains to augment the traditional logistics platform that relied on regional distribution, to one that includes an urban logistics schema with locations that serve consumer hot spots.
- The millennial generation is driving global consumption. For example, millennials do more than a third of their non-food shopping online, and 50% of them are expected to do so by 2019.
- Big data is playing a larger role in the last-mile challenge by providing creative solutions for industrial operators, such as driver tracking, dispatching, mobile messaging, and delivery services for multichannel retailers.

Sumter County encompasses 561 square miles in central Florida. Population growth has been explosive, rising by 32% between 2010-2017. While this growth has been largely fueled by the continued and ongoing development of the popular retirement community, The Villages® community, the rest of the county has also seen significant growth in population and employment. Utilizing ESRI ArcGIS Business Analyst Online, RMA created a custom market area that encompasses all of Sumter County, excluding The Villages® community, and determined that the population growth for this segment has been approximately 10.1% from 2010-2017.

Strong economic characteristics indicate that Sumter County features a healthy and diverse economy. In April 2017, credit rating agency Fitch upgraded Sumter County's Issuer Default Rating (IDR) and the approximately \$24 million Capital Improvement Revenue Bonds Series 2015B from 'AA-' to 'AA+'. Fitch cited the county's strong budget management tools, high legal ability to increase revenue and maintain reserve cushion that minimizes risk, as well as low long-term liability burden as reasons for the upgrade in bond ratings. Additionally, many development projects are planned and/or underway, further strengthening Sumter County's tax base. Fitch expects the county to maintain significant financial flexibility in the event of a moderate economic downturn. Sumter County has exceptionally strong gap-closing capacity with high reserves relative to low historical revenue volatility and superior inherent budget flexibility.

Sumter County has experienced 12 years of lowered ad valorem taxes in each of the previous, making it the 4th lowest county in Florida for property tax rates according to Florida Tax Watch. This fiscal conservatism allows Sumter County flexibility in case of financial shortfalls, as well as offering a potential selling point to new businesses and residents.

Workforce Population growth within the County has been fueled by The Villages® community however, the availability of housing and range of different housing types for non-seniors is limited. As a result, many of the people who have filled new jobs in the industrial parks now live outside the County. While there are certainly pros and cons to development, the high incidence of in-commuting affects the local economy in numerous ways: 1) It limits the number of people who are interested in applying for jobs in the County; and 2), it has the effect of removing dollars too quickly from circulation in the local economy as workers bring their paychecks home to other jurisdictions.

According to US Census Bureau, nearly 20% of employees in Sumter County commute from a distance of 50 miles or greater. RMA analyzed the workforce and employment in Sumter County and compared to the region within a 50-mile radius of Sumter County. Workforce defines the people currently working or who are available to work in an area. Workforce can include residents that live in Sumter County, but may work outside of Sumter County. Most residents that live in Sumter County work in the services (49.8%), Retail Trade (14.9%), and Construction (8.7%) industries.

Sumter County's workforce partners are as follows:

Sumter County Schools
 Lake Sumter State College
 Withlacoochee Technical College
 Lake Technical College
 CareerSource Central Florida
 CareerSource Florida
 Florida Department of Economic Opportunity

LOCAL WORKFORCE	Sumter County		50 Mile Radius	
	Total	Percentage	Total	Percentage
Agriculture	564	2.1%	22,277	1.0%
Construction	2,336	8.7%	151,485	6.8%
Manufacturing	1,370	5.1%	111,386	5.0%
Wholesale	806	3.0%	57,921	2.6%

Retail	4,001	14.9%	278,465	12.5%
Transport/Utilities	1,316	4.9%	11,386	5.0%
Information	457	1.7%	42,327	1.9%
Finance, Insurance, & Real Estate	1,584	5.9%	173,762	7.8%
Services	13,373	49.8%	1,207,424	54.2%
Public Admin	1,074	2.1%	73,515	3.3%
Total	26,881		2,229,947	

(Source: The ESRI Inc., 2017)

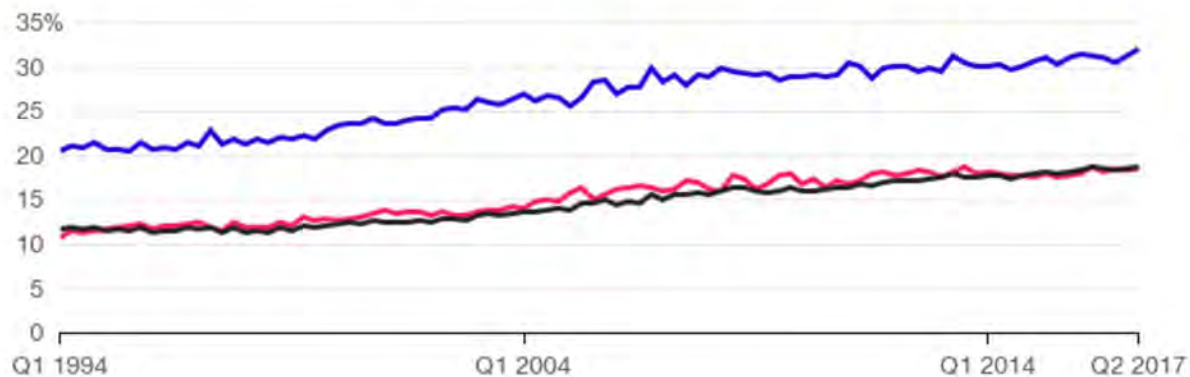
It is interesting to note that almost 19 percent of people 65 or older were working at least part-time in the second quarter of 2017, according to the U.S. jobs report. The age group's employment/population ratio hasn't been higher in 55 years, before American retirees won better health care and Social Security benefits starting in the late 1960s. The share of older people in the workforce is higher than at any point since before the creation of Medicare.

Sumter County has a clear need to attract and retain more “young blood” to locate or remain in the area. Simply put, there's a pressing need to attract talent to ensure a healthy economy. An aggressive economic development marketing effort will highlight the many positive features that make Florida and Sumter County not only a great place to visit, but also a great place to live, work and do business.

Postponing Retirement

Share of Americans who are working, at various ages.

■ Employment-population ratio for ages 65 to 69 ■ Ages 70 to 74 ■ Ages 65 and older

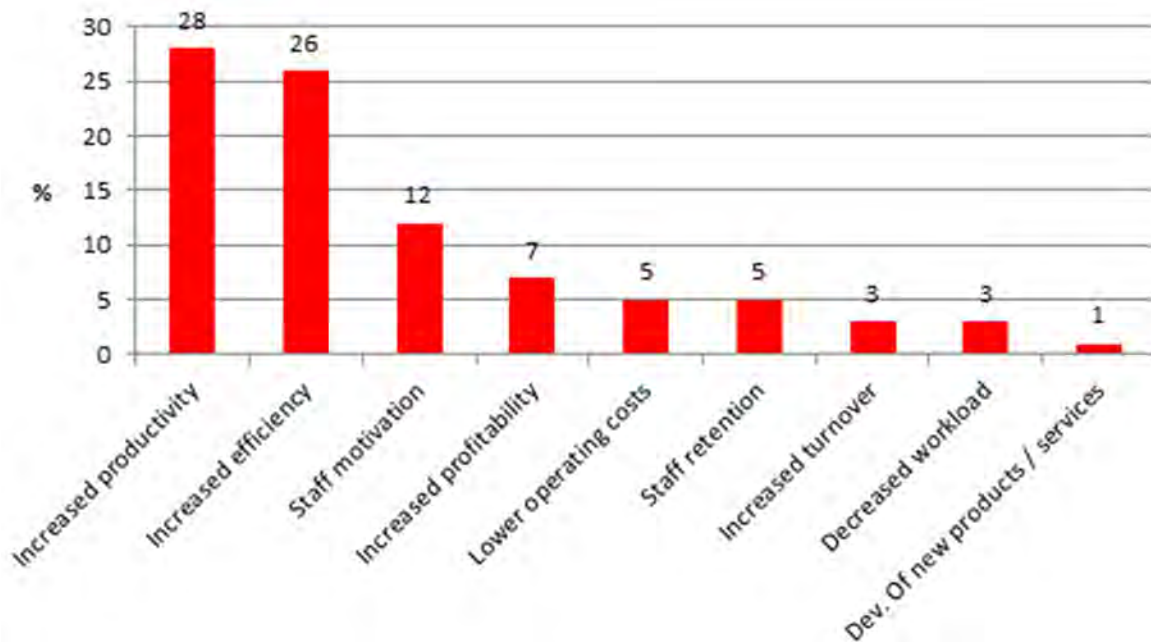


U.S. Bureau of Labor Statistics, quarterly figures not seasonally adjusted

Bloomberg

While warehouse and distribution centers (DCs) have historically been located where land is cheap and transportation networks are excellent, today's criteria needs to include a skilled workforce ready to manage an increasingly digital operation.

The following chart demonstrates the impact of a qualified/trained workforce in the logistics industry.



Improvements Noticed as a Result of Undertaking Training or Qualifications

Image Source: Logistics Hub UK

Employment

While the workforce measures the residents that are either working or available for work, employment and job market defines the jobs that are offered within the trade area. This can include employees that work in Sumter County, but may not live in Sumter County. The industries with the highest employment in Sumter County are education and healthcare, retail trade, arts/accommodation/food and beverage, and finance insurance and real estate. Manufacturing, agriculture, and distribution are also key industries in Sumter County, this report will further analyze each industry as it relates to economic development.

LOCAL JOBS	Sumter County		50 Mile Radius	
	Total	Percentage	Total	Percentage
Agriculture	649	2.1%	8,010	0.4%
Construction	3,051	9.7%	108,864	5.2%
Manufacturing	1,100	3.5%	90,343	4.3%
Wholesale	628	2.0%	82,650	4.0%
Retail	4,613	14.7%	302,122	14.5%
Transport/Utilities	769	2.5%	61,472	2.9%
Information	173	0.6%	50,943	2.4%
Finance, Insurance, and Real Estate	3,651	11.7%	139,961	6.7%
Professional Services	1,544	4.9%	231,663	11.1%
Education/Health Care	7,606	24.3%	467,537	22.4%
Arts/Accommodation/Food & Bev	4,072	13.0%	325,779	15.6%
Other Services	1,356	4.3%	113,545	5.4%
Public Admin	2,772	8.8%	114,764	5.5%
Total	31,335	2.1%	2,089,643	0.4%

(Source: The ESRI Inc., 2017)

According to data from the U.S. Bureau of Labor Statistics, the warehouse industry employed 960,400 Americans in October 2017, up 42% over the past decade, and the industry is struggling to find the workers it needs. In September, 219,000 employees were hired, but 246,000 jobs remained unfilled. Labor continues to be a critical driver to cost and risk in the design and operations of distributors. The unemployment rate is the lowest it has been in 17 years, and the quality of the labor pool is shrinking. Also, there is a demographic shift to millennials who don't think the distribution center is a "job." They want something more stimulating as well as more technological. There are extra recruiting, hiring and training costs in addition to the cost from reduced productivity. With turnover is a loss of experience and the loss of tribal knowledge. These are all impacting the labor landscape. Labor issues will only get worse as older employees retire and human resources managers try to figure out ways to recruit younger and skilled employees. The best solution to this dilemma is to find ways to decrease dependence on people—invest in technology and investigate how automation can address the labor trend.

Warehouse and Distribution Industry

New technology and companies are evolving the distribution industry. Industries are beginning to converge, new competition surfacing, and new businesses beginning to emerge. Distribution is forced to keep up with consumer expectations of expedited shipping while robotics and automation software are further streamlining distribution. The United States distribution landscape could be facing more shifts should changes be made to the North American Free Trade Agreement (NAFTA). Moving forward, it will be important for distribution related firms to monitor changes in regulation and how they might affect the business model. Online sales are increasing at an annual clip exceeding 15 percent, and now reach close to \$435 billion annually, according to the latest U.S. Department of Commerce figures. That has created a significant need for warehouse space and loading docks that enable companies to cover the so-called last mile to customers' doorsteps.

As online retailers have leased more space, their logistical needs have rapidly evolved. They remain eager to lease massive fulfillment centers with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space on the outskirts of metropolitan areas, even as the expansive acreage to build those sprawling facilities has become difficult for developers to find. But with customers increasingly expecting to receive their orders in hours instead of days, e-commerce companies also are searching for smaller facilities closer to densely populated areas, where they can pre-position inventory or quickly offload parcels from large trucks to smaller delivery vehicles that will rush them to their destinations. Meeting those needs—and doing it at the accelerated pace demanded by the e-commerce market—has required developers to show boldness and ingenuity. To cut the turnaround time, some are building large centers on spec. They are racing to repurpose legacy industrial buildings close to population centers and are finding ways to work around those buildings' imperfections, given that proximity to retailers' customers is of overriding importance. And as they do all that, they are watching warily for the emergence of technological innovations that could disrupt the marketplace once more.

Major e-commerce players already are searching for remaining sites big enough for the largest class of distribution centers, behemoths with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space that can accommodate massive inventories. To meet the demands of e-commerce, retailers need logistics facilities located close to population centers that facilitate speedy last-mile delivery and minimize transportation costs. Over the next few years, multiple new e-commerce staging centers and hundreds of localized delivery facilities will be needed to support quick delivery options for e-commerce retailers to maintain a competitive edge and meet consumer expectations. A key element to the development criteria

is that E-commerce wants to be close to major arteries, highways, and toll roads. Sumter County is well positioned to satisfy this requirement.

The following infographic contains data from the Department of Transportation displaying shipments weights by transportation mode for 2013, and the expected volume for 2040.



The expansion of the Panama Canal and associated increase in flow of goods through the East coast of the U.S. creates a potential for increased distribution in the State of Florida. Interest is already high near ports that have developed favorable agreements with the Panama Canal authority. Sumter County is strategically located in central Florida, making it a prime destination for distribution hubs. Sumter County features access to I-75, the Florida Turnpike and CSX Rail's main, and the eastern-seaboard freight line. Sumter County is also located approximately one hour from both the Tampa and Orlando International Airports. Sumter County is also served by an International airport, capable of international jet traffic (with a US Customs office on site), at Leesburg International Airport. Sumter County is positioned to access the ports of Tampa, Manatee, Jacksonville, and Canaveral, making it a prime candidate for an inland seaport. A snapshot of the distribution industry in Sumter County, according to the 2012 Economic Census, is provided below.

Sumter County Distribution Industry Statistics-

Industry Segment	Number of establishments	Revenue (\$1,000)	Annual payroll (\$1,000)	Number of paid employees
Transportation and warehousing (104)	37	38,709	5,930	163
Truck transportation	24	35,347	4,947	128
General freight trucking	10	13,005	2,749	62
General freight trucking, long-distance	9	D	D	b
General freight trucking, long-distance, truckload	9	D	D	b
Specialized freight trucking	14	22,342	2,198	66
Specialized freight (except used goods) trucking, local	8	18,828	1,924	56
Specialized freight (except used goods) trucking, local	8	18,828	1,924	56
Dump trucking	3	D	D	b
Local specialized trucking without storage	4	D	D	a
Specialized freight (except used goods) trucking, long-distance	6	3,514	274	10
Specialized freight (except used goods) trucking, long-distance	6	3,514	274	10
Agricultural products trucking, long-distance	4	D	D	a
Other specialized trucking, long-distance	2	D	D	a
Support activities for transportation	9	3,080	641	25
Support activities for road transportation	5	843	317	14
Motor vehicle towing	5	843	317	14
Freight transportation arrangement	3	D	D	a
Arrangement of transportation of freight and cargo	2	D	D	a

Below is a list of Sumter County's Top Distribution Businesses:

Gresco Utility Supply
Central Florida Transport
T&D Concrete and Distribution
Time Definite Services
Kottke Trucking

The following industries reported having one establishment in Sumter County, but did not disclose any other information: Warehousing and storage, local messengers and local delivery, packing and crating, couriers and messengers, other support activities for transportation, freight forwarding, other transit and ground passenger transportation, local hazardous materials trucking (except waste), general freight trucking local, and air transportation.

D= Withheld to avoid disclosing data for individual companies; data are included in higher level totals

a= 0 to 19 employees

b= 20 to 99 employees

(Source: US Census Bureau, 2012 Economic Census of the United States)

Economic Drivers The top businesses in terms of employment in Sumter County are as follows:

- Coleman Federal Prison – 1,204
- The Villages® Regional Hospital- 1,128
- Sumter District Schools - 815
- Publix- 800
- T&D Concrete & Distribution- 660
- Winn-Dixie- 573
- The Villages® community- 400
- Walmart Stores- 390
- SECO Energy- 340
- Time Definite Services- 265
- Metal Industries- 140
- American Cement – 143
- Primus Pipe and Tube – 94

Top Private Employers:

- American Cement
- Charlotte Pipe
- Crevalle Boats
- Eagle Roofing
- Global Tire Recycling
- Highway Systems
- MEMCO
- Metal Industries
- Mini-Craft of Florida and Salty Boats
- Primus Pipe and Tube

Key Findings and Recommendations

- Sumter County is currently drawing a workforce from great distances. The fact that employees are willing to travel over 50 miles to work in Sumter County shows there are opportunities for housing and supports commercial development to attract a talented workforce. A continued pro-development environment that encourages workforce housing development will be necessary to attract the workforce, a key driver for new business development.
- Continue promoting incentives and ease of doing business in Sumter County.

- Monitor trends in warehousing and distribution industries, seek out new opportunities such as hops, medical marijuana, and industrial hemp.
- Promote- “Fresh from Florida” (consider a sub-tagline for products from Sumter such as “Simply Sumter, Simply Grown in Sumter)– Sumter County is a major producer of fruits (particularly berries). Leverage the success of companies using local Sumter grown ingredients, such as The Backyard Winery and Brewery, and capitalize on The Villages® community being a major food and beverage market.
- Monitor the success of the Panama Canal widening and the associated effects on distribution in Florida.

Market Maximization Study and Situation Analysis

What Businesses look for in an Investment Destination

Sumter County has exceptional opportunities that many counties do not have. To recognize these opportunities and why they must not be taken for granted, it is significant to first understand what companies look for when assessing where to do business.

Motivations for undertaking location decisions commonly fall under one of four categories:



Source: *Dunning model*

Favorable business characteristics for site selectors include a pro-business environment, a favorable tax climate and a strategic location, including proximity to international markets. These attributes must be the cornerstone of the Sumter County Marketing Plan.

A qualified site selection professional, or firm, will apply a methodical approach to the process to evaluate all factors that are important to a location decision and ultimately reach a conclusion about which site will best serve the needs of the company. One approach is to construct a matrix built upon analyzing key

factors that make a site suitable for business growth. To account for the relative importance of these factors, they can be ranked and weighted to determine the comparative strength of a location to another. A typical approach might include the evaluation of standard factors such as human capital, business climate, quality of life, and infrastructure availability.

RANKING SUMMARY

Simple Rank – Overall Average	4.86	4.69	6.51
Human Capital	4.18	4.36	6.54
Business Climate	5.63	4.00	6.94
Qualitative Factors	5.80	6.54	5.92
Equalized Average	5.17	4.54	6.64
Weighted Rank - Overall Average	4.68	4.82	6.77
Human Capital	4.17	4.64	6.83
Business Climate	5.08	3.69	7.35
Qualitative Factors	5.48	6.67	5.90
Equalized Average	4.84	4.50	6.93

This chart shows how data in each category has been ranked resulting in comparable scores that are then color coded — red indicating higher/better scores, green lower scores, etc. to highlight the best site in each category and overall. This in turn can be used as the basis for justifying on a quantifiable basis a site selection decision.

What may be missing from this approach, but should absolutely be a consideration in the site selection process, is a community “collaboration score.” Though less defined and more qualitative in nature, a collaboration score is the measure of the extent to which the community is fully aligned with its economic development efforts. In other words, a highly collaborative community would be one that has an agreed upon holistic approach to business attraction and retention, such as Sumter County.

All agencies, public and private, that will be involved in the successful outcome of the project are in sync and understand the project objectives. The challenge and true risk to the site selection process is the realization, sometimes too late in the game, that a community is not well aligned, that they do not work collaboratively, or worse, that the community is divided and at odds with their approach to business attraction and economic development strategies. Site selection decision-makers, whether internal or external to the company, seeking a new location should beware, as this non-collaborative spirit within a community and its leadership can have devastating short- and long-term impacts on a project. Negative results — such as delayed operational timelines, increased project costs, and compromised objectives — can occur as a result.

Below is another example of a ranking sheet warehouse firms may consider when deciding where to relocate or open their business. This is a great tool to evaluate yourself with and see what areas need improvement.

Location Factor Category	Group Weight	Individual Factors e.g.,		Contenders Weighted Score					
		Factor	Weight	A	B	C	D	E	F
Human Resources	35	<i>Occupation Employment</i>	10						
		<i>Industry Employment</i>	8						
		<i>Education Attainment</i>	8						
		<i>Population</i>	7						
		<i>Income</i>	6						
		<i>Unemployment</i>	7						
		<i>Underemployment</i>	9						
		<i>Competing Employers</i>	9						
		<i>Unionization</i>	9						
		<i>Labor Legislation</i>	5						
		<i>National Recruiting</i>	4						
		<i>Subtotal</i>							
Operating Environment	30	<i>Qualified Sites</i>	10						
		<i>Available Buildings</i>	9						
		<i>Utilities</i>	7						
		<i>Transportation</i>	8						
		<i>Support Services</i>	5						
		<i>Stability/risk</i>	8						
		<i>Environmental</i>	7						
		<i>Subtotal</i>							
Business Costs	30	<i>Labor</i>	10						
		<i>Real Estate</i>	5						
		<i>Transportation</i>	7						
		<i>Utilities</i>	7						
		<i>Taxes</i>	5						
		<i>Possible Incentives</i>	4						
		<i>Subtotal</i>							
Quality of Life	5	<i>Ranking</i>	10						
		<i>Cost of living</i>	9						
		<i>Housing</i>	8						
		<i>Public Schools</i>	7						
		<i>Climate</i>	6						
		<i>Culture</i>	7						
		<i>Recreation</i>	8						
		<i>Medical</i>	8						
		<i>Crime</i>	5						
		<i>Subtotal</i>							
Composite	100								

According to the International Economic Development Council (2016), the following is a list of location factors that businesses take into consideration when making site decisions:

- Access (proximity) to customer and supplier markets
- Access (proximity) to, and quality of, transportation system (roads, rail, freight, airports, ports)
- Access to business and professional services
- Availability of suitable, affordable, and “ready” land and facilities
- Environmental condition of the land
- Business climate
- Availability and cost of financial capital
- Image of the community
- Incentives
- Labor force quality, productivity, cost, and availability
- Level of unionization

- Quality of life – education quality, housing, cost of living, commuting, climate, crime rate, health facilities, and recreational and cultural opportunities
- Regulations (environmental, worker's compensation, zoning)
- State and local government attitudes towards business
- Taxes (sales, property, corporate, and personal)
- Telecommunications systems
- Utility capabilities, reliability and rates

Snapshot of Advantages to Doing Business in Sumter County

Today's business leaders recognize the importance of a productive workplace environment, which includes a quality of life standard that provides an environment of natural beauty, with activities that provide a well-rounded lifestyle, high-quality schools, great recreational amenities, and nearby retail and entertainment options. The area's moderate climate encourages a healthier, more active lifestyle.

Quality of life elements that are enjoyed by Sumter County residents include recreation, arts, culture, green spaces that are walkable and bike-able, connected and accessible, and welcoming. And the schools in Sumter County maintain very high standards. The school district is made up of nine schools, including four elementary; one middle; one middle high; one high; alternative programs, including a virtual school; and *The Villages® community Charter School*. Approximately 5,500 students attend the traditional public schools in Sumter County, with another 2,700 enrolled in the Charter school. While virtually the entire enrollment in the traditional public schools live within the boundaries of Sumter County, *The Villages® community Charter School* serves students from Sumter and several surrounding counties.

The Sumter District Schools has been once again recognized as an ***Academically High Performing School District***, along with only ten other Florida School Districts. The schools of Sumter County also receive high marks through the Florida Accountability Program where a vast majority of years since its inception, has been awarded the District grade of "A."

Three major universities in the region offer benefits and opportunities in research, studies and innovation, while promoting and developing a skilled and educated workforce - the University of Florida, University of Central Florida, University of South Florida. Withlacoochee Technical College and Lake Technical College, located in nearby counties offer technical degrees and certifications for skilled labor. The Sumter County Agricultural Extension of the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS) provides valuable support to our agricultural businesses by sharing the University of Florida's vast body of research. From pests to crops, animal husbandry to citrus diseases, recommended varieties to soil testing and help with weed control, the Sumter County Extension packs a formidable arsenal of useful information.

This major transportation hub for Central Florida provides access to major airports and seaports less than 90 minutes away with access to CSX's main freight line. Favorable tax policies, streamlined regulations, competitive cost of doing business, a large talent pool, and global connectivity have positioned Florida and Sumter County as a strong marketplace. And labor and land are more affordable than other states, with Sumter County having a very low unionization rate.

In addition to various state incentives, Sumter County offers the following:

- **New Business Incentive-** Sumter County has approved and adopted a target-industry business cash incentive for new companies locating and/or expanding their operations in the county. The cash incentive applies to each new business in one of the target industries (manufacturing, distribution, agribusiness). A minimum capital investment of \$500,000 to real property located within Sumter County, Florida, is required by the company. Proof of additional investment is required before an incentive payment is made to the business. The total payout amount is 10% of the company's total capital investment. If the company qualifies for an agriculture property tax exemption, the business may not qualify for the full incentive. The incentive payment is paid over three (3) years and the business must reapply each year.
- **Existing Business Industry Incentive-** Sumter County has approved and adopted a target-industry business cash incentive for existing companies expanding their operations in the county. The incentive applies to each existing business in one of the target industries (manufacturing, distribution, agribusiness). A minimum capital investment of \$500,000 to real property located within Sumter County, Florida, is required by the company. Proof of additional investment is required before an incentive payment is made to the business. The total payout amount is 12% of the company's total capital investment. If the company qualifies for an agriculture property tax exemption, the business may not qualify for the full incentive. The incentive payment is paid over three (3) years and the business must reapply each year.

The characteristics that companies look for in a location include the following, with commentary regarding Sumter County's position on each.

Desired Characteristic	Sumter County Position
Proximity to customer	Strength
Transportation access	Strength
Cost of doing business	Strength
Stable political environment	Strength
Stable local economy	Strength
Natural environment	Strength
Access to resources, raw materials, research facilities	Strength
Workforce:	
• Higher education	Strength
• Vocational training schools	Strength
Infrastructure	Needs improvement
Quality of Life:	
• Affordable Housing	Needs improvement
• Recreational opportunities	Strength
• Schools	Strength
• Art and culture	Strength
• Medical care	Strength

Sumter County Warehouse Distribution Analysis

Industrial Overview

The Sumter County industrial market was analyzed utilizing CoStar Group, a real estate and market information provider. CoStar highlights current real estate market trends and compares them to the 5-year average activity within the market. All major sub sectors of the industrial market such as manufacturing and warehouse were examined. Sumter County has a strong industrial market as indicated below in the SWOT analysis, property availability, demand, inventory, and sales reports.

SWOT Analysis of Industrial Market

Strength <ul style="list-style-type: none">• Improving rents• Vacancy rates have decreased year over year• Decrease in the amount of time industrial space remains on the market with no tenant/buyer• Approx. 80,000 sf of industrial product has been delivered in the past 12 months• Proximity to major MSAs (Tampa and Orlando)• Increase of Sales Price Per SF• Key build-to-suit sites: 525E Industrial Center (360 acres of vacant land; Coleman, FL) and Pike 75 Logistics Center (239 acres; Wildwood, FL)• Variety of both Class B and Class C product• Low wage rates	Weakness <ul style="list-style-type: none">• Current vacancy rate is still relatively high at 10.5%• Work force shortage• Not on I-4 Corridor• NAFTA hurt agriculture business• Regulations continue to impact business permitting• Utilities including water and sewer are not in all areas of the County
Opportunity <ul style="list-style-type: none">• Increase exposure of the New Business/Expanding Operations Cash Incentive for Target Industries• Increase exposure of 21 day fast-track approval process on shovel ready sites• Increase exposure of the Sumter County Industrial Development Authority and its mission• Expose Wildwood, FL as having the largest industrial supply in Sumter County	Threat <ul style="list-style-type: none">• No industrial product in the construction pipeline• Perception of real estate community that Sumter County is a secondary market

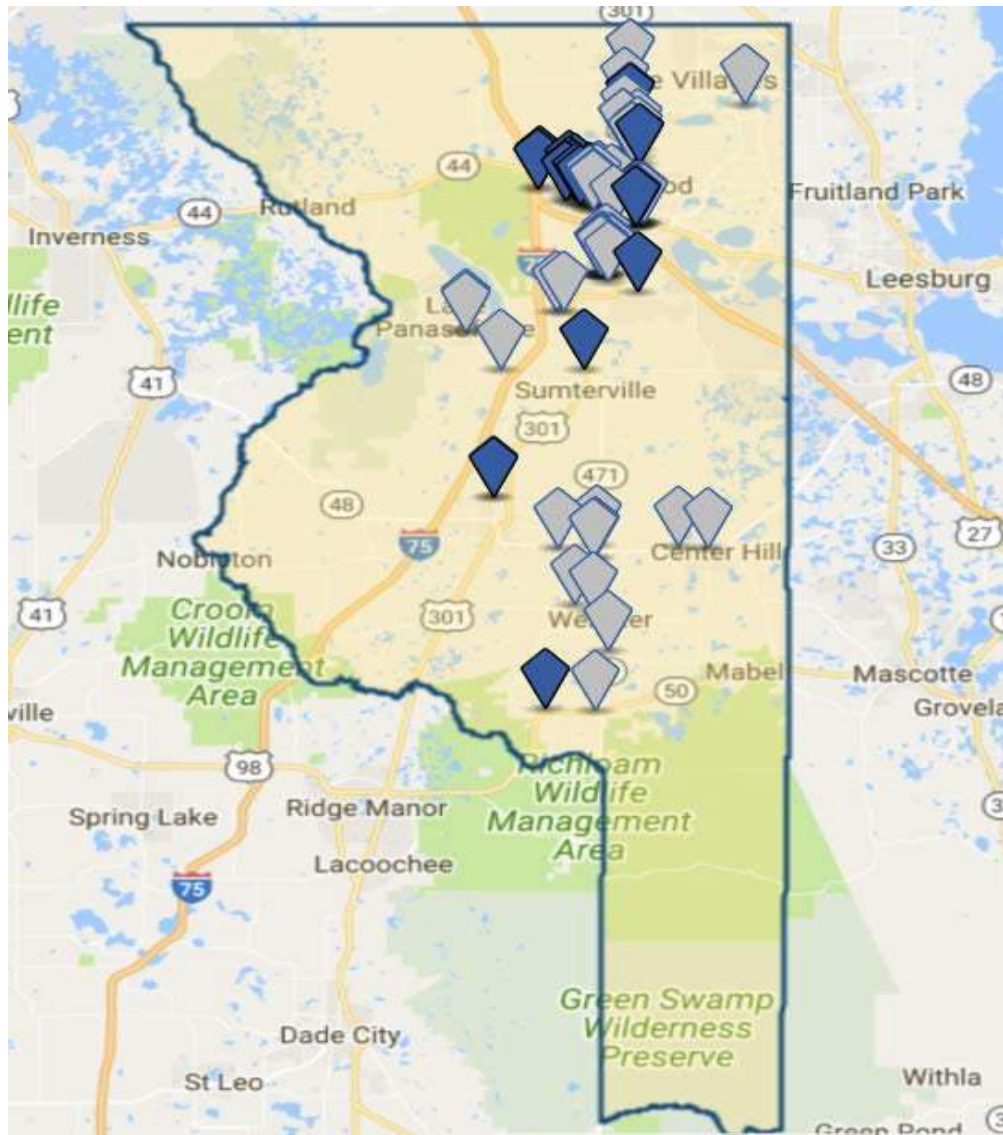


Figure 1: For Sale and For Lease Property in Sumter County

Note: Dark blue markers represent properties for sale. Light blue markers represent properties for lease. Refer to market analysis for more detail.

Sumter County Market Characteristics

The U.S. industrial sector continues to far outperform all other segments in the industry, with record levels of absorption, rent growth, construction and occupancy, all fueled by positive economic drivers and structural shifts favoring warehouse space. Many large companies have improved their logistics efficiency by buying warehouse product. Entrepreneurs and small companies are also seeing value and opportunity in light industrial/flex space.

A possible headwind arising in the industrial market is labor availability. With the U.S. economy near full employment and the industrial market needing more workers due to consumer shifts to e-commerce, intensifying warehouse demand, many occupiers are having difficulty finding adequate labor. This trend could have a negative effect on occupier expansion plans in the coming quarters. Despite this, import levels are strong, manufacturing is on the rise and the U.S. economy remains solid, all of which points to strong industrial fundamentals for the foreseeable future.

The continued shift to more localized distribution—the deployment of more warehouses in more locations to get products to consumers quickly—has driven activity in many secondary markets with seaports, inland ports or growing population centers. This shift benefits Sumter County as occupiers increase their footprints in these strategic markets to better service their customers.

In Sumter County, there is approximately 1.4 Million sf of industrial space in the market. The vacancy rate, rent per square foot, and construction deliveries have all improved over the last five years. These are positive signs of a strong market with a demand for industrial property. The County’s industrial market has not only seen an increase in absorption and a decrease in months on market, but an increase in the sale price psf. Our discussions with brokers in the market reported record breaking years in 2016 and 2017 with expectations for 2018 to be even better. Transportation and labor continue to be major components of supply chain costs, and therefore new technologies like automated trucks and robotics will influence these costs and change site selection decisions. Automated trucks have a one or two-day service radius that allows users to operate from more distant locations without compromising service quality. This will bring secondary markets such as Sumter and less expensive land and real estate into play. While in the past site selectors have determined that Sumter County is too far from Orlando and Tampa, these technology changes will improve Sumter’s marketability as a prime location.

Availability	Survey	5-Year Average
Rent Per SF	\$4.65	\$3.57
Vacancy Rate	10.5%	17.8%
Vacant SF	144,657	227,994
Months on Market	34.6	40.9
12 Mo. Absorption SF	90,600	16,446
12 Mo. Leasing SF	67,300	36,826
Existing Buildings	74	73
Existing SF	1,371,708	1,317,500
12 Mo. Deliveries	77,000	22,968
Sales Price Per SF	\$37	\$25

Source: Costar Group, Inc. (January 2017)

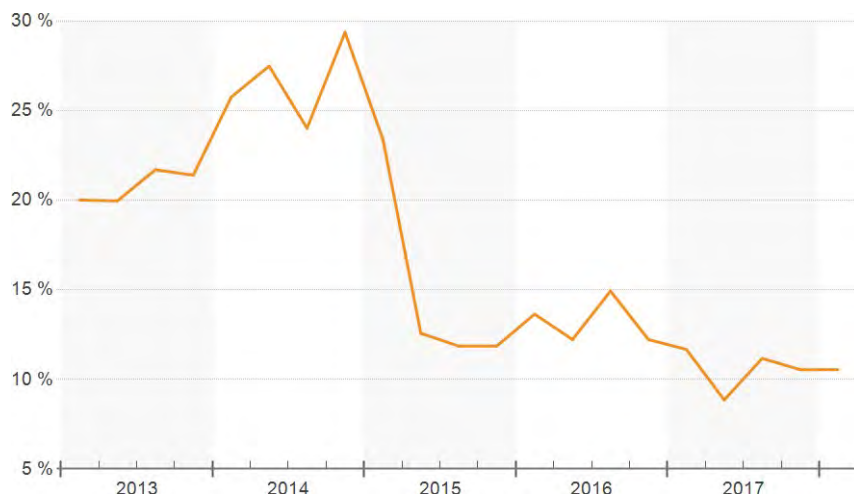


Figure 2: Industrial Market Vacancy Rate



Figure 3: Industrial Market Asking Rent Per Square Foot

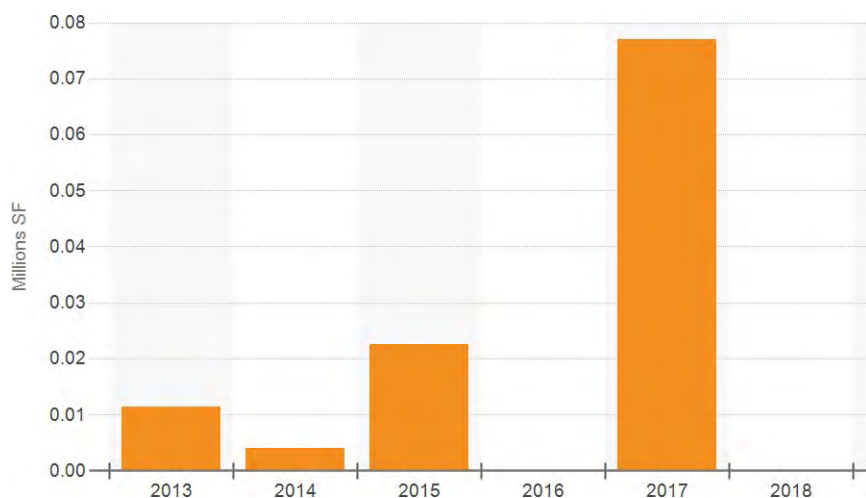


Figure 4: Industrial Construction Deliveries

Competitive Position

Truck capacity constraints are impacting the distribution of products. Trucks continue to be the preferred mode of shipping for most manufacturers and distributors in the US. The transportation of raw materials and finished goods is often one of the most significant variable operating cost factors for manufacturers and distributors – and one of the biggest drivers of location strategy decisions. Tightening truck capacity means that more manufacturing plant and distribution center location decisions are being based on truck availability.

Logistical needs for retailers have rapidly evolved. Meeting those needs—and doing it at the accelerated pace demanded by the e-commerce market—has required developers to show boldness and ingenuity. To cut the turnaround time, some are building large centers on spec. They are racing to repurpose legacy industrial buildings close to population centers and are finding ways to work around those buildings’ imperfections, given that proximity to retailers’ customers is of overriding importance. And as they do all that, they are watching warily for the emergence of technological innovations that could disrupt the marketplace once more.

Major e-commerce players already are searching for remaining sites big enough for the largest class of distribution centers, behemoths with 800,000 to 1 million square feet (74,000 to 93,000 sq. m) of space that can accommodate massive inventories. There is available land that meets this criterion for development within Sumter County, as well as sites that are more appropriate for the smaller, regional hubs.

E-commerce wants to be close to major arteries, highways, and toll roads. To meet the demands of e-commerce, retailers need logistics facilities located close to population centers that facilitate speedy last-mile delivery and minimize transportation costs. Over the next few years, multiple new e-commerce staging centers and hundreds of localized delivery facilities will be needed to support quick delivery options for e-commerce retailers to maintain a competitive edge and meet consumer expectations. As an intermodal hub, Sumter County offers excellent logistical benefits.

The biggest negative affecting Sumter County’s ability to attract the development of warehouse and distribution centers is the lack of service and utilities in certain areas of the County.

Land in the County is available at reasonable prices, but needed infrastructure -- including broadband Internet, water and sewer service -- is not available in all locations. It is recognized that the County is working on the complex issues of how to provide these services; however, the lack of service impacts usability of land, the value of land, and locations where new businesses can be established.

The county's transportation strategy includes ongoing infrastructure development and maintenance designed to best capitalize on Sumter County's unique geographic advantages. By demonstrating the investment in infrastructure, both locally and regionally, to ensure ease of access in and out of Sumter County, and connectivity to other markets for both cars and trucks, an objective of the prospect is satisfied.

Sumter County has lowered ad valorem taxes in each of the previous eleven (11) years, and was recently named the 4th lowest county in Florida for property tax rates according to the Florida Tax Watch, 2016. *Source: "How Florida Counties Compare report."*

These factors, and with an aggressive local incentive package for targeted industries that includes incentives for warehouse distribution centers, Sumter County is well positioned to compete for these targeted industries.

Marketing, Branding, Public Relations and Digital Presence

As noted in the *Economic Development Marketing Plan 2016-2017*, Sumter County currently produces fresh compelling content for use across digital platforms, meant to engage viewers and potential customers in the targeted industries. Landing pages, digital advertisement campaigns, social media (LinkedIn), newsletters, email campaigns and the like, all combine to create engaging content that draws viewers, gains impressions and ultimately converts viewers into serious prospects. Currently, the Sumter County Economic Development Division does not partake in any print advertising/publications or Facebook, Twitter and Instagram. This plan makes recommendations for additional digital presence in the marketplace.

The leading sources of information for executives making site selection decisions, in order of importance, according to DCI, are:

- Dialogue with industry peers
- Business travel
- Articles in newspapers and magazines
- Meetings with economic development groups
- Online sources
- Word of mouth
- Rankings
- Surveys
- Social media, advertising, other TV and radio newscasts /
- Trade shows
- Direct Mail

This year (FY18), the Economic Development Department plans to attend the following trade shows, including setting up a booth with display materials: Tropical Plant Industry Exhibition, Food Manufacturing

& Automation Expo. These trade shows will provide exposure for Sumter County as well as providing additional contact information for these targeted companies and industries. And while expanded attendance at trade shows is encouraged, it can be time consuming and costly. An additional tactic is to maintain a dialogue with the existing businesses regarding trade shows that they are attending, give them a “shout out” through media channels, and invite them to be a Sumter County ambassador. This ambassador program can be quite compelling in that it leverages the networking of Sumter’s existing business leaders, and positions the County for more exposure.

Digital presence

The county maintains a high-quality website which provides a centralized source for all economic development related information about the community and has a social media presence on LinkedIn, Google+ and YouTube.

Below is an outline of performance metrics for previous marketing strategies from January 2016 – February 2017:

SumterBusiness.com Web Analytics
January Year-Over-Year & February (previous month)

Website Engagement	Jan 2016	Jan 2017	Feb 2017
Sessions	1,550	669	821
Users	1,047	527	700
New Users	688	508	674
Return Website Visits	358	126	147
Page views	2,105	2,056	1,339
Pages Per Session	1.36	3.07	1.63
Bounce Rate*	88.77%	71.15%	79.90%
Opt-In Registrations	0	0	0
Time Spent on Website (Avg.)	0:53	3:28	1:07
Landing Page Conversion Rates	0	0	0
Traffic Sources	Jan 2016	Jan 2017	Feb 2017
Direct Traffic	87 (5.6%)	123 (18.39%)	132 (16.08%)
	1,268		
Referral Traffic	(81.8%)	82 (12.26%)	66 (8.04%)
Organic Traffic	195 (12.6%)	209 (31.24%)	231 (28.14%)
Campaign (Paid) Traffic	--	254 (37.97%)	378 (46.04%)
Social Traffic	--	1 (0.15%)	14 (1.71%)
Total Conversions	--	0	0
Google Advertising Campaigns	Jan 2016	Jan 2017	Feb 2017
CPM (Cost Per Thousand) Avg.	--	\$17.24	\$24.99
CPC (Cost Per Click) Avg.	--	\$3.19	\$3.17
CTR (Click Through Rates)	--	0.54%	0.79%
Cost Per Conversion	--	0	0
Social Interactions	Jan 2016	Jan 2017	Feb 2017
LinkedIn			
Page Views	--	28	37
Impressions	--	1577	2859
Clicks	--	8	48

Likes	--	18	24
Shares	--	3	6
Engagement %	--	1.84	2.73
YouTube			
Watch Time	--	1:20	15:11
Avg. View Duration	--	1:20	2:10
Views	--	1	7
Popular Pages and Paths	Jan 2016	Jan 2017	Feb 2017
Home Page			
Views	452 (21.4%)	305 (14.83%)	231 (17.25%)
Unique Views	367 (19.77%)	220 (20.77%)	191 (16.75%)
Bounce Rate*	70.06%	61.11%	57.71%
Avg. Time on Page	0:02:35	0:01:05	0:01:18
/distribution-sumter-county/			
Views	158 (7.5%)	141 (6.86%)	167 (12.47%)
Unique Views	144 (7.7%)	128 (12.09%)	157 (13.77%)
Bounce Rate*	97.67%	92.17%	93.96%
Avg. Time on Page	0:01:03	0:02:13	0:02:16
/manufacturing-in-sumter-county/			
Views	211 (10.02%)	97 (4.72%)	133 (9.93%)
Unique Views	198 (10.67%)	85 (8.03%)	122 (10.70%)
Bounce Rate*	95.70%	90.91%	94.78%
Avg. Time on Page	0:03:21	0:01:31	0:02:42
/agribusiness-sumter-county/			
Views	230 (10.93%)	100 (4.86%)	116 (8.66%)
Unique Views	201 (10.83%)	83 (7.84%)	110 (9.65%)
Bounce Rate*	90.71%	85.07%	93.88%
Avg. Time on Page	0:01:31	0:03:36	0:02:46

Below are the Sumter County Business website statistics from January 1, 2017 – December 31, 2017:

Pageviews

15,805

% of Total: 100.00% (15,805)



Top Pages

Page	Pageviews
/	3,073
/distribution-sumter-county/	2,076
/agribusiness-sumter-county/	1,586
/manufacturing-in-sumter-county/	1,304
/contact/	504
/properties/	411
/top-employers/	375
/news-articles/	342
/florida-crossroads-industrial-area/	322
/assets/trailwinds-village/	311

City

City	Sessions
(not set)	644
Wildwood	579
The Villages	571
Orlando	467
Ashburn	347
Ocala	218
Clifton	115
Tampa	108
New York	106
Kingston	91

Sessions

9,143

% of Total: 100.00% (9,143)



Users

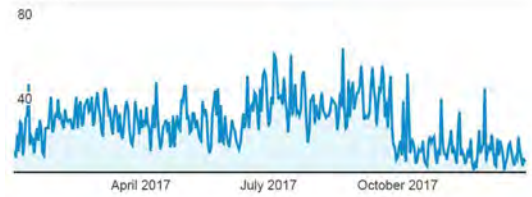
7,456

% of Total: 100.00% (7,456)



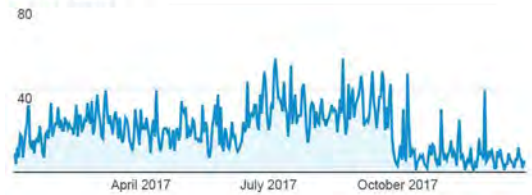
Users

● Users



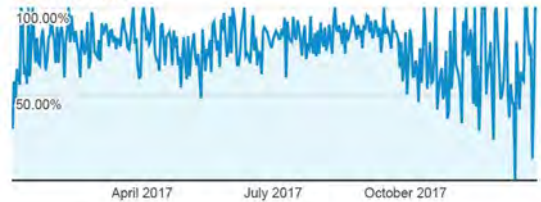
New Users

● New Users



Bounce Rate

● Bounce Rate



Source

Source	Sessions
google	5,550
(direct)	2,161
sumtercountyfl.gov	362
bing	268
sumterchamber.org	148
yahoo	105
sumterbusiness.com	74
us12.campaign-archive1.com	65
sumteragriculture.org	61
sumter.k12.fl.us	52

Sessions by Browser

Browser	Sessions
Chrome	5,325
Safari	1,441
Internet Explorer	954
Firefox	522
Edge	220
Android Webview	217

Target Audience

Excerpt from the Economic Development Marketing Plan 2016-2017

<u>External</u>
<ul style="list-style-type: none">• Corporate executives in target industries—agriculture, distribution, and manufacturing• Location advisors/site selectors• Real estate brokers• Talent/workforce
<u>Internal</u>
<ul style="list-style-type: none">• Existing businesses in target industries—agriculture, distribution, and manufacturing• Partner organizations• Press• Residents

Target Market Messaging

Each market segment has significantly different needs when it comes to new business and new development in Sumter County. These differing segments can be best reached through a combination of person-to-person communications and targeted electronic, print, and internet media.

The table below provides an overview of customized marketing messages that will help match the county's value with the specific needs of that individual segment.

EXTERNAL Segment	Primary Interests	Outreach Tools	Suggested Message to Segment
Corporate Executives in Target Industries	<ul style="list-style-type: none">- Proximity to customers- Transportation access- Cost of doing business- Stable local economy- Access to resources- Workforce- Quality of life	<ul style="list-style-type: none">- Visitations to corporate headquarters- Welcome packets- LinkedIn strategy	<ul style="list-style-type: none">- Strategically located- Abundant pipeline of graduates- Increased labor force- New business cash incentive- Explosive population growth
Location advisors/Site selectors	<ul style="list-style-type: none">- Reducing risk, credible and trustworthy sources- Available and skilled workforce- Accessibility and location- Incentives and taxes- Predictable permitting process	<ul style="list-style-type: none">- Meetings at industry events- Website/online media- Partnerships and industry networks- Industry press- Briefing/Tours	<ul style="list-style-type: none">- Pro-business leadership- Certified sites- Expedited permitting- A commitment to business- Growing network of industries
Real Estate Brokers	<ul style="list-style-type: none">- Real Estate sector conditions (inventory, property features, price accessibility)- Transportation utilities, tax rates- Demographics	<ul style="list-style-type: none">- Brochures/fact sheets- LinkedIn- Host bi-annual community real estate meetings- Familiarization tours- Host a broker event- Attend commercial real	<ul style="list-style-type: none">- Business friendly climate- Pro expansion and retention of business- Significant amount of build-to-suit industrial property

	<ul style="list-style-type: none"> - Municipalities vision/goals for the area - Responsive Planning and Zoning Department 	estate events	
Talent/Workforce	<ul style="list-style-type: none"> - Quality of life - Available housing options - Area amenities - Available jobs 	<ul style="list-style-type: none"> - Brochures - Host workforce training workshops - Co-op ads in alumni magazines 	<ul style="list-style-type: none"> - Recreational activities - Events - Climate - Housing opportunities - Accessible - Welcoming - Safe
INTERNAL Segment	Primary Interests	Outreach Tools	Suggested Message to Segment
Existing businesses in target industries—warehouse and distribution	<ul style="list-style-type: none"> - Infrastructure - Incentives - Business resources/education - Collaboration/networking - Expansion 	<ul style="list-style-type: none"> - Surveys - Merchant meetings - Business visits - Co-op ads 	<ul style="list-style-type: none"> - Low taxes - Business friendly regulatory environment - Quality infrastructure and public services - Personal commitment and passion to supporting local businesses - Industrial Development Authority - Resource partnerships
Partner organizations	<ul style="list-style-type: none"> - Collaboration - Piggybacking outreach efforts 	<ul style="list-style-type: none"> - Individual meetings - Phone calls - Chamber of Commerce events 	<ul style="list-style-type: none"> - Personal commitment and passion to supporting local businesses
Press	<ul style="list-style-type: none"> - Newsworthy events 	<ul style="list-style-type: none"> - Targeted press releases - Press kits - Familiarization tour - State-wide press releases - Media coverage events 	<ul style="list-style-type: none"> - Record-setting residential and commercial growth - Thriving and growing agricultural enterprises - Core transportation hub and distribution center - Business incentives
Residents	<ul style="list-style-type: none"> - Amenities - Available jobs - Quality of life - Available housing - Traffic 	<ul style="list-style-type: none"> - Social media - Events 	<ul style="list-style-type: none"> - Recreational activities - Events - Climate - Housing opportunities - Accessible - Welcoming - Safe - Available jobs

Implementation Plan

Our market research indicates that favorable business characteristics for site selectors include a pro-business environment, favorable tax climate and strategic location, including proximity to international markets. These attributes are the cornerstone and foundation of this marketing plan.

The following are recommendations for strategic, implementable tactics, an estimated timeline and estimated budget. The tactics are aimed to attract warehouse and distribution companies and workers in the county.

1. Positioning and Messaging

Effective community brands convey messaging that resonate with prospective employees and targeted industry clusters, thus serving as a valuable business attraction tool. The Sumter County Economic Development Department has a logo, but lacks a tagline and message strategy that markets the county to its target business audience. Such key messages are how a brand is communicated to the outside world and is an important tool in keeping Sumter County and its stakeholders unified in their communications.

Goal: Elevate the profile of Sumter County at the regional, national, and international levels through the creation of a consistent investment and attraction tagline and messaging strategy.

Proposed tagline and messaging strategy: (see Exhibit II for attraction map depicting Sumter County in the “center” of it all, not only transportation, but attractions for workforce as well)

Sumter County...Florida’s Center of Commerce

Centered on Business...

Centered on Lifestyle...

Centered on Opportunity...

Centered on You!

Implementation Steps

- a. Adopt a tagline and messaging strategy*.
- b. Develop a *Brand Standards Guide* consistent with the current department logo that will help guide all future design and messaging and maintain a consistent visual identity*.
- c. Develop a series of collateral materials that apply the new tagline and messaging, including but not limited to: letterhead, business cards, advertisements (print or digital), brochures (print or digital), newsletters and presentation templates*.
- d. Update the Sumter Business website to reflect the new tagline and campaign*.
- e. Evaluate the County based on the site selection ranking sheet on page 23 to see what Sumter County needs to improve on.

** These implementation steps are agency-wide and for all targeted marketing (i.e. warehouse, multi-family and municipal).*

2. Earned Media – Public Relations

According to DCI's 2017 *Winning Strategies in Economic Development Marketing* survey findings (this was a study by Development Counsellors International, see Exhibit for overview), the leading source of information influencing executive perceptions of an area's business climate is dialogue with industry peers, followed by articles in newspapers and magazines. A positive write-up in a top-tier national business outlet is the ultimate third-party endorsement—and one of your most powerful tools when it comes to shifting perceptions about Sumter County as a place to relocate your company.

Goal: Establish and maintain a steady stream of positive coverage in trade, industry and other news media, specific to warehouse and distribution, while simultaneously developing storylines and building relationships with top-tier contacts so Sumter County is ready to pitch and secure positive media coverage when the opportunity arises.

Implementation Steps

- a. Review Google alerts daily and analyze Yelp and TripAdvisor posts at least once a month. Leverage positive press and posts in newsletters, LinkedIn posts, blogs and press releases as appropriate to support brand awareness and target messaging.
- b. Pitch stories to national and trade publications interested in covering Sumter County's stories. Monitor top-tier media to determine where Sumter County storylines address national and/or state-wide trends or a specific journalists' coverage areas.
- c. Develop a story line for each target that portrays Sumter County in the most favorable light. Maintain the most current data and rankings for the county, and share them generously!
- d. Distribute information about the Farmers Market in Webster, as well as the livestock auctions. As more people are introduced to Sumter County from outside the community, the more the likelihood of a CEO visiting the area and recognizing the great quality of life that exists in Sumter County.
- e. Cultivate relationships with the journalists that cover Sumter County, and Central Florida. As The Villages® community continues to expand and set national records for population growth, establish a relationship with the reporters that are writing and reporting on this phenomenon and offer relevant stories that reflect the changes caused by the Villages® community, and emphasize the psychographics which include an educated, baby boomer population with discretionary income, and significant skills and interests.
- f. To get Sumter County on the map and maintain its relevancy, distribute a state-wide press release monthly via a paid distribution wire. Distribute national press releases as needed (target a minimum of 4 per year).

Based on Sumter County's storylines and target audiences, the following national business and trade publications can be targeted in the media approach:

National	State	Site Selection Trade	Manufacturing Trade
Businessweek CNN Money Entrepreneur Fast Company Forbes Fortune Market Watch Mashable New York Times NPR USA Today Wall Street Journal	Florida Trend Florida Travel and Life Forward Florida Orlando Business Journal	Area Development Business Facilities Business Xpansion Journal Expansion Management Expansion Solutions Magazine SITE Selection Trade & Industry Development Urban Land Magazine	Assembly Magazine Automation World Engineering News-Record Global Trade Industry Week Industry Today Machine Design Manufacturing & Distribution Executive Manufacturing News Manufacturing Today Material Handling & Logistics Popular Mechanics

- d. Develop press kits as needed.
- e. Host a virtual press familiarization tour.
- f. Coordinate media coverage events for forums, ribbon cuttings, deal signings and other successes and develop activities at these events that will draw the media.
- g. Pitch successful Sumter County business stories to College Alumni Magazines (i.e. University of Central Florida, Lake Sumter State College, University of Florida, etc.

3. Owned Media – Digital/Social Media

A strong digital strategy is vital to conveying Sumter County's advantages and the value of doing business in Sumter County. Digital, including social media, has the dual benefit of being lower cost than most traditional earned or paid media and of being highly targeted. DCI's 2017 *Winning Strategies in Economic Development Marketing* (Exhibit I) research indicates that 98 percent of economic development organizations (EDOs) are active on more than one social media account, proving its increasing significance. The current Sumter Business website is user friendly, but not search engine friendly. When searching for *Sumter County*, the Economic Development does not appear on page one. When *searching Sumter County Distribution*, the site appears first in the results. However, long tail keywords such as those will be rarely searched, and the current Google algorithms are making them less relevant, providing specifically what artificial intelligence has determined to be most likely to provide the solution for which the user is searching, and lowering sites with high bounce rates, determining they have a lesser value. According to the 2016-2017 Economic Development Marketing Plan, the website performance metrics from Jan 2016 – Feb 2017 show a decline in return website visits, 358 to 147 respectively, and a high bounce rate with an average of approximately 80%.

Goal: To engage, follow, and build relationships with prospective and existing targeted warehouse and distribution companies and to recruit digital ambassadors for Sumter County, ultimately attracting talented workers and new businesses for local industry clusters through increased awareness due to more visibility in search engine ranking and overall performance for the Sumter Business website.

Implementation Steps

Promote all existing assets of Sumter County, specifically business incentives, available sites and the transportation hub through all owned media outlets.

Website

- a. Contract a digital strategist to develop a robust SEM boosting content strategy. Many of these tasks are time consuming and better managed by an individual or agency that is intimately familiar with best practices.
- b. Maintain an active blog. Educate your potential investors with tips and advice, highlight lease transactions and available properties and discuss relevant distribution industry and local market news with the aim of gaining, increasing and engaging the targeted industrial audience.
- c. Run a Google/YouTube remarketing campaign to capture and remain relevant in front of past visitors of the website. (Past success or lack of success in digital advertising is not indicative of your future results.)

Digital Ambassadors Program

Establish a user-generated campaign that galvanizes young professionals, entrepreneurs, and industrial company leaders by using Sumter County's online influencers to communicate the County's message. Utilize Sumter warehouse/distribution businesses, major employers, and entrepreneurs to share business announcements, industry market successes, media placements and other information that reflects well on Sumter County as a great place to start or relocate a business. Since the County currently maintains a LinkedIn profile, this is a great starting point to develop the program.

- a. Create a Sumter County Digital Ambassadors newsletter (send to current database) and LinkedIn posts to seek out passionate digital ambassadors. Recruit ambassadors at events and meetings.
- b. Inspire participation by asking ambassadors the type of content they would like to share in short surveys.
- c. Create engaging content by pushing out positive news about Sumter County in ready-made social media content (ambassadors can choose their preferred social networks – Facebook, LinkedIn, Twitter).
- d. Send periodic Sumter County Digital Ambassadors e-newsletters with the content to be shared and have them post using #SumterCountyFLAmbassador.
- e. Create a web page on the Sumter Website for ambassadors to sign up.
- f. Host quarterly Ambassador events to recognize their hard work.
- g. The Ambassadors should be encouraged to promote Sumter County at their industry trade shows and conferences.

E-newsletters

The Sumter County ED team currently maintains a monthly business e-newsletter and a developer/regional realtor newsletter twice a year. At the time of this plan, the email database has 189 existing business subscribers and 242 developer/regional realtor subscribers. In domestic searches, executives are most likely to use real estate brokers (35 percent) and site-selection consultants (21 percent). Targeting these groups for communication is imperative to a successful marketing campaign.

- a. Expand upon the business email database through Business Tax Receipts (BTR's), Chamber of Commerce memberships, business phone calls and/or visits. Group the businesses by category.
- b. Create a branded e-newsletter template titled Sumter County...Centered on Business!
- c. Continue sending the monthly branded e-newsletter highlighting projects and programs available, grants recipient progress and general business guidance. Include information for business and

property owners about upcoming meetings, notices and important dates. Include information from SmartBrief, American Express, Small Business Administration, and any other business news outlets that are relevant to industrial business strategy.

- d. Leverage existing Sumter County e-newsletters (i.e. Chamber of Commerce, state colleges/universities, and City e-newsletters) by providing content and calls-to-action to include in their mailings. Content can range from company and young professional success stories to a simple icon or line of copy directing them to the website to consider doing business in the county.
- e. Build upon the existing developer/regional realtor e-newsletter by purchasing attendance lists from applicable conferences/tradeshows (i.e. ICSC, ULI, SelectUSA Summit, etc.) as well as warehouse/distribution membership database.
- f. Obtain a list of Certified Commercial Investment Members (CCIM) and add these commercial real estate professionals to your contact list. There are more than 30,000 members. Create an electronic branded campaign to “touch” these brokers at least monthly with news about Sumter County and the opportunities that are available.
- g. Subscribe/purchase the Manufacturers Directory for the South Atlantic Region (a total of 66,531 companies and 151,538 Executives). This will allow the county to target its message to distribution companies throughout the Southeast that may be considering relocating. The vendor [MNI](#) is the nation’s oldest and largest compiler of industrial information. Send out a monthly e-newsletter with opportunities available in Sumter County while highlighting the benefits and incentives available. *(Note: There are other vendors that also provide these databases.)*
- h. Brand the developer/regional real estate e-newsletter and title it Sumter County...Centered on Opportunity. Send out these newsletters monthly, reminding prospects of the advantages of doing business in the county and keeping Sumter County ‘top of mind’.

Videos

The Sumter County ED department has already begun to build a library of industry related videos to showcase Sumter County’s unique assets as a place do business. It is recommended that the library continue to expand, both by creating new, streamlined content and by tapping into the video resources already available in the County.

Here are a few concepts to consider:

- Sumter County...Centered on Business: Featuring short testimonials from everyone from CEOs to a young worker who found a good warehouse job and now has benefits and a 401K. Focus on recent accomplishments, such as the testimonial from Agromillora Florida Inc.
- Sumter County...Centered on Workforce: Featuring testimonials from recent college graduates from the surrounding area that have taken jobs in the related industries, highlighting the county’s highly rated school system and labor force growth rate.
- Sumter County...Centered on Lifestyle: A tourism, resident/workforce quality of life-related video that focuses on the amenities, fishing spots, farming communities, shopping, entertainment, climate, historic landmarks, etc. proving that Sumter County is the ideal place to live, work, learn and play.
- Create video aerials to show available industrial land.

Repurpose existing video content.

- a. Implement YouTube marketing utilizing Adwords and pre-roll advertising to target key viewing audiences.
- b. Upload videos to Vimeo, increasing the chance of viewership to 100 million unique visitors.

- c. Consider a 60-day Comcast campaign on targeted Florida TV stations. Feature the advantages of doing business in Sumter County, specifically highlighting the warehouse and distribution industry.

LinkedIn

In 2017, DCI reported that LinkedIn (77%) is the number one social media outlet for business. Currently, the Sumter County Economic Development Department has 194 followers.

a. Optimize your Page for search.

- Incorporate keywords into the company profile information such as economic development, Florida, Sumter County, distribution, and warehouse.
- Create links to the Sumter LinkedIn page to boost the search ranking and include them on the website, blog, and other marketing materials, and print collateral. Ensure that the LinkedIn profiles of employees and colleagues are up to date and they add Sumter County ED to their work experience with a link back to the page.
- Create and send relevant content with pictures (posts with images garner over six times more engagement than text-only content).
 - a. When a post receives high engagement from the target audience, sponsor the update via Sponsored Content on LinkedIn.
 - b. Along with Sponsored Content, distribute sponsored InMail quarterly and purchase display ads. The chart below offers a quick breakdown of advertising options on LinkedIn:

	Available to Self-Service advertisers	Available through Account Team
Advanced Ad Targeting	√	√
Sponsored Content	√	√
Text Ads	√	√
Sponsored InMail	√	√
Display Ads	<i>Sold programmatically</i>	<i>Sold programmatically</i>
Dynamic Ads		√
Account-Based Marketing		√

- b. Increase the number of followers by inviting key partners from industrial corporations inside and outside of Sumter County. Continuously promote the Sumter County page in emails, newsletters, and blog posts, encouraging readers to become followers. Add a 'LinkedIn follow' button to the Sumter County Economic Development website.

4. Paid Media - Digital Trade Advertising

Strategic paid media can be a valuable aspect of an economic development marketing program—the key word is *strategic*. Now, the Sumter County ED department does not partake in any print/digital advertising. Although this can be costly, there are some options to review below.

Goal: Establish a targeted and focused digital ad campaign to target specific audiences: warehouse and distribution showcasing the County’s abundant workforce and advantages of doing business.

Implementation Steps

- a. Maintain brand and messaging consistency in advertisements.
- b. Explore “pay-to-play” cooperative advertorial opportunities with a focus on attracting young professionals from the surrounding market. Invite in-state companies to partner in a “Sumter County is Hiring” feature, with various sponsorship levels –and corresponding levels of exposure –to encourage both small and large companies to participate.
- c. Develop a targeted and focused (4-6 month) digital ad campaign that showcases Sumter County’s advantages to doing business and available sites. Digital publications to consider based on the target audience are listed below:
 - Florida Trend: Florida's most influential business executives, government officials and local leaders know Florida Trend. This publication features insightful columns and in-depth reporting on the issues that impact economic development, job creation and quality-of-life in every corner of the state and boasts 250,000+ readership.
 - ULI Magazine: The flagship print publication of Urban Land Institute, reaches more development professionals worldwide than any other publication. 40,000+ circulation.
 - NAIOP: Development magazine serves as a valuable and trusted source on the latest industry information and happenings for commercial real estate professionals. Published quarterly, each issue features articles covering the latest trends and news, quick-read columns, industry leader outlooks and special focus sections. Circulation: 20,000
 - Area Development: Economic Development Magazine with a targeted audience of executive decision makers.
 - Expansion Solutions Magazine: delivers your message exclusively in front of thousands of key site selection consultants and corporate real estate brokers.
 - Explore Visit Florida campaign for one-offs for visiting executives to theme parks to discover ecotourism, heritage tourism and the opportunities that Sumter County offers.

5. Collateral/Promotional Materials

The Sumter County ED department currently has collateral as depicted below (brochure, flyers, scrim banners):



Goal: Update print collateral materials consistent in design and messaging with the Sumter County centered concept to maintain consistent brand message.

Implementation Steps

- a. Develop collateral with the new campaign and messaging strategy. Concepts for consideration are listed below:
 - General Sumter County Business Flyer: Content on strategic advantages, area companies, success stories and incentives.
 - Sumter Is Hiring!: Aimed at Sumter County college students, planting seeds that Sumter County offers job and career opportunities.
 - Develop a one page flyer that shows a checklist of typical location decision drivers and how Sumter County has them all, and hand out to potential site selectors.
 - Direct Mail to specific Florida key players in the industrial market showcasing the advantages of expanding to Sumter County.
 - Window clings for existing industrial vacant properties with messaging: “Sumter County...Centered on Business. Imagine your industrial business here!” Have contact and website information to generate leads.
 - Signage to showcase vacant shovel-ready sites with the messaging: “Sumter County...Centered on Opportunity! Imagine your Business Here!” Have contact and website information to generate leads.

6. Personal Selling – Trade Shows, Events and Meetings

Dialogue with industry peers, as it has been since 1996, continues to be the top source of information about an area that businesses utilize. In 2018, the Sumter County ED department has scheduled to attend the following trade shows: Tropical Plant Industry Exhibition, Food Manufacturing & Automation Expo and SelectUSA Summit.

Goal: Build relationships with executives, real estate agents and industry representatives.

Implementation Steps

- a. Provide collateral materials to all area businesses that they can share with their colleagues at trade shows and conferences.
- b. Host banker/broker/business round tables to invite leadership within the County to network and share their success stories.
- c. Leverage business owners and leaders visits to Florida by cooperating with Visit Florida with campaigns to invite these people who are coming to Orlando to come see what Sumter county has to offer.

Trade Shows

Obtain a list of organizations attending the shows and send e-newsletters prior to the show inviting them to meet at the conference, or come visit Sumter County. For instance, the following companies

recently attended the AmCon Expo in Orlando. This type of industry trade show provides an excellent opportunity to visit with company representatives.

3M	Energizer	NEC
ABB	Flow International	Nikon
Abbott Labs	FMC Technologies	Nintendo
Accellant	Ford	Nokia
ADACEL	Freescale Semiconductor	Northrop Grumman
ADC Telecom	FujitsuGE Healthcare	Parker Hannifin
Alcon Labs	General Dynamics	Pentair
Alliant Tech Systems	General Electric	Philips Medical
Amway	GM	Phillips Healthcare
Anderson Windows	Goodrich	Piper Aircraft
Applied Materials	Graco	Pratt & WhitneyRaytheon
AT&T	Halliburton	Robert Bosch
Autoliv	Harley Davidson	Rockwell Automation
B/E Aerospace	Harris Corps	Rockwell Collins
BAE Systems	Hewlett Packard	Rosemont
Baker Hughes	Hitachi	Rubbermaid
Baker Oil Tools	Honda	Saint-Gobain
Ball Aerospace	Honeywell	Sanmina-Sci
Baxter Healthcare	Hunter DouglasIBM	Schlumberger
Bell Helicopter	Igloo	Seagate Technology
Black & Decker	Intel	Siemens
Boeing	J & J	Smiths Medical
Boston Scientific	Jabil	Sony
Carrier	John Deere	Spacelabs Medical
Caterpillar	Johnson Controls	Spectranetics
Chrysler	Kenworth Truck	St. Jude Medical
Cisco	L-3 Communications	Starkey Labs
ClosetMaid	La-Z-Boy	Stryker
Coinstar	Lear	Takata
Cordis	Linvatec	Teledyne
Covidien	Lockheed Martin	Texas Instruments
Dana Corp	Lucent Technologies	Textron
Danaher	Martin Marietta	The Neilson Co
DCSI	Marvin Windows & Doors	Thermo Fisher
Dell Computer	Medtronic	T-Mobile
Delphi Medical	Microsoft	Toshiba Intil
Diebold	Motorola	Toyota
Donaldson Co.	NASA	Trane
Dresser	National Oil Well Varco	TRW
DRS Technologies	National Semiconductor	Tyco
Duracell	Navair	Unisys
Eaton	NCH Corp	United Space Alliance
Echostar		United Technologies
		Universal Studios
		Varian
		Volvo
		Walt Disney World
		Whirlpool

- a. Another trade show to consider for attendance is the Institute of Industrial Engineers Annual Conference & Expo that brings leaders in the industry and academia, up-and-comers and students together to develop connections and share experiences.

- b. Monitor the Florida Cattlemen’s Association, The Brewers Association, American Horticulture Society and other related groups for events and meetings and use the same contact messaging as indicated previously for all trade shows.
- c. Use resources to target prospects for specific sites and opportunities, such as National Association of Manufacturers and monitor for upcoming events and meetings.
- d. Find out from the event/show coordinator the feasibility of partnering and hosting/sponsoring a coffee house or cocktail party to engage with potential prospects and/or to schedule one-on-one meetings. Use the current popularity of breweries and craft beers to “set the hook” for your invitations.
- e. Attend the ULI Real Estate Trends Conference and consider being a sponsor (see exhibit V).
- f. Partner with ULI various groups to participate in panel discussions highlighting opportunities in central Florida regarding warehouse and distribution.

Events/Meetings

- a. Host bi-annual community real estate meetings to discuss the market, new developments and info sharing to benefit investor inquiries.
- b. Organize a virtual familiarization tour for regional brokers, developers and site selectors to showcase Sumter County’s prime shovel-ready sites and educate them on the benefits of doing business with the county. Use this opportunity to introduce them to the quality of life that Sumter County offers, and various segments of the tourism industry, including ecotourism, heritage tourism and sports tourism. This initiative may require partnering with other economic development organizations.
- c. Participate in the Tri-County real estate broker meeting.
- d. Utilize vacant industrial land to host a pop-up craft brewery/wine festival, featuring locally-grown ‘Fresh from Sumter’ hops and fruit. This is a great way to expand the niche industry of hops and to piggy-back on the rise of the craft brewing industry. Utilize the Backyard Winery and Microbrewery located in Wildwood as a partner and resource.
- e. Participate with The Villages® community events that seek to attract new Villagers.

7. Direct Outreach for Business Retention and Expansion

Goal: To retain and expand target businesses and create and implement an entrepreneurial development and/or educational programs.

Implementation:

- a. Develop and distribute an industrial business survey to analyze the status of business, why they opened in Sumter, etc.
- b. Develop a cooperative advertising program with existing Sumter County businesses highlighting those that fall within the warehouse and distribution industry.
- c. Host quarterly industry roundtables. Use one of the four annual meetings as a workshop, presenting industry professionals in warehouse and distribution teaching topics identified through surveys to assist existing businesses.
- d. Organize small “Thank You for Investing” roundtables with the community leadership and area businesses to demonstrate that the County is committed to helping existing businesses to thrive and expand.
- e. Research Canadian companies in target industries and launch an informational campaign to introduce them to Sumter County.

8. Partnerships

Sumter County collaborates with many key partners. The following is a list that represents key local, regional and state partners to target for ongoing partnership relationships.

- Cities- Wildwood, Coleman, Bushnell, Center Hill, Webster
- Florida SBDC at UCF (Sumter County Office)
- Sumter County School District
- Sumter County Chamber of Commerce
- CareerSource Central Florida
- Lake Technical College
- Withlacoochee Technical College
- CareerSource Florida
- Enterprise Florida
- University of Florida/ UF/IFAS Extension Office
- University of Central Florida
- University of South Florida
- Lake-Sumter State College
- Florida High Tech Corridor
- Florida Virtual Entrepreneur Center
- GrowFL
- Utility Providers
- Florida Department of Economic Opportunity
- Department of Agriculture
- Orlando Economic Development Organization

Goal: To promote Sumter County throughout all industry mediums and to provide information in a timely manner, to participate in industry forums and tradeshow to maximize Sumter County's visibility in the marketplace.

Implementation:

- a. Continue tradeshow attendance, expand network opportunities and increase participation in industry events.
- b. Higher Education Outreach - Universities crave a better connection with local businesses as a means of offering apprenticeships and internships to their students. Some are further along on initiatives and programs than others, but there is clearly a need to strengthen the alliances to align higher education and economic development. Invite the research departments of nearby universities to conduct field training in the area.

Metrics

It is suggested to measure the following on a quarterly basis:

Business Development Metrics

Leads and inquiries received

Tradeshow response and inquiries

Conversion of leads to projects

Jobs created or retained

Capital investment through business retention, expansion or attraction

Marketing Metrics

- Website traffic, including increase in UMVs (unique monthly visitors), sources of traffic, etc.
- Media coverage in terms of impressions, advertising equivalency, editorial impact, key messages
- Social and digital media engagement, including shares/likes/retweets; increase in followers
- Number and percentage increase in Digital Ambassadors
- Video views

Marketing the county as an attractive place for companies and people to conduct business can help generate leads, which can create jobs and employment, which produce income, and tax revenue, which ultimately supports the general fund.



The following is a menu of tactical options to position Sumter County as an exceptional place to do business.

**Estimated one year budget beginning FY 18/19. Actual costs may differ.*

Positioning and Messaging	Timeframe	Budget	Comments
Adopt a tagline and messaging strategy		\$0	
Brand Standards Guide (Includes: letterhead, presentation template, sample business card template, newsletter template, one digital ad template, one flyer template)		\$5,000.00 - \$10,000.00	
Update website with new tagline and message campaign		\$0	
Earned Media – Public Relations	Timeframe	Budget	Comments
Review Google alerts daily and analyze Yelp and TripAdvisor posts at least once a month. Leverage positive press and posts in newsletters, LinkedIn posts, blogs and press releases as appropriate to support brand awareness and target messaging.	Ongoing	\$0	
Distribute a state-wide press release monthly via a paid distribution wire.	Monthly	\$100.00 per PR	
Distribute national press releases as needed (target 4 per year)	Quarterly	\$200.00 per PR	
Develop press kits as needed	Ongoing	up to \$1,000.00	Press kit examples range from the press release and pamphlet to kits including industry swag.
Host a virtual press familiarization tour	Annually	\$0	
Coordinate media coverage events for forums, ribbon cuttings, deal signings and other successes and develop activities at these events that will draw the media.	As needed	\$2,000.00 - \$5,000.00	
Pitch successful Sumter County business stories to College Alumni Magazines (i.e. UCF, Lake Sumter State College, UF/IFAS, etc.)	Ongoing	\$0	

**Estimated one year budget beginning FY 18/19. Actual costs may differ.*

Owned Media - Digital/Social Media	Timeframe	Budget	Comments
Contract digital strategist to develop a robust SEM boosting content strategy.	Ongoing	\$6,000.00 - \$8,000.00	Includes reports, strategy, and content development. Fees will vary based on contractor.
Maintain an active blog on the website	Monthly	\$0	
Google/YouTube remarketing campaign	Monthly	\$7,200.00	
Digital Ambassadors Program	Ongoing	\$0	
Host quarterly ambassador events to recognize their hard work	Quarterly	\$500.00 - \$1,000.00 per event	
Existing business e-newsletter	Monthly	\$0	
Developer/regional realtor e-newsletter	Monthly	\$0	
Purchase attendance lists from applicable conferences/tradeshows (i.e. ULI, SelectUSA Summit, etc.).	Ongoing	\$2,000.00	
Purchase the list of Certified Commercial Investment Members (CCIM), send monthly e-newsletters	Annually	\$750.00 – 2500.00	
Subscribe/purchase the Manufacturers Directory for the South Atlantic Region, send monthly e-newsletters	Annually	\$750.00 - \$1,000.00	
Expand video library (4 annually)	Quarterly	\$10,000.00 - \$20,000.00	
YouTube marketing utilizing Adwords and pre-roll advertising		\$2,000.00 - \$4,000.00	It is suggested to do two campaigns lasting 30-45 days (estimated \$1,000/campaign)
Upload all videos to Vimeo		\$0	
Consider a 60-day Comcast campaign on targeted Florida TV stations.	Annually	\$5,000.00 - \$10,000.00	
LinkedIn Advertising		\$2,500.00 - \$5,000.00	
Digital Trade Advertising	Timeframe	Budget	Comments
Explore “pay-to-play” cooperative advertorial opportunities with a focus on attracting young professionals from the surrounding market	Quarterly	\$500 - \$800 per ad	
Develop a targeted and focused (4-6month) digital ad campaign in targeted trade publications		\$5,000.00 - \$10,000.00	
Collateral/Promotional Materials	Timeframe	Budget	Comments
Develop collateral with the new campaign and messaging strategy	As needed	\$5,000.00 - \$10,000.00 for printing	

**Estimated one-year budget beginning FY 18/19. Actual costs may differ.*

Personal Selling – Trade Shows, Events and Meetings	Timeframe	Budget	Comments
Consider hosting/sponsoring an event at a Trade Show e		\$10,000.00 - \$15,000.000	
Attend the ULI Real Estate Trends Conference as a sponsor	Annual	\$3,000.00	
Partner with ULI Various Groups to participate in panel discussions	Annual	\$0	
Host bi-annual commercial real estate meetings	Bi-annual	\$1,000.00	
Organize a virtual familiarization tour for regional brokers, developers and site selectors	Annual	\$10,000.00	
Participate in the Tri-County real estate broker meeting.	Annual		
Host a pop-up craft brewery/wine festival	Annual	\$25,000.00 - \$30,000.00	
Direct Outreach for Business Retention and Expansion	Timeframe	Budget	Comments
Develop and distribute an industrial business survey	Annual	\$0	
Develop a cooperative advertising program with existing Sumter County businesses		\$3,000.00- \$5,000.00	

Exhibits

Exhibit I: Summary of Stakeholder Interviews

Interviews were conducted with the following real estate brokers active in the Sumter market:

Kelly Rice, Century 21

Mr. Rice noted there is an abundance of vacant land around transportation corridors; however, water, sewer and gas lines and capacities are not available. He further stated that cities are typically in the wastewater business, as opposed to counties, and the County may not understand the benefits for Economic Development of extending water, sewer and utility lines. He felt that the leadership and community need to understand and be educated about the impact associated with \$200M capital investments, i.e. Bushnell got Walmart which is 10% of their tax base, and the project did not drive up services significantly paid for by the City of Bushnell. The need to educate cities about the impact on area if Economic Development occurs, and how plans and commitments, interlocal agreements between county and cities, and definite timing schedules for water and sewer expansion are important. Sumter County is competing with shovel ready, pad ready, built to suit sites, which takes Sumter out of the competition. The current utilities dispute between Bushnell and Sumter currently is an example of obstacles for development currently.

Danny Smith, Smith and Smith Real Estate

Mr. Smith deals exclusively in commercial properties and concentrates on land suitable for livestock and agriculture. 2016 and 2017 were record breaking years in his brokerage company. The transportation corridor is missing the Interstate 4 link, which has a somewhat negative impact on Sumter County.

Mr. Smith stated that NAFTA has had a tremendous negative impact on the agricultural business in Sumter County. He sees a considerable opportunity in the cattle industry, which is a component of agribusiness, and in research and development especially in partnership with the University of Florida's Agriculture and Life Sciences Programs. The College of Agricultural and Life Sciences (CALS) administers the degree programs of the University of Florida's Institute of Food and Agricultural Sciences (UF/IFAS). [IFAS](#) is a federal-state-county partnership dedicated to developing knowledge in agriculture, human and natural resources, and the life sciences, and enhancing and sustaining the quality of human life by making that information accessible. They deliver unsurpassed educational programs that prepare students to address the world's critical challenges related to agriculture, food systems, human wellbeing, natural resources and sustainable communities.

Deborah Mickler, David Wilson, Lee Morris, Colliers International

This team of industrial and land brokers handles the Pike 75 and Mid Florida Commerce Parks in Sumter County. In marketing Sumter County, they use a less expensive cost alternative and the low wage rate as selling points, Sumter is typically considered along with sites in Marion County by prospects and is a "short stop" for regional trucking and affected negatively by lack of direct access to Interstate 4. The market being served by Sumter in their opinion is statewide only and has a limited number of users. Recent distribution centers that have chosen Marion and Sumter County have done so based on the labor market and the lifestyle amenities. There is a need for generic high-level employee studies to demonstrate to prospects the labor market and skill sets in the immediate area.

Exhibit II: Sumter County Attraction Map



Exhibit III: Summary of DCI's 2017 *Winning Strategies in Economic Development Marketing* survey key findings

EXECUTIVE SUMMARY



Since 1996, Development Counsellors International (DCI) has provided economic development professionals with a unique opportunity — to hear directly from their “customers” through a comprehensive survey of corporate executives and their advisors. Through the *Winning Strategies* survey and analysis, DCI has provided insights into current best practices in marketing places and how these practices have changed over time.

The outlook for the U.S. economy is strong. The economy is approaching full employment, long-term inflation expectations remain low and gross domestic product (GDP) is projected to continue growing at a moderate rate in 2017 and 2018. However, uncertainty remains regarding the new U.S. administration's policies and how they affect the U.S. economy and the worldwide economy. The interest in how executives make location decisions has never been higher, given this current political and economic climate. *Winning Strategies* continues to deliver new insights into the minds of key influencers and their decision-making process by asking them questions about the impact of the current administration on location decisions.

The interest in how executives make location decisions has never been higher, given this current political and economic climate.



With the election of President Trump, DCI was interested in the new administration's impact on location decisions. Respondents were presented with the following statement and question: *"President Trump was elected into office several months ago. Please indicate how this has affected your investment plans,"* and *"What is the most important thing President Trump/the federal government could do to encourage U.S. companies to expand in the United States?"* Key findings are as follows:

- The majority of respondents (57 percent) reported that the Trump administration hasn't affected their investment plans.
- Only 10 percent of respondents reported that they are *more likely to explore international locations*, 33 percent are *more likely to explore growth locations in the United States*.
- About 38 percent of respondents reported that *reducing corporate tax rates/reforming corporate tax policies* should be a priority to encourage U.S. companies to expand in the United States.

Beyond the administration-related questions, the survey queried executives on factors related to best practices in attracting corporate investment (which has been the focus of the survey since 1996). Key 2017 findings, based on the aggregate responses, are:

- *Dialogue with industry peers*, as it has been since 1996, continues to be the top source of information about an area, followed by *business travel* and *articles in newspapers and magazines*.
- In order, *The Wall Street Journal*, *The New York Times* and *local daily newspapers* rank as the top news source of executives.

57%

indicate the election of President Trump hasn't impacted their investment plans.





- Having an *internet/website* presence is rated as the most-effective marketing technique, followed by *planned visits to corporate executives*.
- Sixty-five percent of respondents used the internet during their last site-selection search, and 65 percent reported a strong likelihood that they would visit an economic development organizations' website during the next site search.
- As has been the case since 2008, *incentive information* (57 percent), *demographic information* (48 percent) and a *searchable database of available buildings and sites* (44 percent) rank as the most-useful features of an economic development organization's website.
- Location advisors said *staff contact information* and *incentive information* are the most-useful features of an economic development organization's website.
- For the third time, *LinkedIn* (77 percent) is the top-used social media outlet for business.

Location advisors said staff contact information and incentive information are the most useful features of an economic development organization's website.




- The percentage of respondents who do not use social media for business purposes continues to decline — 11 percent of respondents in 2017 vs. 21 percent in 2014 and 38 percent in 2011.
- Top executives within a company (49 percent), such as the *chairman/CEO/president*, are most likely to lead location decisions, followed by the *COO* (27 percent). In addition, a notable difference exists between midsize (less than \$100 million in revenue) and large companies (more than \$100 million in revenue). Among midsize companies, the *chairman/CEO/president* is the primary decision maker; in large companies, the *chairman/CEO/president*, the *COO* and the *CFO* location are typically included in the location decisions.
- Texas has the most-favorable business climate, followed by *Florida, Georgia, South Carolina* and *North Carolina*.
- *North America outside of the United States* (32 percent) and *Asia/Pacific* locations (29 percent) represent the best opportunities for international expansion.

65%

reported a strong likelihood of visiting an economic development website during their next site location search.



Exhibit IV: ULI Sponsorship Sheet

**Urban Land Institute**

Central Florida

Sponsorship

ULI Central Florida is ULI at the local level – where you grow your local contacts and connections, rekindle a passion for your profession, and become involved in community initiatives.

About ULI

The Urban Land Institute (ULI) provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

As a nonprofit education and research institute, ULI is the premier professional organization that brings together over 36,000 real estate professionals and promotes an open exchange of information including best practices, lessons learned and inspiring moments.

Become a Sponsor Today!

Contact:
John Classe
Sponsorship Chair
jclasse@crescent-resources.com
(407) 905-3820

Kellee Seif
District Council Manager
kellee.seif@uli.org
(407) 435-2876

ULI Central Florida
20 North Orange Avenue, Suite 605
Orlando, FL 32856-8552
centralflorida@uli.org
407-435-2876



Urban Land Institute Central Florida

EMERGING TRENDS SPONSORSHIP

Sponsorship Levels	Presenting Sponsor \$3,500 (1 available)	Meal Sponsor \$2,500 (2 available)	Networking Sponsor \$1,750 (4 available)	Supporting Sponsor \$1,250 (unlimited)
Complimentary event registrations	6 complimentary registrations	4 complimentary registrations	3 complimentary registrations	2 complimentary registrations
Sponsor logo/name and weblink on ULI Central Florida website				
Featured in sponsor video	1 minute	30 seconds		
Sponsor logo/name displayed	Above podium stage	At drink stations & in reception area	In reception area	In reception area
Sponsor logo prominently displayed on introductory slides				
Sponsor logo/name on all advanced promotional and registration material		Logo	Logo	Name
Advertisement in conference program	Full page	Half page	Quarter page	Quarter page
Company brochures may be placed at table settings prior to event				
Introductions	Keynote speaker	Introduces Sessions		
Preferred reserved seating with company name at table				



Urban Land Institute Central Florida

SPONSORSHIP FORM

YES, I want to support ULI Central Florida. Please send me an invoice for my tax-deductible contribution in the amount indicated below:

Annual

☐ Platinum: \$10,000 ☐ Gold: \$5,000 ☐ Silver: \$2,500

Emerging Trends

☐ Presenting Sponsor: \$3,500 ☐ Meal Sponsor: \$2,500 ☐ Networking Sponsor \$1,750 ☐ Supporting Sponsor: \$1,250

Event

☐ Patron: \$1,000 ☐ Contributor: \$600 ☐ Friend: \$300

Candid Conversations

☐ Series Host: \$1,500 ☐ Event Host \$300

Women's Leadership Initiative

☐ Founding Sponsor: \$2,000 ☐ Series Sponsor \$1,500 ☐ Event Sponsor \$500

Young Leaders Group

☐ Sustaining Sponsor: \$3,000 ☐ Series Sponsor: \$1,500 ☐ Event Sponsor: \$500

Name

Organization

Address

Phone

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Organization Website URL

Payment Options:

☐ Invoice me

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☐ Credit Card

☐ American Express ☐ Diners Club ☐ Discover ☐ MasterCard ☐ Visa

Card Number:..... Expiration Date:.....

Signature:..... Amount Paid \$:.....

Send completed form to:
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The Urban Land Institute is classified as exempt under section 501(c)(3) of the Internal Revenue Code. Accordingly, sponsorship of ULI Central Florida is tax deductible to the extent allowed by law.