

### SUMTER SUMTER COUNTER ECONOMIC DEVELOPMENT MARKETING PLAN 2023-2025



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**EXECUTIVE SUMMARY & INTRODUCTION** 

In 2020, Sumter County developed the County's economic development strategy for the next two years. With two years having passed, the County sought to create the 2023-2025 Sumter County Economic Development Strategic Plan Update ("EDSPU"), criteria for the renewal of its certification with the International Economic Development Council but more importantly, the guide for continued strength in the local economy that accounts for the current business climate.

The 2023-2025 Economic Development Marketing Plan Update ("EDMPU") is written to establish the marketing strategy that accompanies the objectives of the EDSPU.

The purpose in creating the Sumter County Economic Development Marketing Plan is threefold:

- 1. Continue to attract new target industry businesses to Sumter County.
- 2. Expand and grow existing businesses through access to resources and support.
- 3. Deploy compelling, effective marketing strategies that promote and position Sumter County as an ideal business location for manufacturing, distribution, and agribusiness, as well as attracting a corresponding labor pool, supporting the goals outlined in the 2023-2025 EDSPU.



#### **Marketing Goals**

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Sumter County Economic Development's marketing objective is to create an image and brand that reflects the community's character, strengths, and assets. The marketing goals outlined below align with the economic development strategic goals and objectives for the organization.

- 1. Promote the growth resources available to existing businesses in the county.
- 2. Attract targeted industries from outside the county to foster economic diversification.
- 3. Attract skilled talent to sustain and attract businesses.
- 4. Promote Sumter County as a center for agriculture technology and research business.
- 5. Promote Sumter County's available industrial land for development opportunities.
- 6. Market Sumter County's transportation assets to expand the regional transportation hub.
- 7. Promote Sumter County's brand and positioning as a business-friendly location.
- 8. Promote Sumter County's high quality of life.

#### **Best Practices**

A brand is the singular thought you hold in the mind of a prospect, according to Al Reis, noted marketer and author. So, your brand is what others think about you (if anything) when they hear your name.

To effectively continue to position the County for growth and success, it is imperative that the County crafts, manages, and distributes the intended message. Sumter County becomes the premier storyteller to its target audiences, whether they be existing or new residents and workforce, business owners, investors, or visitors. This EDMPU will provide an overview of recommended strategies to continue, along with new strategies, to enhance Sumter County's image as a great place to live and work, open a business, invest in, or visit.

In economic development, **it all starts with a visit!** In DCI's "Winning Strategies for Economic Development Marketing" survey, business and personal travel are cumulatively reported as the leading source of information influencing executive perceptions of an area's business climate by 50% of site selectors and location advisors interviewed. Sumter County Economic Development (SCED) maintains the County's tourism website along with overseeing other sources of information identified in the chart on the following page.





CHART A: LEADING SOURCES OF INFORMATION INFLUENCING EXECUTIVE PERCEPTIONS OF AN AREA'S BUSINESS CLIMATE



Source: 2023 Winning Strategies in Economic Development Marketing, 10th Edition - A study by Development Counsellors International

Over the last few years, numerous initiatives have laid the foundation and continue to position the County for economic growth. The initiatives overseen by SCED include:

- Web Assets and Resources
- Video Collateral
- Social Media (LinkedIn)
- Monthly E-newsletter
- Printed Marketing Collateral
- Business retention via regularly scheduled site visits and bi-annual roundtable meetings for manufacturers and distributors
- Economic Development Tradeshows Booths and other marketing events such as the local chamber and partner events, industry tradeshows, forums, and workshops
- Tourism Assets Maintenance and Management and participation in the annual Farm City event
- Housing Partnerships and attendance at key events





Meet us at tradeshows, follow up with one-on-one meetings..."

**Corporate Executive, Manufacturing Sector** 

Source: 2020 Winning Strategies in Economic Development Marketing – A Study By Development Counsellors International



Since economic development **"all starts with a visit,"** it is important to ensure that the quality of life and experiential opportunities continue to be included in the County and State tourism outlets with the messaging the County wants to promote. The emergence of new trends such as health tourism, cultural and culinary tourism, adventure tourism, art tourism, and sports tourism have changed the way tourists plan vacations. Now, people are looking for new activities and entertainment to fill their leisure time.

**Adventure tourism** is becoming one of the fastest growing sectors in tourism. According to Grand View Research, Market Analysis Report, "Adventure tourism involves domestic and international traveling that entails various adventurous activities such as rafting, trekking, cycling, caving, among others, natural environment, and cultural immersion. Additionally, it provides practical and cost-effective incentives to promote bio-cultural variety while bringing in revenue for regional and private sectors. Due to its adaptability, ability to support economies, and promotion of sustainable practices, adventure tourism is now becoming more popular than traditional mass tourism across the globe." This growing segment presents another opportunity to market the numerous opportunities for adventure-seekers to enjoy Sumter County and perhaps stay longer, consider relocation and/or opening or moving their business to the County.







**Culinary** or **food tourism** is the pursuit of unique and memorable eating and drinking experiences. The phenomenal success of breweries is an example of this type of tourism that draws people of all ages and walks of life to a casual experience. The world food travel association estimates that food and beverage expenses account for 15% to 35% of all tourism spending, a very big number! And **shopping tourism** is a form of tourism in which shopping is the main motivation for traveling to a destination. The larger retail centers throughout the County embrace this type of tourism by designing centers that are more aimed toward an experience, which in turn provides the traveler or resident with a pleasant environment that is conducive to a feeling of well-being.



Source: Trip.com, Sumter County, FL Attractions and Tours.

#### Website Best Practices

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The County's economic development site is one of the best sites RMA has reviewed. The site can be accessed directly via a link from the County's economic development page or found by the unique URL and contains all the elements of an award-worthy economic development site:

- 1. A general overview the basics:
  - Incentive information
  - Demographic information
  - Searchable database of available sites and buildings
  - Workforce statistics
  - Comparisons to competitor locations
  - List of major employers
  - Quality of life information
- 2. Easy navigation and specific calls-to-action
- 3. Incorporates new technology and brings data to life (such as the Data Dashboard)
- 4. Uses meaningful evaluation metrics and counts what really matters
- 5. Adapts to change with content that is updated frequently, ensuring accuracy and relevance in the ever-changing market

To enhance the existing site and add even more value for the viewer, the County may consider adding resources in three categories: one based on bringing more data to life, one with visual storytelling through StoryMaps, and one through video testimonials or video storytelling.

First, the County may consider services provided through LocalIntel which makes online economic development marketing tools that hundreds of organizations have added to their website to promote their community's location advantages, including Enterprise Florida. The technology illustrates the "Why" based on the topic. CHART C: MOST-EFFECTIVE MARKETING TECHNIQUES (percentage rating 4 or 5 on a five-point scale)



TELEPHONE OUTREACH

Source: 2023 Winning Strategies in Economic Development Marketing, 10th Edition - A study by Development Counsellors International

#### "What's the one thing that communities can do to stand out right now and get attention?"

This was the final question asked to a panel of experienced site selectors during a recent webinar hosted by the Site Selectors Guild. This is what they said:

- "I think it's a compelling marketing message that really demonstrates a community's 'Why?'. It's got to be distinctive, compelling, and really make me say, 'That's kind of interesting, I want to explore that more.'' Jeanette Goldsmith, Vice President at Strategic Development Group
- "Create something memorable and authentic that tells me something compelling about your community." Didi Caldwell, President and Founding Principal at Global Location Strategies
- "Show something different, show your value proposition, that's the key." Jay Garner, President and Founder at Garner Economics





Screenshots from LocalIntel at ecdev.org and EnterpriseFlorida.com

Another resource for the County's consideration is the development of an ArcGIS StoryMap from Esri.com. According to the website, StoryMaps

### Inform, Inspire, and Influence with Storytelling.

"ArcGIS StoryMaps helps you tell remarkable stories with geographic information system (GIS)- based maps that inform and inspire.

A digital story can effect change, influence opinion, and create awareness—and maps are an integral part of storytelling. ArcGIS StoryMaps is a built-in feature of the ArcGIS system that gives your narrative a stronger sense of place, illustrates spatial relationships, and adds visual appeal and credibility to your ideas.

Use a simple mapmaker to create maps that enhance your digital story. Or add text, photos, and videos to your existing ArcGIS web maps and web scenes to create an interactive narrative that's easy to publish and share."

An example ArcGIS StoryMapsabout farming in the US can be found here: Farming for the future



Farming for the future

How science, data, and location intelligence support sustainable U.S. agriculture



And finally, the SCED may consider adding a robust and comprehensive video story campaign. The creation of video testimonials, used frequently in economic development today, is a powerful way to share the answer to "Why Sumter County?" and will provide relevant content for posting on LinkedIn and storytelling on the website. Additionally, social media content and video story content can also be repurposed on e-newsletters, thus creating a comprehensive marketing and messaging strategy that will influence decision-makers on multiple platforms.



#### **Best Practice Example:**

#### Rock Hill, SC "Why Rock Hill?"

#### Sample economic development organization website, social media, and video storytelling strategy

Rock Hill has a population of approximately 76,000 making it the fifth largest city in South Carolina. The City has undertaken several initiatives to encourage development within certain strategic areas of the City. The success of this smaller City's efforts is attributed widely to its dedicated website and social media program.



rockhillusa.com

Online communications tools are identified as effective marketing techniques in DCI's aforementioned report and present the opportunity for a County to write its own stories, without relying on the media to pick up the good news the County would want to share. At the beginning of this section, we noted that becoming your own best storyteller is important in establishing and promoting the County's economic development brand.





#### Montclair, CA

#### "2023 February Economic Development E-Newsletter"



The SCED distributes a monthly newsletter and has almost doubled its readership in the last year. To increase readership further, the County may consider a reimagined design and expanded content strategy. With an updated branded header for visual appeal, and the addition of a personal story or video testimonial story added to each business spotlight, the e-newsletter content would inform and also engage.

E-newsletters are an effective and cost-effective means to highlight these important business success stories, workforce availability, new business openings and new opportunities.

Sample Economic Development Newsletter



#### Location

Sumter County enjoys an optimal location for manufacturing and distribution operations. Located at the intersection of Interstate 75 (I-75), the Florida Turnpike, and CSX Rail's main eastern-seaboard freight line, Sumter County lies at the peak of Central Florida's economic triangle, comprised of Orlando to its southeast, and Tampa to its southwest. Aside from the aforementioned highways, major transportation arteries include U.S. 301 and State Roads 44, 48, 50, and 471. Additionally, it has proximity to three international airports and five major seaports, ideal for manufacturing and distribution operations of regional, national, and international scales. With the quality of life offered, and only an hour's drive to Orlando and to Tampa, the advantages afforded by Sumter County are unparalleled in Florida.





#### **DEMOGRAPHICS**

#### Population

The population of Sumter County grew to 139,146 residents in 2022, a remarkable 49% growth since 2010 and an impressive 8% increase between 2018 to 2022, per Esri. It is estimated that, by 2027, the population will have risen another 10%, to 152,450 residents.



Source: Esri

The Villages®, a census-designated retirement community with a population of more than 165,000 that spans three counties, accounts for a majority of Sumter County's residents. Only about 26% of the population (36,208) live in Wildwood, Webster, Lake Panasoffkee, Bushnell, Center Hill, and Coleman, in descending order.

The approximate population residing within one-hour's drive from the geographic center of Sumter County is 2,606,838 people, up 14% from 2020.

#### Age

Per the U.S. Census Bureau, the median age in Sumter County is 64.6 years old, which is 25.7 years older than that of the national median age, 38.9. Sumter County has the highest median age of any county in the United States, attributed by The Villages<sup>®</sup>.

In 2022, the population aged 15-64 years old accounted for 41.9% of the County's population, which was down from 49.1% in 2010. On the other hand, the population aged 65 years and older made up 49.2% in 2022, which was up from 43.4% in 2010. Though in opposite directions, the population of the two age groups changed at nearly the same rate: about -14% for ages 15-64, and +13% for ages 65 and older.



#### Income

Using the latest available metrics, the median household income in Sumter County is a near match to the State of Florida's. However, as compared to the State, Sumter County's average household income was lower, and the County's per capita income was recorded higher.

	SUMTER COUNTY 2023	FLORIDA 2023
Median Household Income	\$65,275	\$65,081
Average Household Income	\$91,379	\$97,191
Per Capita Income	\$45,106	\$38,778

Sources: Esri

Over the six years between 2017 and 2023, the Sumter County median household income increased by 24%.





#### **Performance Metrics**

SCED tracks success metrics to test the effectiveness of the channels the department uses to market to Sumter County's target audiences and markets. The following are the marketing-specific performance metrics for the organization.

ECONOMIC DEVELOPMENT WEBSITE	OCTOBER 2021- SEPTEMBER 2022	OCTOBER 2022- AUGUST 2023*	*Note: Data for the year starting in October 2022 is reported before twelve
Total Page Views	17,719	12,112	months have elapsed.
Average Page Views per Month	1,476.58	1,345.77	
LinkedIn Statistics, August 15, 2022-August 15, 2023	Average Daily	Average Monthly	Average Quarterly
Page Views	1.10	33.50	100.50
Unique Visitors	0.53	16.08	48.25

Using data in the 12 months between August 16, 2022, through August 15, 2023, the strongest growth on LinkedIn "Page Views" and "Unique Visitors" was in the 90 days between February 16-May 15, where the interactions increased by 25% and 54%, respectively, within that quarter. Additionally, Sumter County's LinkedIn profile was viewed by users in 240 different areas of the globe. Forty-five percent of all visits came from six domestic locations, and Orlando, Florida ranked first in this group. Closer examination of international visits revealed cyber-traffic from India, Australia, Canada, France, Philippines, Mexico, and Finland, in order of greatest to fewest visits. Overall, behind advertising and government entities, the third-, fourth-, and fifth-leading industries affiliated with visitors were software development, banking, and IT services and consulting.

#### **Target Industries**

SCED has not broken its focus from pursuing manufacturing, logistics and distribution operations, and agriculture. Though the 2023-2025 EDSPU outlines methodologies for the County to expand all businesses, special attention is paid to these three targeted industries.

#### **Target Industry Audience**

- C-Suite and Other Executives
- Existing Businesses
- Site Selectors
- Real Estate Professionals
- Skilled Workforce
- Industry-affiliated Organizations, Associations, and Press
- Residents



### SUMTER COUNTY'S STORYLINES AND POTENTIAL MESSAGING STRATEGIES

While the goals, objectives, and tactics are outlined in the Marketing Goals table later in this EDMPU, specific message content and strategy for each initiative will be determined during the year based on the various target audiences.

As it stands, it will be important for creative messaging strategies to be defined and targeted to a younger, potential workforce audience. The results of the Sumter County business survey indicated their most important needs revolve around attracting workforce and workforce development. A review of the Esri Tapestry Segmentation of Sumter County illustrated the strong majority of a retired population attributable to The Villages®, echoing the necessity for a messaging strategy tailored to a younger age group.

The Tapestry Segmentation, however, also revealed that there are 11,271 households in Sumter County that have median ages of 29 and 35 (Metro Fusion and Traditional Living tapestries). For them to share their unique stories of why they live and work in Sumter County, recommendations for the creation of video testimonials using residents, teachers, and the existing workforce are listed in the Tactics section of the Marketing Goals table. Armed with these testimonials, the SCED can push positive messages through their multi-media channels to convey the opportunity to live, work, and thrive in a connected, amenity-rich community with an adventurous spirit and proximity to cities without foregoing their rural oasis.





# SUMTER COUNTY'S STORYLINES AND POTENTIAL MESSAGING STRATEGIES

### What's Your Sumter Story?



















GOALS	OBJECTIVES	TACTICS
Goal 1 Encourage growth of existing businesses.	<ul> <li>Promote resources, like BREP and financial assistance, to local businesses.</li> <li>Leverage partnerships for dissemination of information.</li> <li>Be a conduit for businesses by communicating with state agencies and other partners.</li> </ul>	<ul> <li>BREP and incentives information on Sumter County Economic Development website.</li> <li>Create print collateral announcing BREP and incentives with a QR code linked to County website.</li> <li>Create digital collateral for BREP and incentives.</li> <li>Distribute BREP and incentives collateral by mail and provide during in-person site visits.</li> <li>Announce the launch of BREP and incentives as main features in editions of the e-newsletter and create a fixed mention on each subsequent e-newsletter.</li> <li>Announce BREP and incentives on LinkedIn monthly for the first quarter.</li> <li>After the first quarter, alternate posts about BREP and incentives content to businesses and commercial property owners at business tax receipt issuance or renewal.</li> <li>Share printed and digital BREP and incentives collateral with agencies identified in the 2023-2025 EDSPU.</li> <li>Continue to attend Sumter County Chamber of Commerce functions.</li> </ul>



GOALS	OBJECTIVES	TACTICS
<b>Goal 2</b> Foster economic diversification in the County.	<ul> <li>Attract manufacturing, distribution, and agribusiness from outside of the County.</li> <li>Recruit businesses that are in the same supply chain network as existing businesses.</li> <li>Maintain open and regular communications with industrial property owners and their representatives.</li> <li>Advertise benefits and advantages of the business climate in Sumter County.</li> </ul>	<ul> <li>Create video testimonials of business owners and workers.</li> <li>Use printed material to promote links to Sumter County Economic Development's online platforms.</li> <li>Attend industry tradeshows, conferences, and meetings to disseminate marketing collateral to industry contacts.</li> <li>Create weekly industry-targeted LinkedIn messages.</li> </ul>
Goal 3 Grow skilled workforce.	<ul> <li>Advertise benefits and advantages of the residential experience in Sumter County.</li> <li>Market targeted industries and existent business clusters.</li> <li>Build upon strong reputation of education system and extracurricular activities in Sumter County.</li> </ul>	<ul> <li>Create video testimonials of residents promoting the quality of life in Sumter County to post on LinkedIn and YouTube.</li> <li>Feature Sumter County's amenities and natural attractions in digital platforms regularly.</li> <li>Create collateral about career opportunities and related certifications.</li> <li>Share collateral with educational institutions within an hour's drive, at Career and Technical Education Committee (CTE) meetings, and with CareerSource.</li> <li>Host and actively participate in career days or industry-specific job fairs.</li> <li>Create video testimonials of parents, teachers, administrators, and recreational program directors of school-age children.</li> <li>Post on online platforms quarterly.</li> </ul>



GOALS	OBJECTIVES	TACTICS
<b>Goal 4</b> Establish reputation as the center for technology and research in agriculture.	<ul> <li>Recruit agritech and R&amp;D agribusinesses.</li> <li>Continue to build partnerships with neighboring educational institutes with strong agriculture programs.</li> <li>Maintain an environment that is conducive to agribusinesses.</li> <li>Learn industry's needs.</li> </ul>	<ul> <li>Meet and keep periodic contact with UF-IFAS and other education partners to form apprenticeship and internship programs.</li> <li>Join Florida Farm Bureau.</li> <li>Sponsor Farm City Week and encourage businesses to participate.</li> <li>Attend agriculture tradeshows and events outside of County.</li> <li>Attend weekly Ag Alliance meetings.</li> <li>Identify agriculture resources and communicate them to businesses through various channels.</li> <li>Promote proximity of three research universities (UF, UCF, USF) for business recruitment.</li> </ul>
<b>Goal 5</b> Encourage development of available industrial land.	<ul> <li>Improve marketability of parcels.</li> <li>Promote available industrial land for development opportunities.</li> <li>Strengthen relationships with real estate brokers and developers in Tampa and Orlando.</li> <li>Support city projects that increase infrastructure capacity.</li> </ul>	<ul> <li>Advertise grant opportunities that assist cities with infrastructure, transportation, and broadband upgrades.</li> <li>Maintain site listings on websites.</li> <li>Create, post, and reshare parcel-specific marketing content in the Results/ Information tab of the "Property Search" tool online. (An aerial tour, like the one created for Pike 75, initiated by the County or the owner, helps gain interest.)</li> <li>Meet with commercial real estate brokers and developers.</li> <li>Market properties at tradeshows and events.</li> <li>Distribute e-newsletter to site selectors and executives.</li> </ul>



GOALS	OBJECTIVES	TACTICS
<b>Goal 6</b> Market Sumter County's accessibility for distribution.	<ul> <li>Market Sumter County's transportation assets.</li> <li>Increase exposure of the logistical benefits.</li> </ul>	<ul> <li>Continue to promote Transportation tab on website.</li> <li>Add hyperlinks to relevant agencies on the Transportation tab.</li> <li>Emphasize the confluence of corridors and the proximity to a major rail line, airports, and seaports in marketing channels.</li> <li>Cite transit and logistic data in marketing.</li> </ul>
<b>Goal 7</b> Expand Sumter County's brand as a business-friendly location.	<ul> <li>Draw business and workforce prospects by promoting Sumter County's advantageous location.</li> <li>Build image using public relations channels.</li> </ul>	<ul> <li>Invite prominent journalists of regional and national publications focused on the three targeted industries to familiarization ("Fam") tours of Sumter County (e.g., North American Agriculture Journalists).</li> <li>Send e-newsletter to site selectors and brokers.</li> <li>On LinkedIn, rotate messaging that features residents, target industries, and workers.</li> </ul>



GOALS	OBJECTIVES	TACTICS
Goal 8 Recruit talent for new and existing businesses.	<ul> <li>Market quality of life.</li> <li>Increase workforce population.</li> </ul>	<ul> <li>Promote Housing tab by featuring on an online platform, like YouTube and LinkedIn, quarterly.</li> <li>Use online tools to post information on amenities, education system, and low cost of living.</li> <li>Place icons and links to online platforms, including YouTube and LinkedIn, in prominent location and fixed on webpages.</li> <li>Place icons and links to online platforms, like YouTube and LinkedIn, on e-newsletter.</li> <li>Invite community members to become Digital Ambassadors – ones who can share the positive experience of living in Sumter County.</li> </ul>



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