

**DUKE ENERGY SITE READINESS PROGRAM
SITE VISIT REPORT CARD**

Property Name: Summer Lake – Grace at the Wolf Branch Innovation District
Site Location: Lake County, FL
Category: Large Park

Overview

In addition to evaluating properties to determine their readiness, an objective of the Duke Energy Site Readiness Program is to help communities be better prepared when competing for projects. McCallum Sweeney Consulting (MSC) helps communities be better prepared by providing an evaluation of the evaluation application and the site visit. The evaluation application report card was provided prior to the site visit.

MSC performed an evaluation of the community's ability to conduct a site visit. In many cases, a site visit is the introduction of your community to representatives of the company who will be decision makers in the ultimate location of the project. The way a site visit is conducted is a reflection on your community and can have a major impact on whether your site is retained or eliminated from contention. Criteria included in our evaluation of the site visit include:

- Correspondence
- Location
- Accuracy
- Agenda / Site Visit Schedule
- Project Team
- Follow Up Items
- Transportation
- Time

To evaluate the site visit, MSC has provided grades (A-B-C-F) for each evaluation criterion so that you have an understanding of areas of strength and those with room for improvement. The purpose of the evaluation is for MSC to provide candid feedback to the applicant team on ways to be better prepared for projects. Feedback provided is for internal use and is up to the local applicant team on how the information is shared and delivered. MSC and Duke Energy will not deliver this report in a public forum.

Correspondence

After company representatives have performed a desktop evaluation of your site, it may be determined that a visit to the site is necessary to further evaluate conditions. A site visit typically means that your community has made the first cut. It is typical to have very little time between the time you find out that the project would like to visit and when the visit will occur due to a project's overall schedule. As a result, it is imperative that there is a primary point of contact in your organization to communicate with the project representative leading up to the visit to confirm meeting dates, location, and requests. Correspondence is a key aspect to a successful site visit.

Criteria	Grade	Comments
Applicant was quick to respond to questions before and after submission of proposal and in advance of site visit.	A	Applicant was quick to respond to questions before and after submission of proposal and in advance of site visit.

Location

The time allocated for each community's site visit is dependent upon factors such as the number of sites to be visited, the geographic dispersion of communities, and the project participants attending the visits. In most cases, project representatives are driven by tight schedules, making the efficiency and effectiveness of short visits a necessity. In order to best utilize the time allocated to your community, it is suggested that visits take place at a meeting location that is easy to find and accessible to all participants. Holding the in-office portion of a visit in close proximity to the site being evaluated further ensures efficient use of time in the community.

Criteria	Grade	Comments
Site visit office meeting location was easy to locate and provided an acceptable environment for a site visit meeting. Location was in close proximity to the site.	A	Site visit office meeting location was easy to locate and provided an acceptable environment for a site visit meeting. Location was acceptable for the Duke Energy Site Readiness Program.

Accuracy

Project representatives do not like to be surprised on a site visit with information that conflicts with what has already been submitted. This is especially true if representatives of the company are present. The purpose of a site visit is to further enhance understanding of a location. But when site visits become opportunities to uncover unknown or concealed risks, it is likely that your community will not be making the short list. Make sure that all information presented in initial submissions is an accurate reflection of your site and community and reduce all chances for unwanted surprises.

Criteria	Grade	Comments
Initial submission was an accurate reflection of the conditions present at the site, and additional detail at site visit enhanced understanding of the site.	A	The initial submission was an accurate reflection of the conditions present at the site, and additional detail at the site visit enhanced understanding of the site.

Agenda/Site Visit Schedule

The time allocated by the project representatives for the site visit may seem shorter than necessary to best present your site and community. While it would be ideal to have the project representatives spend a day or two in town to get a real feel for the community, it is highly unlikely that there is time available for such a visit. To best utilize the time you have, MSC suggests that you prepare an agenda and allocate segments of time for each topic to be discussed. Even if discussion drifts away from the schedule, you can have comfort in knowing you have allocated time for each topic and can make changes accordingly.

Criteria	Grade	Comments
Applicant team prepared a planned agenda for the site visit and managed the allotted time accordingly.	A	The applicant team prepared a planned agenda for the site visit and managed the allotted time well.

Project Team

Just as it is important to establish a team of partners in advance of the RFI phase of the project, those team members should be represented at the site visit as well. Typical representatives asked to be at a site visit, in addition to the economic development team, include utility providers, planning/zoning representatives, city/county representatives, property owners, rail providers, and site engineers. Having strong representation present at a site visit not only allows the project representatives to have all of his/her questions answered, but also is a reflection on your communities' ability to respond to project needs.

Criteria	Grade	Comments
Applicant invited the appropriate representatives of the project team, and team members were present to answer questions.	A	The applicant invited the appropriate representatives of the project team, and the team members were present to answer questions.

Follow-up Items

The project representatives are likely to uncover questions from the desktop review of RFIs that will require further clarification at the site visit. Some project representatives may notify the community to be prepared to respond to certain questions at the meeting. If provided a list of items for discussion in advance of the meeting, you can be certain that these are important items to the project requiring thoughtful consideration. MSC provides a list of items that require clarification in advance of the site visit and expects materials to be provided in hardcopy and electronic formats at the visit.

Criteria	Grade	Comments
Information was provided based on requests made in the site visit letter, which was provided in advance of the visit.	A	The information requested in the site visit letter was provided at the site visit.

Transportation

Due to the limited time project representatives have available to be in your community, it is imperative that you maximize the time you have to present your community. The drive between the in-office meeting and the physical evaluation of the property is an excellent opportunity to further present information about the community or to share sensitive information in a more isolated environment. The applicant team should ideally provide transportation to and from the property and the vehicle should comfortably fit both the project representatives and key members of your project team who can answer questions or discuss important aspects of the site and community.

Criteria	Grade	Comments
The applicant team managed transportation to and from property. Appropriate team members were in the vehicle and provided community information en route to site.	A	The applicant team managed transportation to and from the property. All of the team members were in the same vehicle and were able to provide information about the site.

Time

Time is an important commodity in the site selection process and the time that has been allotted for your communities' site visit is only a small portion of a much larger site visit schedule that may include multiple communities, states, and regions. By misusing the time allotted to you or going over the allotted time you are potentially causing major schedule delays that could impact several other visits that day. It is important to respect the time that has been provided to you for the visit and adjust itineraries accordingly to stay within the allotted time requested by the project representative.

Criteria	Grade	Comments
Site visit was conducted in the allotted time requested by the McCallum Sweeney team.	A	The site visit was conducted in the allotted time requested by the McCallum Sweeney team.

Site Visit Recommendations for Improvement

Based on our evaluation of the site visit to your community, MSC makes the following recommendations:

- Include a list of meeting attendees including their organization and title with the meeting agenda prior to the site visit.
- Create a PowerPoint presentation that highlights the City of Mount Dora for future prospects. Print out a hard copy of the community presentation as a takeaway for prospects.
- The Bearcat was a good way to get everyone out to the site in the same vehicle, however it was hard to see out of. A lack of visibility out of the vehicle can cause a project team to be disoriented, and not get a complete feel for the community on the way to and from the site.

**DUKE ENERGY SITE READINESS PROGRAM
SITE EVALUATION**

Property Name: Summer Lake – Grace at the Wolf Branch Innovation District
Site Location: Lake County, FL
Category: Large Park

OVERVIEW OF EVALUATION

In this report, we have divided our evaluation of the property into three areas. The first is a technical evaluation of the property, and the second is a marketing evaluation of the property. For the first two sections, we have grouped the findings into three categories: green, yellow, and red. The green category is strengths of the property, and the red category is weaknesses of the property. The yellow category is the items that are in somewhere in between. The final section are recommendations on ways to improve the readiness of the property.

TECHNICAL EVALUATION OF PROPERTY

The technical evaluation is a review of the property from a construction or developability standpoint. We are assessing the property on its ability to be developed for industrial use. The information documented in this section was provided by the applicant either in the evaluation application or during the site visit.

Site Characteristics	
Site Characteristics	<ul style="list-style-type: none">• The property is 265 acres with 245.9 developable acres.• The property is zoned Planned Unit Development and will not need to be rezoned for industrial use.• The property has a space intended for a future college development that is committed to serving the future employers of the park.
	<ul style="list-style-type: none">• The property is available for sale, but a price has not been established/provided.• The property is made up of five different owners which may complicate the purchase of the park.• There are multiple sand skink conservation easements on the property.• The current master development plan limits the industrial development on the property and covers some of the designated industrial land with the Wekiva Parkway development.• The property is surrounded by Agricultural and Rural Residential zoned land.

Site Characteristics (continued)

- There are approximately six acres of wetlands on the property.
- Six acres of the property are located in FEMA flood zone A – inside the 100-year flood zone.

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The property will not be rail served.

Utility Adequacy / Capacity

- A 12.47 kV distribution line is adjacent to the site along Round Lake Road, and electric service can be provided within nine months.
- A six-inch natural gas line operating at 45 psi is adjacent to the site along Round Lake Road and service is readily available.
- A 16-inch water line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017
- The water treatment plant has 7.37 million gallons per day of excess capacity, factoring in peak utilization.
- A 16-inch force main and a 10-inch gravity line with 5.8 million gallons per day of excess capacity will be adjacent to the park in approximately November of 2017.
- The wastewater treatment plant has 1.35 million gallons per day of excess capacity, factoring in peak utilization.

Utility Adequacy / Capacity (continued)

- Telecommunications infrastructure is ~1,275 feet from the park and the estimated timeline for dedicated service is 30 to 90 days.

MARKETING EVALUATION OF PROPERTY

The marketing evaluation is a review of the property based on how it may be perceived by prospects. While some of the information is the same as in the technical evaluation, we are now evaluating that information from a marketing perspective rather than a technical perspective.

Community / Workforce

- High School Attainment in Lake County is higher than the Florida average;
 - Lake County: 87.4%
 - Florida Average: 86.9%
- Lake County had more overall job growth over the past three published years, 2014-2016 (8.9% job growth compared to the Florida average of 7.9% job growth).
- Low union activity in Lake County. Lake County has had two union elections, and one win reported (2005 to June 2017).
- Bachelor's Degree Attainment in Lake County is lower than the Florida average;
 - Lake County: 21.5%
 - Florida Average: 27.3%
- Percentage of workforce employed in manufacturing is 4.1% for Lake County (2016), a rate lower than the State of Florida at 4.9%.

Transportation

- The property is 0.8 miles from State Route 46 (four-lane highway).
- Wekiva Parkway is currently under construction through the property.
- The property is 26 miles from the Orlando Sanford International Airport and 40 miles from the Orlando International Airport.

Transportation (continued)

- The property is 83 miles from Port Canaveral and 100 miles from the Port of Tampa.
- The property is accessed from Round Lake Road, South Coronado Drive, and Oak Lane.
- The property is 15.9 miles from I-4.
- The entirety of Wekiva Parkway will not be completed until 2021.
- The property will not be rail served.

Start-Up Schedule

- The property is zoned appropriately and will not need to be rezoned.
- Electric service at 10 MW of capacity can be provided within nine months.
- Natural gas service of 25,000 mcf per month is readily available.
- Water and wastewater service at the required levels will be completed to the site by November 2017.
- Telecommunications service can be provided within 30 to 90 days.
- Sand skink conservation easements will need to be avoided during development of the property and limitations may be made to development due to the presence of sand skinks.

Site Costs

- The estimated cost to provide electric service should be covered by a revenue credit and no cost to a prospect.
- Natural gas infrastructure is adjacent to the property and there is no estimated cost for service.

Site Costs (continued)

- Water and wastewater infrastructure will be completed to the property by November 2017 and there is no cost to an end-user of the park for the extension.
- The property is already cleared due to roadway construction and it should be easier to get a pad ready site.
- Estimated cost to provide telecommunications service is unknown.

RECOMMENDATIONS

Based upon our technical and marketing evaluations of the property, we have developed some recommendations on ways to further improve the readiness of the property for industrial prospects. Some of these are short-term items that may be able to be addressed quickly, but others may be more long-term items that will take time and money to complete.

- Establish a purchase price and the conditions for sale of the property.
- Prepare visual aids to discuss future road access to the property and the impact of development and congestion to the roadways.
- Establish an estimated cost to provide telecommunications services.
- Revise the Concept Plan as needed to take into consideration the development limitations, conservation easements, completed road, water, wastewater, and college.
- Complete updated due diligence studies on the property, which includes the following:
 - Phase I Environmental Site Assessment. The Phase I ESA should be performed to the current ASTM standard which is E1527-13. In addition, steps should be taken to mitigate any recognized environmental conditions if these are found on the property.
 - Wetlands Delineation. After the wetlands delineation has been completed, it should be submitted to the U.S. Army Corps of Engineers for an approved Jurisdictional Determination.
 - Archaeological and Historical Investigation Report. If available, having the State Historic Preservation sign off on the findings would be advantageous.

POTENTIAL END USERS

Industry	Location Requirements	MSC Justification
<p>Clean Energy</p>	<ul style="list-style-type: none"> • Access to qualified labor • Proximity to research universities • Proximity to training resources • Proximity to a large metro area • Large tracts of land 	<ul style="list-style-type: none"> • Access to qualified labor • Proximity to the University of Central Florida and the University of Florida • Planned college area on the property • Property is part of the Orlando-Kissimmee-Sanford, FL MSA • Property has 237 developable acres
<p>Emerging Technologies</p>	<ul style="list-style-type: none"> • Large tracts of land • Access to qualified labor • Competitive operating cost environment • Highway transportation linkages 	<ul style="list-style-type: none"> • Access to qualified labor • Competitive operating cost environment • Planned college area on the property
<p>Life Sciences</p>	<ul style="list-style-type: none"> • Larger site size requirement • Proximity to population centers with strong quality of life components to recruit required personnel • Adequate manufacturing labor force • Good transportation infrastructure 	<ul style="list-style-type: none"> • Property is located in the Orlando-Kissimmee-Sanford, FL MSA • Adequate manufacturing labor force available • Property has 237 developable acres • Good transportation infrastructure