



OFFICIAL AGENDA
PLANNING & ZONING COMMISSION
CITY OF STARKVILLE, MISSISSIPPI
MEETING OF TUESDAY, October 14, 2014
CITY HALL - COURT ROOM,
101 E. LAMPKIN STREET, 5:30 PM

- I. CALL TO ORDER
- II. PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE
- III. ROLL CALL
- IV. CONSIDERATION OF THE OFFICIAL AGENDA
- V. CONSIDERATION FOR APPROVAL MINUTES
 - A. Consideration of the July 8, 2014 minutes
 - B. Consideration of the September 9, 2014 minutes
- VI. CITIZEN COMMENTS
- VII. OLD BUSINESS
- VIII. NEW BUSINESS
 - A. RZ 14-05: Request for Rezoning of Lot 32, 34, 37 and 39 of Plantation Homes Subdivision along North Jackson Street from R-E to C-2. (Page 11)
 - B. RZ 14-06: Requesting for Rezoning of several parcels located north of Hwy 182 and East of Hwy 25 from C-2, R-3, R-5, and R-E to M-1 for the creation of an industrial park to be known as Innovation District. (Page 39)
 - C. RZ 14-07: Requesting for Rezoning of a parcel located at 903 ½ Louisville Street from R-6 to R-5 to build apartment complex. Property was formally used as a mobile home park. (Page 211)
- IX. PLANNER REPORT
- X. ADJOURN

The City of Starkville is accessible to persons with disabilities. Please call the ADA Coordinator, Mr. Joyner Williams, at (662) 323-2525, ext. 121 at least forty-eight (48) hours in advance for any services requested.

APPROVED

MINUTES OF THE PLANNING & ZONING COMMISSION MEETING OF JULY 8, 2014 THE CITY OF STARKVILLE, MISSISSIPPI

The Planning & Zoning Commission of the City of Starkville, Mississippi, held its regularly scheduled meeting in the City Hall Courtroom at 101 E. Lampkin Street, Starkville, Mississippi, commencing at 5:30 PM. The meeting was called to order by Vice Chair Dora Herring, and after the Pledge of Allegiance and a moment of silence, Recording Secretary Bill Green called roll. Present were Commissioners Michael Brooks, Dora Herring, James Hicks, Ira Loveless, Jim McReynolds, John Moore, and Jeremy Murdock. Also attending were City Attorney Chris Latimer, Community Development Director Buddy Sanders, City Planner Daniel Havelin, and Recording Secretary Bill Green.

A CONSIDERATION OF THE WRITTEN AGENDA

The Commission considered the matter of approval of the written agenda dated July 8, 2014. Vice Chair Herring recommended moving the approval of the minutes, as well as adding the election of a chair for this commission, to after item 8 and just before the Planner's Report. Upon the motion of Commissioner Murdock, which was seconded by Commissioner Loveless, the Commission voted unanimously to approve the written agenda as amended.

CITIZEN COMMENTS

Commissioner Herring asked if any member of the public cared to address the Commission regarding items not already on the Agenda. No citizens came forward.

NEW BUSINESS

A. CU 14-02: A Request for Conditional Use approval for allowing a mobile home on a lot currently zoned R-5. Lot is located at 317 Apple Street.

Commissioner Moore asked to be recused because he lives in the subject area, and he left the room for the duration of the discussion. Commissioner Herring asked the Community Development Director to introduce item CU 14-02, a Public Hearing noticed by the City of Starkville, to request Conditional Use approval to allow a mobile home on a lot currently zoned R-5, located at 317 Apple Street. Mr. Sanders explained that the purpose of the Applicant's request is to replace her previous home that was destroyed by fire on March 15, 2013.

After Mr. Sanders's presentation, the Applicant, Deborah Williams, was given the opportunity to present her request. Afterward, Commissioner Herring asked for others who would like to speak regarding this request. As no others came forward, the Public Hearing was closed, and the discussion was opened up to debate among the Commissioners.

Commissioner Herring was first to comment, stating that she personally viewed the lot and that although the area is zoned R-5, she saw only single-family homes and observed that the area fits more of the description of R-1 or R-2. She stated her concern that placing a trailer in a neighborhood of single-family homes would devalue the current neighboring properties and change the character of the neighborhood. She mentioned that in the past, the Charter Accounts did not allow mobile homes in the city limits of Starkville. When the Charter Accounts were revised, mobile homes were officially approved. Although she sympathized with the Applicant's need for a place to live, Commissioner Herring feared that, especially with this particular lot's proximity to downtown (two blocks away), allowing a trend where trailers could be placed in neighborhoods would have an adverse effect on other neighborhoods. Commissioner Murdock addressed the mechanical issue of a 70-foot trailer being moved on the narrow streets of that neighborhood and agreed with Commissioner Herring's statements.

City Attorney Latimer reminded the Commissioners that the legal test for conditional use is less stringent than the standard for an outright rezoning, and is outlined in this meeting's distributed Planner's Report.

After discussion about time limits and likelihood of not being able to enforce conditions, Commissioner Murdock stated that even though he is very sympathetic to the plight of the Applicant, the Commission's decisions on all matters should be made based on land use and that this is a difficult decision that could affect the City's future.

Commissioner Murdock made the motion to recommend denial of the request for Conditional Use approval for allowing a mobile home on a lot currently zoned R-5, based on the finding of fact that it does not meet the criteria for Conditional Use. The motion was seconded by Commissioner Brooks, and the Commission voted unanimously to deny the request of CU 14-02.

Attorney Latimer reminded the Applicant of her rights to appeal. After the vote, Commissioner Moore re-entered the meeting.

B. FP 14-05: Requesting for Final Plat approval for Huntington Subdivision Phase 8, Part 7. The request includes 8 lots totaling 2.17 acres located on the south side of Kingston Court. Property is currently zone R-4.

Commissioner Herring asked the Community Development Director to introduce item FP 14-05 for Jackson Construction, Inc.'s request for Final Plat approval for Huntington Subdivision Phase 8, Part 7. Mr. Sanders reported that the Applicant is seeking to plat eight lots on the south side of Kingston Court. Mr. Sanders recommended three conditions in his Staff Report to be met if the Commission approves the Final Plat:

1. The final plat shall meet the minimum standards for the State of Mississippi, as required by §17-1-23 and §17-1-25 of the Mississippi Code of 1972, as amended.
2. The final plat shall meet the minimum requirements for R-4 zoning dimensions.
3. Sidewalk construction shall conform to the City's Sidewalk Ordinance and ADA standards.

After some discussion regarding access and other questions regarding the land, Vice Chair Herring called for further questions, and there being none, Commissioner Murdock moved to recommend Final Plat approval for FP 14-05 contingent upon the three conditions recommended in the Staff Report. The motion was seconded by Commissioner Brooks, and the Commission voted unanimously to approve FP 14-05 contingent upon the three conditions recommended by Staff.

C. PP 14-06 and

D. FP 14-06: Requesting for Preliminary Plat approval for correction of improper subdivision. Subdivision is located on the north side of Butler Road. Property is currently zoned R-6.

Commissioner Herring asked the Community Development Director to introduce item PP 14-06, a request for Preliminary Plat approval to bring into compliance an improper subdivision, located on the north side of Butler Road, currently zoned R-6.

Mr. Sanders reminded the Commission that Helen Virgil purchased two acres from Luther and Allie Hunter on January 3, 2014. Unknown to both the Grantor and Grantee, a subdivided lot of under five acres requires the review of the Planning and Zoning Commission and approval by the Board of Aldermen. Therefore, Helen Virgil is seeking to bring the two-acre lot she purchased this year into compliance by asking for Preliminary and Final Plat approval so she can occupy a mobile home on the property as her residence.

To bring the property into compliance, an additional property of 1.2 acres is being purchased. This additional property will create a lot with a combined acreage of 3.2 and 50 linear feet of frontage along Butler Road. When the 1.2-acre parcel is created and transferred to Helen Virgil and a lot aggregation is completed, the 3.2-acre lot will be in compliance. Applicant will need to submit a site plan to Community Development, illustrating that a proposed mobile home meets setback and parking requirements.

After Mr. Sanders's presentation in which he recommended the condition of documentation from the Mississippi State Department of Health stating that a septic system can be installed on the subdivided property, City Attorney Latimer proposed adding to the Staff Report a second condition, which would be to require the purchase of the 1.2-acre parcel (parcel 2-A) and the aggregation of the two lots.

After discussion regarding the process of ownership for the lot that would give access to Butler Road and making sure these steps would bring the lot into compliance, Commissioner Murdock made a motion to recommend approval of PP 14-06, with the one condition stated in the Staff Report as well as the addition to the Staff Report recommended by Mr. Latimer (the purchase of the 1.2-acre parcel, 2-A, and the aggregation of the two lots). The motion was seconded by Commissioner Moore, and the Commission voted unanimously to recommend approval of PP 14-06.

Commissioner Murdock made a motion to recommend approval of FP 14-06, with the one condition stated in the Staff Report as well as the addition to the Staff Report recommended by

Mr. Latimer (the purchase of the 1.2-acre parcel, 2-A, and the aggregation of the two lots). The motion was seconded by Commissioner Brooks, and the Commission voted unanimously to recommend approval of FP 14-06.

**CONSIDERATION FOR APPROVAL
OF THE MINUTES OF THE MEETING OF MARCH 11, 2014**

Vice Chair Herring called for consideration of approval of the March 11, 2014, minutes. Commissioner Moore moved to approve the March 11, 2014, minutes, which was seconded by Commissioner Murdock, and the resulting vote for accepting the minutes was unanimous.

**CONSIDERATION FOR APPROVAL
OF THE MINUTES OF THE MEETING OF MAY 13, 2014**

Vice Chair Herring called for consideration of approval of the May 13, 2014, minutes. Commissioner Moore moved to approve the May 13, 2014, minutes, which was seconded by Commissioner Loveless, and the resulting vote for accepting the minutes was unanimous.

**CONSIDERATION FOR APPROVAL
OF THE MINUTES OF THE MEETING OF JUNE 10, 2014**

Vice Chair Herring called for consideration of approval of the June 10, 2014, minutes. Commissioner Murdock moved to approve the June 10, 2014, minutes, which was seconded by Commissioner Brooks, and the resulting vote for accepting the minutes as amended was unanimous.

ELECTION OF COMMISSION CHAIR

Vice Chair Herring asked for nominations for the position of Commission Chair and Vice Chair. Mr. Latimer stated that because of the 45-day time limit to fill the seat left vacant by Mr. Emison, the Board of Aldermen is required to make a recommendation by August 5. Within 30 days of the appointing of a Commissioner, the Chair should be elected, as well as a vice chair, to serve two-year terms.

Mr. Latimer also informed the Commission that according to the bylaws, the Commission Chair and Vice Chair shall have at least two years' experience on the Commission. Commissioner Murdock moved to table the election of Chair and Vice Chair until the August meeting, which was seconded by Commissioner Loveless, and the Commission voted unanimously to table the election.

PLANNER'S REPORT

Mr. Sanders welcomed City Planner Daniel Havelin and Commissioner McReynolds to the Planning & Zoning Commission, and they were both welcomed by the Commissioners.

ADJOURNMENT

Commissioner Murdock moved to adjourn the meeting at 6:39 PM, which was seconded by Commissioner Loveless, and the Commission voted unanimously to adjourn. The next regularly scheduled meeting will be Tuesday, August 11, 2014, at 5:30 PM, in the City Hall Courtroom.

Dora Herring, Vice Chair

Buddy Sanders, Community Development Director

UNAPPROVED

MINUTES OF THE PLANNING & ZONING COMMISSION MEETING OF SEPTEMBER 9, 2014 THE CITY OF STARKVILLE, MISSISSIPPI

The Planning & Zoning Commission of the City of Starkville, Mississippi, held its regularly scheduled meeting in the City Hall Courtroom at 101 E. Lampkin Street, Starkville, Mississippi, commencing at 5:30 PM. The meeting was called to order by Vice Chair Dora Herring, and after the Pledge of Allegiance and a moment of silence, Recording Secretary Bill Green called roll. Present were Commissioners Dora Herring, James Hicks, Ira Loveless, Jim McReynolds, Jeremy Murdock, and Jason Walker. Commissioner Brooks was not present due to illness. Commissioner Murdock moved to excuse his absence, which was seconded by Commissioner Moore, and the Commissioners voted unanimously to excuse the absence of Commissioner Brooks. Also attending were Community Development Director Buddy Sanders, City Planner Daniel Havelin, and Recording Secretary Bill Green. City Attorney Chris Latimer arrived during the meeting after the roll was called.

A CONSIDERATION OF THE WRITTEN AGENDA

The Commission considered the matter of approval of the written agenda dated September 9, 2014. Vice Chair Herring recommended moving the approval of the minutes, as well as adding the election of a chair for this commission, as Item VIII and just before the Planner's Report. Dr. Herring asked to add the election of the Chair to the report, and upon the motion of Commissioner Loveless, seconded by Commissioner Moore, the Commission voted unanimously to approve the written agenda as amended by adding the election of the Commission Chair and Vice Chair to after Item D and before the Planner's Report.

CONSIDERATION FOR APPROVAL OF THE MINUTES OF THE MEETING OF JULY 8, 2014

Vice Chair Herring called for consideration of approval of the July 8, 2014, minutes. Commissioner Murdock moved to approve the July 8, 2014, minutes, which was seconded by Commissioner Loveless, and the resulting vote for approving the minutes was unanimous.

CITIZEN COMMENTS

Commissioner Herring asked if any member of the public cared to address the Commission regarding items not already on the Agenda. No citizens came forward.

NEW BUSINESS

A. CU 14-04: A Request for Conditional Use approval for allowing a two-bedroom rental unit to be constructed in the backyard of the existing rental house located at 512 South Jackson Street, currently zoned R-2.

Commissioner Herring asked the City Planner to introduce item CU 14-04, a Public Hearing noticed by the City of Starkville, to request Conditional Use approval to allow a two-bedroom

rental unit to be constructed in the backyard of the existing rental house on a lot currently zoned R-2, located at 512 South Jackson Street.

City Planner Havelin noted that after the requisite notice for the Public Hearing was given, the City Planner's office received two phone calls in opposition to the Conditional Use request; one resident voiced general opposition, and the other resident complained that the area in question would be visible from her front porch. After Mr. Havelin's presentation, Vice Chair Herring called for the public to speak. The Applicants, Phillip and Dorothy Hendrick, were given the opportunity to present their request, and they described how their rental properties have improved the area; that their goal is to keep property in pristine condition; and that the conditional use would be similar to what already exists in the neighborhood. After discussion among the Commissioners regarding the ordinance requirement of a 60-foot lot width, as well as the Planning & Zoning Commission's inability to grant ordinance variances, Commissioner Murdock asked if the Commission could make a ruling contingent on the BOAA ruling, which was answered in the affirmative.

Commissioner Herring asked for others who would like to speak regarding this request. Donna Collier, a homeowner on the south side of the property, came forward to voice opposition, stating that parking is already a problem affecting their property. She stated that the lots are very narrow and that the house is on the line, which would make a rental unit intrusively visible from her deck. As no others came forward, the Public Hearing was closed, and the discussion was opened up to debate among the Commissioners.

Commissioner Herring stated that if the Applicant chooses not to withdraw the request, the Board's choices would be to reject the request or to approve the request contingent upon Variance Request approval by the BOAA. After receiving clarification from Staff regarding Conditional Use criteria, Commissioner Walker moved that the request be tabled until after a Variance Request submitted by the Applicant has been ruled upon by the BOAA and the Applicant has offered recommendations for mitigating the issues brought forth by the neighbors. Commissioner Loveless seconded the motion, and the resulting vote by the Commission to approve the motion was unanimous.

B. CU 14-05: Request for Conditional Use approval for allowing the construction of an addition to the Second Baptist Church at the intersection of Yeates Street and Gillespie Street. The property is zoned R-2.

Before the City Planner presented the request for Conditional Use 14-05, Commissioner Moore recused himself and exited the room. City Planner Havelin then reported on the information regarding the request of Second Baptist Church for a Conditional Use to allow for an addition to the existing church in an R-2 zoning district on a +/-0.98 acre site. He stated that the church is proposing to build an addition on the north side of their current building. The building would be sited on an existing parking lot and face Yeates Street. The Planning and Zoning Commission had previously made a recommendation for approval of a Conditional Use on March 13, 2012, which was approved by the Board of Aldermen on April 2, 2012. The Conditional Use expired six months after the Board of Aldermen's approval.

After the presentation, Vice Chair Herring opened the Public Hearing and called for the Applicant to speak. Pastor Joseph Stone of Second Baptist Church spoke of the growth

experienced by the congregation and stated the reasons for the need of a new sanctuary in the current location. Ryan Ashford, a representative from the design studio assigned to the construction, stated that setbacks and regulations would be met if the request is approved. After no others came forward to speak, Vice Chair Herring closed the Public Hearing.

Community Development Director Sanders then answered questions by the Commission, after which Commissioner Murdock moved to recommend approval of the request for Conditional Use 14-05 with the finding of fact that the five criteria for Conditional Use are met. Commissioner McReynolds seconded the motion, and the Commission voted unanimously to approve the request for Conditional Use.

C. VA 14-05 and PP 14-08: Proposed subdivision at the southwest corner of Yellow Jacket Drive and South Montgomery Street. Property is currently zoned R-3.

- a. Variance for lot width on lot #1 of Riddle Run.**
- b. Request for Preliminary Plat approval for Riddle Run, a seven-lot subdivision.**

The applicant is requesting the creation of a seven-lot subdivision on the corner of Yellow Jacket Drive and South Montgomery Street. The proposed lots are for a garden home-type development that will be accessed from a proposed alleyway to the south. The applicant is also requesting to be allowed to create one lot with a lot width of 47.62 feet instead of the required 50-foot width. The width of lot #1 is affected by the two front-yard setbacks required on lot #7, which is located at the corner of Yellow Jacket Drive and South Montgomery Street. In an effort to meet the setback requirement on lot #7, and to create enough space for a buildable site, the dimension of lot #1 needs to be reduced by 2.38 feet. All other proposed lots will meet the 50-foot required width.

After the presentation, Jeremy Tabor, of Tabor Construction, came forward to speak to explain his requests further. After discussion among the Commissioners, Commissioner Murdock made a motion to grant the Variance Request, which was seconded by Commissioner McReynolds, and the Commission voted unanimously to approve the Variance Request. Commissioner Murdock moved to recommend approval of the Preliminary Plat 14-08, along with the three conditions listed in the Staff Report, which was seconded by Commissioner Walker, and the Commission voted unanimously to approve Preliminary Plat 14-08.

D. Intro to possible ordinance change for facades in B-1, C-1, C-2 and multifamily units in R-5 zones.

Community Development Director Sanders presented a possible change to the ordinance, which was introduced by Alderman Little. The ordinance change would include setting up a façade requirement in B-1, C-1, C-2, and multifamily units in R-5 zones. After describing the different materials to be considered for the façade requirement, Mr. Sanders asked for feedback from the P&Z Commission, which was met with favorable comments for the suggested ordinance change. Commissioner Murdock suggested including the T Districts in the list of façade requirements.

ELECTION OF COMMISSION CHAIR

Mr. Latimer reviewed the qualifications for Commissioners to be considered for the offices of Commission Chair and Vice Chair, stating that they shall have at least two years' Commission experience. Planning & Zoning Commissioners who currently meet that criterion and are eligible for the position are Commissioners Murdock, Loveless, Herring, and Moore. Vice Chair Herring opened the floor for nominations for the position of Chair. Commissioner Moore nominated Commissioner Loveless, but because Commissioner Loveless asked not to be considered for the position, the motion was not seconded and therefore the motion failed. Commissioner McReynolds nominated Commissioner Murdock for Chair, which was seconded by Commissioner Moore, and the resulting vote to elect Commissioner Murdock as Chair was unanimous.

Vice Chair Herring opened the floor for nominations for Vice Chair. Commissioner Walker nominated Commissioner Herring, which was seconded by Commissioner Moore, and the resulting vote to elect Dr. Herring as Vice Chair was unanimous.

PLANNER'S REPORT

Mr. Sanders reported that the sign ordinance will be presented to the Board of Aldermen at their next meeting for their comments.

ADJOURNMENT

Commissioner Loveless moved to adjourn the meeting at 6:55 PM, which was seconded by Commissioner Murdock, and the Commission voted unanimously to adjourn. The next regularly scheduled meeting will be Tuesday, October 14, 2014, at 5:30 PM, in the City Hall Courtroom.

Dora Herring, Vice Chair

Buddy Sanders, Community Development Director

THE CITY OF STARKVILLE

 COMMUNITY DEVELOPMENT DEPT

 CITY HALL, 101 E. LAMPKIN STREET

 STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525 ext. 136)
CC: Jenny Garrard Sherman and Glenda Garrard Massey, Applicants
SUBJECT: RZ 14-05: Rezoning request for Lot 32, 34, 37 and 39 of Plantation Homes Subdivision along North Jackson Street. 118H-00-042.00
DATE: October 14, 2014

The purpose of this report is to provide information regarding the request of Jenny Garrard Sherman and Glenda Garrard Massey to rezone their property from R-E to C-2. The applicants are seeking to Rezone a vacant lot located on the west side of North Jackson Street between Woodlawn Road and Bridal Path, approximately +/-6.05 acre, from R-E Residential Estates to C-2 General Business. Please see attachments 1-9.

BACKGROUND INFORMATION

This parcel had previously been before the Planning and Zoning Board for a rezoning from R-E to C-2. That request was heard and denied at the December 2, 2009 hearing. The earliest zoning map (1960's-1970's Map) that staff has available illustrates the subject property as being R-1 Single Family. The 1982 zoning map list the subject properties as being zoned R-E, which is the current zoning district today.

Zoning Change Subject Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
118H-00-042.00	R-1	R-E	R-E	R-E
Zoning Change Adjacent Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
North	C-2	C-1	C-1	C-1
East	C-2, R-1	C-1, R-5, C-2, R-3	C-2, R-5, C-2, C-2, R-5, R-5, R-3	C-2, C-2, C-2, C-2, R-5, R-5, R-3
South	R-1	R-E	R-E	R-E
West	R-1	R-E	R-E	R-E

Zoning and land uses adjacent to the subject property		
Direction	Zoning	Current Use
North	C-1	Commercial
East	(4) C-2, (2) R-5, and (1) R-3	Commercial and Residential
South	(2) R-E	Residential
West	(5) R-E	Residential

NOTIFICATION

32 property owners of record within 300 feet of the subject property were notified directly by mail of the request. A public hearing notice was published in the Starkville Daily News on Sunday the 21st of September 2014 and a placard was posted on the property concurrent with publication of the notice. As of this date, the Planning Office has received one phone call against this request. One email with a hardcopy of letter against was received along with a letter from the HOA against and a hand written letter against (see attachment 9).

REZONING REQUEST

The subject rezoning requests are from R-E Residential Estate to C-2 General Business. Differences between R-E and C-2 zones are:

Current Zoning District

R-E Residential estate zoning district regulations

These [R-E residential estate] districts are intended to be composed mainly of unsubdivided land and low density single-family residential properties along with appropriate neighborhood supporting facilities, with their open character protected by requiring certain minimum yard and area standards to be met. [The following regulations apply to R-E districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - a. Minimum lot area: 17,500 square feet.
 - b. Minimum lot width at the building line: 120 feet.
 - c. Minimum depth of front yard: 50 feet.
 - d. Minimum depth of rear yard: 40 feet.
 - e. Maximum height of structure: 45 feet.
 - f. Minimum width of each side yard: 20 feet.
4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

Proposed Zoning District

C-2 Business (general business) zoning district regulations

These [C-2 general business] districts are intended to be composed of the wide range of commercial goods and services to support community needs. Under special conditions some light industrial and distribution uses are also permitted. Usually located along arterial streets or near the intersection of two or more arterials, these districts are usually large

and within convenient driving distance of the entire community. The district regulations provide for certain minimum yard and area standards to be met to assure adequate open space and compatibility with surrounding districts. [The following regulations apply in the C-2 districts:]

1. See chart for uses permitted.
2. See chart for uses which may be permitted as an exception.
3. Minimum lot size: It is the intent of this ordinance that lots of sufficient size be used for any business or service use and to provide adequate parking and loading space in addition to the space required for the other normal operations of the business or service.
4. Minimum yard size: Front, 20 feet; rear, 20 feet; side, a total of 20 feet, but one side shall be sufficient in width to provide vehicular access to the rear. On any lot [in] which the side lot line adjoins a residential district, the side yard on that side shall not be less than required by the residential district.
5. Maximum height of building or structures: 45 feet.
6. Off-street parking: One space for each 200 square feet of retail or office building area. See article VIII of this ordinance for requirements for other uses.
7. Off-street loading and unloading: The required rear or side yard may be used for loading and unloading

STATE REZONING CRITERIA

Per Title 17, Chapter 1, of the Mississippi Code of 1972, as amended, and Appendix A, Article IV, Section A, of the City of Starkville Code of Ordinances, the Official Zoning Map may be amended only when one or more of the following conditions prevail:

1. **Error:** There is a Manifest Error in the ordinance and a Public Need to correct the error:
 - There are no errors in need of correction with either the ordinance or zoning map.
2. **Change in conditions:** Changed or changing conditions in an existing area, or in the planning area generally, or the increased or increasing need for commercial or manufacturing sites or additional subdivision of open land into urban building sites make a change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.
 - The zoning and use of the adjacent properties to the east across North Jackson Street have become more commercial and higher density residential in nature since the property was first zoned R-1 on the 1960s-1970s Map.

REQUIRED CONDITIONS

1. If the property were to be rezoned C-2, a Buffer Yard would be required per Landscape Ordinance Section 8 Buffer yard and screening of residential (low impact) and general commercial (high impact) uses.
2. Any future commercial development would require any parking and security lighting be recessed and shielded away from residential areas.

Attachment 1
RZ 14-05 Aerial



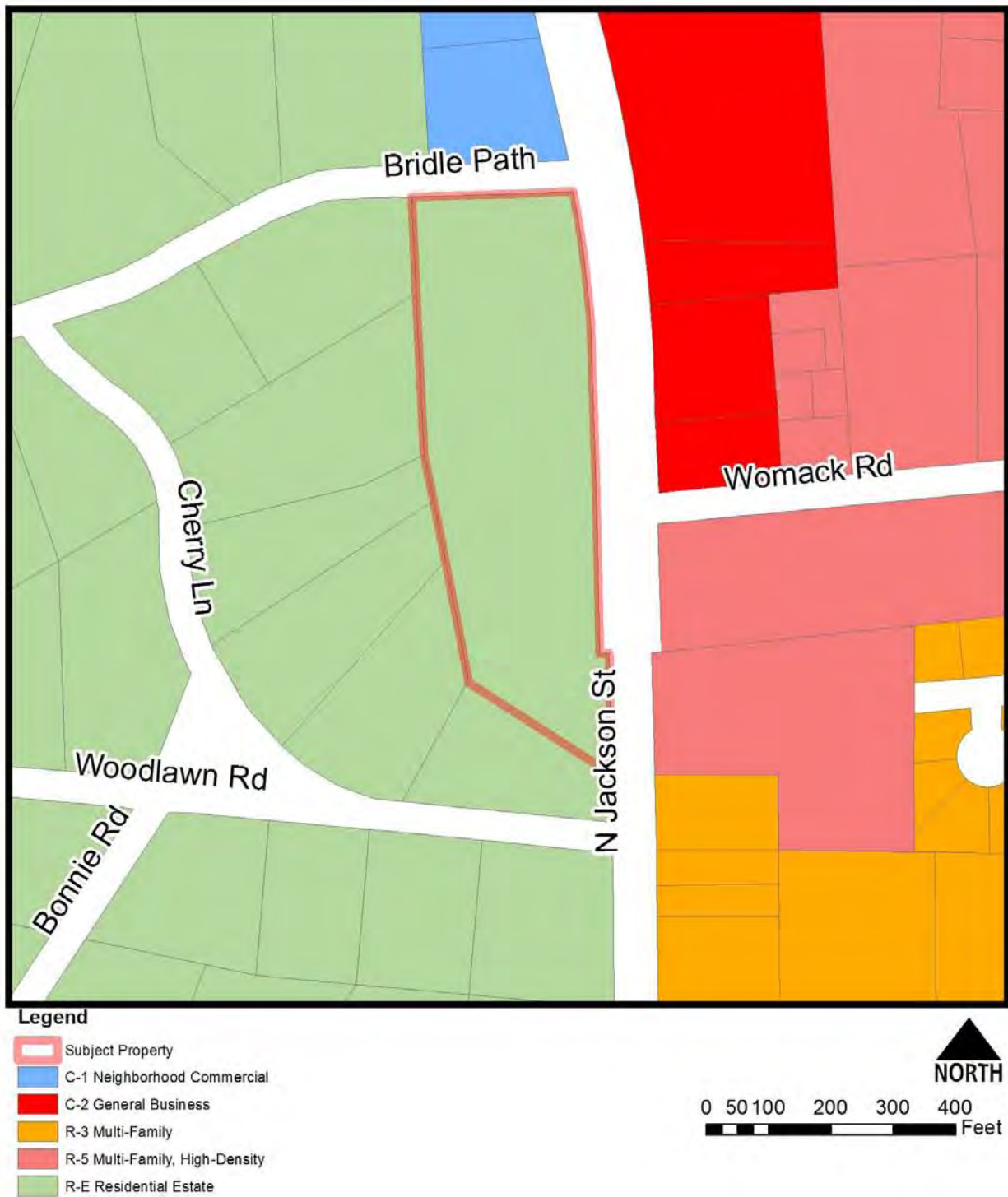
Legend

 Subject Property



0 50 100 200 300 400
Feet

Attachment 2
RZ 14-05 Zoning



Attachment 3



View looking west across North Jackson Street at property

Attachment 4



View looking east across North Jackson Street at adjacent property

Attachment 5



View looking north at adjacent property zoned C-1

Attachment 6



View looking south at adjacent property zoned R-E

Attachment 7



View from south side of property looking north

Attachment 8

REQUEST FOR PUBLIC HEARING
City of Starkville Planning & Zoning Commission
City Hall, 101 E. Lampkin Street
Starkville, Mississippi 39759-2944
Phone: (662) 323-8012 Fax: (662) 323-4143
e-mail: buildingdept@cityofstarkville.org



APPLICANT / AGENT INFORMATION

Name: Jenny Garrard Sherman and Glenda Garrard Massey Phone: (662) 323-2325
Address: 100 Russell Street, Starkville, MS 39759
E-mail address: jlsherman2002@yahoo.com and glenda.massey@nucor.com

PROPERTY OWNER INFORMATION

Name: Jenny Garrard Sherman & Glenda Garrard Massey Phone: (662) 323-2325
Address: 100 Russell Street, Starkville, MS 39759
E-mail address: jlsherman2002@yahoo.com and glenda.massey@nucor.com

If different from applicant, please attach notarized letter of authorization.

APPLICATION INFORMATION

Street Address/Location: Lots 32, 34, 37 and 39 of Plantation Homes Subdivision along North Jackson Street
Tax Map/Parcel ID Number: 118H-00-042.00 Zoning: R-E
Legal Description: Lots 32, 34, 37 and 39, Plantation Homes Subdivision, Part One, Starkville, Mississippi
(Attach separate sheet if necessary)

Please Circle Type of Public Hearing Requested: REZONING CONDITIONAL USE

Reason for request: Jenny Sherman & Glenda Massey request rezoning of the property from R-E to C-2 based on changed or changing conditions in the existing area, or in the planning area generally, and the increasing need for commercial sites that make the change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth, as well as other evidence to be presented at the hearing.

Property to the NORTH used for: Convenience store with gas pumps; Zoned C-1
Property to the EAST used for: Office / mini-storage / car wash / multi-family residential; Zoned C-2 / R-5 / R-3
Property to the SOUTH used for: Single-family residential; Zoned R-E
Property to the WEST used for: Single-family residential; Zoned R-E

Submittal deadline is approximately 30 days prior to proposed public hearing date; please refer to P&Z schedule.

☐ Application Fee ☐ Notification Mailing List ☐ Legal Description ☐ Notarized Owner Authorization

Submitted by: Jenny Garrard Sherman Date: 09/15/2014
Glenda Garrard Massey



LEGAL DESCRIPTION FOR PROPERTY TO BE REZONED

Re: Sherman / Massey Property located along North Jackson Street

**All of Lots 32, 34, 37, and 39 of Plantation Homes Subdivision,
Part One, Starkville, Mississippi as shown on plat filed June
2, 1959 and recorded in Plat Book 1 at page 27 of the Public
Land Records of Oktibbeha County, Mississippi.**

MOORE LAW OFFICE

**JOHN STUART MOORE
ATTORNEY AT LAW**

**108 S. LAFAYETTE
POST OFFICE BOX 924
STARKVILLE, MS 39760-0924**

**(662) 323-3784
(662) 323-7740
FAX (662) 324-2262**

September 30, 2014

Buddy Sanders
Community Development Director
City of Starkville
101 East Lampkin Street
Starkville, MS 39759

RE: Jenny Garrard Sherman and Glenda Garrard Massey Rezoning -
Lots 32, 34, 37, and 39, Plantation Homes Subdivision #1,
Starkville, MS 39759

Dear Mr. Sanders:

Background:

Plantation Homes Subdivision was developed in 1959 off of North Jackson Street, in Starkville. The subject property consists of Lots 32, 34, 37, and 39 of Plantation Homes Subdivision #1. These four (4) connected lots front North Jackson Street and lie between Bridle Path and Woodlawn Road (maps of the subject property are attached as "Exhibit A"). Both the original recorded restrictive covenants, found in Book 299, Pages 295 - 297, and the 1987 amended restrictive covenants, found in Book 698, Pages 141-148, exclude the subject property from the single-family residential restrictions which apply to the remaining lots in Plantation Homes.

Jenny Garrard Sherman and Glenda Garrard Massey were deeded the subject property in 1995, and have been unable to sell it or develop the property since they took possession.

Area:

The subject property consists of four (4) vacant lots along North Jackson Street. All of the lots are currently zoned as R-E Residential Estate. Property to the North is zoned C-1 Neighborhood Commercial and C-2 General Business, and is commercial in use.

Property to the East is zoned C-2 General Business, R-5 Multi-Family, High-Density, and R-3 Multi-Family. These properties house commercial businesses and multi-family housing. Property to the South is zoned R-E Residential Estate and R-3 Multi-Family, and are residential in use. Property to the West is zoned R-E Residential Estate and is part of Plantation Homes Subdivision.

Rezoning Request:

Jenny Garrard Sherman and Glenda Garrard Massey are requesting to rezone the subject property from R-E Residential Estate to C-2 General Business to allow for the owners to utilize, develop or sell the subject property to meet the changing needs of the surrounding neighborhood. Under the City of Starkville's Permitted and Conditional Use Chart, a C-2 zoning district would give the owners the ability to maximize the potential of the subject property. According to the City of Starkville's Code of Ordinances, the purpose of a C-2 zoning district is to provide "...the wide range of commercial goods and services to support community needs."

The differences between R-E and C-2 zones, according to the City of Starkville's Code of Ordinances, Appendix A, Article VII, Sections B and J, are:

R-E: Sec. B. Residential Estate Zoning District

Regulations. These [R-E residential estate] districts are intended to be composed mainly of unsubdivided land and low density single-family residential properties along with appropriate neighborhood supporting facilities, with their open character protected by requiring certain minimum yard and area standards to be met. [The following regulations apply to R-E districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - (a) Minimum lot area: 17,500 square feet.
 - (b) Minimum lot width at the building line: 120 feet.
 - (c) Minimum depth of front yard: 50 feet.

- (d) Minimum depth of rear yard: 40 feet.
 - (e) Maximum height of structure: 45 feet.
 - (f) Minimum width of each side yard: 20 feet.
4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

C-2: **Sec. L. C-2 business (general business) zoning district regulations.** These [C-2 general business] districts are intended to be composed of the wide range of commercial goods and services to support community needs. Under special conditions some light industrial and distribution uses are also permitted. Usually located along arterial streets or near the intersection of two or more arterials, these districts are usually large and within convenient driving distance of the entire community. The district regulations provide for certain minimum yard and area standards to be met to assure adequate open space and compatibility with surrounding districts. [The following regulations apply in the C-2 districts:]

- 1. See chart for uses permitted.
- 2. See chart for uses which may be permitted as an exception.
- 3. Minimum lot size: It is the intent of this ordinance that lots of sufficient size be used for any business or service use and to provide adequate parking and loading space in addition to the space required for the other normal operations of the business or service.
- 4. Minimum yard size: Front, 20 feet; rear, 20 feet; side, a total of 20 feet, but one side shall be sufficient in width to provide vehicular access to the rear. On any lot [in] which the side lot line adjoins a residential district, the side yard on that side shall not be less than required by the residential district.
- 5. Maximum height of building or structures:

45 feet.

6. Off-street parking: One space for each 200 square feet of retail or office building area. See article VIII of this ordinance for requirements for other uses.
7. Off-street loading and unloading: The required rear or side yard may be used for loading and unloading.

Rezoning Criteria:

The Official Zoning Map of Starkville may be amended either when there is manifest error in the ordinance and/or if there has been a change in the conditions of an existing area according to Title 17, Chapter 1, of the Mississippi Code of 1972, as amended, and Appendix A, Article IV, Section A of the City of Starkville's Code of Ordinances. As there has been no error in either the ordinance or zoning map, Jenny Garrard Sherman and Glenda Garrard Massey are requesting the rezoning of the subject property based on changed or changing conditions in an existing area, or in the planning area generally, and the increasing need for commercial sites that make the change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth, as well as the specific evidence as outlined below.

Zoning changes:

Recent zoning changes in the surrounding area include:

November 2007: Mr. Robbie Coblentz (a Plantation Homes resident) had property he owned at the corner of North Jackson Street and East Garrard Road rezoned from R-5 Multi-Density to C-2 General Business. **This property is located across the street from the subject property.**

Changed Conditions:

Since construction of the US Highway 82 Bypass, the character of the area has changed, and is continually changing with increased traffic and construction. In an article that appeared in the Starkville Daily News on November 22, 2009, Greater Starkville Development Partnership President and CEO Jon Maynard said that the "area is 'tied to the transportation networks and that the logical vision for growth is up North Jackson to and through Highway 82.'" Furthermore, Mr. Robbie Coblentz, a resident of Plantation Homes

Subdivision and owner of the commercial property located at the corner of North Jackson Street and East Garrard Road, stated that there is a "redevelopment spirit in Starkville's Ward 5."

Further, significant changes have occurred to the area along and surrounding North Jackson Street since the last attempt to have the subject property rezoned in 2009 that would support a rezoning of the subject property. There is continual growth in the area North of Highway 82, with the addition of new businesses and residential homes and complexes. The area surrounding North Jackson Street is developing into a desirable area to work and to live, and therefore there is an increased need for businesses in the area to meet and support the growing needs of the community's residents.

New commercial businesses along North Jackson Street in the area surrounding the subject property include Dollar General, Berry Electric, Byrum Construction, Kids Therapy Spot, Starkville Clinic for Women, Cottages at Creekside, and Florida Care on the corner of Womack and North Montgomery. Existing businesses in the area that have been in place for years, establishing North Jackson Street as a desirable area for businesses and demonstrating continued commercial use, include Smith Animal Hospital, Timberland Sales, LLC, Southern Resource Service, LLC, North Jackson Mini Storage, Truelove's Car Wash, the Food Mart on the corner of Bridle Path and North Jackson Street, and The Studios of North Jackson Office Building (which houses Broadcast Media Group, Video Magic, Tellōs, Health Help of Mississippi, and Sanctuary Home Hospice).

All of the previously stated examples of change along North Jackson Street clearly demonstrate the changing conditions in the existing area and the increasing need for commercial sites along North Jackson Street that make the change in the ordinance necessary and desirable. The proposed rezoning of the subject property to a C-2 General Business zone is an attempt to ease the transition in accord with the public need for orderly and harmonious growth. The proposed rezoning and use of the subject property have taken into account the residents of Plantation Homes Subdivision, as further outlined below.

Roadway Access:

Jenny Garrard Sherman and Glenda Garrard Massey propose to self-impose a condition that would restrict access to the subject property from North Jackson Street only in order to give consideration to the residents of Plantation Homes Subdivision.

Access points off of North Jackson Street should not increase the traffic on Bridle Path or Woodlawn Road.

Additionally, an argument cannot be made that the rezoning of the subject property will bring more traffic to the area. According to the most recent Average Daily Traffic counts as reported by the Mississippi Department of Transportation, the average number for North Jackson Street has increased since 2009, while the average traffic count for the area at the corner of North Jackson and Highway 182 has remained the same during that period of time. Any neighborhood concerns of increased traffic along North Jackson Street must not be solely attributed to a zoning change and future development of the subject property, but to the construction of the US Highway 82 Bypass and vehicles using North Jackson Street as a cut-thru from said Bypass to downtown Starkville.

Effect on Neighborhood:

In an effort to address concerns of the subject property's residential neighbors, Jenny Garrard Sherman and Glenda Garrard Massey have given much consideration to what they can do to ease the transition of the proposed rezoning.

Residents of Plantation Homes have previously stated that they feel that commercial development on the subject property would result in increased traffic that would interfere with the aesthetic of the neighborhood. While Jenny Garrard Sherman and Glenda Garrard Massey recognize the neighborhood's concerns, said concern is unfounded as there is significant frontage on North Jackson Street and traffic from any potential commercial development would not interfere with the residential streets. Restricting points of ingress and egress onto the subject property from North Jackson Street would alleviate the traffic problems for the residents and would conform with the City's Comprehensive Plan and Design Standards.

Additionally, neighborhood residents have repeatedly referred to Curby Steadman and J.T. Garrard's intention for the subject property. At the time the neighborhood was developed, the subject property was excluded from the Restrictive Covenants so that Mr. Garrard could raise farm animals on the property. From the beginning, this property was not meant to be used for residential purposes despite its zoning classification. The fact of the matter is that the property around the neighborhood has changed significantly since Mr. Garrard and Mr. Steadman developed Plantation Homes in 1959. Their future intention for that land,

other than for Mr. Garrard to use the property as farm land during his lifetime, is not known and is not relevant today.

Moreover, one of the resident's previous arguments against rezoning is that Plantation Homes is considered a safe, family friendly neighborhood with quiet streets. Plantation Homes residents will be buffered from any future development on the subject property by adequate buffer zones and design standards set forth by the City. Part of the reason the owners are requesting a zoning change on the lots that face North Jackson Street is that no buyer is interested in buying and building a home that meets the R-E requirements that would front North Jackson Street, which is classified as an arterial street or a major thoroughfare according to Table 27 of the City's Comprehensive Plan.

Further, after referencing the City of Starkville's Comprehensive Plan, the proposed rezoning would be consistent with the objectives and goals set forth in it regarding commercial land uses. The subject property is located close to other commercial uses, and is located along a major road that connects downtown to a high-speed highway. Compatible land uses can be found in the proposed rezoning classification that would make the subject property consistent with the area and businesses around it fronting North Jackson Street.

Economic Effects:

If the subject property is rezoned, it will not only increase in value, but it will help increase the values of the surrounding properties as well, and help to bring increased revenue, taxes and jobs to the City.

Consistency with the Comprehensive Plan:

A significant finding in the City of Starkville's Comprehensive Plan was that the City needed to find new sources of revenue. This can be achieved by allowing this vacant property to be rezoned, not only increasing the annual property taxes, but allowing the property to be attractive to businesses that can increase revenue to the City of Starkville.

Additionally, North Jackson Street's close proximity to the by-pass ensures that development along that corridor is anticipated and expected. Rezoning of the subject property would allow for future development along a major road in Starkville's transportation network and provide services to the area's marketplace.

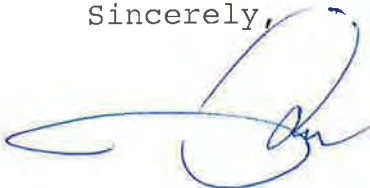
Although the Future Land Use Map did not specify the subject property as a future commercial zoning district, the Map is only a general guideline that must conform to unforeseen or changing community factors. The subject property is surrounded by new, commercial businesses that have come to the area since 2009. The City's Comprehensive Plan acknowledges that such changes in the area can present new, viable locations for commercial development. Further, the Future Land Use Map includes a Medical Overlay District that encroaches into Plantation Homes Subdivision #2 where there are currently established homes in existence. The Map clearly demonstrates the City's anticipation of the need for land to support the current medical district, and the subject property can easily serve this purpose, as it lies less than one mile from the hospital.

Closing:

Jenny Garrard Sherman and Glenda Garrard Massey are requesting that the property located on North Jackson Street be rezoned from R-E Residential Estate to C-2 General Business. Based on the above information, and further evidence to be presented at the hearing, a change has occurred in the conditions surrounding the existing area. There is a need for commercial sites surrounding the subject property that make the change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.

Based on the information included in this letter, along with further information to be presented at the public hearing, I am respectfully requesting, on behalf of my clients, that the property located along North Jackson Street be rezoned from R-E Residential Estate to a C-2 General Business.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Stuart Moore", with a large, stylized initial "J" and "M".

John Stuart Moore

OkTibbeha County,
Mississippi

Subject Property for
Sherman / Massey
Rezoning Request

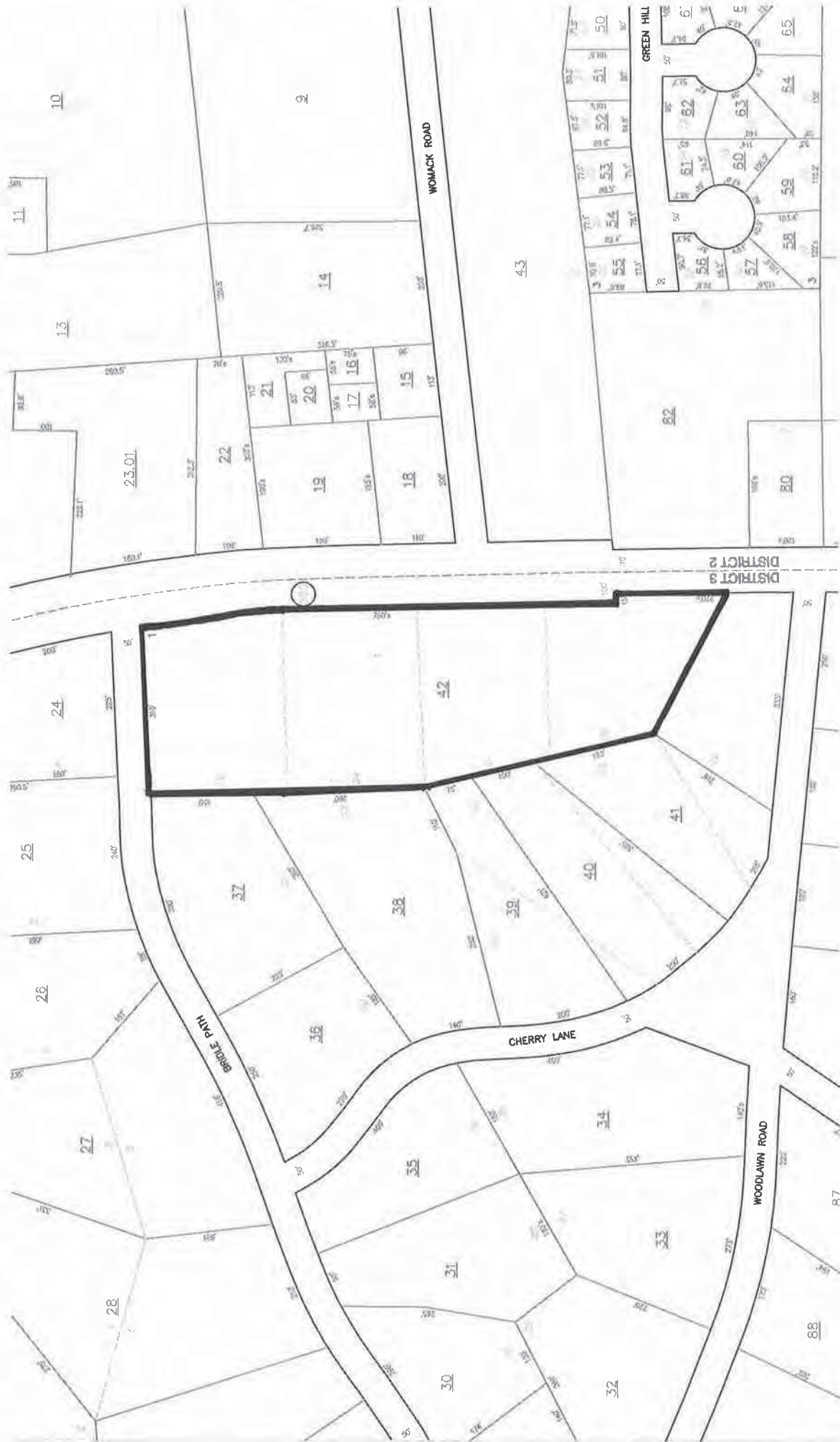
EXHIBIT A



OkTibbeha County, Mississippi

Subject Property for Sherman / Massey Rezoning Request

EXHIBIT A



Attachment 8

October 8, 2014

Planning and Zoning Commission
City of Starkville
101 E. Lampkin Street
Starkville MS 39759

Re: Proposed zoning change

To the members of the Planning and Zoning Commission:

We, the Board of Directors of the Plantations Homes Homeowners Association, submit this letter as a formal request that the Planning and Zoning Commission keep the current RE zoning of Plantation Homes lots 32, 34, 37 and 40. We oppose the requested change to a C-2 zone.

It has been clearly documented at a rezoning hearing in 2009 that there was no mistake in the original zoning of these lots. They have been zoned as Residential Estate since the neighborhood was established in 1959. Further, there has been no change in character of the neighborhood nor is there any documented public need to rezone a part of an RE zone to a C-2 zone. The new Dollar General store on Jackson Street across from our neighborhood was built on land that was already zoned commercial. It took the place of another retail business. Because there is no clerical error and because there has been no change in the use of the area or change in the needs of the general neighborhood we see no justification for a zoning change from RE to C-2.

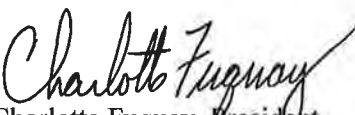
There are some types of development on these lots that our neighborhood would find acceptable. But we oppose any zoning change to the lots under consideration that would create a greater population density than allowed by a R-1 or a C-1. Our neighborhood would be amenable to use of the land for an office building or medical clinic. We fear that a C-2 zone would allow potential business that we would deem highly undesirable at the entrance of our neighborhood. Plantation Homes would be willing to work with the landowner on a PUD.

The Plantation Homes Homeowners Association strongly opposes a zoning change to C-2 for any lots within our subdivision.

Sincerely,

Board of Directors

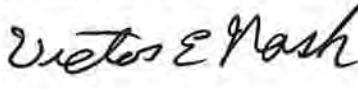
Plantation Homes Homeowners Association


Charlotte Fuquay, President


Lou Ann Vasek, Vice President


Bonnie Coblentz, Secretary Treasurer


HelenSue Parrish, Board Member


Victor Nash, Board Member


Franklin Arney, Board Member


Kim Roberts, Board Member


Jason Ward, Board Member

Oct 6, 2014

Mr. Murdock,

I am writing concerning a request for Plantation Homes, lots on the west side of N. Jackson between the intersection of N. Jackson with Bridal Path and Woodlawn, to be rezoned to C-2. We are very opposed to this, specifically for 2 reasons. It was considered 5 yrs. ago but did not pass, mainly for these 2 reasons.

(1) There was never a mistake made in the map. The fact is that these lots in consideration were always a part of Plantation Homes. These lots were numbered with all the other lots. It was never the intention to slice off that portion to become a C-2 section. It was and is a residential subdivision. We have lived here in this subdivision 53 yrs. Our home was one of the first houses built in this subdivision.

(2) The other reason is that the character of the surrounding area of Plantation Homes has not changed since the last time this came up 5 yrs. ago but failed to pass.

To attempt to change this area against the wishes of the subdivision's residents would be like taking a chunk of this nice subdivision and putting up a commercial building or buildings. All along highway 182 are commercial. Our area is not needed for more commercial. In

fact it would ruin the entrance of our nice subdivision. This would be so unnecessary. After all, Plantation Homes is one of the nicest home areas in our town. To change this would be most unfortunate.

There are houses that are built facing N. Jackson. Therefore, more homes could be built on these lots. They would be welcome, even add to the area rather than ruin it, by turning the entrance lots into a C-2 zone. Again, these lots are attached to Plantation Homes subdivision. The numbers on all the lots are clear on the map.

I would very much appreciate your consideration in this important matter.

Sincerely,

Mrs. Victor Nash
103 Cherry Lane

copy: Email sent to
City Planner
CZ

Subject: Rezoning Plantation Homes lots

Date: October 7, 2014

As a 48 year resident of Plantation Homes subdivision, I want to strongly object to the current attempt to change the zoning of any part of this long established neighborhood from RE to C2, general business. An attempt was made several years ago to make this change, and it was properly rejected by the Planning and Zoning Commission. It is my strong opinion that the current attempt to change this designation should be denied.

The lots under consideration were a legitimate part of this neighborhood when it was established, and have continued to be a legitimate part of this long established neighborhood. (One of the developers strongly opposed an attempt by a family member to build apartments on this property, and we applauded him for that.) We liked Plantation Homes from the beginning and like it today because it is a relatively quiet and very desirable place to live and enjoy.

We strongly oppose any change that would make this neighborhood more commercial. In addition, we understand that there is plenty of other land available for business use, so it is not a matter of scarcity of land for commercial development. Therefore, I want to reiterate that taking a big bite of land from this long established neighborhood and using it for commercial purposes would be a mistake.

I strongly hope that you and the Commission will reject again the attempt to change the zoning of any part of Plantation Homes.

Sincerely yours,

Charles N. Moore, Ph.D.

204 Cherry Lane

Starkville, MS 39759

662-323-5192

THE CITY OF STARKVILLE

 COMMUNITY DEVELOPMENT DEPT

 CITY HALL, 101 E. LAMPKIN STREET

 STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525 ext. 136)
CC: Golden Triangle Development LINK
SUBJECT: RZ 14-06: Rezoning request for several parcels located north of Hwy 182 and East of Hwy 25 from C-2, R-3, R-5, and R-E to M-1 for the creation of an industrial park to be known as Innovation District. 119 -32-002.01, part of 119 -32-001.01, 118 -33-001.00, part of 118L-00-001.00, 118L-00-002.00, part of 118M-00-001.00, 118 -33-002.00, 118 -33-002.02, 118M-00-002.00, part of 118K-00-038.00, part of 118N-00-094.01, part of 118N-00-095.00, and part of 118N-00-096.00.
DATE: October 14, 2014

The purpose of this report is to provide information regarding the request by Golden Triangle Development LINK on behalf of the City of Starkville to rezone several parcels from C-2 General Business, R-3 Multi-Family, R-5 Multi-Family High-Density and R-E Residential Estate to M-1 Manufacturing. The applicant is seeking to Rezone +/- 326 acres of undeveloped land to be used as an industrial park currently named Innovation District. Please see attachments 1-6.

BACKGROUND INFORMATION

The earliest zoning map (1960's-1970's Map) that staff has available illustrates the subject properties as being zoned R-3 Multi-Family, R-E Residential Estate, T-P Trailer Park and/or out of city limits. The 1982 zoning map list some of the subject properties as being zoned R-3 Multi-Family, R-E Residential Estate, R-5 Multi-Family and/or out of city limits. The 2000 Map list some of the subject properties as being C-2 General Business, R-3 Multi-Family, R-5 Multi-Family, R-E Residential Estate and B-1 Buffer District which is also the current zoning today.

Zoning Change Subject Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
119-32-002.01	out of limits	out of limits	C-2	C-2
119-32-001.01 (part)	out of limits	out of limits	C-2	C-2
118-33-001.00	R-3	R-3	C-2	C-2
118L-00-001.00 (part)	R-3	R-3	R-3	R-3
118L-00-002.00	R-3	R-3	R-3	R-3
118-33-001.01	R-3	R-3	C-2	C-2
118-33-002.02	R-3	R-3	C-2	C-2

118-33-002.00	R-3	R-3	C-2	C-2
118M-00-001.00	R-E/R-3	R-E/R-3	R-E/R-3	R-E/R-3
118M-00-002.00	R-E/R-3	R-E/R-3	R-E/R-3	R-E/R-3
118K-00-038.00 (part)	R-3	R-5	R-5	R-5
118N-00-094.01 (part)	T-P	R-5	R-5	R-5
118N-00-095.00 (part)	T-P	R-5	R-5	R-5
118N-00-096.00 (part)	R-3	R-5	not on map	R-5

Zoning Change Adjacent Properties

Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
North	C-2	R-3	R-1, A-1, B-1, C-2	R-1, A-1, B-1, C-2
East	R-3, T-P	R-5	R-5	R-5
South	R-E	R-E	R-1, R-E	R-1, R-E
West	out of limits	out of limits	C-2	C-2

Zoning and land uses adjacent to the subject property

Direction	Zoning	Current Use
North	R-1, A-1, B-1, C-2	Residential and Undeveloped
East	R-5	Apartments and Undeveloped
South	R-1, R-E	Residential and Undeveloped
West	C-2	Undeveloped

NOTIFICATION

36 property owners of record within 300 feet of the subject property were notified directly by mail of the request. A public hearing notice was published in the Starkville Daily News on Sunday the 20th of September 2014 and a placard was posted on the property concurrent with publication of the notice. As of this date, the Planning Office has received no phone call against this request.

REZONING REQUEST

The subject rezoning requests are from C-2 General Business, R-3 Multi-Family, R-5 Multi-Family High-Density and R-E Residential Estate to M-1 Manufacturing. Differences between these zones are:

Current Zoning Districts

C-2 Business (general business) zoning district regulations

These [C-2 general business] districts are intended to be composed of the wide range of commercial goods and services to support community needs. Under special conditions some light industrial and distribution uses are also permitted. Usually located along arterial streets or near the intersection of two or more arterials, these districts are usually large and within convenient driving distance of the entire community. The district regulations provide for certain minimum yard and area standards to be met to assure adequate open

space and compatibility with surrounding districts. [The following regulations apply in the C-2 districts:]

1. See chart for uses permitted.
2. See chart for uses which may be permitted as an exception.
3. Minimum lot size: It is the intent of this ordinance that lots of sufficient size be used for any business or service use and to provide adequate parking and loading space in addition to the space required for the other normal operations of the business or service.
4. Minimum yard size: Front, 20 feet; rear, 20 feet; side, a total of 20 feet, but one side shall be sufficient in width to provide vehicular access to the rear. On any lot [in] which the side lot line adjoins a residential district, the side yard on that side shall not be less than required by the residential district.
5. Maximum height of building or structures: 45 feet.
6. Off-street parking: One space for each 200 square feet of retail or office building area. See article VIII of this ordinance for requirements for other uses.
7. Off-street loading and unloading: The required rear or side yard may be used for loading and unloading.

R-3 Residential zoning regulations

These [R-3 residential] districts are intended to be composed mainly of multifamily residential properties, with single-family and duplex properties permitted. Under special conditions, mobile home subdivisions and mobile home parks are also permitted. Appropriate neighborhood supporting facilities are provided for and the district's open residential character is protected by requiring certain minimum yard and area standards. [The following regulations apply to R-3 districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - a. Minimum lot area, one-family dwelling: 5,000 square feet.
 - b. Minimum lot area, duplex dwelling: 7,000 square feet.
 - c. Minimum lot area, triplex dwelling: 9,000 square feet.
 - d. Minimum lot area, fourplex dwelling: 11,000 square feet.
 - e. Minimum lot width at the building line: One-family dwelling: 50 feet. Duplex, triplex or fourplex: 70 feet.
 - f. Minimum depth of front yard: 25 feet.
 - g. Minimum depth of rear yard: 20 feet.
 - h. Minimum width of each side yard: Five feet.
 - i. Maximum height of structure: 45 feet.
4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

R-5 Residential zoning regulations

These [R-5 residential] districts are intended to be composed mainly of multifamily dwellings, although a wide range of dwelling types is also permitted. Mobile homes, mobile

home parks, and mobile home subdivisions are also permitted under certain special conditions. Appropriate supporting facilities to accommodate higher density multifamily districts are permitted and the character of this residential district is protected by requiring certain yard and area standards to be met. [The following regulations apply to R-5 districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - a. Minimum lot area, per unit: 1,800 square feet.
 - b. Minimum lot width at building line:
 - Single-family and multifamily dwelling of less than eight units: 50 feet.
 - Townhouse dwelling: 16 feet.
 - Multifamily dwellings of eight units or more: 100 feet.
 - c. Minimum depth of front yard: 25 feet.
 - d. Minimum width of side yard: Five feet.
 - e. Minimum depth of rear yard: 20 feet.
 - f. Maximum height of structure: 45 feet.

Mobile homes on individual lots shall comply with the provisions of article VII, section E. Mobile home parks and mobile home subdivisions shall comply with provisions of article VII, section H.

4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

R-E Residential estate zoning district regulations

These [R-E residential estate] districts are intended to be composed mainly of unsubdivided land and low density single-family residential properties along with appropriate neighborhood supporting facilities, with their open character protected by requiring certain minimum yard and area standards to be met. [The following regulations apply to R-E districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - a. Minimum lot area: 17,500 square feet.
 - b. Minimum lot width at the building line: 120 feet.
 - c. Minimum depth of front yard: 50 feet.
 - d. Minimum depth of rear yard: 40 feet.
 - e. Maximum height of structure: 45 feet.
 - f. Minimum width of each side yard: 20 feet.
4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

Proposed Zoning District

M-1 Manufacturing (light industry) zoning district regulations

These [M-1 industrial] districts are intended to be composed of land and structures suitable for light manufacturing, wholesaling and/or distribution, along with similar services industries. The district regulations are designed to allow a wide range of industrial activities subject to yard, area, and other limitations designed to protect other more restrictive nearby districts. [The following regulations apply to the M-1 districts:]

1. See chart for uses permitted.
2. See chart for uses which may be permitted as an exception.
3. Minimum lot size: It is the intent of this ordinance that lots of sufficient size be used for any business or service use and to provide adequate parking and loading space in addition to the space required for the other normal operations of the enterprise.
4. Minimum yard size: Front yard, 30 feet, except where existing establishments, other than residential, are set back, any new structures shall be set back not less than the average of the setbacks of the existing establishments within 100 feet on each side thereof. Side yards: 20 feet, excepting a lot adjoining its side lot lines to another lot which is in a residential zoning district, in which case there shall be a side yard of not less than 30 feet wide. Rear yard: 15 feet.
5. Maximum height of buildings or structures: 60 feet (see article VI, section G, for exceptions).
6. Off-street parking: Parking spaces shall be provided at the ratio of 0.75 space per worker, and one space for each company vehicle incidental to the operation of the industry or use. See article VIII for requirements for other uses.
7. Off-street loading and unloading: Adequate space shall be provided for loading and unloading all vehicles or trucks incidental to the operation of the industry or use inside the established building lines.
8. Screening of junkyards, open storage areas and certain industrial facilities: Visual screening of all junkyards and open storage areas, as set forth in the schedule of land use regulations, consisting of fencing, earthen berms, landscape materials or any combination thereof, with sufficient density and height to block the view of such facilities from all public roads, is required.

STATE REZONING CRITERIA

Per Title 17, Chapter 1, of the Mississippi Code of 1972, as amended, and Appendix A, Article IV, Section A, of the City of Starkville Code of Ordinances, the Official Zoning Map may be amended only when one or more of the following conditions prevail:

1. **Error:** There is a Manifest Error in the ordinance and a Public Need to correct the error:
 - There are no errors in need of correction with either the ordinance or zoning map.
2. **Change in conditions:** Changed or changing conditions in an existing area, or in the planning area generally, or the increased or increasing need for commercial or manufacturing sites or additional subdivision of open land into urban building sites

make a change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.

- There is both a change in condition and increase in need for manufacturing sites. In 2005, the Highway 25 expansion project was completed. With access to Highway 25 to the west, this site has become suitable for industrial development which coincides with the Comprehensive Plan. This site would also meet the increase need from industrial building sites within the city limits.

REQUIRED CONDITIONS

1. If the property were to be rezoned M-1, a Buffer Yard would be required per Landscape Ordinance Section 8 Buffer yard and screening of manufacturing from other uses.
2. All developable sites would need to comply with the current zoning requirements.

Attachment 1
RZ 14-06 Aerial



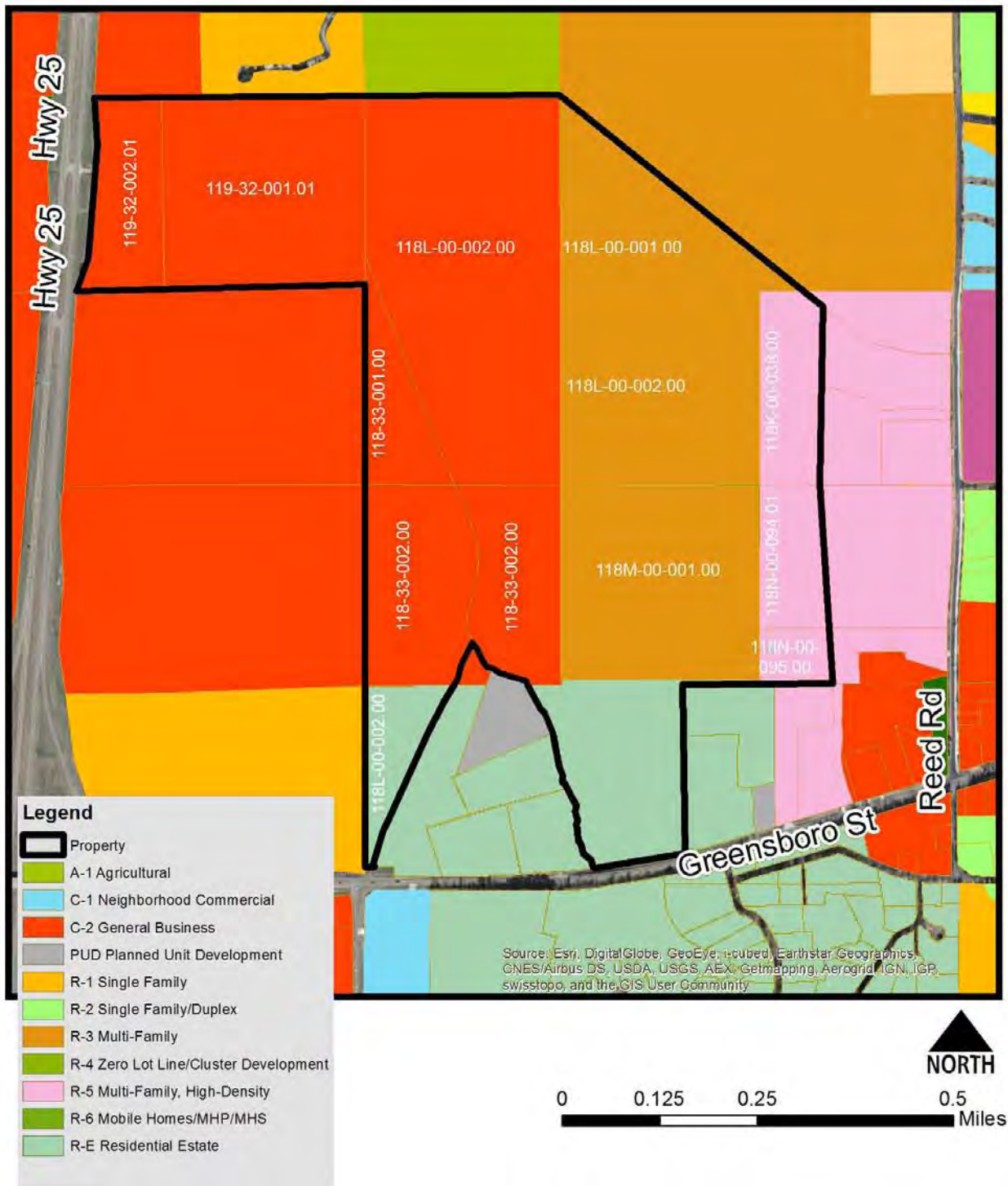
Legend

 Property

0 0.125 0.25 0.5
Miles



Attachment 2 RZ 14-06 Zoning



Attachment 3



View looking north east across Hwy 182 at south portion of proposed development

Attachment 4



View looking north across highway 182 at southern boundary of proposed development

Attachment 5



View looking west across highway 25 at western edge of proposed development

Attachment 6

REQUEST FOR PUBLIC HEARING
City of Starkville Planning & Zoning Commission
City Hall, 101 E. Lampkin Street
Starkville, Mississippi 39759-2944
Phone: (662) 323-8012 Fax: (662) 323-4143
e-mail: buildingdept@cityofstarkville.org



APPLICANT / AGENT INFORMATION

Name: City of Starkville, Mississippi Phone: (662) 323-8012
Address: City Hall, 101 E. Lampkin Street, Starkville, Mississippi 39759-2944
E-mail address: buildingdept@cityofstarkville.org

PROPERTY OWNER INFORMATION

Name: Golden Triangle Development LINK (Please see attached Exhibit A.) Phone: 1-800-748-8882
Address: Post Office Box 1328, Columbus, Mississippi 39703
E-mail address: info@gtrlink.org

If different from applicant, please attach notarized letter of authorization.

APPLICATION INFORMATION

Street Address/Location: Part of Sections 32 and 33; Township 19 North; Range 14 East, Oktibbeha County, Mississippi
Tax Map/Parcel ID Number: Part of Sections 32 and 33; Township 19 N; Range 14 E Zoning: C-2; R-3,5,E
Legal Description: Please see attached Exhibit B.

(Attach separate sheet if necessary)

Please Circle Type of Public Hearing Requested: **REZONING** **CONDITIONAL USE**

Reason for request: See attached, Application to Rezone Real Property. Applicant is requesting the subject property be rezoned as M-1 due to a changed condition in the completion of the Highway 25-bypass. The subject property is the future site of an industrial park, known as Innovation Park.

The proposed Innovation Park will serve a public need in providing one million square feet of building space, the potential to create 1,300-or more-jobs, and an anticipated increase in tax revenues in the hundreds of millions of dollars; each of which is beneficial to the City's continued economic growth.

Property to the NORTH used for: A residential neighborhood; the remaining area is undeveloped (agricultural use) land; zoned A-1; B-1; R-1, 3

Property to the EAST used for: An apartment complex; the remaining area is undeveloped (agricultural use) land; zoned R-5.

Property to the SOUTH used for: Highway 182 borders the majority of the Property to the South.

Property to the WEST used for: The property is undeveloped (agricultural use) land; zoned C-2.

Submittal deadline is approximately 30 days prior to proposed public hearing date; please refer to P&Z schedule.

☒ Application Fee ☒ Notification Mailing List ☒ Legal Description ☒ Notarized Owner Authorization

Submitted by: Golden Triangle Development LINK on behalf of City of Starkville Date: September 29, 2014

EXHIBIT A

Property Owner Information

Ramsey Brothers, LLC, a Mississippi limited liability company, is the Owner of Tract I described in Exhibit B to Request for Public Hearing and Application to Rezone Real Property. Golden Triangle Development Authority LINK, a Mississippi non-profit corporation, has authority to file Application under Paragraph 12 of the Option Agreement, entered into by and between Ramsey Brother, LLC and Golden Triangle Development Authority LINK, dated May 28, 2014.

4/J I, L.P., a Mississippi limited partnership, is the Owner of Tract II described in Request for Public Hearing and Application to Rezone Real Property. Golden Triangle Development Authority LINK, a Mississippi non-profit corporation, has authority to file Application under Paragraph 12 of the Option Agreement, entered into by and between 4/J I, L.P. and Golden Triangle Development Authority LINK, dated May 6, 2014.

William Dean Stark, as Trustee of the William Dean Stark Revocable Trust, and Jeffrey Forrest Barnes, as Successor Trustee of the Donna Barnes Stark Revocable Trust is the Owner of Tracts III, IV, V, VI, VII, VII, VIII, and IX described in Request for Public Hearing and Application to Rezone Real Property. Golden Triangle Development Authority LINK, a Mississippi non-profit corporation, has authority to file Application under Paragraph 12 of the Option Agreement, entered into by and between William Dean Stark, as Trustee of the William Dean Stark Revocable Trust, and Jeffrey Forrest Barnes, as Successor Trustee of the Donna Barnes Stark Revocable Trust and Golden Triangle Development Authority LINK, dated May 6, 2014.

OPTION AGREEMENT

THIS OPTION AGREEMENT is made and entered into by and between **Ramsey Brothers, LLC**, a Mississippi limited liability company (referred to as "**Seller**"), and **Golden Triangle Development LINK** (referred to as "**Purchaser**").

GRANT OF OPTION

For and in consideration of the sum of One Hundred Dollars (\$100.00) and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Seller grants to Purchaser, its successors and assigns, on the terms and conditions set forth below, the exclusive right and option (the "**Option**") to purchase that certain real property (the "**Property**") located in Oktibbeha County, Mississippi more fully described as follows:

The North 40 acres of the East Half of the Northeast Quarter of Section 32,
Township 19, Range 14 East, Oktibbeha County, Mississippi.

The legal description of the Property taken from the survey and/or the current ownership deed descriptions, may, in Purchaser's sole discretion, be used in the General Warranty Deed from Seller to Purchaser.

STATEMENT OF AGREEMENT

The Option is granted on the following terms and conditions:

1. **Purchase Price.** The purchase price of the Property (the "Purchase Price") shall be: _____ and 00/100ths Dollars _____ with the total purchase price to be determined in accord with the provisions of paragraph 5.

The Purchase Price shall be payable in full at closing. All Option Fees, if any, paid prior to the closing shall be credited against the Purchase Price at Closing.

2. **Initial Term and Extension Rights.** The Initial Term of the Option Period shall begin on the Effective Date of this Agreement as defined in paragraph 25 hereof and shall expire on November 1, 2015, at 12:00 noon (the "Initial Term").

3. **Warranty of Title.** Seller represents and warrants that, at the closing, Seller will convey to the Purchaser good, marketable and indefeasible fee simple title to the Property, free and clear of all liens and encumbrances, subject only to taxes for the current year (not yet due and payable) and existing rights of way and easement for public utilities and public roads and any other matters previously approved or deemed accepted by Purchaser in accordance with Section 4 below.

4. **Title Examination.** In the event of and at such time as Purchaser may elect to exercise its option to purchase the property, Purchaser, within forty-five (45) days thereafter, shall obtain a title commitment from a title insurance company of its choice

setting forth the status of the title to the Property. Upon receipt of the title commitment, Purchaser shall deliver a copy of the title commitment to Seller, thereby advising of and showing all liens, claims, encumbrances, reservations, restrictions, and other matters, if any, relating to the title of the property that affects the merchantability of the property. Seller, at its sole expense, shall use reasonable efforts to remedy any title objections to the reasonable satisfaction of the Purchaser within forty-five (45) days after delivery of the title commitment to Seller, and Purchaser agrees to cooperate to the fullest with Seller in its efforts to remedy the objections. If the objections are not cured or remedied, or satisfactory provision made therefore, prior to the expiration of the forty-five (45) day period referred to herein, then Purchaser, at its election, shall have the right to either: (a) accept title to the Property subject to the objections; or (b) terminate this Agreement, in which event Seller shall refund to Purchaser all option fees previously paid, and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this Agreement. Notwithstanding the foregoing, Seller, at its sole cost, shall be obligated to remove at or before Closing (or apply a portion of the Purchase Price to satisfy such obligations at closing), all mortgages, deeds of trust, judgment liens, mechanics and materialmen's liens, and other liens against the Property securing monies to be paid (unless caused by the actions of Purchaser), whether or not Purchaser objects thereto.

5. Inspections and Survey. During the Initial Term of this Option, Purchaser and its agents shall have, and Seller hereby grants to Purchaser, the right of ingress and egress on, over, through, across, to and from the Property and Seller's other adjoining property, if any, for the purpose of making any inspections, explorations, tests (including environmental inspections, samplings, drillings, and tests) and surveys of the Property as Purchaser may desire, or engaging in any other property evaluation and assessment activities which Purchaser deems appropriate. In particular, Purchaser may elect to cause a licensed surveyor or engineer to prepare an accurate Survey of the Property, establishing the boundaries of the Property and showing the location of all easements or encroachments, if any, affecting the Property. A copy of the survey shall be given to Seller for its review and approval. Purchaser reserves the right to make written objections to title as provided in Section 4 based upon the Survey. Once the Survey has been prepared, a legal description of the Property prepared from the Survey may, at Purchaser's discretion, be used in the General Warranty Deed from Seller to Purchaser. If the purchase price of the property as set forth in paragraph 1 is based on a price per acre, the survey shall be used as the basis for determining total acreage in the property.

By entering the Property for this or any other purpose, Purchaser:

- (a) accepts the risk of any damage it may cause to the Property or any injury caused to any person,
- (b) agrees, in the event Purchaser does not exercise its Option and purchase the Property, to repair any damage caused by Purchaser to the Property, and

- (c) accepts responsibility for all damages, if any, caused by Purchaser's negligence or other misconduct in connection with Purchaser's activities on the Property during the term of this Option.

6. Delivery of Due Diligence Items. Upon request of Purchaser, Seller covenants and agrees to provide Purchaser true, correct and complete copies of the items listed below, to the extent such items are available and are within Seller's actual possession or control. The items are as follows:

- (a) Copies of property tax bills, utility bills (if any) and similar records relating to the Property for the past two (2) years.
- (b) Copies of any and all unrecorded agreements, licenses, and other contracts (including service) relating to the Property.
- (c) Copies of any and all environmental assessments obtained by Seller with respect to the Property, including without limitation, any Phase I and Phase II studies.
- (d) Seller's most recent survey, along with any soil tests, topographical maps, etc.
- (e) Feasibility studies, surveys, appraisals and such other materials as may be material to an evaluation of the Property.
- (f) Copies of title certificates, title insurance policies and title reports with respect to the Property.
- (g) Any other information reasonably requested by Purchaser including, if applicable, documents verifying the legal existence of the Seller and confirming good standing in the State of Mississippi.

7. Exercise or Election Not To Exercise. Purchaser shall have the right, at any time during the option period set forth herein, to exercise its option to purchase the property described herein. If Purchaser elects to exercise this Option, it shall do so by sending a written notice to that effect, addressed to Seller at the address set forth in the notice provisions of this Agreement, and deposited in the United States mail or national overnight delivery service or by hand delivering such written notice to Seller on or before the expiration of the Initial Term. Purchaser's notice shall specify the place, date and time that the closing of the purchase and sale of the Property (the "Closing") will take place, which shall be no later than One Hundred Twenty (120) days after Purchaser exercises the Option. If the notice of exercise is mailed via the U.S. Postal Service or a national overnight delivery service, the notice shall be deemed to have been delivered when mailed, if sent with prepaid postage by certified or registered mail, or when deposited with such national overnight delivery service.

Subject to the provisions of paragraph 4, if Purchaser fails to exercise the Option on or before the expiration of the Initial Term, then this Option shall terminate and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this agreement.

8. Closing. At the Closing:

- (a) Seller shall cause to be delivered release(s) of liens, if any, from all lienholders holding liens affecting the Property.
- (b) Seller shall execute and deliver to the Purchaser a General Warranty Deed covering the Property, conveying good and indefeasible fee simple title to the Property, in form and substance satisfactory to Purchaser.
- (c) Seller shall execute and deliver to Purchaser or its title insurer: (1) an owner's affidavit in form satisfactory to purchaser and the title insurance company, and (2) such other affidavits or certifications required by the Title Company to issue the Title Policy.
- (d) Purchaser, at Purchaser's sole cost and expense, may obtain an owner's title insurance policy in the amount of the Purchase Price, naming Purchaser as the insured, together with such title endorsements required by Purchaser, to the extent available.
- (e) Purchaser shall tender to Seller the balance of the Purchase Price subject to any credit or adjustment to the Purchase Price as set forth in this agreement.
- (f) Seller shall execute and deliver to Purchaser a general assignment conveying to Purchaser, without representation or warranty and to the extent assignable, Seller's rights with respect to any and all tangible and intangible rights, privileges and appurtenances pertaining to the Property, including without limitation, any development rights.
- (g) Seller shall execute and deliver to Purchaser such other closing documents requested by Purchaser, including corporate or other legal entity authorization for the transaction.
- (h) At the Closing, all ad valorem real property taxes and similar assessments for the year of Closing with respect to the Property (including both general and special assessments) shall be prorated between Purchaser and Seller as of the day of Closing. In the event that the property taxes or assessments for the year of Closing have not yet been determined, the proration shall be based on such taxes or assessments for the preceding year, and at such time as the taxes or assessments for the year of Closing are paid, the parties hereto agree to correct any inaccuracies in such proration. This Section 8(h) shall survive the Closing.

9. Possession. Seller shall deliver exclusive possession of the Property to Purchaser at the Closing, in the same condition as on the Effective Date, ordinary wear and tear excepted, free and clear of all tenants, occupants, or parties in possession.

10. Brokers. Each of Seller and Purchaser represents and warrants to the other that it has not hired, engaged or consulted with any broker or agent to which the other party has or will have any obligation. Seller has advised Purchaser that Dero Saunders Ramsey, Jr. is a commercial real estate broker, but no compensation is or will be owed to him.

11. Closing Expenses. Purchaser shall be responsible for all costs of investigating the Property, closing costs, cost of survey, the cost of the initial title search, the cost of the Title Policy, the cost of the General Warranty Deed, and all recording fees. Each party shall be responsible for its own attorney's fees.

12. Governmental Approvals. In the event that the approval of any governmental entity, including but not limited to rezoning, special permits, regulatory permits, environmental permits or variances, is required for Purchaser's intended use of the Property, Seller agrees to promptly execute any forms and applications related thereto and take any actions that Purchaser reasonably requests, but the burden of obtaining such approval shall be borne by Purchaser at its expense. Seller shall cooperate with Purchaser in pursuing the foregoing.

13. Representations and Warranties. For the purpose of inducing Purchaser to enter into this Agreement, Seller represents and warrants to Purchaser the following:

- (a) This Agreement constitutes the legal, valid, and binding obligation of Seller enforceable in accordance with its terms;
- (b) The compliance with or fulfillment of the terms and conditions of this Agreement will not conflict with, violate, constitute a default under, or result in a breach of the terms, conditions, or provisions of any contract or agreement to which Seller (individually and collectively) is a party or by which Seller (individually and collectively) is otherwise bound;
- (c) There are no pending or, to the knowledge of Seller, threatened actions or proceedings against Seller (individually and collectively) or the Property that, if determined adversely to Seller (individually and collectively), would materially adversely affect Seller's ability to perform its obligations under this Contract or that would enjoin or prevent the consummation of the Closing;
- (d) There are no parties in possession of the Property other than Seller except as may be noted herein;

- (e) There are no pending or, to the knowledge of Seller, threatened claims for labor performed, materials furnished, or services rendered in connection with constructing, improving, or repairing the Property with respect to which liens may or could be filed against the Property;
- (f) Seller has paid or will pay prior to the Closing, in the ordinary course of Seller's business, all bills and other payments due in connection with the ownership, operation, construction, repair, and maintenance of the Property;
- (g) To the knowledge of Seller, Seller is not in breach of any law or regulation, or the order of any court or federal, state, municipal, or other governmental authority, in connection with the Property or Seller's present use or operation of the Property;
- (h) To the knowledge of Seller, there are no Hazardous Materials present at the Property. For purposes of this Section 13(h), "Hazardous Materials" means any chemicals, pollutants, contaminants, wastes, toxic substances, or petroleum products defined in, governed under, or regulated pursuant to any applicable federal, state, or local laws or regulations relating to pollution, the protection of human health, or the environment;
- (i) None of the representations of Seller in this Agreement contains any untrue statement of a material fact or omits to state a material fact necessary in order to make any representation contained herein not misleading in light of the circumstances in which such representation is made;
- (j) The representations set forth in this Section 13 are true and correct as of the date of this Contract, as of the date of Closing, and shall survive the Closing; and

14. Ownership of Property Pending Closing. Seller covenants and agrees that from and after the date hereof through the Closing, Seller shall (a) comply with all laws, rules, regulations and ordinances affecting the Property; (b) not lease or license all or any portion of the Property or enter into any agreement granting rights to any person, firm or entity to occupy or use all or any portion of the Property which would remain in effect after Closing; (c) not enter into any service or management contract affecting the Property which would remain in effect after Closing, and Seller shall deliver the Property free from any such contract at Closing; (d) not make, create or allow any transfer, lien, lease, encumbrances, easement, restriction, reservation, contractual or other right, license or interest involving the Property or any part thereof which will not be released at or prior to Closing, or act in such a way as would deprive or hinder Seller from transferring the Property to Purchaser in accordance with the terms and conditions of this Agreement; (e) not cause any action to be

taken which would cause any of the representations or warranties in Section 13 above to be untrue as of the Closing date; (f) not apply for or acquiesce in any change in the current land use or zoning classification of the Property; (g) not apply for any special property tax status or designation for the Property and (h) not conduct any grading or clearing of trees.

15. Default. If Seller defaults under this Agreement and such default continues for ten (10) days after receipt of written notice, Purchaser may, at its election: (a) prosecute an action for specific performance of this Agreement, (b) terminate this Agreement and receive an immediate refund of all Option Fees previously paid by it, and be reimbursed by Seller for its expenses incurred in optioning and investigating the Property, or (c) pursue any other remedies available to it at law or in equity for Seller's breach.

16. Confidentiality. Seller shall not disclose to anyone, at any time or in any manner, other than to Seller's counsel or Seller's agents or independent contractors associated with the Property who must agree to maintain the information in the strictest confidence, or in a judicially or administratively ordered proceeding where the disclosure is required by law, the Option Fee or the Purchase Price payable by Purchaser under this Agreement, unless Purchaser consents in writing to the disclosure. The provisions of this paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

17. Memorandum of Option. Seller shall, upon Purchaser's request, execute a Memorandum of Option in recordable form, which Purchaser may record at Purchaser's expense in the office of the Chancery Clerk. In the event the Option is not exercised, Purchaser shall, upon Seller's written request, promptly execute a release of any Memorandum of Option in recordable form.

18. Other Contracts. To the extent that the property, or any portion thereof, may be enrolled or is under contract with any governmental agency, Federal or State, involving any subsidy or financial assistance farm program which, if cancelled would result in a monetary penalty to the Seller, the Purchaser agrees to be responsible for and pay the penalty amount in the event of any such termination or cancellation of the program contract.

19. Tax Deferred Treatment. The Seller reserves the right, in the sale of the property, to engage in a tax deferred exchange under the provisions of IRC § 1031 or similar regulations, in which event Purchaser agrees to cooperate with Seller in consummating the transaction, provided, however, that any additional cost incurred as a result of that election will be the sole responsibility of the Seller.

20. Assignment. Purchaser shall have the right to assign its rights under this Agreement to the City of Starkville, Oktibbeha County, Oktibbeha County Economic Development Authority, or any other similar governmental entity (i.e. an economic development authority) without the consent of Seller, by delivering written notice of the assignment to Seller at any time prior to the Closing. Any such assignment shall not alter

or change Purchaser's original intent and use of subject property for economic/industrial development purposes. Any other assignment by Purchaser shall require the consent of Seller.

21. Time of the Essence. Time shall be of the essence in the performance of all obligations under this Agreement. If the time period by which any right, option or election provided under this Agreement must be exercised, or by which any act required under this Agreement must be performed, or by which Closing must be held, expires on a Saturday, Sunday or a holiday, then such time period shall be automatically extended to the next business day.

22. Controlling Law. This Agreement has been entered into under, and shall be interpreted and construed according to, the laws of the State of Mississippi.

23. Entire Agreement, Modification. This Agreement and all exhibits attached hereto, if any, constitute the entire and complete agreement between the parties hereto and supersedes any prior oral or written agreements between the parties with respect to the Property. Seller and Purchaser expressly agree that there are no oral or written understandings or agreements between them that in any way change the terms, covenants and conditions set forth in this Agreement, and that no modification of this Agreement, and no waiver of any of its terms or conditions, shall be effective unless made in writing and duly executed by both parties.

24. Notices All notices provided or permitted to be given under this agreement must be in writing and may be served by depositing same in the United States mail or national overnight delivery service, or be hand delivering the same to such person. For purposes of notice, the addresses of the parties shall be as follows:

If to Purchaser: Golden Triangle Development LINK
Post Office Box 1328
Columbus, MS 39703

If to Seller: Ramsey Brothers, LLC
Attn: Sandy Ramsey
1305 South Montgomery Street
Starkville, MS 39759

25. Effective Date. The "Effective Date" of the Agreement shall be the date of execution of this Agreement by the last to sign of the Purchaser and the Seller.

26. Attorneys' Fees. The substantially successful party in any proceeding to enforce any provision of this Agreement shall be entitled to recover all costs of such proceeding, including reasonable attorneys' fees and expenses. The provisions of this paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

27. Special Provisions.

(a) Purchaser agrees to provide to the Seller one bound copy of any reports, surveys or studies commissioned and received by the Purchaser during the Option Period.

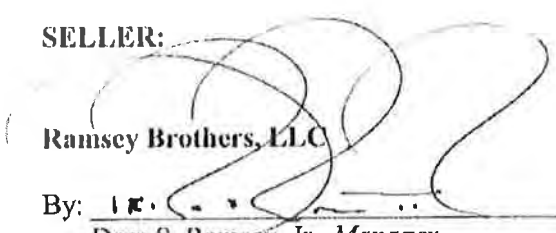
(b) Upon the exercise of this Option by Purchaser and provided Seller elects to construct a boundary line fence along the South boundary of the property purchased pursuant to this Agreement, Purchaser agrees to pay up to the amount of . . . apply to the construction of a boundary line fence of Seller's choice.

(c) Seller and Purchaser agree that a Memorandum of this Option Agreement may be recorded in the land records of Oktibbeha County, Mississippi, at the request of either party. Upon such request, the parties agree to execute such Memorandum so as to comply with recording requirements of the Chancery Clerk's Office in Oktibbeha County, Mississippi.

IN WITNESS WHEREOF, Seller and Purchaser have executed this Agreement effective as of the date of execution by the last to sign of the Purchaser and the Seller.

SELLER:

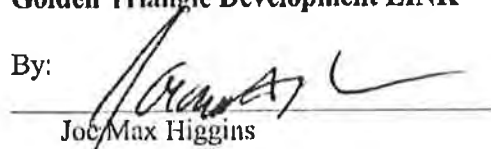
Ramsey Brothers, LLC

By: 
Dero S. Ramsey, Jr., Manager

Date: 5-28-2014

PURCHASER:

Golden Triangle Development LINK

By: 
Joe Max Higgins

Date: 5.28.14

STATE OF MISSISSIPPI

COUNTY OF Oktibbeha

Personally appeared before me, the undersigned authority in and for the said county and state, on this 28 day of May, 2014, within my jurisdiction, the within named **Dero S. Ramsey, Jr.**, who acknowledged that he is Manager of Ramsey Brothers, LLC, a Mississippi limited liability company, and that for and on behalf of the said limited liability company, and as its act and deed, he executed the above and foregoing instrument, after first being duly authorized so to do.



Lucinda D. Hughes
NOTARY PUBLIC

My Commission Expires: 3/24/18

STATE OF MISSISSIPPI

COUNTY OF lowndes

Personally appeared before me, the undersigned authority in and for the said county and state, on this 28th day of May, 2014, within my jurisdiction, the within named **Joe Max Higgins**, who acknowledged that he is Chief Executive Officer of Golden Triangle Development LINK, and that for and on behalf of the said entity, and as its act and deed he executed the above and foregoing instrument, after first being duly authorized so to do.

Joe Max Higgins
NOTARY PUBLIC

(SEAL)

My Commission Expires:

NTS:1060



OPTION AGREEMENT

THIS OPTION AGREEMENT is made and entered into by and between **4/J I, L.P.**, a Mississippi limited partnership (referred to as "**Seller**"), and **Golden Triangle Development LINK** (referred to as "**Purchaser**").

GRANT OF OPTION

For and in consideration of the sum of One Hundred Dollars (\$100.00) and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Seller grants to Purchaser, its successors and assigns, on the terms and conditions set forth below, the exclusive right and option (the "**Option**") to purchase that certain real property (the "**Property**") located in Oktibbeha County, Mississippi more fully described as follows:

All that part of the Northwest Quarter of the Northeast Quarter located and situated East of Mississippi Highway 25 Bypass in Section 32, Township 19, Range 14 East, Oktibbeha County, Mississippi, containing 16 acres, more or less.

The legal description of the Property taken from the survey and/or the current ownership deed descriptions, may, in Purchaser's sole discretion, be used in the General Warranty Deed from Seller to Purchaser.

STATEMENT OF AGREEMENT

The Option is granted on the following terms and conditions:

1. **Purchase Price.** The purchase price of the Property (the "Purchase Price") shall be as follows:

(a) The West six (6) acres of the property as described herein shall be conveyed by separate Warranty Deed for a total purchase price of

(b) The remaining portion (warranted to be not less than 9.58 acres) of the property described herein shall be transferred to the Purchaser

The Purchase Price shall be payable in full at closing. All Option Fees, if any, paid prior to the closing shall be credited against the Purchase Price at Closing.

2. **Initial Term and Extension Rights.** The Initial Term of the Option Period shall begin on the Effective Date of this Agreement as defined in paragraph 25 hereof and shall expire on November 1, 2015 (the "Initial Term").

3. Warranty of Title. Seller represents and warrants that, at the closing, Seller will convey to the Purchaser good, marketable and indefeasible fee simple title to the Property, free and clear of all liens and encumbrances, subject only to taxes for the current year (not yet due and payable) and existing rights of way and easement for public utilities and public roads and any other matters previously approved or deemed accepted by Purchaser in accordance with Section 4 below.

4. Title Examination. In the event of and at such time as Purchaser may elect to exercise its option to purchase as to each separate parcel, Purchaser, within forty-five (45) days thereafter, shall obtain a title commitment from a title insurance company of its choice setting forth the status of the title to the Property. Upon receipt of the title commitment, Purchaser shall deliver a copy of the title commitment to Seller, thereby advising of and showing all liens, claims, encumbrances, reservations, restrictions, and other matters, if any, relating to the title of the property that affects the merchantability of the property. Seller, at his sole expense, shall use reasonable efforts to remedy any title objections to the reasonable satisfaction of the Purchaser within forty-five (45) days after delivery of the title commitment to Seller, and Purchaser agrees to cooperate to the fullest with Seller in its efforts to remedy the objections. If the objections are not cured or remedied, or satisfactory provision made therefore, prior to the expiration of the forty-five (45) day period referred to herein, then Purchaser, at its election, shall have the right to either: (a) accept title to the Property subject to the objections; or (b) terminate this Agreement, in which event Seller shall refund to Purchaser all option fees previously paid, and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this Agreement. Notwithstanding the foregoing, Seller, at his sole cost, shall be obligated to remove at or before Closing (or apply a portion of the Purchase Price to satisfy such obligations at closing), all mortgages, deeds of trust, judgment liens, mechanics and materialmen's liens, and other liens against the Property securing monies to be paid (unless caused by the actions of Purchaser), whether or not Purchaser objects thereto.

5. Inspections and Survey. During the Initial Term of this Option, Purchaser and its agents shall have, and Seller hereby grants to Purchaser, the right of ingress and egress on, over, through, across, to and from the Property and Seller's other adjoining property, if any, for the purpose of making any inspections, explorations, tests (including environmental inspections, samplings, drillings, and tests) and surveys of the Property as Purchaser may desire, or engaging in any other property evaluation and assessment activities which Purchaser deems appropriate. In particular, Purchaser may elect to cause a licensed surveyor or engineer to prepare an accurate Survey of the Property, establishing the boundaries of the Property and showing the location of all easements or encroachments, if any, affecting the Property. Purchaser reserves the right to make written objections to title as provided in Section 4 based upon the Survey. Once the Survey has been prepared, a legal description of the Property prepared from the Survey may, at Purchaser's discretion, be used in the General Warranty Deeds from Seller to Purchaser.

By entering the Property for this or any other purpose, Purchaser:

- (a) accepts the risk of any damage it may cause to the Property or any injury caused to any person,
- (b) agrees, in the event Purchaser does not exercise its Option and purchase the Property, to repair any damage caused by Purchaser to the Property, and
- (c) accepts responsibility for all damages, if any, caused by Purchaser's negligence or other misconduct in connection with Purchaser's activities on the Property during the term of this Option.

6. Delivery of Due Diligence Items. Upon request of Purchaser, Seller covenants and agrees to provide Purchaser true, correct and complete copies of the items listed below, to the extent such items are available and are within Seller's actual possession or control. The items are as follows:

- (a) Copies of property tax bills, utility bills (if any) and similar records relating to the Property for the past two (2) years.
- (b) Copies of any and all unrecorded agreements, licenses, and other contracts (including service) relating to the Property.
- (c) Copies of any and all environmental assessments obtained by Seller with respect to the Property, including without limitation, any Phase I and Phase II studies.
- (d) Seller's most recent survey, along with any soil tests, topographical maps, etc.
- (e) Feasibility studies, surveys, appraisals and such other materials as may be material to an evaluation of the Property.
- (f) Copies of title certificates, title insurance policies and title reports with respect to the Property.
- (g) Any other information reasonably requested by Purchaser including, if applicable, documents verifying the legal existence of the Seller and confirming good standing in the State of Mississippi.

7. Exercise or Election Not To Exercise. Purchaser shall have the right, at any time during the option period set forth herein, to exercise its option to purchase the property described herein. If Purchaser elects to exercise this Option, it shall do so by sending a written notice to that effect, addressed to Seller at the address set forth in the notice provisions of this Agreement, and deposited in the United States mail or national overnight delivery service or by hand delivering such written notice to Seller on or before the expiration of the Initial Term. Purchaser's notice shall specify the place, date and time that

the closing of the purchase and sale of the Property (the "Closing") will take place, which shall be no later than One Hundred Twenty (120) days after Purchaser exercises the Option. If the notice of exercise is mailed via the U.S. Postal Service or a national overnight delivery service, the notice shall be deemed to have been delivered when mailed, if sent with prepaid postage by certified or registered mail, or when deposited with such national overnight delivery service.

Subject to the provisions of paragraph 4, if Purchaser fails to exercise the Option on or before the expiration of the Initial Term, then this Option shall terminate and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this agreement.

8. Closing. At the Closing:

- (a) Seller shall cause to be delivered release(s) of liens, if any, from all lienholders holding liens affecting the Property.
- (b) Seller shall execute and deliver to the Purchaser a General Warranty Deed covering the Property, conveying good and indefeasible fee simple title to the Property, in form and substance satisfactory to Purchaser.
- (c) Seller shall execute and deliver to Purchaser or its title insurer: (1) an owner's affidavit in form satisfactory to purchaser and the title insurance company, and (2) such other affidavits or certifications required by the Title Company to issue the Title Policy.
- (d) Purchaser, at Purchaser's sole cost and expense, may obtain an owner's title insurance policy in the amount of the Purchase Price, naming Purchaser as the insured, together with such title endorsements required by Purchaser, to the extent available.
- (e) Purchaser shall tender to Seller the balance of the Purchase Price subject to any credit or adjustment to the Purchase Price as set forth in this agreement.
- (f) Seller shall execute and deliver to Purchaser a general assignment conveying to Purchaser, without representation or warranty and to the extent assignable, Seller's rights with respect to any and all tangible and intangible rights, privileges and appurtenances pertaining to the Property, including without limitation, any development rights.
- (g) Seller shall execute and deliver to Purchaser such other closing documents requested by Purchaser, including corporate or other legal entity authorization for the transaction.
- (h) At the Closing, all ad valorem real property taxes and similar assessments for the year of Closing with respect to the Property (including both general and

special assessments) shall be prorated between Purchaser and Seller as of the day of Closing. In the event that the property taxes or assessments for the year of Closing have not yet been determined, the proration shall be based on such taxes or assessments for the preceding year, and at such time as the taxes or assessments for the year of Closing are paid, the parties hereto agree to correct any inaccuracies in such proration. This Section 8(h) shall survive the Closing.

9. Possession. Seller shall deliver exclusive possession of the Property to Purchaser at the Closing, in the same condition as on the Effective Date, ordinary wear and tear excepted, free and clear of all tenants, occupants, or parties in possession.

10. Brokers. Each of Seller and Purchaser represents and warrants to the other that it has not hired, engaged or consulted with any broker or agent to which the other party has or will have any obligation.

11. Closing Expenses. Purchaser shall be responsible for all costs of investigating the Property, closing costs, cost of survey, the cost of the initial title search, the cost of the Title Policy, the cost of the General Warranty Deed, and all recording fees. Each party shall be responsible for its own attorney's fees.

12. Governmental Approvals. In the event that the approval of any governmental entity, including but not limited to rezoning, special permits, regulatory permits, environmental permits or variances, is required for Purchaser's intended use of the Property, Seller agrees to promptly execute any forms and applications related thereto and take any actions that Purchaser reasonably requests, but the burden of obtaining such approval shall be borne by Purchaser at its expense. Seller shall cooperate with Purchaser in pursuing the foregoing.

13. Representations and Warranties. For the purpose of inducing Purchaser to enter into this Agreement, Seller represents and warrants to Purchaser the following:

- (a) This Agreement constitutes the legal, valid, and binding obligation of Seller enforceable in accordance with its terms;
- (b) The compliance with or fulfillment of the terms and conditions of this Agreement will not conflict with, violate, constitute a default under, or result in a breach of the terms, conditions, or provisions of any contract or agreement to which Seller (individually and collectively) is a party or by which Seller (individually and collectively) is otherwise bound;
- (c) There are no pending or, to the knowledge of Seller, threatened actions or proceedings against Seller (individually and collectively) or the Property that, if determined adversely to Seller (individually and collectively), would materially adversely affect Seller's ability to perform its obligations

under this Contract or that would enjoin or prevent the consummation of the Closing;

- (d) There are no parties in possession of the Property other than Seller except as may be noted herein;
- (e) There are no pending or, to the knowledge of Seller, threatened claims for labor performed, materials furnished, or services rendered in connection with constructing, improving, or repairing the Property with respect to which liens may or could be filed against the Property;
- (f) Seller has paid or will pay prior to the Closing, in the ordinary course of Seller's business, all bills and other payments due in connection with the ownership, operation, construction, repair, and maintenance of the Property;
- (g) To the knowledge of Seller, Seller is not in breach of any law or regulation, or the order of any court or federal, state, municipal, or other governmental authority, in connection with the Property or Seller's present use or operation of the Property;
- (h) To the knowledge of Seller, there are no Hazardous Materials present at the Property. For purposes of this Section 13(h), "Hazardous Materials" means any chemicals, pollutants, contaminants, wastes, toxic substances, or petroleum products defined in, governed under, or regulated pursuant to any applicable federal, state, or local laws or regulations relating to pollution, the protection of human health, or the environment;
- (i) None of the representations of Seller in this Agreement contains any untrue statement of a material fact or omits to state a material fact necessary in order to make any representation contained herein not misleading in light of the circumstances in which such representation is made;
- (j) The representations set forth in this Section 13 are true and correct as of the date of this Contract, as of the date of Closing, and shall survive the Closing; and

14. Ownership of Property Pending Closing. Seller covenants and agrees that from and after the date hereof through the Closing, Seller shall (a) comply with all laws, rules, regulations and ordinances affecting the Property; (b) not lease or license all or any portion of the Property or enter into any agreement granting rights to any person, firm or entity to occupy or use all or any portion of the Property which would remain in effect after Closing; (c) not enter into any service or management contract affecting the Property which would remain in effect after Closing, and Seller shall deliver the Property free from any such

contract at Closing; (d) not make, create or allow any transfer, lien, lease, encumbrances, easement, restriction, reservation, contractual or other right, license or interest involving the Property or any part thereof which will not be released at or prior to Closing, or act in such a way as would deprive or hinder Seller from transferring the Property to Purchaser in accordance with the terms and conditions of this Agreement; (e) not cause any action to be taken which would cause any of the representations or warranties in Section 13 above to be untrue as of the Closing date; (f) not apply for or acquiesce in any change in the current land use or zoning classification of the Property; (g) not apply for any special property tax status or designation for the Property and (h) not conduct any grading or clearing of trees.

15. Default. If Seller defaults under this Agreement and such default continues for ten (10) days after receipt of written notice, Purchaser may, at its election: (a) prosecute an action for specific performance of this Agreement, (b) terminate this Agreement and receive an immediate refund of all Option Fees previously paid by it, and be reimbursed by Seller for its expenses incurred in optioning and investigating the Property, or (c) pursue any other remedies available to it at law or in equity for Seller's breach.

16. Confidentiality. Seller shall not disclose to anyone, at any time or in any manner, other than to Seller's counsel or Seller's agents or independent contractors associated with the Property who must agree to maintain the information in the strictest confidence, or in a judicially or administratively ordered proceeding where the disclosure is required by law, the Option Fee or the Purchase Price payable by Purchaser under this Agreement, unless Purchaser consents in writing to the disclosure. The provisions of this paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

17. Memorandum of Option. Seller shall, upon Purchaser's request, execute a Memorandum of Option in recordable form, which Purchaser may record at Purchaser's expense in the office of the Chancery Clerk. In the event the Option is not exercised, Purchaser shall, upon Seller's written request, promptly execute a release of any Memorandum of Option in recordable form.

18. Other Contracts. To the extent that the property, or any portion thereof, may be enrolled or is under contract with any governmental agency, Federal or State, involving any subsidy or financial assistance farm program which, if cancelled would result in a monetary penalty to the Seller, the Purchaser agrees to be responsible for and pay the penalty amount in the event of any such termination or cancellation of the program contract.

19. Tax Deferred Treatment. The Seller reserves the right, in the sale of the property, to engage in a tax deferred exchange under the provisions of IRC § 1031 or similar regulations, in which event Purchaser agrees to cooperate with Seller in consummating the transaction, provided, however, that any additional cost incurred as a result of that election will be the sole responsibility of the Seller.

20. Assignment. Purchaser shall have the right to assign its rights under this Agreement to the City of Starkville, Oktibbeha County, Oktibbeha County Economic Development Authority, or any other similar governmental entity (i.e. an economic development authority) without the consent of Seller, by delivering written notice of the assignment to Seller at any time prior to the Closing. Any such assignment shall not alter or change Purchaser's original intent and use of subject property for economic/industrial development purposes. Any other assignment by Purchaser shall require the consent of Seller.

21. Time of the Essence. Time shall be of the essence in the performance of all obligations under this Agreement. If the time period by which any right, option or election provided under this Agreement must be exercised, or by which any act required under this Agreement must be performed, or by which Closing must be held, expires on a Saturday, Sunday or a holiday, then such time period shall be automatically extended to the next business day.

22. Controlling Law. This Agreement has been entered into under, and shall be interpreted and construed according to, the laws of the State of Mississippi.

23. Entire Agreement, Modification. This Agreement and all exhibits attached hereto, if any, constitute the entire and complete agreement between the parties hereto and supersedes any prior oral or written agreements between the parties with respect to the Property. Seller and Purchaser expressly agree that there are no oral or written understandings or agreements between them that in any way change the terms, covenants and conditions set forth in this Agreement, and that no modification of this Agreement, and no waiver of any of its terms or conditions, shall be effective unless made in writing and duly executed by both parties.

24. Notices All notices provided or permitted to be given under this agreement must be in writing and may be served by depositing same in the United States mail or national overnight delivery service, or be hand delivering the same to such person. For purposes of notice, the addresses of the parties shall be as follows:

If to Purchaser: Golden Triangle Development LINK
 Post Office Box 1328
 Columbus, MS 39703

If to Seller: 4/J I, L.P.
 Post Office Box 231
 Starkville, MS 39760

25. Effective Date. The "Effective Date" of the Agreement shall be the date of execution of this Agreement by the last to sign of the Purchaser and the Seller.

26. Attorneys' Fees. The substantially successful party in any proceeding to enforce any provision of this Agreement shall be entitled to recover all costs of such proceeding, including reasonable attorneys' fees and expenses. The provisions of this paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

27. Special Provisions.

(a) Purchaser agrees to provide to the Seller one bound copy of any reports, surveys or studies commissioned and received by the Purchaser during the Option Period.

(b) Purchaser will work in good faith with the City of Starkville and/or Oktibbeha County to access future hospital road extension from its connection at Reed Road due West to Highway 25 crossover located directly North of the proposed Josey land purchase as long as the road does not interfere with Purchaser's intended use of the property to be acquired under the provisions of this Option Agreement.

(c) Seller and Purchaser agree that a Memorandum of this Option Agreement may be recorded in the land records of Oktibbeha County, Mississippi, at the request of either party. Upon such request, the parties agree to execute such Memorandum so as to comply with recording requirements of the Chancery Clerk's Office in Oktibbeha County, Mississippi.

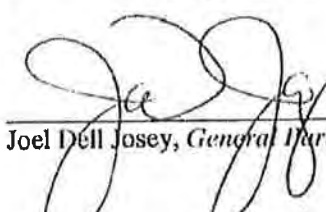
IN WITNESS WHEREOF, Seller and Purchaser have executed this Agreement effective as of the date of execution by the last to sign of the Purchaser and the Seller.

SELLER:

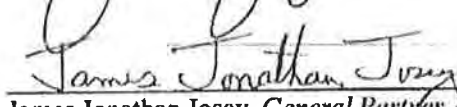
4/J L.P.

By: 
David Harrell Josey, General Partner

Date: 5-5-14

By: 
Joel Dell Josey, General Partner

Date: 5/6/14

By: 
James Jonathan Josey, General Partner

Date: 5/5/2014

PURCHASER:

Golden Triangle Development LINK

By: _____

Joe Max Higgins

Date: _____

STATE OF _____

COUNTY OF _____

Personally appeared before me, the undersigned authority in and for the said county and state, on this 26th day of May, 2014, within my jurisdiction, the within named **David Harrell Josey**, who acknowledged that he is a General Partner of 4/J I, L.P., a Mississippi limited partnership, and that for and on behalf of the said entity, and as its act and deed he executed the above and foregoing instrument, after first being duly authorized so to do.

NOTARY PUBLIC

(SEAL)

My Commission Expires: _____



STATE OF MS
COUNTY OF OKTIBBEHA

Personally appeared before me, the undersigned authority in and for the said county and state, on this 6th day of May, 2014, within my jurisdiction, the within named **Joel Dell Josey**, who acknowledged that he is a General Partner of 4/J I, L.P., a Mississippi limited partnership, and that for and on behalf of the said entity, and as its act and deed he executed the above and foregoing instrument, after first being duly authorized so to do.

Ashley Holley
NOTARY PUBLIC

(SEAL)

My Commission Expires:



STATE OF Mississippi
COUNTY OF OKTIBBEHA

Personally appeared before me, the undersigned authority in and for the said county and state, on this 5th day of May, 2014, within my jurisdiction, the within named **James Jonathan Josey**, who acknowledged that he is a General Partner of 4/J I, L.P., a Mississippi limited partnership, and that for and on behalf of the said entity, and as its act and deed he executed the above and foregoing instrument, after first being duly authorized so to do.

Julie W. Brown
NOTARY PUBLIC

(SEAL)

My Commission Expires:



STATE OF MISSISSIPPI
COUNTY OF Loveland

Personally appeared before me, the undersigned authority in and for the said county and state, on this 12th day of May, 2014, within my jurisdiction, the within named **Joe Max Higgins**, who acknowledged that he is Chief Executive Officer of Golden Triangle Development LINK, and that for and on behalf of the said entity, and as its authorized agent, he executed the above and foregoing instrument, after first being duly authorized so to do.



Mallory Thompson
NOTARY PUBLIC

My Comm. Expires: 8.05.17

NTS:1060

OPTION AGREEMENT

THIS OPTION AGREEMENT is made and entered into by and between **William Dean Stark, as Trustee of the William Dean Stark Revocable Trust, and Jeffrey Forrest Barnes, as Successor Trustee of the Donna Barnes Stark Revocable Trust,** (collectively referred to as "Seller"), and **Golden Triangle Development LINK** (referred to as "Purchaser").

GRANT OF OPTION

For and in consideration of the sum of One Hundred Dollars (\$100.00) and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Seller grants to Purchaser, its successors and assigns, on the terms and conditions set forth below, the exclusive right and option (the "Option") to purchase that certain real property (the "Property") located in Oktibbeha County, Mississippi more fully described as follows:

TRACT I: The West Half of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, containing 80 acres, more or less.

SUBJECT TO a *Right of Way Easement for Underground Sewer Line* in favor of the City of Starkville, Mississippi, as recorded in Deed Book 2003 at pages 6451 - 6453.

LESS AND EXCEPT: 2.5 acres, more or less, conveyed to the State Highway Commission of Mississippi, as described in Deed Book 193 at page 136.

LESS AND EXCEPT the following (See Deed Book 731 at page 19): Commence with the intersection of the East side of the Southwest Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of U. S. Highway No. 82 and run North a distance of 600 feet; thence run West a distance of 243 feet to the point of beginning.

Thence run North a distance of 365 feet; thence run West a distance of 365 feet; thence run South a distance of 365 feet; thence run East a distance of 365 feet to the point of beginning.

Being 3.0 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

LESS AND EXCEPT the following (See Deed Book 860 at page 617): Commence with the intersection of the West boundary of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-

way of U. S. Highway No. 82 and run North 89 degrees 36 minutes East along the North right-of-way of U. S. Highway No. 82 a distance of 60.0 feet and use as the Point of Beginning.

Thence continue North 89 degrees 36 minutes East along the North right-of-way of U. S. Highway No. 82 a distance of 415.0 feet; thence run North 14 degrees 13 minutes West a distance of 342.0 feet; thence run North 68 degrees 25 minutes East a distance of 220.0 feet; thence run North 76 degrees 20 minutes East a distance of 150.0 feet; thence run North 76 degrees 15 minutes East a distance of 124.0 feet; thence run North 78 degrees 30 minutes East a distance of 478.0 feet to the center line of a creek; thence run North 14 degrees 41 minutes West along the center line of said creek a distance of 394.0 feet; thence run North 29 degrees 41 minutes West along the center line of said creek a distance of 375.0 feet; thence run North 70 degrees 20 minutes West along the center line of said creek a distance of 190.0 feet; thence run North 53 degrees 30 minutes West along the center line of said creek a distance of 100.0 feet; thence run North 35 degrees 20 minutes West along the center line of said creek a distance of 170.0 feet to a point where a second creek enters; thence run South 18 degrees 10 minutes West along the center line of the second creek a distance of 285.0 feet; thence run South 33 degrees 10 minutes West along the center line of the second creek a distance of 235.0 feet; thence run South 23 degrees 20 minutes West along the center line of the second creek a distance of 390.0 feet; thence run South 25 degrees 00 minutes West along the center line of the second creek a distance of 470.0 feet; thence run South 14 degrees 20 minutes West a distance of 207.0 feet; thence run South 02 degrees 35 minutes West a distance of 95.0 feet to the point of beginning.

Being 20.0 acres located in the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi;

And also a permanent easement for ingress and egress of twenty-five (25) feet in width over and across a gravel driveway from the subject property to U. S. Highway 82, and subject to a permanent easement for ingress and egress reserved of twenty-five (25) feet in width over and across a gravel driveway from U. S. Highway 82 for ingress and egress as set forth in Deed Book 731 at pages 21 - 24, in the Office of the Chancery Clerk of Oktibbeha County, Mississippi.

LESS AND EXCEPT the following (See Deed Book 2005 at page 1314): Commencing with the intersection of the West boundary of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right of way of U.S. Highway No. 82 and run North 82 degrees 36 minutes East along said right of way of U.S. Highway No. 82 a distance of 475.0 feet to the point of beginning.

From said point of beginning run thence South 89 degrees 00 minutes East along the North right of way of U.S. Highway No. 82 a distance of 502.12 feet; thence North 09 degrees 35 minutes West for a distance of 499.61 feet; thence South 78 degrees 30 minutes West for a distance of 32.83 feet; thence South 76 degrees 15 minutes West for a distance of 124.0 feet; thence South 76 degrees 20 minutes West for a distance of 150.0 feet; thence South 68 degrees 25 minutes West for a distance of 220.0 feet; thence South 14 degrees 13 minutes East for a distance of 342.0 feet to the point of beginning.

Said parcel being located in the Southwest Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 15 East, Oktibbeha County, Mississippi, and also being part of Lot 6 of Block 78 as shown on the Michael Baker Official Map of the City of Starkville, Mississippi, 1974 Edition and contains 5.00 acres. (118M-00-001.02)

TRACT II: The Northeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, being forty acres, more or less, together with an easement for ingress and egress sixty feet of equal width over and across the Northwest Quarter of the Southeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, the same being a sixty-foot easement to the Reed Road.

TRACT III: Commence with the intersection of the West side of the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of U. S. Highway No. 82 and use as the Point of Beginning.

Thence run South 83 degrees 00 minutes East along the North right-of-way of U. S. Highway No. 82 a distance of 496.0 feet; thence run North 79 degrees 20 minutes East along the North right-of-way of Mississippi Highway No. 82 a distance of 288.0 feet; thence run North a distance of 1,200.0 feet; thence run West a distance of 810.4 feet; thence run South a distance of 1,260.0 feet to the point of beginning.

Being 22.06 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, and within the City of Starkville, Mississippi.

TRACT IV: The West Half of the Northwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

TRACT V: All that part of the Northeast Quarter of the Northwest Quarter located and being situated South of that certain right of way easement for underground sewer line conveyed to the City of Starkville, Mississippi, all in Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi.

TRACT VI: The Southeast Quarter of the Northwest Quarter of Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi.

TRACT VII: The West One-Third (1/3) of the Southwest Quarter of the Northeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

The legal description of the Property taken from the survey and/or the current ownership deed descriptions, may, in Purchaser's sole discretion, be used in the General Warranty Deed from Seller to Purchaser.

STATEMENT OF AGREEMENT

The Option is granted on the following terms and conditions:

1. **Purchase Price.** The purchase price of the Property (the "Purchase Price") shall be total purchase price to be determined in accord with the provisions of paragraph 5.

The Purchase Price shall be payable in full at closing. All Option Fees, if any, paid prior to the closing shall be credited against the Purchase Price at Closing.

2. **Initial Term and Extension Rights.** The Initial Term of the Option Period shall begin on the Effective Date of this Agreement as defined in paragraph 25 hereof and shall expire on November 1, 2015 (the "Initial Term").

3. **Warranty of Title.** Seller represents and warrants that, at the closing, Seller will convey to the Purchaser good, marketable and indefeasible fee simple title to the Property, free and clear of all liens and encumbrances, subject only to taxes for the current year (not yet due and payable) and existing rights of way and easement for public utilities and public roads and any other matters previously approved or deemed accepted by Purchaser in accordance with Section 4 below.

4. **Title Examination.** In the event of and at such time as Purchaser may elect to exercise its option to purchase as to each separate parcel, Purchaser, within forty-five (45) days thereafter, shall obtain a title commitment from a title insurance company of its choice setting forth the status of the title to the Property. Upon receipt of the title commitment,

Purchaser shall deliver a copy of the title commitment to Seller, thereby advising of and showing all liens, claims, encumbrances, reservations, restrictions, and other matters, if any, relating to the title of the property that affects the merchantability of the property. Seller, at his sole expense, shall use reasonable efforts to remedy any title objections to the reasonable satisfaction of the Purchaser within forty-five (45) days after delivery of the title commitment to Seller, and Purchaser agrees to cooperate to the fullest with Seller in its efforts to remedy the objections. If the objections are not cured or remedied, or satisfactory provision made therefore, prior to the expiration of the forty-five (45) day period referred to herein, then Purchaser, at its election, shall have the right to either: (a) accept title to the Property subject to the objections; or (b) terminate this Agreement, in which event Seller shall refund to Purchaser all option fees previously paid, and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this Agreement. Notwithstanding the foregoing, Seller, at his sole cost, shall be obligated to remove at or before Closing (or apply a portion of the Purchase Price to satisfy such obligations at closing), all mortgages, deeds of trust, judgment liens, mechanics and materialmen's liens, and other liens against the Property securing monies to be paid (unless caused by the actions of Purchaser), whether or not Purchaser objects thereto.

5. Inspections and Survey. During the Initial Term of this Option, and upon 72 hours prior notice to the Seller, Purchaser and its agents shall have, and Seller hereby grants to Purchaser, the right of ingress and egress on, over, through, across, to and from the Property and Seller's other adjoining property, if any, for the purpose of making any inspections, explorations, tests (including environmental inspections, samplings, drillings, and tests) and surveys of the Property as Purchaser may desire, or engaging in any other property evaluation and assessment activities which Purchaser deems appropriate. In particular, Purchaser may elect to cause a licensed surveyor or engineer to prepare an accurate Survey of the Property, establishing the boundaries of the Property and showing the location of all easements or encroachments, if any, affecting the Property. Purchaser reserves the right to make written objections to title as provided in Section 4 based upon the Survey. Once the Survey has been prepared, a legal description of the Property prepared from the Survey may, at Purchaser's discretion, be used in the General Warranty Deed from Seller to Purchaser. If the purchase price of the property as set forth in paragraph 1 is based on a price per acre, the survey shall be used as the basis for determining total acreage in the property.

By entering the Property for this or any other purpose, Purchaser:

- (a) accepts the risk of any damage it may cause to the Property or any injury caused to any person,
- (b) agrees, in the event Purchaser does not exercise its Option and purchase the Property, to repair any damage caused by Purchaser to the Property, and

- (c) accepts responsibility for all damages, if any, caused by Purchaser's negligence or other misconduct in connection with Purchaser's activities on the Property during the term of this Option.

6. Delivery of Due Diligence Items. Upon request of Purchaser, Seller covenants and agrees to provide Purchaser true, correct and complete copies of the items listed below, to the extent such items are available and are within Seller's actual possession or control. The items are as follows:

- (a) Copies of property tax bills, utility bills (if any) and similar records relating to the Property for the past two (2) years.

- (b) Copies of any and all unrecorded agreements, licenses, and other contracts (including service) relating to the Property.

- (c) Copies of any and all environmental assessments obtained by Seller with respect to the Property, including without limitation, any Phase I and Phase II studies.

- (d) Seller's most recent survey, along with any soil tests, topographical maps, etc.

- (e) Feasibility studies, surveys, appraisals and such other materials as may be material to an evaluation of the Property.

- (f) Copies of title certificates, title insurance policies and title reports with respect to the Property.

- (g) Any other information reasonably requested by Purchaser including, if applicable, documents verifying the legal existence of the Seller and confirming good standing in the State of Mississippi.

7. Exercise or Election Not To Exercise. Purchaser shall have the right, at any time during the option period set forth herein, to exercise its option to purchase the property described herein. If Purchaser elects to exercise this Option, it shall do so by sending a written notice to that effect, addressed to Seller at the address set forth in the notice provisions of this Agreement, and deposited in the United States mail or national overnight delivery service or by hand delivering such written notice to Seller on or before the expiration of the Initial Term. Purchaser's notice shall specify the place, date and time that the closing of the purchase and sale of the Property (the "Closing") will take place, which shall be no later than One Hundred Twenty (120) days after Purchaser exercises the Option. If the notice of exercise is mailed via the U.S. Postal Service or a national overnight delivery service, the notice shall be deemed to have been delivered when mailed, if sent with prepaid postage by certified or registered mail, or when deposited with such national overnight delivery service.

Subject to the provisions of paragraph 4, if Purchaser fails to exercise the Option on or before the expiration of the Initial Term, then this Option shall terminate and thereafter neither party shall have any further liability to the other except as otherwise expressly set forth in this agreement.

8. Closing. At the Closing:

- (a) Seller shall cause to be delivered release(s) of liens, if any, from all lienholders holding liens affecting the Property.
- (b) Seller shall execute and deliver to the Purchaser a General Warranty Deed covering the Property, conveying good and indefeasible fee simple title to the Property, in form and substance satisfactory to Purchaser.
- (c) Seller shall execute and deliver to Purchaser or its title insurer: (1) an owner's affidavit in form satisfactory to purchaser and the title insurance company, and (2) such other affidavits or certifications required by the Title Company to issue the Title Policy.
- (d) Purchaser, at Purchaser's sole cost and expense, may obtain an owner's title insurance policy in the amount of the Purchase Price, naming Purchaser as the insured, together with such title endorsements required by Purchaser, to the extent available.
- (e) Purchaser shall tender to Seller the balance of the Purchase Price subject to any credit or adjustment to the Purchase Price as set forth in this agreement.
- (f) Seller shall execute and deliver to Purchaser a general assignment conveying to Purchaser, without representation or warranty and to the extent assignable, Seller's rights with respect to any and all tangible and intangible rights, privileges and appurtenances pertaining to the Property, including without limitation, any development rights.
- (g) Seller shall execute and deliver to Purchaser such other closing documents requested by Purchaser, including corporate or other legal entity authorization for the transaction.
- (h) At the Closing, all ad valorem real property taxes and similar assessments for the year of Closing with respect to the Property (including both general and special assessments) shall be prorated between Purchaser and Seller as of the day of Closing. In the event that the property taxes or assessments for the year of Closing have not yet been determined, the proration shall be based on such taxes or assessments for the preceding year, and at such time as the taxes or assessments for the year of Closing are paid, the parties hereto agree to correct any inaccuracies in such proration. This Section 8(h) shall survive the Closing.

9. Possession. Seller shall deliver exclusive possession of the Property to Purchaser at the Closing, in the same condition as on the Effective Date, ordinary wear and tear excepted, free and clear of all tenants, occupants, or parties in possession.

10. Brokers. Purchaser acknowledges that Seller is represented by Bulldog Realty as its Broker and that Purchaser has not hired, engaged or consulted with any broker or agent to which Seller has or will have any obligation.

11. Closing Expenses. Purchaser shall be responsible for all costs of investigating the Property, closing costs, cost of survey, the cost of the initial title search, the cost of the Title Policy, the cost of the General Warranty Deed, and all recording fees. Each party shall be responsible for its own attorney's fees.

12. Governmental Approvals. In the event that the approval of any governmental entity, including but not limited to rezoning, special permits, regulatory permits, environmental permits or variances, is required for Purchaser's intended use of the Property, Seller agrees to promptly execute any forms and applications related thereto and take any actions that Purchaser reasonably requests, but the burden of obtaining such approval shall be borne by Purchaser at its expense. Seller shall cooperate with Purchaser in pursuing the foregoing.

13. Representations and Warranties. For the purpose of inducing Purchaser to enter into this Agreement, Seller represents and warrants to Purchaser the following, subject to Seller's knowledge as Trustee:

- (a) This Agreement constitutes the legal, valid, and binding obligation of Seller enforceable in accordance with its terms;
- (b) The compliance with or fulfillment of the terms and conditions of this Agreement will not conflict with, violate, constitute a default under, or result in a breach of the terms, conditions, or provisions of any contract or agreement to which Seller (individually and collectively) is a party or by which Seller (individually and collectively) is otherwise bound;
- (c) There are no pending or, to the knowledge of Seller, threatened actions or proceedings against Seller (individually and collectively) or the Property that, if determined adversely to Seller (individually and collectively), would materially adversely affect Seller's ability to perform its obligations under this Contract or that would enjoin or prevent the consummation of the Closing;
- (d) There are no parties in possession of the Property other than Seller except as may be noted herein;

- (e) There are no pending or, to the knowledge of Seller, threatened claims for labor performed, materials furnished, or services rendered in connection with constructing, improving, or repairing the Property with respect to which liens may or could be filed against the Property;
- (f) Seller has paid or will pay prior to the Closing, in the ordinary course of Seller's business, all bills and other payments due in connection with the ownership, operation, construction, repair, and maintenance of the Property;
- (g) To the knowledge of Seller, Seller is not in breach of any law or regulation, or the order of any court or federal, state, municipal, or other governmental authority, in connection with the Property or Seller's present use or operation of the Property;
- (h) To the knowledge of Seller, there are no Hazardous Materials present at the Property. For purposes of this Section 13(h), "Hazardous Materials" means any chemicals, pollutants, contaminants, wastes, toxic substances, or petroleum products defined in, governed under, or regulated pursuant to any applicable federal, state, or local laws or regulations relating to pollution, the protection of human health, or the environment;
- (i) None of the representations of Seller in this Agreement contains any untrue statement of a material fact or omits to state a material fact necessary in order to make any representation contained herein not misleading in light of the circumstances in which such representation is made;
- (j) The representations set forth in this Section 13 are true and correct as of the date of this Contract, as of the date of Closing, and shall survive the Closing; and

14. Ownership of Property Pending Closing. Seller covenants and agrees that from and after the date hereof through the Closing, Seller shall (a) comply with all laws, rules, regulations and ordinances affecting the Property; (b) not lease or license all or any portion of the Property or enter into any agreement granting rights to any person, firm or entity to occupy or use all or any portion of the Property which would remain in effect after Closing; (c) not enter into any service or management contract affecting the Property which would remain in effect after Closing, and Seller shall deliver the Property free from any such contract at Closing; (d) not make, create or allow any transfer, lien, lease, encumbrances, easement, restriction, reservation, contractual or other right, license or interest involving the Property or any part thereof which will not be released at or prior to Closing, or act in such a way as would deprive or hinder Seller from transferring the Property to Purchaser in accordance with the terms and conditions of this Agreement; (e) not cause any action to be taken which would cause any of the representations or warranties in Section 13 above to be

untrue as of the Closing date; (f) not apply for or acquiesce in any change in the current land use or zoning classification of the Property; (g) not apply for any special property tax status or designation for the Property and (h) not conduct any grading or clearing of trees.

15. Default. If Seller defaults under this Agreement and such default continues for ten (10) days after receipt of written notice, Purchaser may, at its election: (a) prosecute an action for specific performance of this Agreement, (b) terminate this Agreement and receive an immediate refund of all Option Fees previously paid by it, and be reimbursed by Seller for its expenses incurred in optioning and investigating the Property, or (c) pursue any other remedies available to it at law or in equity for Seller's breach.

16. Confidentiality. Seller shall not disclose to anyone, at any time or in any manner, other than to Seller's counsel or Seller's agents or independent contractors associated with the Property who must agree to maintain the information in the strictest confidence, or in a judicially or administratively ordered proceeding where the disclosure is required by law, the Option Fee or the Purchase Price payable by Purchaser under this Agreement, unless Purchaser consents in writing to the disclosure. The provisions of this paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

17. Memorandum of Option. Seller shall, upon Purchaser's request, execute a Memorandum of Option in recordable form, which Purchaser may record at Purchaser's expense in the office of the Chancery Clerk. In the event the Option is not exercised, Purchaser shall, upon Seller's written request, promptly execute a release of any Memorandum of Option in recordable form.

18. Other Contracts. To the extent that the property, or any portion thereof, may be enrolled or is under contract with any governmental agency, Federal or State, involving any subsidy or financial assistance farm program which, if cancelled would result in a monetary penalty to the Seller, the Purchaser agrees to be responsible for and pay the penalty amount in the event of any such termination or cancellation of the program contract.

19. Tax Deferred Treatment. The Seller reserves the right, in the sale of the property, to engage in a tax deferred exchange under the provisions of IRC § 1031 or similar regulations, in which event Purchaser agrees to cooperate with Seller in consummating the transaction, provided, however, that any additional cost incurred as a result of that election will be the sole responsibility of the Seller.

20. Assignment. Purchaser shall have the right to assign its rights under this Agreement to any party, without the consent of Seller, by delivering written notice of the assignment to Seller at any time prior to the Closing.

21. Time of the Essence. Time shall be of the essence in the performance of all obligations under this Agreement. If the time period by which any right, option or election

provided under this Agreement must be exercised, or by which any act required under this Agreement must be performed, or by which Closing must be held, expires on a Saturday, Sunday or a holiday, then such time period shall be automatically extended to the next business day.

22. Controlling Law. This Agreement has been entered into under, and shall be interpreted and construed according to, the laws of the State of Mississippi.

23. Entire Agreement, Modification. This Agreement and all exhibits attached hereto, if any, constitute the entire and complete agreement between the parties hereto and supersedes any prior oral or written agreements between the parties with respect to the Property. Seller and Purchaser expressly agree that there are no oral or written understandings or agreements between them that in any way change the terms, covenants and conditions set forth in this Agreement, and that no modification of this Agreement, and no waiver of any of its terms or conditions, shall be effective unless made in writing and duly executed by both parties.

24. Notices All notices provided or permitted to be given under this agreement must be in writing and may be served by depositing same in the United States mail or national overnight delivery service, or be hand delivering the same to such person. For purposes of notice, the addresses of the parties shall be as follows:

If to Purchaser: Golden Triangle Development LINK
Post Office Box 1328
Columbus, MS 39703

If to Seller: William Dean Stark Revocable Trust
Attn: Eugenia (Genie) Stark Thomas
4270 I-55 North
Jackson, MS 39211
genie.thomas@phelps.com

Donna Barnes Stark Revocable Trust
Attn: Jeffrey Forrest Barnes
4915 Roane Road
Memphis, TN 38117

25. Effective Date. The "Effective Date" of the Agreement shall be the date of execution of this Agreement by the last to sign of the Purchaser and the Seller.

26. Attorneys' Fees. The substantially successful party in any proceeding to enforce any provision of this Agreement shall be entitled to recover all costs of such proceeding, including reasonable attorneys' fees and expenses. The provisions of this

paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

27. Special Provisions.

(a) Purchaser agrees to provide to the Seller one bound copy of any reports, surveys or studies commissioned and received by the Purchaser during the Option Period.

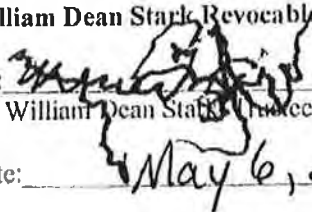
(b) Purchaser and Seller agree that Purchaser may assign this Option Agreement to an organization existing or formed to provide economic development services to the region.

(c) Seller and Purchaser agree that a Memorandum of this Option Agreement may be recorded in the land records of Oktibbeha County, Mississippi, at the request of either party. Upon such request, the parties agree to execute such Memorandum so as to comply with recording requirements of the Chancery Clerk's Office in Oktibbeha County, Mississippi.

IN WITNESS WHEREOF, Seller and Purchaser have executed this Agreement effective as of the date of execution by the last to sign of the Purchaser and the Seller.

SELLER:

William Dean Stark Revocable Trust

By: 

William Dean Stark, Trustee

Date: May 6, 2014

Donna Barnes Stark Revocable Trust,

By: _____

Jeffrey Forrest Barnes, *Successor Trustee*

Date: _____

paragraph shall survive the Closing, or the earlier termination or expiration of this Agreement.

27. Special Provisions.

(a) Purchaser agrees to provide to the Seller one bound copy of any reports, surveys or studies commissioned and received by the Purchaser during the Option Period.

(b) Purchaser and Seller agree that Purchaser may assign this Option Agreement to an organization existing or formed to provide economic development services to the region.

(c) Seller and Purchaser agree that a Memorandum of this Option Agreement may be recorded in the land records of Oktibbeha County, Mississippi, at the request of either party. Upon such request, the parties agree to execute such Memorandum so as to comply with recording requirements of the Chancery Clerk's Office in Oktibbeha County, Mississippi.

IN WITNESS WHEREOF, Seller and Purchaser have executed this Agreement effective as of the date of execution by the last to sign of the Purchaser and the Seller.

SELLER:

William Dean Stark Revocable Trust

By: _____
William Dean Stark, Trustee

Date: _____

Donna Barnes Stark Revocable Trust,

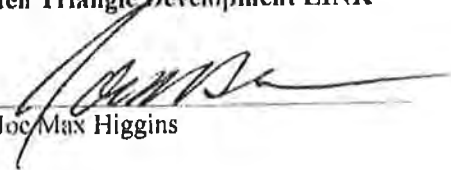
By: *Jeffrey Forrest Barnes*
Jeffrey Forrest Barnes, Successor Trustee

Date: May 6, 2014

PURCHASER:

Golden Triangle Development LINK

By:

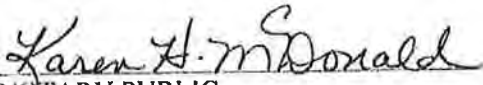

Joe Max Higgins

Date: _____

STATE OF MS

COUNTY OF Madison

Personally appeared before me, the undersigned authority in and for the said county and state, on this 6th day of May, 2014, within my jurisdiction, the within named **William Dean Stark** who acknowledged that he is the Trustee of the William Dean Stark Revocable Trust, and that for and on behalf of said Trust, and as its act and deed, he executed the foregoing instrument after first having been duly authorized so to do.


NOTARY PUBLIC

(S E A L)

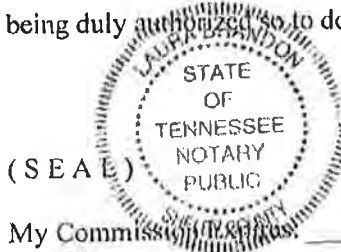
My Commission Expires: 4/2/16



STATE OF TN

COUNTY OF Shelby

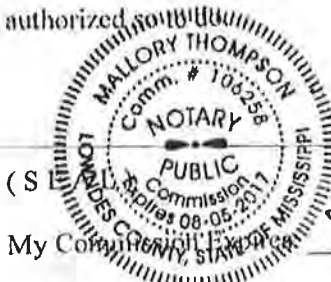
Personally appeared before me, the undersigned authority in and for the said county and state, on this 6th day of MAY, 2014, within my jurisdiction, the within named **Jeffrey Forrest Barnes**, who acknowledged that he is the Successor Trustee of the Donna Barnes Stark Revocable Trust, and that for and on behalf of the said Trust he executed the above and foregoing instrument as Trustee, after first being duly authorized so to do.



Laura Brandon
NOTARY PUBLIC

STATE OF MISSISSIPPI
COUNTY OF Lauderdale

Personally appeared before me, the undersigned authority in and for the said county and state, on this 15th day of May, 2014, within my jurisdiction, the within named **Joe Max Higgins**, who acknowledged that he is Chief Executive Officer of Golden Triangle Development LINK, and that for and on behalf of the said entity, and as its act and deed he executed the above and foregoing instrument, after first being duly authorized so to do.



Mallory Thompson
NOTARY PUBLIC

My Commission Expires 8/05/17
NTS:1060

EXHIBIT B
PROPERTY DESCRIPTION

TRACT I: The North 40 acres of the East Half of the Northeast Quarter of Section 32, Township 19, Range 14 East, Oktibbeha County, Mississippi

TRACT II: All that part of the Northwest Quarter of the Northeast Quarter located and situated East of Mississippi Highway 25 Bypass in Section 32, Township 19, Range 14 East, Oktibbeha County, Mississippi, containing 16 acres, more or less.

TRACT III: The West Half of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, containing 80 acres, more or less.

SUBJECT TO the following (see Deed Book 2003 at Pages 6451-6453): A construction easement over a strip of land forty (40) feet wide, lying twenty (20) feet on either side of an underground sewer line; and

A permanent maintenance easement over a strip of land twenty (20) feet wide, lying ten (10) feet on either side of underground sewer line;

Said easements lying along a ditch lying and being situated in the West Half of the West Half of Section 33, Township 19 North, Range 14 East.

LESS AND EXCEPT: the following (see Deed Book 193 at Page 136): The north $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of Section 5, Township 18, North, Range 14 East and the West $\frac{1}{2}$ of the Southwest $\frac{1}{4}$ of Section 33, Township 19 North, Range 14 East and containing 2.5 acres, more or less, exclusive of present road right-of-way being all the land owned by me/or us within certain limits more particularly described as follows:

A strip of land extending 50 feet right from the center line, and beginning at Station 223 plus 17 and ending at Station 249 plus 52, and

A strip of land extending 120 feet left from the center line, and beginning at Station 249 plus 52 and ending at Station 251 plus 00 and a strip of land extending to the left from the center line, and beginning at Station 251 plus 00 and ending at Station 263 plus 09, of a proposed highway as now surveyed and shown by the plans for the highway on file in the office of the State Highway Department at Jackson, MS and known as Federal Aid Project No 250-A between Maben and Starkville and are hereby specially referred to and made part hereof by reference.

LESS AND EXCEPT the following (See Deed Book 731 at Page 19): Commence with the intersection of the East side of the Southwest Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and run North a distance of 600 feet; thence run West a distance of 243 feet to the point of beginning.

Thence run North a distance of 365 feet; thence run West a distance of 365 feet; thence run South a distance of 365 feet; thence run East a distance of 365 feet to the point of beginning.

Being 3.0 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

LESS AND EXCEPT the following (See Deed Book 860 at page 617): Commence with the intersection of the West boundary of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and run North 89 degrees 36 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 60.0 feet and use as the Point of Beginning.

TRACT IV: The Northeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, being forty acres, more or less, together with an easement for ingress and egress sixty feet of equal width over and across the Northwest Quarter of the Southeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, the same being a sixty-foot easement to the Reed Road.

TRACT V: Commence with the intersection of the West side of the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and use as the Point of Beginning.

Thence run South 83 degrees 00 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 496.0 feet; thence run North 79 degrees 20 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 288.0 feet; thence run North a distance of 1,200.0 feet; thence run West a distance of 810.4 feet; thence run South a distance of 1,260.0 feet to the point of beginning.

Being 22.06 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, and within the City of Starkville, Mississippi.

TRACT VI: The West Half of the Northwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

TRACT VII: All that part of the Northeast Quarter of the Northwest Quarter located and being situated South of that certain right of way easement for underground sewer line conveyed to the City of Starkville, Mississippi, all in Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi (See Book 2003 at Page 6451).

TRACT VIII: The Southeast Quarter of the Northwest Quarter of Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi.

TRACT IX: The West One-Third (1/3) of the Southwest Quarter of the Northeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

COUNTY OF OKTIBBEHA
STATE OF MISSISSIPPI

IN THE MATTER OF REZONING OF
CERTAIN LANDS SITUATED IN
SECTIONS 32 AND 33; TOWNSHIP 19
NORTH, RANGE 14 EAST, OKTIBBEHA
COUNTY, MISSISSIPPI

APPLICANT:
GOLDEN TRIANGLE DEVELOPMENT LINK
P.O. BOX 1328
COLUMBUS, MISSISSIPPI 39703

APPLICATION TO REZONE REAL PROPERTY

Golden Triangle Development LINK ("Applicant") files this Application to Rezone Real Property with the City of Starkville (the "City") Planning & Zoning Commission (the "Commission"), on behalf of the City of Starkville, to rezone and reclassify a parcel of land consisting of 326 acres, more or less, situated in Sections 32 and 33, Township 19 North, Range 14 East, Oktibbeha County (the "County"), Mississippi, and more particularly described in **Exhibit A**, attached hereto (collectively, the "Property").

The Property consists of approximately 326 contiguous acres, more or less, and is currently undeveloped land. A portion of the western boundary of the Property is bordered by the new State Highway 25, and a portion of the southern boundary of the Property is bordered by Martin Luther King, Jr. Drive, which is also Highway 182. The Property is comprised of three (3) large, contiguous tracts, each of which is owned in fee by one or more private landowners. Applicant has entered into an Option Agreement with each of the private landowner(s) granting Applicant the sole right to purchase the respective portion of the Property owned by such landowner. Each such Option Agreement specifically authorizes Applicant to submit this application and seek to have the Property rezoned in accordance herewith to permit the development by the City and the County of the Property into a new industrial park (the "Park") (which has been tentatively named the "Innovation District"), in order to create multiple new project sites, utilities and other amenities capable of attracting, among others, new manufacturers, and warehousing and distribution centers, which development will create new job opportunities for the residents of the City and the County, as well as capital investment in, and tax revenues to, the City and the County. In order to develop the Park and attract new industries to locate in the City and create new jobs, the Property must be rezoned as a Manufacturing District.

Applicant Requests the Property be Rezoned as a Manufacturing District.

Applicant is seeking to rezone the Property to Manufacturing (M-1). The majority of the Property is currently zoned as a General Business District (C-2) and the remainder of the Property is currently zoned as various types of Residential District (R-3, R-5 and R-E).

Mississippi law is well-settled in that a local zoning board may reclassify property from one zone to another if the character of the neighborhood has changed to such an extent as to justify reclassification and there is a public need for rezoning. *Walters v. City of Greenville*, 751 So. 2d 1206, 1208 (Miss. Ct. App. 1999). The City of Starkville, Code of Ordinances, Appendix A, Article IV, Section A specifically requires a “changed condition ... in an existing area, or in the planning area generally, or the increased or increasing need for commercial or manufacturing sites or additional subdivision of open land into urban building sites make a change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.” In the instant case, there exists both a change in condition of the existing area relative to the Property and a vital public need for the requested rezoning.

A Changed Condition Exists in the Planning Area.

Prior to 2005, much of the western and northern portions of the City remained primarily agricultural or undeveloped land. However, the completion of the approximately \$130-million highway improvement program in 2005, which was comprised in substantial part by the completion of the new State Highway 25 on the west side of the City and the new U.S. Highway 82 on the north side of the City, opened up new areas in and around the City for commercial development. Consequently, the County and the City are now considered to have excellent ingress and egress for prospective employers. See *Recommendations for the Expansion of the Economic Development Program, Golden Triangle Region, Mississippi*, provided in April, 2014 by Policom Corporation at the direction of Applicant (a copy of which is attached hereto as **Exhibit B.**)

Because the Property now borders and has direct access to the new Highway 25, the character of the Property has substantially changed from being a limited access agricultural/undeveloped parcel to a property with excellent access to the state highway system and therefore suitable for industrial development which requires, among other things, such highway access. Said changes supports rezoning the Property to a Manufacturing District (M-1). The City’s Code of Ordinances (the “City Code”), Appendix A, Article VII, Section N describes the purpose of Manufacturing Districts as those districts that are intended to be composed of land and structures suitable for manufacturing, wholesaling and/or distribution, along with similar services industries. The Comprehensive Plan adopted by the City of Starkville in 2005 (the “Plan,” a copy of which is attached hereto as **Exhibit C**) recognizes that one of the key objectives of the City is to encourage the development of industrial land use areas in new locations (such as the Property) which offer the maximum potential for development. The Plan suggests that industrial areas be located within easy commuting time of the labor force and possess access to the many methods of transportation required to ship material and products; and further that industrial sites should be made available at or near the intersection of major highways with direct connections to the highway system being most desirable. With direct access to the new Highway 25, the Property satisfies this criteria.

The Plan further states that unused, or underutilized land (such as the Property), is ideally suited for industrial use. Currently, the Property consists of undeveloped land and to the extent it is utilized at all is used solely for agricultural purposes such as hay production.

The Plan also requires the land being considered for industrial use have access to adequate utility services and capacity (e.g., electric power, natural gas, water supply, wastewater disposal). With respect to adequate electric power sufficient to service the proposed Park and its prospective occupants, approximately one-third of the Property is located within Starkville Electric Department's service area and has immediate access to approximately 10-12 megawatts of electric power and that capacity can be increased to at least 20 megawatts based upon future demand.¹ The remainder of the Property is serviced by 4-County Electric Association for electrical power and has immediate access to 2 megawatts of electric power, and that capacity can also be increased to at least 20 megawatts. Water and sewer is available from the City Water Department. A 16-inch water line is currently located along the eastern right-of-way of Highway 25, which borders a portion of the western boundary of the Property, and an 8-inch water line is located near the eastern boundary of the Property. A 4-inch Atmos natural gas line is located along Martin Luther King, Jr. Drive to the immediate south of the Property, and a 4-inch Atmos natural gas line is located near the eastern boundary of the Property. Consequently, adequate utility services and capacity are available to serve the Property and any prospective industries that elect to locate and operate in the Park.

A Public Need Exists for an Industrial Park.

The Plan specifically recognizes that the City "desires to be a growing city" and "wants to ensure that there are job and revenue-producing opportunities in a diverse economy including industrial and retail development and tourism." The development of the Park will significantly aid in creating such opportunities. Currently, the County lacks "shovel-ready" sites for industrial development projects, which are a prerequisite to attracting and locating new industries to the area. As proposed, the Park, upon its completion, will offer more than a dozen building sites for new industrial operations, the capacity to support up to one and half million (1,500,000) square feet of building space and the potential to create 1,300 to 1600, or more, new employment opportunities for the residents of the City and the County. The unemployment rate in the County in July, 2014 was 9.4% (see summary of unemployment rates published by the Mississippi Department of Employment Security attached hereto as **Exhibit D**), which rate is more than fifty percent (50%) higher than the national unemployment rate of 6.2% in July (see summary of U.S. unemployment rates published by the U.S. Bureau of Labor Statistics attached hereto as **Exhibit E**). Thus, there exists a significant public need for the creation of new, quality jobs in the City and the County. And in addition to such new jobs, the Park is also expected to generate incremental ad valorem and sales tax revenues, the receipt of which will benefit the City, the County and the local school district by providing additional and necessary funding for educational purposes and for other public uses, including without limitation, improvements to public infrastructure.

¹ The megawatt-load available to the Park is significantly larger than that available to other potential industrial development sites in the surrounding area (i.e., Cornerstone Park is currently serviced by only 2-megawatts of electric power).

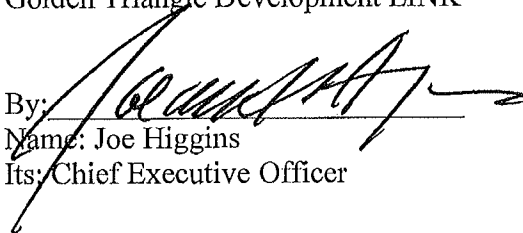
Conclusion.

Manufacturing Districts are described in the City Code as those districts that are intended to be composed of land suitable for manufacturing and industrial use. Given the change in the area surrounding the Property (most notably the completion of the new Highway 25 and the immediate access from the Property thereto), the topography of the Property and the ready availability of adequate utility services to serve the Property and its prospective industrial occupants, Applicant believes that the Property is suitable, and that the highest and best use of the Property is, for manufacturing and industrial use. Moreover, given the significant opportunity for the creation of new, quality job opportunities the residents of the City and the County (especially considering the relatively high unemployment rate in the area), as well as new capital investments and tax revenues in the City and the County expected to result from the development and operation of the park, Applicant also believes there is a strong public need for the proposed rezoning of the Property.

Therefore, given such demonstrated changes in the area and public need, Applicant respectfully requests that this Application be received, and after due consideration, that the Commission approve and recommend to the City Board of Aldermen that the Board of Aldermen approve and enter an order rezoning and reclassifying the Property as a Manufacturing District (M-1) in accordance with this Application.

Respectfully,

Golden Triangle Development LINK

By: 

Name: Joe Higgins

Its: Chief Executive Officer

EXHIBIT A
PROPERTY DESCRIPTION

TRACT I: The North 40 acres of the East Half of the Northeast Quarter of Section 32, Township 19, Range 14 East, Oktibbeha County, Mississippi

TRACT II: All that part of the Northwest Quarter of the Northeast Quarter located and situated East of Mississippi Highway 25 Bypass in Section 32, Township 19, Range 14 East, Oktibbeha County, Mississippi, containing 16 acres, more or less.

TRACT III: The West Half of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, containing 80 acres, more or less.

SUBJECT TO the following (see Deed Book 2003 at Pages 6451-6453): A construction easement over a strip of land forty (40) feet wide, lying twenty (20) feet on either side of an underground sewer line; and

A permanent maintenance easement over a strip of land twenty (20) feet wide, lying ten (10) feet on either side of underground sewer line;

Said easements lying along a ditch lying and being situated in the West Half of the West Half of Section 33, Township 19 North, Range 14 East.

LESS AND EXCEPT: the following (see Deed Book 193 at Page 136): The north $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of Section 5, Township 18, North, Range 14 East and the West $\frac{1}{2}$ of the Southwest $\frac{1}{4}$ of Section 33, Township 19 North, Range 14 East and containing 2.5 acres, more or less, exclusive of present road right-of-way being all the land owned by me/or us within certain limits more particularly described as follows:

A strip of land extending 50 feet right from the center line, and beginning at Station 223 plus 17 and ending at Station 249 plus 52, and

A strip of land extending 120 feet left from the center line, and beginning at Station 249 plus 52 and ending at Station 251 plus 00 and a strip of land extending to the left from the center line, and beginning at Station 251 plus 00 and ending at Station 263 plus 09, of a proposed highway as now surveyed and shown by the plans for the highway on file in the office of the State Highway Department at Jackson, MS and known as Federal Aid Project No 250-A between Maben and Starkville and are hereby specially referred to and made part hereof by reference.

LESS AND EXCEPT the following (See Deed Book 731 at Page 19): Commence with the intersection of the East side of the Southwest Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and run North a distance of 600 feet; thence run West a distance of 243 feet to the point of beginning.

Thence run North a distance of 365 feet; thence run West a distance of 365 feet; thence run South a distance of 365 feet; thence run East a distance of 365 feet to the point of beginning.

Being 3.0 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

LESS AND EXCEPT the following (See Deed Book 860 at page 617): Commence with the intersection of the West boundary of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and run North 89 degrees 36 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 60.0 feet and use as the Point of Beginning.

TRACT IV: The Northeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, being forty acres, more or less, together with an easement for ingress and egress sixty feet of equal width over and across the Northwest Quarter of the Southeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, the same being a sixty-foot easement to the Reed Road.

TRACT V: Commence with the intersection of the West side of the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, with the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) and use as the Point of Beginning.

Thence run South 83 degrees 00 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 496.0 feet; thence run North 79 degrees 20 minutes East along the North right-of-way of Mississippi Highway 182 (previously U.S. Highway No. 82) a distance of 288.0 feet; thence run North a distance of 1,200.0 feet; thence run West a distance of 810.4 feet; thence run South a distance of 1,260.0 feet to the point of beginning.

Being 22.06 acres located in the Southeast Quarter of the Southwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi, and within the City of Starkville, Mississippi.

TRACT VI: The West Half of the Northwest Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

TRACT VII: All that part of the Northeast Quarter of the Northwest Quarter located and being situated South of that certain right of way easement for underground sewer line conveyed to the City of Starkville, Mississippi, all in Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi (See Book 2003 at Page 6451).

TRACT VIII: The Southeast Quarter of the Northwest Quarter of Section 33, Township 19, Range 14 East, Oktibbeha County, Mississippi.

TRACT IX: The West One-Third (1/3) of the Southwest Quarter of the Northeast Quarter of Section 33, Township 19 North, Range 14 East, Oktibbeha County, Mississippi.

Recommendations
for the
Expansion
of the
Economic Development
Program

Golden Triangle Region
Mississippi

April - 2014



Prepared for

Golden Triangle
Development LINK

Prepared by

POLICOM Corporation



Summary

A local economy is a geographic area where a vast majority of the people lives and works, earns and spends. The geographic boundary of a local economy is mainly determined by the commuting patterns of the people in the area. The location and number of “jobs” within an area determines how big geographically the economy will be.

The Golden Triangle Region is composed of three Mississippi counties: Clay, Lowndes, and Oktibbeha. The Region is an extremely “contained” economy with approximately 90% of the people who live in the Region working in the Region.

Overall, the Golden Triangle Regional economy can be characterized as “average” when compared to other rural economies in the United States.

However, the Region has the potential to become the most dynamic small area economy in the United States.

A local economy will grow in size based upon the amount of money being imported to the area. After money enters a local economy, it is mixed and churned, being circulated among the businesses and the people. For the most part, money enters the economy through the business activity of the primary industries which sell their goods or services outside the area.

Since a primary employer sells its goods outside the economy, the company does not depend upon the local area for its revenues or income. However, a great deal or all of its costs are determined by the geographic location of the business.

This study reviews the Geographic - Economic assets and liabilities for each county which influence economic growth relative to primary industries. For the Region and each county, when appropriate, recommendations or action items are identified.

Overall, the Region is extremely competitive regarding these issues. As a result, the number of action items are much fewer than for most rural areas in the United States. However, there are two major recommendations which the Region must address if it is going to enjoy quality economic growth in the future.



Action Items

Community Controlled Industrial Sites

Clay County: Continue to develop the Yokohama site.

Lowndes County: Continue to develop the Airport Industrial Park.

Existing Building Availability

Clay County: After the Yokohama facility is constructed, the community should do a market study to determine the demand for a speculative building. However, given the expeditious nature the community has demonstrated on approving site and building plans, the time necessary to construct a new facility might be short enough to overcome not having an existing building to move into. Additionally, Clay County might not have the resources available to construct a speculative building.

In lieu of constructing a speculative building, it might be prudent to create a “virtual” building which is pre-permitted.

Lowndes County: Should it be determined the county is not being considered - removed from the site selector’s list - as a result of the absence of an existing building, the county should take steps to conduct a market study on the size and type of structure most desirable and proceed with construction.

Oktibbeha County: If it is determined companies have shunned Oktibbeha County do the lack of existing facilities or the time necessary to construct, then the county should seriously consider constructing a speculative building based upon a market study to determine the size and shape. At minimum, the county should create several virtual buildings.

Worker Training

Region: Continue to support and expand the worker training programs offered by East Mississippi Community College.



Railway

Oktibbeha County: The County should estimate the costs relative to providing rail service inside the Cornerstone Park and determine the benefit of doing so based upon the economic impact of a potential company.

Commercial Airport

Region: The Region should monitor scheduled air traffic and discover at its earliest convenience any effort to curtail existing commercial air service to GTR, and if necessary, take affirmative steps to assure continued service.

Seaport

Clay and Lowndes Counties: Both Clay and Lowndes Counties should monitor barge cargo tonnage and anticipate an expansion of the facilities should the marketplace require it.

Electric Power

Clay and Lowndes Counties: These counties should maintain a good working relationship with the TVA and local electric retailers to assure ample service to its major industrial areas.

Oktibbeha County: Preparations should be made to increase the amount of electrical service to the Cornerstone Park should a large electric user have interest in the property. However, a cost/benefit analysis should drive the decision to proceed.

Business Climate

Region: As a result of general elections, there is a natural turnover of locally elected officials. The community should continuously educate locally elected and appointed officials on how a local economy works, why an economic development program is necessary, and how the policies of local government can either enhance or detract from economic growth.



Existing Industry Program

Region: The LINK should dedicate more resources to an Existing Industry Program to encourage the retention and expansion of existing primary employers in the Region.

It should not only engage the large production employers in the Region, but also smaller primary employers.

Specifically, it should monitor the Columbus Air Force Base. The air force base accounts for about 25% of the Lowndes County economy and 16% of the Regional economy. Early detection of any changes at the base will help the community respond appropriately. Additionally the community should assist the base in the same manner it would any major employer.

Marketing Attraction Program

Region: On a regular basis, the LINK should review the marketing activities in which it is presently engaged to determine which activity generates the most favorable results.

As part of the major recommendation which follows, the LINK should join with Mississippi State and help guide its marketing efforts.

Start-Up Program

Region: The Region should explore the need to provide a start-up incubator which services a multi-county area (outside the Region) for groups which cannot afford nor need to be in the Thad Cochran Research Park. These enterprises need guidance on product development, business planning, market research, and other issues not available outside an “incubator.”

The facility should reach out to enterprising individuals living in a ten county area.

Target Industries

The list of target industries upon which the Region should focus its attraction efforts should reflect the competitive advantage the Region offers and focus on industries which manufacture products which are being imported to the United States.



Greatest Threat to Economic Growth

The availability of trained or trainable labor is the second most important issue when a company is considering locating to a community. It is typically the most important issue when a company is deciding whether or not to expand in an area.

Unfortunately, due to socio-economic, educational, and cultural issues, at the present time it does not appear the Region will be able to supply sufficient skilled labor to meet the needs of companies which might want to locate to the area in the future or existing companies desiring to expand.

Therefore, the community must vigorously work to solve this short and long-term problem. If it does not, it cannot grow economically and efforts to improve the economy will stall.

Several quality employers have located to the Region over the last several years. Many of these required high-skilled workers. For the most part, the Region has been able to supply this workforce, especially through the training programs of East Mississippi Community College.

However, in discussions with some major employers, the issue of the lack of trained workers persists.

Approximately 34% of the working age population in the Region is not seeking employment. In Clay County it is 40%. In 2012 a full 20,000 adults were not employed in the Region by choice or the absence of employment opportunities.

Given the large amount of entitlement money flowing into the area, it can be assumed a large portion of the population has chosen not to work and to live on government benefits.

Therefore, it is a major recommendation the community unite to create programs which will encourage and inspire the working age population to acquire the necessary skills and education in order to qualify for mid-to-high wage jobs.



It is recommended the Region take a new, innovative approach to the problem. It should create a place which is dedicated to inspiring people to seek a better life.

This is a physical location where a host of programs will be offered which will educate, train, and motivate the resident population to become part of the Regional economy.

Best Opportunity for Economic Growth

From a review of the geographic – economic assets and liabilities, we know the Region is in an excellent position to attract and retain quality primary employers. With an abundance of quality industrial real estate, superior worker training programs, an excellent transportation system, cooperative local governments, and generally low operational costs.

Even with these assets and expected future success, the Region has an opportunity to cause the economy to become **the most dynamic and successful of any small area economy in the nation.**

Mississippi State University can be the catalyst for explosive economic growth in the future.

Mississippi State University has the potential to cause the formation of thousands of private sector, high-wage technology jobs by implementing a comprehensive economic development program in conjunction with the Region.

The following are some of the assets of MSU which can cause this to occur:

- It is a research university. According to the National Science Foundation, in 2012 MSU ranked 92nd among 655 universities and colleges for research and development expenditures (\$233,197,000).
- It has professional graduate programs.
- It has collaborated with the private sector in research. (CAVS and agricultural community)



- It has a university incubator located in a Stage 3 research park.
- It has departments and curricula addressing most scientific and technology disciplines.
- It has a supercomputer.
- It has an abundance of greenfield land in close proximity to the university.

Most importantly, it has taken the initial steps to build the intellectual and organizational infrastructure within the university which is necessary to implement a comprehensive program.

In order for Mississippi State University to cause dynamic growth, it is recommended the following actions steps be done:

- 1) Plan and develop in cooperation with the community a major research and development campus of at least 500 acres. An additional 500 acres should be identified for future use.
- 2) Create a joint marketing program with the Golden Triangle Development LINK for targeted industries.
- 3) Initiate a "quality of life" program for the Starkville area.

Conclusion

Overall, the Golden Triangle Region has a significant number of positive features which are attractive to high-wage employers. Compared to a vast majority of the rural areas in the United States, its geographic - economic assets far exceed what most primary businesses require.

Although already more successful than most rural communities, it has the potential to become the most dynamic small market economy in the United States.

However, it must address the issue of skilled labor in order to continue to grow and to encourage the university to expand its economic development in order to excel economically, to reach its full potential.



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Introduction

In some communities...

Local governments have the financial resources to provide not only excellent police and fire departments, but also money to create parks and recreation programs, well-maintained streets and sewers, and necessary capital projects, even though taxes are low. Local government and community leaders spend time planning for a dynamic future, not burdened with how they will cope with the needs of the present.

The downtown is clean, crisp, and vibrant, and is the center of community activity. Neighborhoods are safe, full of well-manicured lawns and homes, which are kept like new because of the pride the people have in their community.

The corporate and business community is a generous giver to cultural projects and programs, which enlighten the residents. Most people have short commutes to their jobs, freeing hours of their day to spend time with their families and friends.

Schools are well financed, filled with the top teachers and modern equipment, providing the community's children the best chance to prepare for a dynamic future. The brightest students come home after college to find good career jobs waiting for them, who in turn raise their families in their "home town," building generations within the community, adding to its social strength.

However, in other communities...

Local governments struggle financially to provide even the basic services, burdened with the cost of caring for the needy, the impoverished, the unemployed, as taxes are as high as the people can afford.

The downtown lays dormant, full of vacant stores, which attract indigent occupants. Homes, with barred windows, stand in disrepair, with trash and broken down automobiles littering lawns full of tall grass. Churches and charities have little to give to the people except hope for a better future.

Under-funded schools do their best to "fill the day" for the youth of the area as they have few resources to cope with the overcrowded and understaffed



classrooms. The smartest youth must leave the area to find financial opportunity in another town.

The difference between these two communities is the condition of their local economies. One is growing economically and is vibrant, the other declining and becoming poorer.

Communities cannot control the national or state economy. But they can create programs, which will enhance the condition of their local economy. Throughout the United States, thousands of communities have established economic development programs. Some are very aggressive, others passive in their effort.

However, communities which do nothing are destined to endure a declining economy, causing the quality of life for their residents to erode, as they will gradually become poorer and poorer.

Community leaders in the Golden Triangle Region have made the decision they want to cause the Region to grow economically in order to improve the economic quality of life for the residents of the area.

As a result, POLICOM has been asked to create recommendations to the community on how to improve the economic development plan for the area.

What is a “Local Economy?”

The first step in the process of understanding the issues described in this Plan is to understand “what is a local economy” and how to improve it.

A local economy is a geographic area where a vast majority of the people live and work, earn and spend. The geographic boundary of a local economy is mainly determined by the commuting patterns of the people in the area. The location and number of “jobs” within an area determines how big geographically the economy will be.

A local economy will grow in size based upon the amount of money being imported to the area. After money enters a local economy, it is mixed and churned, being circulated among the businesses and the people. Money or wealth eventually leaves a local economy as it is “consumed.”



Wealth enters a local economy principally by way of the business activity of the “primary industries.” A primary industry or business sells its goods or services outside the area, thus importing money to the area.

The quality of an economy refers to the amount of money individuals in an area earn each year. The greater the personal earnings, the greater the disposable income and the economic “quality of life” for the individual.

In order to increase the size and improve the quality of a local economy, a community needs to create more primary industry jobs which pay a wage higher than the area average wage.

By doing this, more money will flow into the economy and the quality of the economy will improve over time. Not only will the wages for the workers enter the local area, so will all the spending and taxes paid by the companies themselves. As a result, all businesses will grow, more taxes will flow to local government enabling more and better services, schools will improve, and socio-economic problems will begin to fade.

When a community increases the number of high-wage primary industry jobs, a “force” pulls up the bottom rung of the economic ladder, lifting all through a series of wage and skill steps, improving the standard of living for most people.

This “force” causes part-time low paying retail and service jobs to fold into full-time jobs at higher wage levels and with fringe benefits.

The quality of the economy will continue to rise if the new primary jobs created in the area pay a wage higher than the local average.

However, the quality will regress, decline, or dilute if new primary jobs created pay less than the area average.¹

¹ For a more detailed explanation on how a local economy works, please review “The Flow of Money” which is a 28 page booklet published by POLICOM. It is available in PDF format at www.policom.com.



This Study

POLICOM Corporation has been engaged by the Golden Triangle Development LINK to review the assets and liabilities of each of the counties in the Region and to make recommendations which will cause long-term quality economic growth for not only the county but the region as a whole.

The most important, most vital issues will be discussed. It is the opinion of the Researcher that the Golden Triangle Region can become the most dynamic small economy in the United States.

The Researcher, William H. Fruth, is very familiar with the area.

In 2012 the Researcher created a Historical - Comparative Economic Analysis and an Economic Development Goal Study for Lowndes County. The same year he evaluated the Clay County economy. He toured each area and presented the results of these studies to the Lowndes and Clay counties business and government leaders.

To prepare for this study, the Researcher:

Created a 120 page *Historical - Comparative Economic Analysis for the Golden Triangle Region* and each of the three component counties. This study is available in PDF format from the LINK.

Created an *Economic Synopsis* for the Region and each of the component counties. This study not only summarizes the Historical - Comparative study but also identifies some unique features of each county. This study is available in PDF format from the LINK.

In December of 2013, toured and met with leaders of business, industry, the university, and local government in each of the three counties to gain better insight as to the perceived economic issues in the area.

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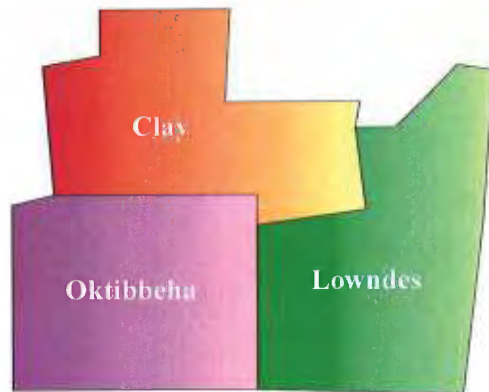


Golden Triangle Region

The Golden Triangle Region is composed of three Mississippi counties: Clay, Lowndes, and Oktibbeha.

Overall, the Golden Triangle Regional economy can be characterized as “average” when compared to other rural economies in the United States.

While the area has been successful in recruiting quality advanced manufacturing companies to the community, it still has chronically high welfare and unemployment.



The area has been known as the “Golden Triangle” for many years, but the Region was “formalized” as a result of uniting the counties under one economic development organization: the *Golden Triangle Development LINK*.

As previously mentioned, a local economy is a geographic area in which a preponderance of the people lives and works, earns and spends.

The chart reveals the Region is an extremely “contained” economy. With 70% being the threshold of living and working in an area set by the federal government to determine an economy, you can see the Region far exceeds that limit.

Of those who live in the Region, where do they work?

	2010	2000
In the Region	90%	91%
Misc other counties	10%	9%

Of those who work in the Region, where do they live?

	2010	2000
In the Region	86%	86%
Misc other counties	14%	14%

Since “containment” is so great in the Region, it is fully appropriate the three counties look upon themselves as a region and unite under one economic development program.

However, each of the three counties has unique characteristics. As a result, each has different challenges and opportunities.



Geographic Economic Issues

By definition, a primary employer sells its goods or services outside the economy. The company does not depend upon the local area for its revenues or income.

However, a great deal or all of its costs are determined by the geographic location of the business.

If the costs relative to the area are low enough to enable profitability, the business not only will remain in the area but most likely expand.

However, if the costs of being located in a particular area become excessive, causing the company to become unprofitable, the business will either close or locate to another community.

There are a host of local and state issues which influence the costs for a primary employer. Communities which desire economic growth should work to reduce these costs as much as possible.

To be successful in building a strong, dynamic economy, a community must review its geographic - economic characteristics to determine its strengths and weaknesses. From this review, it can reinforce the strengths and correct as much as possible the weak issues.

The following is a list of geographic economic issues. For each, a score or grade is provided by the Researcher based upon the following scale.

	Very Strong	Somewhat Strong	Average	Somewhat Weak	Very Weak
Strengths and Weaknesses	5	4	3	2	1

The grades reflect the relative strength of the issue, with 5 being the strongest (an asset) and 1 the weakest (a liability).



Real Estate

Real Estate	Clay	Lowndes	Oktibbeha
A. Industrial sites available (overall)	4.0	4.5	2.5
B. Community controlled industrial sites	4.0	5.0	2.5
C. Buildings available and cost	3.0	2.0	1.0
D. Cost of housing for hourly workers	3.4	4.0	2.5
E. Cost of housing for executives	4.5	4.5	4.0

Industrial Sites

Most of the time, a company which is looking to relocate or expand within its current community desires to lease or purchase an existing building. However, it is extremely rare a vacant building which specifically suits the needs of the company is available. As a result, the company needs to construct a facility.

The most important issue relative to economic development is the availability of "improved, approved" industrial real estate upon which a company can construct a facility. Without a suitable site available, a company (new or existing) cannot construct a facility in the community and must look elsewhere.

"Improved" means the horizontal infrastructure is in place at the site. Basically the land is "building ready" and there will not be any delays regarding constructing sewer or water lines, electric service, telecommunications and other services to the site.

"Approved" means all zoning issues and planning issues, which would enable the company to begin construction, have been approved by local government.

A cloud of uncertainty on the property exists if the land is not improved and approved. Companies usually will not consider the land "available" for their use if either of these issues is not completed. A company will not wait for the community to prepare the property.



In essence, the community needs to be able to issue the site plan approval and a building permit within 90 days of application for a community to be competitive in the marketplace.

A community which does not have a supply of industrial real estate has little hope of improving its economy.

In each of the three counties, there are privately owned industrial and commercial parcels which can be utilized for the "typical" consumptive businesses. There are a large number of service businesses which require an industrial location but are not "primary" in nature. As an example, auto repair, dry cleaning plants, wholesalers, construction companies, and plumbing contractors many times locate in an industrial area.

Each county appears to have sufficient supply of land for these uses.

Community Controlled Industrial Sites

Typically there is hesitancy, if not total refusal, by private industrial land developers to invest in real estate reserved for "primary employers" as opposed to "service industrial" users. Since it is not known when a primary employer will come to the community, the private developer is not willing to hold the property for 10 or even 20 years.

As a result, many times a community will develop industrial parks which are limited to primary employers, not competing with the private sector for service industrial companies.

These industrial properties are looked upon by the community as a long-term investment, providing a location for future wealth creating companies. The community also has the option of selling to property to a company for little or no cost.

Clay County



For a county with a population of around 20,000, the supply of quality industrial property is extremely high. The ability to respond to the real estate needs of the Yokohama Tire Company demonstrated a degree of sophistication rarely found in rural areas.



The residual developed industrial real estate at that site has rail service, high capacity electricity, four-lane highway access, and an abundant supply of water for industrial users. It presents a highly desirable location for a large range of potential companies.

Additionally, there are other areas in the county which provide smaller parcels which are "ready-build."



Action Item: Continue to develop the Yokohama site.

Lowndes County



Several years ago, the Lowndes County community had the foresight to acquire and develop the Airport Industrial Park. This action was not only courageous for a small area, but has shown to be extremely insightful as several major corporations have located to the park investing billions of dollars and employing thousands of people.

Today, the Airport Industrial Park is one of the most impressive industrial sites offered by any community in the United States, large or small. With about 7,500 acres either developed or in process, this facility offers virtually every site selection requirement including heavy electrical load, water, rail, highway access, commercial airport, and large parcels.

In addition to the Airport Industrial Park, Lowndes County has available improved sites at several other locations.



Action Item: Continue to develop the Airport Industrial Park.

Okfuskee County



The Cornerstone Park is under development and will provide approximately 200 gross acres of industrial, commercial property when completed. Some sites are presently available. The property is fully serviced by necessary utilities, but electrical capacity is minimal for an industrial park. Rail is near the site but is not presently available.



The most likely use of this property in the future will be small industrial users which do not require a heavy electric load and for the most part be “consumptive businesses” which need to locate in an industrial area.

Overall, compared to Clay and Lowndes Counties, the supply of industrial property in Oktibbeha County is insufficient.

However, as will be discussed later, Oktibbeha County can be the most important county relative to economic growth for the Region.



Action Item: Please see the major recommendations regarding this issue.

Existing Building Availability

For the most part, a company looking to relocate or expand prefers to lease or purchase an existing building. The benefits to an existing building are:

1. Facility costs are known.
2. Production set-up time is almost immediate.
3. Financing is more easily secured.
4. Facility costs are usually less for an older building than constructing new.

However, it is rare that an existing building is available which meets the location and configuration requirement of a company. Additionally, while many “old” buildings appear to be much cheaper than constructing new, dealing with retrofitting and possible environmental issues can easily exceed the initial financial benefit.

Understanding most companies desire an existing building and to become more competitive in the economic development marketplace, many communities have constructed speculative buildings to attract new companies.

Speculative buildings are typically just a “shell building” which is designed for both expansion and subdivision. To save money, many times the floor is not pored nor is the parking lot created, leaving as much flexibility as possible for a future user to adapt the building to its specialized needs.

Some communities have created “virtual buildings.” An industrial site is identified, construction drawings are created, and construction cost bids are



secured determining the price. A building permit can then be issued almost immediately and most costs are known ahead of time to the company. Three dimensional renderings are created for marketing purposes.

Ironically, many times the speculative building serves as a magnet to get a site selector to come to a community. Upon inspection of the building, it might be determined the building will not meet the needs of the company. However, the community is then in the position to say, "We can build exactly what you need right next door if you like."

On average a community speculative building remains vacant for about three years.

Clay County



Several vacant industrial buildings exist in the county. The structures are old and lack utility. Typically these buildings are eventually occupied by low-wage employers where the cost of the facility needs to be extremely low. Sometimes the structures are never re-occupied.



Action Item: After the Yokohama facility is constructed, the community should do a market study to determine the demand for a speculative building. However, given the expeditious nature the community has demonstrated on approving site and building plans, the time necessary to construct a new facility might be short enough to overcome not having an existing building to move into. Additionally, Clay County might not have the resources available to construct a speculative building.

In lieu of constructing a speculative building, it might be prudent to create a "virtual" building which is pre-permitted.



Lowndes County



Very few vacant industrial buildings exist in the county. Of those which exist, the structures are old and lack utility. Typically these buildings are eventually occupied by low-wage employers where the cost of the facility needs to be extremely low. Sometimes the structures are never re-occupied.

The county has been very successful in recruiting new, advanced manufacturing companies to the area. For the most part, these companies almost always construct a specialized building.

However, most enterprises only require a “shell” into which they create their manufacturing systems.

While the Golden Triangle Industrial Park is an ideal location for a large number of companies, the City of Columbus also offers opportunities which are in close proximity to labor.

The LINK and the community have a great deal of experience regarding the construction of new facilities and a good understanding of the marketplace.



Action Item: Should it be determined the county is not being considered - removed from the site selector’s list - as a result of the absence of an existing building, the county should take steps to conduct a market study on the size and type of structure most desirable and proceed with construction.

Oktebbeha County



At the present time, there might not be any existing buildings available in the county which would be considered by a primary employer.

The county has not been as successful in recruiting new companies to locate to the area as Lowndes, and given Yokohama, Clay County. The cause might be the absence of an available building.

Since there are only a handful of industrial sites available in the county, offering a modern speculative building will make the county more competitive.



 **Action Item:** If it is determined companies have shunned Oktibbeha County do the lack of existing facilities or the time necessary to construct, then the county should seriously consider constructing a speculative building based upon a market study to determine the size and shape.

At minimum, the county should create several virtual buildings.

Residential Housing

The availability of housing for the workforce and for executives can be an issue during the community selection process. Should housing costs be extraordinarily high compared to the wage to be paid by the employer, many companies will reject an area.

Additionally, in many rural communities, “executive” housing many times is in short supply, making it somewhat difficult to recruit executives to the new community.

Clay County  **Lowndes County**  **Oktibbeha County** 

Since the area has an excellent highway - street system, commuting time among the three counties is relatively short. As a result, an individual can live in any of the three counties and work in each.

The overall housing stock in Clay and Lowndes Counties reflects the relative earnings of the people living in the county and is not an economic development issue. Additionally, there are pockets of executive homes in each offering a variety of choices.

However, overall housing costs in Oktibbeha County are significantly higher than either Clay or Lowndes, while the average wage is lower than those two counties. The higher costs are reflective of the demand for single family residences in the county as a result of the university.

The issue of residential housing is not of such significance that it is influencing economic growth. No specific actions are recommended.



Workforce

Workforce	Clay	Lowndes	Oktibbeha
A. Current skill level of general workforce	2.0	4.2 or 2.2	4.5 or 2.5
B. Training opportunities	4.5	4.5	4.5
C. Labor – Management relations (work stoppages)	4.0	4.0	4.5
D. Current wage rates	4.6	4.0	4.0
E. Labor availability	2.0	3.0	2.7

The issue of “labor,” its availability, suitability (skills), reliability (work stoppages), and costs, is one of the most important factors influencing the site selection process.

In fact, after the availability of industrial sites, it most often is the most important issue.

Current Skill Level of General Workforce:

The skill level or potential skill level of an area’s workforce is one of the most important site selection criteria. For many businesses looking to locate to a new area, the ability of the local workforce to perform the tasks demanded by the business is of ultimate importance.

Some employers seek a low skilled workforce, as the process for their business is simple and can be taught in a couple of days or even hours. These companies will usually locate in areas which have chronically high unemployment, are generally impoverished, or are areas with high foreign immigration causing large numbers of low skilled workers to seek “any type of employment.” These employers rarely go to areas with dynamic economies, as a suitable low wage, low skilled workforce is not available.

To the other extreme, some employers require highly skilled, highly educated individuals to perform the tasks needed by the organization. A software developer requires a core of individuals with graduate degrees in computer science, a semiconductor manufacturer needs a host of electrical engineers, and many pharmaceutical manufacturers need chemists, engineers, and college educated technicians to produce modern day drugs. A company which requires such a workforce must look to areas which have



existing workers or the educational resources to create them. These workers also command the highest wage, as their service is of significant value.

Between these two examples are a wide range of primary businesses which utilize mid-to-high skilled workers. A site seeker will examine the existing workforce to determine if there is a supply of potential employees for their company.

It is unusual to have a large supply (unemployed) of mid-to-high skilled workers, as these individuals do not simply “sit around,” but find some type of employment.

When a site seeker for a higher wage company sees this situation, then the availability of trainable or “under-employed” workers is considered. Under-employment is a situation when a worker has educational attainment, special training and/or physical skills in excess of what is needed for the workers current job.

An area might have a large number of under-employed workers for several reasons.

- A high wage employer closed or laid-off workers. The displaced workers accepted positions requiring lower skills at lower wages.
- The area has excellent schools with high graduation rates but few employment opportunities requiring the education provided. The workers, wanting to remain in the community in which they grew up, accept “whatever” positions are available in the community. They are capable of doing more.
- The area is a “nice or exciting place to live” and as a result draws college graduates who accept lower paying jobs just so they can live in the area. A resort community is such a location.

Along with examining the potential for under-employed workers, site seekers will examine the “ladder of skills” which is present in an area. In an economy which has a gentle mixture of industries of multiple skill needs, a natural set of upward steps is created. A high skilled employer will





draw from mid-high skilled employers. The mid-high skilled employers hire new workers from mid-skilled employers, who draw from low-mid skilled employers. The chain continues to the “no skills” workers being elevated to low skilled jobs.

This ladder of advancement has been traditional in the United States providing there is a hierarchy of employers in the community. It was also traditional because a vast number of people in the United States were well educated through the public school system.

Clay County



Lowndes County



Oktebbeha County



The current skill level of the workforce in the Region is a “paradox.”

Lowndes County has a large number of high-skilled workers employed in high-wage jobs. However, this cluster of workers is limited. From this group of workers, there is a large drop in skills to the next group of workers, most of which are in the low-skilled category. Few workers possess skills between the two.

A similar situation exists in Oktibbeha County. The university employs some of the smartest, highly trained people available in the United States. Unfortunately, outside this group, most of the available labor falls into the low-skilled category.

In Clay County, aside from the workers currently employed by the existing industry in the county, a vast majority of the available labor falls into the low-skilled group.

The workforce situation in the Region is a major concern and the issue of skilled labor will be addressed as a major recommendation which appears later in this study.

Worker Training

Employers require workers be trained in the specific tasks necessary to conduct the business. The availability of “training” is one of the most important issues relative to the community selection process.

Typically, training is conducted by the local community college, vocational school, the employing company, or private vendors. In some areas of the



country, training facilities are not available. This places those communities in a competitive disadvantage.

Not only is the availability of training programs needed, but the cost of the training of a local workforce is an important issue. More and more primary employers expect the community to bear the cost of preparing the workforce prior to hiring.

There are two worker training issues: 1) customized training for workers needed by expanding and new primary businesses; and 2) a continuous program for supplying trained workers for existing primary employers.

Clay County  *Lowndes County*  *Oktebbeha County* 

The Region has one of the best worker training programs in the United States. East Mississippi Community College's *Center for Manufacturing Technology Excellence* has developed customized programs for several private companies in the area.

Local industry relies upon the community college for its skilled workforce.



 **Action Item: The Region should continue to support and expand the worker training programs offered by East Mississippi Community College.**

Labor – Management Relations:

Of great concern to many production employers is the “reliability” of the workforce. In some areas of the United States, there is an extreme adversarial relationship between management and labor. This has caused frequent work disruptions (strikes) in the past. Communities which have had a history of management – labor problems are shunned by most employers.

At the present time, there does not appear to be a significant problem in the Region regarding this issue, but it should be monitored.



The community does not have to take any immediate action regarding this issue.

Current Wage Rates

An employer, regardless of the skill level needed, will pay a wage relative to the marketplace. In high cost areas, an employer will likely have to pay a wage higher than the national average. For the same job in a lower cost area, the wages would be lower.

Wage rates in the Region are competitive in the economic development marketplace. The community does not have to take any action regarding this issue.

Labor Availability:

The number of workers available for hire within a marketplace is of concern to employers. In very tight labor markets, when unemployment is extremely low, employers sometimes have difficulty finding enough workers with the proper skills to employ. Under this situation, employers usually have to pay a higher wage than normal to secure the workers needed. This principle applies to the general workforce.

Site selectors also do not necessarily seek areas with chronically high unemployment. Many times these areas are viewed as having a large number of unemployable people.

Primary industry employers typically pay a wage higher than the area average. As a result, these employers usually do not have a problem finding enough people who want to work for them. The problem is the “quality” of the worker.

This brings the community back to the need to educate and train the low skilled workers in the community. This will enable other workers to “climb” the skill and wage ladder.

Clay County



Lowndes County



Oktebbeha County



The issue of skilled labor and the availability of skilled labor in the future will be addressed as a major recommendation which appears later in this study.



Transportation Systems

The cost of moving products and people has always been an important issue relative to economic growth for the nation and local areas. The expense of transporting products to market, via land, sea, and air, is one of the determining factors of most manufacturing and distribution businesses.

Sometimes high transportation costs can be overcome by other geographic economic features of an area such as low taxes, utilities, and wage rates.

Transportation System	Clay	Lowndes	Oktibbeha
A. Highway system external to area	4.0	4.0	4.0
B. Roadway system internal – Commuting time	4.5	4.5	4.5
C. Railway	4.0	4.3	2.5
D. Commercial airport – within 60 minutes	2.5	2.5	2.5
E. Seaport – cargo/container	1.0	2.0	0.0
F. Motor carriers	4.0	4.5	4.0

Highway System External to Area

Virtually every rural county in the United States which does not have access to the Interstate Highway System has been in economic decline for the last 30 years. A remote location without transportation access has been a deterrent to the expansion of their existing production employers and to the attraction of new companies.

Conversely, communities with access to the Interstate Highway System have had the best opportunity for economic growth.

While not on an Interstate Highway, through the efforts of the State of Mississippi, the Region is accessed by four-lane highways, providing excellent ingress – egress for production employers.

No action is recommended for the Region regarding this issue.



Internal Roadway System - Commuting Time

Traffic congestion in some metropolitan areas has caused workers to endure lengthy commutes to their worksite. Oftentimes the commute can be as long as one hour. Not only is this a “quality of life” issue for the employee, but employers begin to have trouble retaining their workforce when commuting times exceed 40 minutes.

Nationally, the average commuting time is 25.4 minutes. The average commuting time within the Region is 20.6 minutes.

The community does not have to take any action regarding this issue.

Railway

Rail service is very important to companies which deal in high bulk items. Many advanced manufacturing companies need rail service to import raw materials and to export finished products to a national marketplace.

Rail service is also a market driven industry. Absent demand, rail companies sometimes discontinue service to communities.

The Region is fortunate to have excellent rail service to its industrial areas, especially in Lowndes and Clay Counties.

While rail service is near the Cornerstone Park in Oktibbeha County, it is not available. The cost of providing a “spur” to a site in the park is likely prohibitive unless a large company which needs rail service desires to locate in the park.

Oktibbeha County



Action Item: The County should estimate the costs relative to providing rail service inside the Cornerstone Park and determine the benefit of doing so based upon the economic impact of a potential company.

Commercial Airport

Commercial air service to a community is market driven. The greater the demand for flights to or from a location - the greater the number of flights



and airlines. Typically the condition and size of an area's economy determines demand for air service.

Communities without commercial air service suffer a significant competitive disadvantage to communities which do. A large number of businesses will not locate in an area which is not within a 60 minute drive to a commercial airport.

The importance of commercial air service relative to economic growth cannot be overstated. Most areas without commercial air service have lackluster economic growth as they are "skipped over" by a large number of companies.

The Golden Triangle Regional Airport currently has commercial air service. You can fly from Columbus, MS to France if you desire. However, at the present time, the airport is only serviced by one regional airline.

Clay County



Lowndes County



Oktebbeha County



Action Item: The Region should monitor scheduled air traffic and discover at its earliest convenience any effort to curtail existing commercial air service to GTR, and if necessary, take affirmative steps to assure continued service.

Motor Carriers

Presently several motor carriers are servicing the businesses in the Region. This is a market driven industry. As demand for more carriers increases, the marketplace will respond.

The community does not have to take any action regarding this issue.



Seaport

A seaport expands the transportation opportunities for many enterprises. Some companies rely heavily on importing materials for processing by way of a seaport. If they export outside of North America, a seaport is the principal mode of delivering their products.



Clay County



Lowndes County



Barge Port in Lowndes County

While not having a seaport at which cargo ships can dock, Lowndes County does feature a barge port. This port is a key delivery point for scrap metal processed by Severstal.

Additionally, there is a small barge port in Clay County while utilization is relative minimal at this time.

Having these two facilities available is definitively an asset to the area. Ports, like airports, are market driven entities. If the demand for barge cargo increases, the ports might have to be expanded.

There is no opportunity for a barge port in Oktibbeha County.



Action Item: Both Clay and Lowndes Counties should monitor barge cargo tonnage and anticipate an expansion of the facilities should the marketplace require it.



Utilities

For many industries, “utilities” are an integral part of the production process. Communities which have an abundant supply of inexpensive energy and large volumes of water have a competitive advantage.

Utilities	Clay	Lowndes	Oktibbeha
A. Electric Power – Availability and costs	4.5	4.5	3.0
B. Sanitary Sewer – Treatment plant capacity	4.0	4.0	4.0
C. Potable Water – Supply and costs	4.4	4.0	4.0
D. Natural Gas	4.5	4.5	4.5
E. Telecommunications – POPs and bandwidth	3.0	4.0	4.7

Electric Power

For many manufacturing processes, the cost of electricity is crucial. Areas which have extremely high electric rates have lost manufacturing to states with lower costs.

As a result of cooperation with the Tennessee Valley Authority (TVA), an abundance supply of inexpensive electricity is available to industrial users in Clay and Lowndes County at their major industrial parks. This has made these areas very attractive to energy intense, advanced manufacturers.

The Cornerstone Park in Oktibbeha County however has limited electric capacity compared to the Airport Industrial Park and the Yokohama site.

Clay County



Lowndes County



Action Item: These counties should maintain a good working relationship with the TVA and local electric retailers to assure ample service to its major industrial areas.



Oktebbiha County



 **Action Item:** Preparations should be made to increase the amount of electrical service to the Cornerstone Park should a large electric user have interest in the property. However, a cost/benefit analysis should drive the decision to proceed.

Sanitary Sewer

The ability to serve industrial sites with sanitary sewer is important. Few production employers will locate in an area which does not have sanitary sewer. The first consideration is the removal of the human waste caused by the workers at the facility. However, some manufacturing processes discharge treatable fluid into the sanitary system. For these, the service is a mandatory component of the site selection process.

Presently, the sanitary sewage system appears to have sufficient capacity to all industrial areas.

Potable Water

For some production employers, such as food processors, large amounts of potable water are needed. However, many times water is needed for cooling machines and while the water needs to be clean, it does not have to be "potable" and can be sourced from a local well. Areas with a large supply of both have a competitive advantage.

There appears to be sufficient water availability to the industrial areas in all counties.

Natural Gas

Natural gas is available to all the industrials areas in each county.

No action is necessary at this time.



Telecommunications

High speed telecommunications service is a necessity for any business today. Absent modern telecommunication systems places a community in a significant competitive disadvantage.

Clay and Lowndes counties appear to have sufficient telecommunications capability in its industrial areas.

Oktibbeha County has excellent high-speed capability which is attractive to a host of businesses.

No action is necessary at this time.



Education

Education and training programs can be a significant catalyst for economic growth. Many of the strongest economies in the United States have used their educational resources to drive the development of their economies. Universities and community colleges serve to prepare and train the workforce. The quality of the local public school system influences the general workforce and sometimes influences the site selection process when a large number of executives are being asked to move to an area.

Education	Clay	Lowndes	Oktibbeha
A. Four year and post graduate university	3.8	4.5	5.0
B. Technical – vocational school	3.0	3.0	3.0
C. Community college	4.5	4.5	4.5
D. Public school system – quality thereof	2.5	2.5	3.9

Four Year and Post Graduate University

Sometimes the presence of a four year university can be one of the most important tools to cause economic growth for an area. Universities with post graduate programs, especially those in new technology disciplines, can be one of the most important reasons a local economy grows.

Economic growth can be caused by the presence of a university the following ways:

- Local businesses are invited to utilize university facilities (laboratories, computers) and access university personnel.
- The university provides continuing education programs for the existing workforce in the area.
- The university encourages the commercialization of university sponsored research. This becomes part of the “Start-Up” program.

Mississippi State University (MSU) is a major research university. Discussion regarding the impact the university has upon the economy will appear as a major recommendation later in this study.





In addition to MSU, the Mississippi University for Women is located in Columbus. Known as the "W," the university has traditionally been a good partner with the community and has consistently offered assistance to the community in improving the local economy.

Community College

As discussed earlier, a four year university can have a significant impact upon the economic growth of an area providing it is a willing partner with the community in this endeavor. But even with the full cooperation of a university, all of the educational needs of a comprehensive economic development program cannot be met. Many times the local community college is better equipped to provide special educational or training programs.

East Mississippi Community College serves the entire Region. The Researcher has toured and inspected more than 50 community colleges - technical schools in the United States and believes the programs offered at East Mississippi Community College are the most sophisticated, comprehensive, and successful of any educational institution located in a small economy in the United States.



The general curriculum of the school addresses "real world" issues which prepares students to enter the workforce in several vocations or professions.

Of greater significance, the community college is directly involved with the economic development effort in the Region. It has created a close relationship with the existing employers in the Region and has developed customized worker training and worker preparatory programs.

As a result, it has been successful in accomplishing two major goals: 1) enabling local residents to find quality employment; and 2) providing a trained workforce for employers in the area.



Clay County



Lowndes County



Oktebbeha County



Action Item: The Region should continue to fund and encourage the expansion of the worker training programs offered by East Mississippi Community College.

Public School System

The quality of the local public school system directly influences the quality of the general workforce in an area. Additionally, when a company is considering locating several management personnel to a community, the local school system is considered. If the system is poor, the company will experience resistance by these individuals to locate to an area if their children are presently attending a system of high caliber. Sometimes, the ability to transfer key personnel influences the site selection process.

Of greater importance, the youth of today is the workforce of tomorrow. If the public schools are not preparing young people to be able to enter and be successful in the workforce, the community will struggle providing the necessary mid-to-high skilled workers needed by employers in the community.

School Districts	Accountability Status	
	2013	2012
Columbus	D	D
Lowndes County	B	B
Oktebbeha	C	D
Starkville	C	C
West Point	D	D
Mississippi Department of Education		

The Researcher has discovered the community at large has concerns regarding the quality of the public school system in the Region.

These comments are perhaps verified when reviewing the "Accountability Status" grade determined by the Mississippi Department of Education. With



two of the four largest school systems receiving a “D” grade, it is apparent public education must be addressed.

Additionally, the High School Graduation Rate is extremely low except for the Lowndes County School System. These low rates are simply unacceptable.

School Districts	Graduation Rate		
	2013	2012	5 -Year Avg.
Columbus	68%	65%	70%
Lowndes County	80%	75%	73%
Oktibbeha	67%	65%	59%
Starkville	67%	77%	72%
West Point	74%	57%	61%
Mississippi Department of Education			

When an individual drops out of high school, the individual is doomed to a life of low-wage jobs or government entitlements. Without a complete education, there is little chance the individual will ever be able to earn enough money to escape poverty, thus becoming a perpetual economic burden on the community.

It is the responsibility of each generation to educate the next generation as well or better than the education it received. Efforts to improve public education should therefore be ongoing.

Improving the public school system is a “comprehensive” issue and cannot be tackled in an economic development plan.

There is no specific action item for this issue except that which is discussed as a Major Recommendation later in this study.



Local Government

Local Government	Clay	Lowndes	Oktibbeha
A. Property taxes (real, personal, intangible)	4.1	4.1	4.1
B. Income taxes (local)	5.0	5.0	5.0
C. Fees and assessments	4.2	4.2	4.1
D. Business climate	4.0	4.0	4.0

Local government, including city, county, township, or regional organizations, plays an important role in influencing the local economy. Policies enacted locally can create an atmosphere conducive to economic growth. Economic development organizations in most of the strongest local economies have the complete cooperation of local government officials relative to creating a business friendly environment which enables profitability for primary employers.

There is unfortunately a long list of communities which have fallen into economic decline as a result of the actions of local governments. Due to the promulgation of excessive regulations and punitive taxes, these areas have been losing their primary employers to communities which have a more favorable business climate.

Property Taxes

Locally levied property taxes have a significant impact upon companies which have a large capital investment in their facility.

Locally levied properties taxes are not excessive in the Region.

Income Taxes

Some cities, mostly in the Midwest, have enacted municipal income taxes. The Region has a competitive advantage as there are no local personal income taxes.

Fees and Assessments

Locally levied fees and assessments have added significant costs to primary employers in some areas. Most of these communities are located in



California, Florida, Oregon, and most of the states in the Northeast. Many times the fees are enacted to create a new revenue source for local government. In lieu of increasing taxes on the voting residential population, the corporate community is mined for more money.

The Researcher is not aware of excessive fees and assessments which are being levied in the Region which might be a negative issue for a primary business.

Business Climate

The overall business climate is a reflection of how cooperative local government is with its primary employers. In some communities, there is an adversarial relationship between government employees and the business sector. Some of this is caused by the “political philosophy” of the government workers, perhaps at the direction of elected officials. In today’s political arena, it is not uncommon for a government worker to carry the position “business is evil.” In fact, along the eastern and western seabords of this county, this attitude is pervasive.

As a result, many communities have not only levied excessive fees and taxes upon the business sector as previously mentioned, but have manifested a regulatory climate so restrictive primary employers must literally move from the area.

There will always be business people who will complain about local government, even in communities which are the most cooperative. However, research has shown the most frequent reason (aside from market conditions) a primary business will move from one community to another is how it has been treated over the years by the community. The community, in this case, is usually local government.

Overall, the Researcher has found the government officials in all three counties to have a “positive” attitude toward economic development and the business community in general.



Clay County



Lowndes County



Oktebbeha County



 **Action Item:** As a result of general elections, there is a natural turnover of locally elected officials. The community should continuously educate locally elected and appointed officials on how a local economy works, why an economic development program is necessary, and how the policies of local government can either enhance or detract from economic growth.

Economic Development Program

Economic development is the process or activity which increases the size and improves the quality of a local economy through the formation of new primary industry jobs.

A comprehensive economic development program includes three basic activities. A community needs to implement all of the programs as they are of equal importance. They include:

- Existing Industry Program.
- Marketing – Attraction Program.
- Start-Up Program.

Existing Industry Program

One of the most important yet least expensive economic development programs is the Existing Industry Program. The program is designed to retain and encourage the expansion of contributory businesses already present in the area.

This is accomplished by reducing the cost of doing business and expanding the markets as much as possible for these companies. The more profitable a company is in the area, the more likely the company will remain and expand in the community.

Research has shown, aside from market conditions, the principal reason a company moves from one community to another is “local community



Golden Triangle
Development
LINK



attitude.” Local community attitude encompasses a wide range of factors from local taxation, fees, and regulatory requirements.

However, many times “attitude” is simply how the company is treated by the community when the company has a local problem. Persistent problems for a company, large or small, add costs and time to the operation of the business, which motivates the company to seek another location when it needs to expand or retool.

Every effort should be made to reduce the costs of being located in the community for the company. This will enable the company to be more profitable, thus more likely to remain and expand in the area.

The most important element of an Existing Industry Program is quality, confidential communication between the economic development organization and the employer. This leads to problem solving activity for the employer by the economic development organization.

Communities sometimes underestimate the importance of the Existing Industry Program. Since it is more “glamorous” to recruit a new company to a community than to cause an existing company to expand, existing companies are often forgotten or ignored. Ironically, it is much easier to get an existing company to expand than to get a new company to move to an area.

As previously mentioned, an Existing Industry Program is the least expensive of the three economic development activities. For the most part, the costs of the program are driven by the salaries for the professional staff that develop the relationships with the primary employers and work to solve their problems. The Geographic – Economic issues previously discussed are important and typically come into play during the problem solving phase.

One of the first steps toward having a successful existing industry program is to identify the existing primary employers in a community. The large employers are obvious. However there are likely a large number of small, 5 - 20 job companies tucked away in a small warehouse or office building which are primary in nature which the community is not aware.

The Region has several large, quality employers which require special attention. However, there are likely more than 100 primary employers in the Region. The manufacturing companies have been identified but others likely



exist. Each of these can be encouraged to expand, helping the economy to grow.

While the LINK has been very successful in recruiting companies to locate to the area, the overall Existing Industry Program is not fully implemented. It is essential this issue be addressed.

Clay County



Lowndes County



Okfuskee County



Action Item: The LINK should dedicate more resources to an Existing Industry Program to encourage the retention and expansion of existing primary employers in the Region.

It should not only engage the large production employers in the Region, but also smaller primary employers.

Specifically, it should monitor the Columbus Air Force Base. The air force base accounts for about 25% of the Lowndes County economy and 16% of the Regional economy. Early detection of any changes at the base will help the community respond appropriately. Additionally the community should assist the base in the same manner it would any major employer.

Marketing Attraction Program

A Marketing Attraction Program is necessary to increase the number of contributory employers in the Region. While new primary jobs will be created by the existing companies, new companies will be needed if the area is to have rapid, quality economic growth.

A Marketing – Attraction Program focuses upon business entities which are primary in nature and will pay a wage which will meet the goal.

The specific activities of an Attraction Program are very similar to those of a private company, which sells a product or service.

There are three basic steps:

- determine what you have to sell,
- identify who wants to buy what you have to sell, and
- establish a plan to contact and sell to the potential buyers.



Most areas believe what they have to sell is a “community.” This is not the case. What an area has to sell is a geographic location, which has certain assets and characteristics, which influence the profitability of a private company.

The geographic economic issues previously discussed include many of these community characteristics.

A Marketing Attraction Program can be very expensive and time consuming. Visible results may not be seen for several years after its initiation. The actual list of marketing activities for a Marketing Attraction Program is very similar to that of a private company’s marketing - sales program.

The following are some of the marketing activities which most community programs include:

- Advertising in trade journals and industry magazines.
- Direct mail.
- Company cold calling.
- Company visitation program.
- Public Relations — Image Program.
- Attend trade shows of target industries.
- Attend association conferences of site selection professionals.
- Website geared to site selectors.
- Develop a relationship with site selection consultants.

In addition to the above activities, many communities in the United States have created an “image” for their areas through a community marketing program. This is accomplished by community-wide usage of a “brand” or theme for the area.

Clay County



Lowndes County



Oktebbeha County



The “product” the LINK has to sell is very attractive. With so many favorable geographic - economic assets, the Region is a very profitable location for a large number of enterprises.

The LINK has been very successful in recruiting new companies, large and small, to the Region. Much of the success can be attributed to having a wide array of positive geographic – economic assets previously discussed.



Additionally, the professional staff has a very good relationship with representatives of the Mississippi economic development office and key national site selection consulting companies.



Action Item: On a regular basis, the LINK should review the marketing activities in which it is presently engaged to determine which activity generates the most favorable results.

As part of the major recommendation which follows, the LINK should join with Mississippi State and help guide its marketing efforts.

Start-Up Program

Nurturing home grown companies, which are contributory in nature, is becoming more and more popular throughout the United States. Understanding that Microsoft was once a “start-up” company, communities are placing greater and greater emphasis on “growing their own” economy.

A business start-up program under the economic development program is not a general “business assistance program” popular in most communities. Those programs are designed to help a person start any kind of business. The Small Business Administration, local community college, and even the Chamber of Commerce many times have programs which guide a person in establishing general businesses from a travel agency to a plumbing supply store to a restaurant.

An economic development program is concerned with creating new companies which, when they evolve, will be primary or contributory in nature. They will eventually sell their products or services outside the area and not be dependent upon the local economy. They will import wealth to the area.

There are several elements relating to a “Start-Up” program.

Facility or Incubator (Accelerator/Creativity Center/Innovation Center):

One of the most important features is to have a facility in which a company is formed and a product or service is developed. The space provided to a company is usually relatively small, 500 to 2,000 square feet. The tenants typically share equipment and machines. It is in the incubator where the



company develops its product or service, determines the market, and raises the capital to create the business. The rent to the company can be subsidized, but the trend is not to reduce rent, but to provide technical services instead.

Business and Technical Counseling:

Many great ideas never find their way to the market place as the individual has no idea how to do it. Additionally, most “ideas” are not great, and have no market potential. One of the most important features of a successful start-up program is the advice and counsel by individuals with experience in how to take a new idea and cause a company to be created.

The counseling involves examining the marketability of the product or process, production methodology, running patent searches, teaching the principles how to run a business, and explaining how to be an “entrepreneur.”

The team filters the businesses and determines which are appropriate to enter the “incubator.” The team also monitors the progress of the enterprise, providing needed technical, marketing, and administrative expertise when needed.

University Relationship:

Typically the most successful Start-Up programs are in communities which have a relationship with a major research university. The new company is able to interface with experts in the field in which the company is pursuing, learning about the latest technology and ideas. Many universities will partner with the incubator start-up program, allowing access to equipment and student assistants.

Absent a four-year university, the incubator can have a relationship with the local community college.

Venture Capital (Angel Network/Seed Funding):

In order for the company to begin operations in the incubator or expand outside, venture capital or business financing needs to be available.



Clay County



Lowndes County



Oktebbeha County



In 2012, Mississippi State University opened a “business incubator” at the Thad Cochran Research, Technology, and Economic Development Park. It is a modern facility, approximately 20,000 square feet, and offers an array of services to potential start-up companies.

The incubator serves as a physical location for university researchers and facility to develop products or technologies which can be commercialized in the future. Non-university enterprises may also occupy the facility enabling the start-up company to access university faculty and facilities. It is genuinely a university related business incubator.

This facility is likely sufficient to meet the needs of the Region relative to developing “high technology” businesses.

However, there might also be a “market need” for a more pedestrian start-up incubator.



Action Item: The Region should explore the need to provide a start-up incubator which services a multi-county area (outside the Region) for groups which cannot afford nor need to be in the Thad Cochran Research Park. These enterprises need guidance on product development, business planning, market research, and other issues not available outside an “incubator.”

The facility should reach out to enterprising individuals living in a ten county area.

This facility is part of the major recommendation which appears later in this study.



Target Industries

In order to grow and expand any local economy, the existing primary industries must expand or new enterprises must locate to the area. Through the wages paid to the workers and the spending by the companies, more money enters the economy which is subsequently mixed and churned by businesses and the people.

When attempting to determine upon which industrial sectors to focus marketing and recruitment by the economic development organization, the following process is typically employed:

- Identify the industrial sectors which have grown over the last ten years on a national basis and in the state which are primary in nature.
- Inventory the geographic – economic assets which are necessary for the expanding industrial sectors.
- Inventory the geographic – economic assets which are either currently available or could be available in the near future in the community.
- Focus the marketing effort on those industrial sectors which are growing and need the geography – economic assets available in the community.

While this process is fundamentally sound, there is presently a serious problem employing it.

Over the last ten years, very few of the industrial sectors which could add to a local economy have had job growth. As a result, few sectors can be identified by this methodology upon which to target a recruitment program.

For the fifty year period from 1950 to 2000, the nation had an average annual growth rate of jobs of 1.7%. So far this century, average annual private sector job growth has been only four tenths of one percent (.4%). On average, the manufacturing sector had an average annual job loss of 2.8% in the 2000's.

For the fifty year period from 1950 to 2000, the nation had an average annual growth in the gross domestic product (size of the economy) of 7.5%. So far this century we have averaged only 3.8% growth. In fact, economic growth in the last quarter of 2013 was only 2.1%.

The economic development marketplace simply refers to the number of companies which manufacture a product or service which needs a



community in which to locate. Companies need to expand if there is increased demand for what they make or do.

Since the domestic (United States) economic development marketplace (companies expanding) has not been growing and likely will not for a long time, economic developers have concentrated on recruiting existing companies located in high-cost states which need to construct a modern facility and reduce overall operating costs. Many southern states like Texas have been very successful in this effort.

However, this marketplace is relatively small. There are not enough of them to go around. As a result, competition among communities and states is extremely keen, and expensive.

The word "marketplace" has been used. Marketplace simply refers to the number of companies which manufacture a product or service which needs a community in which to locate. Companies need to expand if there is increased demand for what they make.

While domestic employment in most wealth generating industrial sectors has declined over the last ten years, the total value of manufactured goods being sold in the United States has increased significantly. Unfortunately, the manufacturing is being conducted offshore, outside the United States.

In 2003, our nation imported \$1.257 trillion in foreign products and materials. By 2012, imports of goods reached \$2.275 trillion. For a vast majority of these products, this nation not only invented them but lead the world in production at one point in time.

While we export products, we import much more than we export. The trade deficit from 2003 to 2012 totaled \$7 trillion.

The rise in imports put a chill on the growth of domestic manufacturers.

As an example, in 2003 there were 291,800 jobs in the manufacture of pharmaceuticals and medicines in the United States. By 2012 employment had fallen to 269,645, a loss of 31,000 jobs.

However, imports of pharmaceuticals increased from \$49 billion in 2003 to \$87 billion in 2012. The actual demand for this product increased



significantly in the United States over the ten year period, but the product was not manufactured domestically.

In order for our nation to have economic growth, we need to make what we import.

There are a host of reasons why the production of these products is offshore. However, the fundamental reason is "cost of production." If cost of production can be reduced in the United States making the location competitive, the manufacture of many products will resume in this nation.

Some say this cannot be accomplished. However, the Golden Triangle Region has shown it can.

The Region has been successful in recruiting companies which make products which we have been importing.

The following chart provides an example of this success.

Company	Industrial Sector	Import Value
Baldor Electric	Electric apparatus and parts	42,825,433,456
Paccar	Engines and engine parts	26,824,395,243
Severstal	Iron and steel mill products-semifinished	20,883,672,943
Yokohama	Automotive tires and tubes	11,438,727,337
Airbus Helicopters	Civilian aircraft, complete-all types	10,158,587,854
Stark Aerospace	Civilian aircraft, complete-all types	10,158,587,854

The principal reason the area has been able to attract companies is because it has specific geographic – economic assets which enable these facilities to be competitive and profitable.

As a result, the list of target industries should reflect this competitive advantage and focus on industries for which a large marketplace exists and which are being imported to the United States.



The following is a list of these sectors:

Target Industry Sectors Industrial Sector	2012 Import Value
Auto parts and accessories	89,505,728,582
Medicinal, dental and pharmaceutical preparations	87,306,768,911
Industrial machinery	47,982,906,131
Electric apparatus and parts	42,825,433,456
Engines and engine parts	26,824,395,243
Industrial engines, pumps, compressors & generators	23,780,929,927
Iron and steel mill products-semifinished	20,883,672,943
Finished metal shapes & advncd manuf, except steel	17,372,591,099
Engines for civilian aircraft	16,320,396,232
Parts for civilian aircraft	13,371,741,832
Materials handling equipment	13,223,110,417
Excavating, paving, and construction machinery	12,659,399,433
Automotive tires and tubes	11,438,727,337
Civilian aircraft, complete-all types	10,158,587,854
Iron and steel manufactures-advanced	9,457,951,835
Laboratory testing and control instruments	5,656,118,860

The marketplace for these sectors is huge. There is also a general theme for most of them. They involved "advanced manufacturing."

Additionally, facilities necessary for manufacturing typically require a large capital investment and a large industrial parcel.

Also, many will want to utilize the resources of a university.



Greatest Threat to Economic Growth

The greatest threat or reason the Region will not enjoy rapid, quality economic growth could be its inability to provide a skilled workforce.

The availability of trained or trainable labor is the second most important issue when a company is considering locating to a community. It is typically the most important issue when a company is deciding whether or not to expand in an area.

Unfortunately, due to socio-economic, educational, and cultural issues, at the present time it does not appear the Region will be able to supply sufficient skilled labor to meet the needs of companies which might want to locate to the area in the future or existing companies desiring to expand.

Therefore, the community must vigorously work to solve this short and long-term problem. If it does not, it cannot grow economically and efforts to improve the economy will stall.

As discussed previously, public education in the area is well below average. As a result, thousands of children are either not completing their high school education or, if graduating, most are not being adequately prepared for a "working" future.

Additionally, there appears to be culture of dependence upon entitlement programs.

2011 - Per Capita Welfare	Amount	Rank 576	
		Micro	% of USA
Region	1,162	141	130%
Lowndes, MS	1,227	113	138%
Oktibbeha, MS	898	293	101%
Clay, MS	1,588	47	178%
Oxford, MS MICRO	537	525	60%
Tupelo, MS MICRO	879	301	99%

Welfare and other entitlements have been chronically high for an extremely long time.



Per Capita Welfare is well above national norms. This has been the case for more than 30 years.

The combination of poor education and an entitlement based culture has caused a large percentage of working age individuals to not participate in the workforce.

The chart dramatizes this issue. While all the data are estimates and not exact numbers, the results are compelling.

Potential Workforce	Region	Clay	Lowndes	Oktibbeha	Mississippi	USA
2012 Population*	128,084	20,634	59,779	47,671	2,986,450	313,873,685
% Over 65*	12.4%	15.2%	13.6%	9.8%	13.5%	13.7%
% Under 18*	22.2%	25.1%	24.5%	18.0%	25.0%	23.5%
Working Age Population**	83,740	12,318	37,003	34,418	1,836,667	197,112,674
Workforce 2012***	55,659	7,361	27,009	21,289	1,333,046	155,485,000
Working Age Not Looking For Work	28,081	4,957	9,994	13,129	503,621	41,627,674
% Working Age Not Looking For Work	34%	40%	27%	38%	27%	21%
Unemployment - 2012***	10.7%	17.0%	10.0%	9.5%	9.2%	7.9%
Unemployed (Included in Workforce)	5,975	1,251	2,701	2,022	122,640	12,283,315
Total Unemployed Plus Working Age Not Looking For Work.	34,056	6,209	12,695	15,152	626,261	53,910,989
Percentage Total Unemployed Plus Working Age Not Looking For Work	41%	50%	34%	44%	34%	27%
Poverty Rate *	na	24.3%	25.7%	34.2%	22.3%	14.9%
* Bureau of Census						
** Over 17, under 66 years old						
*** Bureau of Labor Statistics - Includes employed and unemployed looking for work.						

Based on census data for 2012, the Region has an estimated population of 128,000 people. Of these, 83,740 are of working age, between 18 and 65 years old inclusive.

The Bureau of Labor Statistics (BLS) estimates the workforce to be 55,659. Its estimate is based upon the number of people employed in each county and the number of people "looking for work." The "looking for work" are those who are either receiving unemployment compensation or indicated in BLS surveys they are unemployed and seeking employment.



When we subtract the workforce (includes unemployed) from the working age population, we discover a full 34% of the working age population in the Region is not seeking employment. In Clay County it is 40%.

There are several reasons why someone might choose not to work. A spouse tending children, an individual with financial resources, and a physical disability are some of them.

However, the percentage in the Region and each of the three counties is considerably higher than the national norm. Given the large amount of entitlement money flowing into the area, it can be assumed a large portion of the population has chosen not to work and to live on government benefits.

What is more startling, when the unemployed are added to the working age population not looking for work, we discover in the Region a full 41% of the working age population are not employed. In Clay County, it is 50%.

If you assume half (pretty high percentage) the working age people choose not to work as they can afford not to (personal resources or not able to work), then in 2012 a full 20,000 adults were not employed in the Region by choice or the absence of employment opportunities.

We then ask the question: "Are these 20,000 individuals employable if the opportunity presents itself?" The general answer is likely not, especially those living on entitlements.

Several quality employers have located to the Region over the last several years. Many of these required high-skilled workers. For the most part, the Region has been able to supply this workforce, especially through the training programs of East Mississippi Community College.

However, in discussions with some major employers, the issue of the lack of trained workers persists.

Presently, the Yokohama Tire Company is constructing a 1,000,000 square foot facility in West Point. It intends to initially employ 500 workers. The



company has set specific skill levels which are required to be hired by the company.

There apparently is a question in the community if it can provide the necessary workforce at the skill level needed by Yokohama at this time.

If the issue of providing 500 skilled workers is questionable today, it will be critical in the future in determining if Yokohama expands as planned to 2,000 workers over the long-term.

Additionally, the Region has the geographic – economic assets which are very attractive to mid-to-high skilled employers.

It is quite possible the Region could create over the next ten - twenty years as many as 10,000 new primary jobs, billions of dollars of investment, and hundreds of millions of dollars of payrolls and economic activity. This economic growth will improve the quality of life for everyone living in the area.

However, this will not happen if the workforce is not available. Keep in mind, there are about 34,000 working age people in the Region not working at the present time.



Therefore, it is a major recommendation the community unite to create programs which will encourage and inspire the working age population to acquire the necessary skills and education in order to qualify for mid-to-high wage jobs.

The problem, of course, is how a community accomplishes this.

The issue of convincing individuals who have become dependent upon government entitlements to enter the workforce plagues our nation, not just the Region. Many individuals have constructed their entire lives around securing government benefits and are quite satisfied with this life style. They consequently lack the motivation to do otherwise.

Additionally, those who have been dependent upon entitlements for a long time rarely have the education, work habits, or skills to participate even in low-skilled positions.



In addition to this group, the chronically unemployed many times have been out of the workforce for such a long period their work skills have diminished and they lack motivation to become re-educated or to seek a basic job.

Looking at the future in the Region, given the expanse of the culture of dependency in the Region, it can be assumed a large portion of the youth in the schools have little motivation to do more than what their parents have done. They plan to enter the world of entitlements as they have been exposed to little else.

This has caused them to apply little effort to learning while in school or even dropping out which a large percentage have.

More importantly, remember that in a brief ten years, today's eight year olds will be entering the workforce. What they are exposed to over the next ten years will likely determine their lot in life.

It is therefore very difficult to break the cycle of dependence, but the community must find a means to do it.

It is recommended the Region take a new, innovative approach to the problem. It should create a place which is dedicated to inspiring people to seek a better life.

For the lack of a better name, a Multi-County Economic Development Center should be created.

This is a physical location where a host of programs will be offered which will educate, train, and motivate the resident population to become part of the Regional economy. There are some examples of such a program being offered in other places. But this facility will likely be unique.

This facility will become the center for educating the community on economic development, free enterprise, and causing the economy to grow.



Programs should be developed which address several groups of individuals.

- School Age Children – A playful learning experience can be created exposing children to various work activities.
- Youth – Inspire the youth of the community to finish high school and to seek a life free of entitlements.
- Young Adults – Inspire “20 something’s” to complete their education and seek a better life.
- Unemployed – Provide hope, training, and motivation.
- Chronically Unemployed or Not Working – Encourage them to refresh their lives.

The facility could also house a Regional Business Incubator for start-up companies, become a community meeting location, and a collection point for industry and residents to meet. Of course there should be an effort not to duplicate activities being conducted at other locations.

A special group of community leaders will be needed to discuss and create the programs. The Researcher will not attempt to make suggestions for specific activities at this time. Careful thought and imagination will be required to tackle these problems, as most communities have not been able to solve the cultural – labor issues described. But the Region must make a diligent, deliberate attempt to do so.

One example of a program for this center is providing a fun, learning experience for “little kids” to discover the value and benefit of “working.”

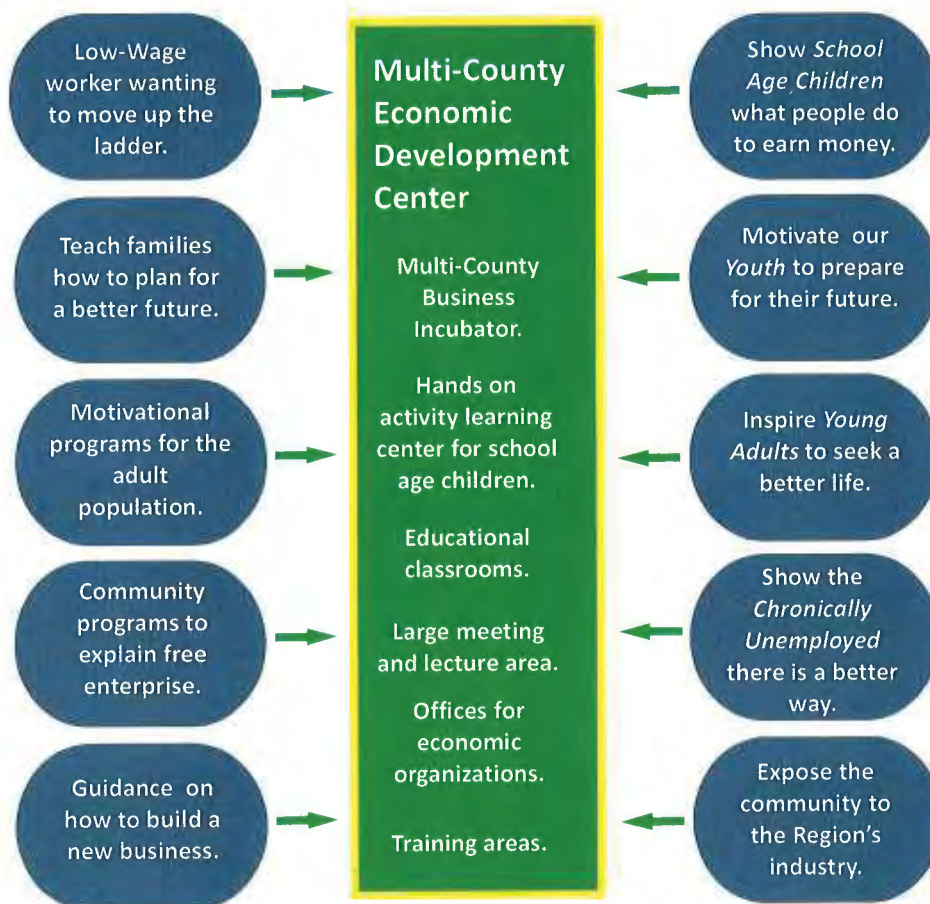
There is a program (facility) in Gainesville, Georgia created by the community called the Featherbone – Communiversity (The Researcher has toured the facility). It includes a business incubator, lecture rooms, and offices for economic related groups.

Included at the Communiversity is a section with a series of little rooms in which they have created “mock” businesses, such as store or doctor’s office or assembly line. Little kids come to the center and interactively play at the occupation. This program could be expanded upon to include some type of payment for successfully completing some of the tasks for which the kid is issued currency to be spent in the store. This program exposes kids to various vocations and can be used to teach “reward.”

The following chart provides an initial concept for this facility.



A special place to inspire people to seek a better life.



Overall, the Region must address the issue of labor if it is going to prosper.



Best Opportunity for Economic Growth

From a review of the geographic – economic assets and liabilities, we know the Region is in an excellent position to attract and retain quality primary employers. With an abundance of quality industrial real estate, superior worker training programs, an excellent transportation system, cooperative local governments, and generally low operational costs.

This has proven to be the case with the location of Severstal, Paccar, Airbus Helicopter, Stark Aerospace, and many other companies.

It is expected in the future more companies will locate to the area and existing companies will expand, providing the issue of workforce availability is addressed.

Even with these assets and expected future success, the Region has an opportunity to cause the economy to become **the most dynamic and successful of any small area economy in the nation.**

Mississippi State University can be the catalyst for explosive economic growth in the future.

Presently, the university accounts for about 75% of the Oktibbeha County economy and 32% of the Regional economy.

However, with an expansion of its economic development program, the university could cause the creation of several thousand private sector high-wage jobs over the next ten to twenty years.

To understand how, let us review the different ways a university can impact a local economy.



Stage 1 Impact - Typical Four Year University with general post graduate programs:

By definition, a university which accepts students from outside the economic area is a primary industry.

Money flows into the university via state funding, tuition, and its endowments and foundations. Money then enters the local economy from the wages paid to the employees of the university, spending by students, and purchases by the university.

The overall impact is typically determined by the enrollment at the university. If enrollment remains constant, employment and spending remains constant. If enrollment declines, employment and spending also decline. If enrollment increases, employment increases.

Therefore, while a contributor to the economy, the typical university does not cause economic growth unless enrollment at the university increases.

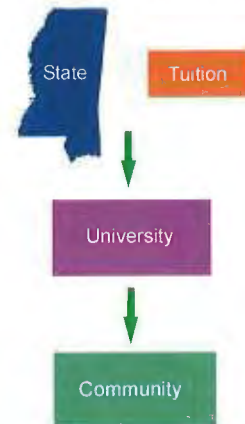
A large majority of the colleges and universities in the United States fall into this category.

The Mississippi University for Women located in Columbus is an example of Stage 1 impact.



Mississippi University for Women - Columbus, MS

Flow of Money University - Industry - Community





Stage 2 Impact – Plus professional graduate programs and research:

The next phase to increase economic impact is to add professional schools and research to the university. The first adds to enrollment, therefore employment. Additionally, by having professional programs such as law, veterinary, architecture, engineering, and medicine, the opportunity for additional endowments is greater than without such programs.

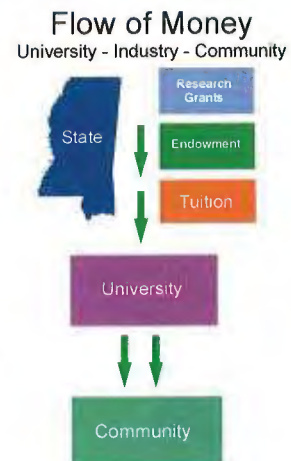
By having externally funded research programs, more money flows into the school causing growth and the university gains in stature and reputation.

Additionally, there is an opportunity to commercialize the research causing private sector growth. One of the downsides of externally funded research is the grant funding might end or be exhausted, causing displacement of the researchers.

Jackson State University is a good example of having Stage 2 impact. R&D expenditures of about \$47,000,000 (ranks 202nd among 655 colleges and universities) enables it to have a greater impact than most schools.



Jackson State University





Stage 3 Impact – Plus a university research park and incubator:

As a result of the remarkable economic growth in Silicon Valley in California and the Research Triangle Park in North Carolina, in the mid-1980's many universities around the country developed research parks for the purpose emulating the success of these areas.

Most of these facilities sat fallow for many years as universities simply did not have the knowledge or expertise on how to cause occupants, private or public, to locate to the parks.

It was discovered one of the necessary elements in a university park was an "incubator" in which the first steps toward commercializing university research could begin.

Most of these initial parks ranged in size from 50 to 100 acres of land. Many, but not all, have been relatively successful in attracting public and private research facilities and some private industry.

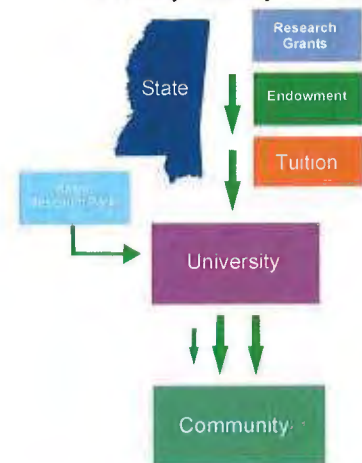
Since the initial interest in creating university parks in the 1980's, throughout the 1990's and 2000's more universities have create these facilities.

The University of Florida is a good example of a university with Stage 3 impact.

The school ranks 23rd among 655 universities and colleges for R&D expenditures (\$697,000,000) and has a complete set of professional schools.

The Sid Martin Biotechnology Incubator is one of the most successful university incubators in the nation. The incubator is located in a small privately owned industrial park about 20 miles from campus.

Flow of Money University - Industry - Community



University of Florida Sid Martin Biotech Incubator located Progress Research Park.



Today, almost 200 universities have some type of research and development park. The occupants of these parks usually are involved in high technology, high wage industries.

Aside from the tenants occupying the incubator, most of the companies typically have a consistent source of funding unlike some research grants. As a result, they are consistent contributors to the local economy.

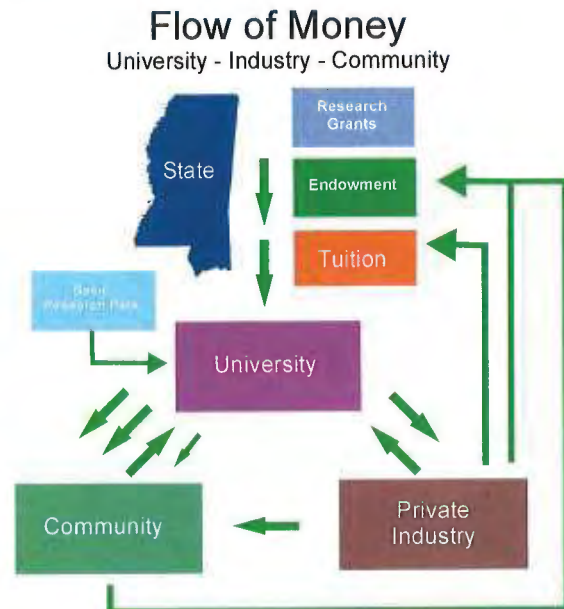
Typically several hundred people, public and private, are employed by enterprises located in Stage 3 university research parks.

Stage 4 Impact – Plus a comprehensive economic development program:

Several universities have initiated a comprehensive, aggressive economic development program utilizing the assets of the university to cause quality economic growth in the community.

As a result, thousands of high-wage private sector jobs have been created in close proximity to the main campus dramatically increasing the economic impact of the university.

The volume of money flowing from the private sector to the university and the community increases dramatically.



In order for a university to cause significant economic growth, most or all of the following are necessary:

1. The state, the university leadership, and the local community must all want it to happen.

The state is needed to fund some of the infrastructure necessary for the facilities needed to stimulate the economic growth. Additionally, the state sometimes needs to give permission or instruction to the university to proceed.



The leadership of the university is necessary to provide direction and permission to faculty and staff to participate in the effort. Typically an Office of Economic Development is created to coordinate the program.

Cooperation with the local community is necessary. Local government can either inhibit or expedite the effort. Additionally, many times local government is a partner in infrastructure development and implementation of the comprehensive economic development program.

2. The most successful programs are associated with a research university which encourages private sector production of commercialized research.

The Stage 3 impact level of a university included research which was being developed for the private sector in a university incubator at the research park.

In Stage 4, after research has been determined to have commercial value, the production of the product or service (technology) is captured in the community. Too often in the Stage 3 scenario, the production leaves the community and occurs in another area.

This is the case at the University of Florida. Researchers at the university have developed a large number of products and technologies which have been commercialized. However, these companies have “flown away,” some locating in other Florida communities but many to other states.

3. The research park associated with the university is much larger than those found in Stage 3. Typically the park is at least 500 acres and most are greater than 1,000 acres.

The parks in Stage 3 usually offer sites between 3 and 10 acres. In order to lure large private sector companies, parcel sizes of 20 to 50 acres are necessary.

At the most successful Stage 4 research parks, several thousand individuals are employed by the companies operating in the parks. Additionally, most of the companies are private sector.

Most universities are landlocked. There is little vacant land adjacent to the university available for the physical expansion of the school let alone for a large Research and Development Park.



The most successful R&D Parks are geographically either adjacent or very close to the university.

4. The university becomes a partner in research, product development, and product production with private sector companies.

One of the greatest benefits to the university is to have a large technology company locate to the community with the intention of collaborating with the university. The company many times funds research, laboratory equipment, and pays consulting fees to faculty.

Additionally, a similar benefit to the university occurs when the university reaches out to the existing business, industrial community in the area. Relationships are developed and both parties benefit.

5. The university becomes a partner with the local economic development organization.

One of the most consistent themes of a successful university driven economic development program is the partnership between the university and the professional staff of the local EDO.

The economic development organization has knowledge and expertise in marketing and industrial retention and expansion, land development and facility construction, project finance, state and local regulations, and a host of other issues which determine if a project can be successful in an area.

This expertise is necessary for the program to be successful.

The following are examples of successful Stage 4 University driven economic development programs:



University of Central Florida - Orlando, FL

Enrollment - 59,000

R&D Expenditures - \$121,000,000 - Rank 136/655



The Central Florida Research and Development Park is adjacent to the University of Central Florida campus. The park includes 1,027 acres. Presently 126 companies in 59 buildings are located in the park employing more than 10,000 people.

It is a campus-like environment for business that desire a "university relationship." Research Park tenants form relationships with the University of Central Florida through technology transfer, research, faculty consultations, graduate and undergraduate internships and part-time employment programs.

Research Park tenants can also contract with the university for use of computer resources and laboratory facilities.



Central Florida Research and Development Park



University of Alabama - Huntsville, AL
Enrollment - 7,500
R&D Expenditures - \$87,000,000 - Rank 155/655



The Cummings Research Park was first established in 1962. It comprises more than 3,800

acres. It is the second largest R&D Park in the United States behind the Research Triangle Park in North Carolina.

It is the home to 285 companies and more than 25,000 employees which generate a payroll greater than \$2 billion per year. According to the State of Alabama, employment at the park accounts for 1.3% of the jobs in the state.



Cummings Research Park

The University occupies about 400 acres of the park. The companies at the park are involved in a wide range of high technology disciplines such as optics, simulation, aerospace, logistics, and systems design. Twenty-six Fortune 500 companies are located in the park.



University of Wisconsin - Madison, WI

Enrollment - 43,000

R&D Expenditures - \$1,170,000,000 - Rank 3/655



The University of Wisconsin Research Park was created in 1984 on University land no longer conducive to agricultural research. Today, the park provides an atmosphere custom-designed to nurture a productive combination of economic and technological

development. There was no activity at the park for several years until the local utility company, Madison Gas & Electric, constructed a 60,000 square foot incubator on the property.

Today, the park comprises 351 acres, 37 buildings with 1.8 million square feet under roof.

There are 126 companies located at the park employing more than 3,500 people with an annual payroll of \$260 million.

A large number of the companies located at the park were formed as a result of research at the university. The park not only sports a "typical" incubator facility, but also a "next stage" *University Research Park Accelerator* which catapults companies from the incubator to stand alone enterprises.

With the original location virtually built-out, Phase 2 has been developed on a site approximately three miles from this complex. It comprises approximately 370 acres and will be able to accommodate up to 8,000 employees.



**University of Wisconsin Research and
Development Park - Phase 1**



Purdue University - Lafayette, IN

Enrollment - 38,700

R&D Expenditures - \$602,000,000 - Rank 32/655



Purdue Research Park of West Lafayette is the largest of four research parks affiliated with Purdue University. The park is located just north of Purdue University's main campus and is home to the largest cluster of technology-based companies in the state of Indiana.

The 725-acre park boasts more than 50 buildings; more than 3,200 employees; 327,000 square feet of business incubation space; and an average wage for startup companies in excess of \$63,000.



Purdue Research Park - West Lafayette, IN

A vast majority of the occupants of the park are private sector enterprises.



Mississippi State University - Starkville, MS
Enrollment - 20,000
R&D Expenditures - \$233,000,000 - Rank 92/655



Mississippi State University, for the most part, is a Stage 3 economic contributor. However, it has the potential to become a Stage 4, which can result in the formation of thousands of private sector, high-wage technology jobs.

The following are some of the assets of MSU which will lead to Stage 4 status:

- It is a research university. According to the National Science Foundation, in 2012 MSU ranked 92nd among 655 universities and colleges for research and development expenditures (\$233,197,000).
- It has professional graduate programs.
- It has collaborated with the private sector in research (CAVS and agricultural community).
- It has a university incubator located in a Stage 3 research park.
- It has departments and curricula addressing most scientific and technology disciplines.
- It has a supercomputer.
- It has an abundance of greenfield land in close proximity to the university.

Most importantly, it has taken the initial steps to build the intellectual and organizational infrastructure within the university which is necessary to implement a comprehensive program.

Over the last four years, through the efforts of Dr. David Shaw, Vice President for Research and Economic Development and Dr. Melvin Ray, Associate Vice President for Economic Development, the university has laid the groundwork, built the foundation upon which the next major steps can be taken.



**Center for Advanced
Vehicular Systems**

The *Economic Development Assistance Network* has been created which has organized and secured the support of the various departments in the university relative to participating in economic development.



This is a very important issue. One of the most frequent reasons a university does not cause economic growth in a community is because the university community has little interest in doing it.

By creating a network of researchers, department heads, and outreach programs being coordinated by the Office of Economic Development, the university has taken a major, vital step forward toward causing quality economic growth. Most universities in the United States do not make this effort. As a result, most fail.

In order for Mississippi State University to cause dynamic growth, it is recommended the following actions steps be done:

-  Plan and develop in cooperation with the community a major research and development campus of at least 500 acres. An additional 500 acres should be identified for future use.

Just as the Columbus area has been successful in recruiting advanced manufacturing to the community as a result of having large parcels of real estate building ready and fully serviced, successful Stage 4 university economic development programs have large industrial parks.

In contrast to the Airport Industrial Park, this facility will be rich in landscaping and employee amenities. It will resemble a college campus more than an industrial park.

Most of the parks are developed as a joint venture between the local community and the university. The ownership entity is typically a not-for-profit entity, not the university.

Keep in mind, as previously stated, most universities do not have large tracks of greenfield land near their campuses. MSU does. This provides a significant competitive advantage for the university in attracting large, research - technology companies.

-  Create a joint marketing program with the Golden Triangle Development LINK for targeted industries.

Economic development practitioners have a great deal of experience in identifying economic development marketplaces and negotiating with



companies regarding relocation.

The university should take advantage of this expertise and collaborate regarding attempting to recruit private sector companies which will partner with the university.

-  Initiate a “quality of life” program for the Starkville area.

While every community believes their town is the best place to live and has the best quality of life, unfortunately sometimes their vision can be clouded.

When attempting to recruit high-technology high-wage companies to the Starkville area, quality of life issues come into play.

Most of these companies have several choices as to where they locate. One of the issues in that decision making process is whether its high tech workforce will move to the community being considered.

Very few of the individuals who will work for these companies presently reside in the Region. They will be asked to relocate to Starkville.

The Starkville community has many attributes. However, its “quality of life” amenities are not as desirable or abundant as many university communities located in areas with greater populations.

Some individuals reading that statement might take offence. However, there are certainly more things to do in Durham, NC or Athens, GA, or Austin, TX than in Starkville.

In order to be successful, this issue needs to be addressed.

It is recommended the Starkville – Oktibbeha community conducts an assembly to discuss “quality of life” amenities. It needs to brainstorm to decide “What do we want Starkville to look like 20 years from now.”

A phased, long-term plan should be created. This plan can be used as a tool to overcome issues relative to recruitment. As more companies move to the area and the economy expands, funds will be available to implement the plan.



Conclusion

Overall, the Golden Triangle Region has a significant number of positive features which are attractive to high-wage employers.

Compared to a vast majority of the rural areas in the United States, its geographic - economic assets far exceed what most primary businesses require.

Although already more successful than most rural communities, it has the potential to become the most dynamic small market economy in the United States.

However, it must address the issue of skilled labor in order to continue to grow and to encourage the university to expand its economic development in order to excel economically, to reach its full potential.

City of Starkville, Mississippi Comprehensive Plan

2005-2030

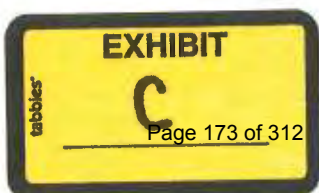
“Communities can be shaped by choice, or they can be shaped by chance. We can keep on accepting the kind of communities we get or we can start creating the kind of communities we want.” Richard Moe, National Trust for Historic Preservation

FINAL DRAFT

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Honorable Jim Mills, Ward 2
Honorable P.C. McLaurin, Ward 3
Honorable Richard Corey, Ward 4
Honorable Matt Cox, Ward 5
Honorable Roy A. Perkins, Vice-Mayor - Ward 6
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Executive Summary

1. Significant Finding - The city should be consistent and diligent in enforcing regulations.

Recommendations –

- ◆ Enforce existing ordinances especially the Landscape Ordinance, adopted in 1999.
- ◆ Hire a city planner.
- ◆ Add part-time uniformed officer for code enforcement.
- ◆ Set goals and measurable objectives each budget year and meet them.
- ◆ Improve training for staff, Planning & Zoning Commission and Mayor and Board of Aldermen.
- ◆ Join the American Planning Association and the Mississippi Chapter.
- ◆ Increase fees to help offset costs of additional staff and training.
- ◆ Keep “tickler file” for home occupations and conditional uses that must be re-approved annually.
- ◆ Eliminate Board of Adjustment. Planning & Zoning Commission/Development Review Committee can issue variances & handle other duties.
- ◆ Develop a Standard Operating Procedure manual for running the department. Include it as part of the by-laws of the Planning & Zoning Commission.
- ◆ Staff should prepare written reports to the Planning & Zoning Commission and set minimum standards for acceptance of proposals. Proposals would not go to the P & Z Commission until they meet those minimum requirements.
- ◆ Planning & Zoning Commission and staff should use available technology, workshops and the local media to educate the public and land developers, contractors and Realtors about city ordinances and programs. Use city’s web page to have web training for contractors and developers, checklists for submission requirements, etc.

2. Significant Finding – City should get new, better regulations to help with identified problems

Recommendations –

- ◆ Adopt Historic Preservation enabling legislation. Appoint Historic Preservation Commission to develop design guidelines for historic districts/sites.
- ◆ Adopt Design Guidelines/incorporate into existing Landscape Ordinance.
- ◆ Adopt Height Regulations ordinance for area around the Airport.

3. Significant Finding – City is unattractive in places; needs better curb appeal

Recommendations -

- ◆ Strip commercial zoning is a big reason for unattractive commercial areas. Reduce possibilities for strip commercial development in frontier areas by zoning commercial in a nodal fashion around intersections or create overlays.
- ◆ Require parking lots to be to the rear or sides of buildings when possible, and well-landscaped. Especially in redevelopment areas (like Highway 182), require build to lines, sidewalks, and planting verges.

- ◆ In residential districts, do not allow parking of motor vehicles or recreational vehicles in any front yard except in a paved drive way. Restrict pavement in front yard.
- ◆ Continue staggered placement of electrical utilities underground and require all new developments to put new utilities underground.
- ◆ Revise sign ordinance to reduce visual clutter. Lower maximum height of signs, eliminate pole signs, eliminate permanent streamers and flags, etc.
- ◆ Adopt design standards.
- ◆ The city should build, and encourage developers to build landscaped boulevards. Landscaped entrances to subdivisions and office parks should be required.

4. Significant Finding – Too many multi-family units, many poorly designed, cheaply constructed and in inappropriate places

Recommendations-

- ◆ Protect single-family residential areas from commercial and multi-family encroachment in zoning ordinance.
- ◆ Adopt design guidelines to require durable and attractive building materials.
- ◆ Include even single-family unit developments designed for rent in development plan review to insure good design, durable and attractive materials and landscaping.
- ◆ Adopt appropriate buffers between single-family and multi-family zones.

5. Significant Finding – Problems with students living in traditional single-family areas

Recommendations –

- ◆ Encourage new Homeowners Associations to restrict rentals of single-family homes in their neighborhood through covenants if they want to retain only owner-occupied homeownership.
- ◆ Enforce “definition of family” rule.
- ◆ Adopt “two time conviction equals eviction” approach to behavior citations.
- ◆ Encourage development of student-oriented housing in appropriate places and away from single-family neighborhoods – places like downtown, and other areas close to campus.
- ◆ Encourage college orientation to include “good neighbor” workshops for students (and their parents) who will be living off-campus.

6. Significant Finding – Improve existing ordinances.

Recommendations –

- ◆ Sidewalks should be required for all new construction (residential and otherwise) in the Subdivision Regulations and Design Guidelines. Sidewalks should be built with appropriate access for those with disabilities.
- ◆ The definition of “subdivision” should include ANY subdivision of land, with no exceptions. Use major and minor subdivision definitions to relax requirements for smaller subdivisions of land.
- ◆ Expand the Central Business District in the Zoning Ordinance to include Russell Street, University Avenue and to Highway 182 to encourage compact, mixed use, pedestrian-oriented, and visually pleasing development and redevelopment.

- ◆ Add a new Traditional Neighborhood Development overlay zone in the Zoning Ordinance. Developers will be drawn to the zone because of high densities, but overall design will be more aesthetically pleasing than current high density developments.
- ◆ Conventional PUDs would be an overlay district in the Zoning Ordinance rather than a stand alone district.
- ◆ The City should discontinue allowance of new construction of duplexes as a conditional use (special exception) in the R-2 zone. No conditional uses should be allowed that cannot be discontinued if conditions are not maintained.
- ◆ Discontinue allowance of multi-family uses in Commercial zones as a conditional use for same reason.
- ◆ Allow Mobile Home/Manufactured Homes Parks and Subdivisions only in the R-6 zone (currently allowed as special exceptions in R-4 & R-5 zones).
- ◆ Densities are too high in the R-4 and R-5 zones. Developers will be able to get higher densities through conventional PUDs and Traditional Neighborhood Development overlay zones.
- ◆ Any single-family detached unit with floor area under 1,000 square feet should come under design review.
- ◆ The term “special exception” should be changed to “conditional use” and only those uses on which conditions can be placed should be included in this category (some spelled out, others determined by the Planning & Zoning Commission under review).
- ◆ Home occupation rules should be strengthened and clarified (home occupations will become significantly more frequent).
- ◆ Site plan review requirements are replaced with the requirement for a Development Plan in the Design/Landscape Standards.
- ◆ Permitted and conditional uses are noted in each zoning district section. Current index is eliminated.
- ◆ Add a general office zone for less intensive commercial uses like banks, accounting offices, barber or beauty shops, etc.
- ◆ Add a planned office zone to accommodate research, corporate office locations to allow for more development like the research park. Expand to area east of the current research & technology park.
- ◆ Find a suitable balance between multiple-family and single-family land use.
- ◆ Restrict heights on buildings not located in the city's “ladder district” (fire station one).

7. Significant Findings – Too much land zoned commercial and multi-family and in inappropriate places. Some land inappropriately zoned highway commercial near the downtown area.

Recommendations -

- ◆ Rezone the area around the hospital as a medical office zone to reserve this area for the growing medical facilities needs.
- ◆ Change commercial zoning in the newer areas of Starkville around the by-passes to eliminate strip zoning development pattern.

- ◆ Change multi-family zoning in hinterlands of city to larger-lot zoning. These areas would act as a type of green belt until land that remote is needed for denser development, if ever.
- ◆ Expand Central Business District zone and residential zones in area near downtown. Eliminate Highway Commercial zoning from this area.
- ◆ Allow significant densities only with a planned (PUD) development, where common space is dedicated and design is reviewed.

8. Significant Findings – Improve circulation system; appropriately balance auto, pedestrian, biking and mass transportation modes.

Recommendations –

- ◆ 3-lane Stark Road, extend north to Hospital Road and on to Reed Road eventually
- ◆ Construct an east-west route in the southern part of the city connecting South Montgomery with the University and to Highway 25 to the west.
- ◆ 3-lane South Montgomery.
- ◆ 3-lane Reed Road to Garrard and on through to Hwy. 389.
- ◆ Work with the MDOT to improve 389 from the by-pass to town if traffic warrants it after study of impact of by-passes.
- ◆ Add traffic calming devices to predominantly residential areas like Nash Street and Greensboro Street that get a heavy amount of traffic, or otherwise disperse traffic to mitigate effect without causing increases in traffic on other predominantly residential streets in the area.
- ◆ Require developers to add an additional lane for roads needing three-laning and a lane and a half those those needing five-laning.
- ◆ Develop a public transportation system.
- ◆ Construct bike lanes with new roadway development. Identify/stripe/sign bike lanes according to a plan developed by the Starkville in Motion group.
- ◆ Require construction of sidewalks in new developments. City should construct sidewalks joining significant origins and destinations (neighborhoods to schools, for example). All new construction should follow ADA guidelines. City should improve existing access according to ADA standards.
- ◆ Require development of frontage roads on limited access roads.

9. Significant Finding – Public facilities improvements are needed

Recommendations –

- ◆ Add more open space/passive parks. Accept donations from developers in PUDs in lieu of land set asides, and use for general open space/parks land acquisition.
- ◆ Review land owned by the city to see what might be able to be used or traded for park land. Set up a dedicated fund for park land purchases.
- ◆ There is significant overlap in fire coverage in the center part of the city with gaps in other areas. Build or relocate three fire stations in the planning time period – one in the most recently annexed area (first priority), and either move station 2 or build a new station further south. Move station 3 to a more easterly direction to improve coverage.
- ◆ Extend sewer to areas outside the city limits ONLY with conditions of adherence to city development & building codes and a promise to initiate annexation.

- ◆ Develop a comprehensive annexation plan for the future – timing, financing, etc.
- ◆ Encourage infill development to lessen public facility costs.
- ◆ Adopt new regulation requiring developments to cause no more runoff than the land would have in its undeveloped state.
- ◆ Ensure that ADA (Americans with Disabilities Act) regulations in building code are enforced. Update city facilities for compliance with ADA.

10. Significant Finding – Some areas in the city are deteriorating and need redevelopment. Other areas are doing well and would do better with new zoning.

Recommendation -

- ◆ Rezone the Russell Street, University Avenue, and Highway 182 areas as extensions of the Central Business District and encourage mixed use, compact, pedestrian-oriented, urban spaces. Have Landscape Architecture students draw “vision” designs for each area to help guide developers, as they have for the downtown area.
- ◆ Expand the CBD zone to the west, and south also.
- ◆ Join the Main Street program.
- ◆ Identify and log all vacant/abandoned buildings/lots and develop specific plans for encouraging their reuse/redevelopment.
- ◆ Consider downtown plan developed by MSU Landscape Architecture students as a good start and encourage review and implementation (included as part of this Comprehensive Plan document). The plan calls for relocation of the Chamber of Commerce to the downtown area – a significant issue among those participating in ward meetings last summer.

11. Significant Finding – The city struggles to develop a budget each year and is operating with one of the lowest millage rates in the state. It needs to develop new sources of revenue, capitalize on existing sources, and provide public facilities as efficiently as possible.

Recommendation –

- ◆ Consider adoption of impact fees.
- ◆ Increase fees to offset costs in Planning & Building Department.
- ◆ Require all development outside the city limits requesting city services to meet development plan, subdivision regulations and building code requirements and to initiate annexation (so the city will not inherit public facilities when it annexes that will be very expensive to bring up to city standards).
- ◆ Require developers to construct at least one lane of projected improvements in collectors and arterials when their development fronts that road.
- ◆ Improve the attractiveness of the city and develop a plan for becoming the destination of choice for residents, businesses, visitors and students in the New Economy, thereby improving sales and property tax revenues.
- ◆ Take advantage of University expertise when needing technical assistance.
- ◆ Utilize existing resources or hire someone to research and apply for grants.
- ◆ Work with the county to develop joint planning and zoning functions.

12. Significant Finding – The city needs to look to its future and begin allowing only environmentally friendly and sustainable development.

Recommendations –

- ◆ Voluntarily begin compliance with National Pollutant Discharge Elimination System (NPDES).
- ◆ Reduce the amount of impervious surface allowed in developments (adopt standards that encourage things like allowing narrower local streets, and encourage the use of permeable but stable parking areas).
- ◆ Open up areas already paved for more retail use where parking has been overbuilt.
- ◆ Encourage more, but smaller, parking lots. People generally will not walk more than 300 feet to a destination so these smaller lots would encourage more shoppers. Use landscaping liberally in between these smaller lots.
- ◆ Allow on-street parking where appropriate.
- ◆ Adopt low impact development model developed by GeoResources and Mississippi State engineering professors for sustainable industrial site development.
- ◆ Adopt Smart Growth ideas.
- ◆ Absolutely forbid clear cutting of trees and inappropriate land grading for development in non-agricultural areas.. Restrict clearing to the minimum area needed for the building footprint, construction access and safety setbacks. Trees to be kept should be clearly marked. This reduces storm water management costs and adds to the value of the land.
- ◆ Adopt 100' buffers along perennial streams to give the city some much-needed open space and to discourage erosion.

City of Starkville, Mississippi Comprehensive Plan 2005-2030

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Introduction

This Comprehensive Plan for the City of Starkville is the city's blueprint for the economic, social and physical development for the future. A comprehensive plan is defined by Mississippi state statute to include four elements – land use, goals & objectives, transportation and public facilities. Its primary purpose is to help a city be proactive in managing its growth and development. The plan does this in the following four ways:

- It helps **coordinate** the city's activities with other entities,
- It is the **legal** foundation for implementation ordinances like the zoning ordinance,
- It is **educational**, telling the community and developers where the city is going, and
- It provides **guidance** by helping with interpretation of implementation ordinances through clearly stated goals and objectives.

Unplanned growth is unsightly and results in incompatibilities in land use and poor design that can hurt property values and the general form and function of the city. It also can result in higher public costs; planning helps coordinate and time needed capital improvements.

This plan updates the city's latest plan, which was adopted by the Mayor and Board of Aldermen in 1994. A review of the plan relative to some newly annexed areas was completed in 2000 by Central Mississippi Planning and Development District in Jackson.

Many factors sparked the desire for a new Comprehensive Plan in Starkville, not the least of which was a development pattern many residents found less than visionary. This was partly due to antiquated ordinances and administration and enforcement shortcomings that left the city with some poor outcomes. In addition, local residents and visitors alike have developed more sophisticated expectations with regard to the city's role in managing growth and development. The city was also faced with the upcoming opening of significant new transportation routes in the Highways 82, 25 and 12 by-passes.

Recognizing that Starkville faces new challenges and opportunities as it enters the 21st Century, the Mayor and Board of Aldermen directed the City of Starkville Planning and Zoning Commission to review, revise and update the City's planning and development goals, policies and documents. The new Starkville Comprehensive Plan tracks the major community changes over the past decade, assesses prospects for future development, and sets forth the community's vision for the next 25 years. It provides new goals and directions for development policy, and it provides revised development regulations and other planning tools to carry out these new directions.

The plan was developed in accordance with generally accepted planning principals and is divided into five volumes. Volume I provides introductory and background analysis related to planning and development issues within the city. Volume II sets forth findings and issues and outlines the city's important goals and objectives. Policies are designed to be the starting point for action plans. Section IV spells out the recommended general development plan and Section V gives recommendations for implementation ordinances. The Appendix includes documents that are not necessarily adopted as part of the Comprehensive Plan resolution but are included as a reference.

In order to get input from residents, the city conducted a series of public meetings by the proposed wards. A summary of results of the input received from the ward meetings is listed below. In addition, input was received from city employees and key stakeholders in the community, including Realtors, developers, economic development officials, environmentalists, historic preservation advocates, and biking/walking advocates, to name a few. Education about the plan and the process was widespread, including excellent coverage by the area's three newspapers and numerous meetings and speaking engagements by commission members, aldermen, and the consultant.

It was clear the citizens of Starkville realize that the city is at an important juncture in its history. The common threads running through comments made at the ward meetings are outlined below.

- Enforce existing ordinances/get new, better ordinances (especially design/historic preservation)
- Improve relationship between university, and city/university relations have improved over the years
- Require sidewalks in new developments
- Problem with students living in single-family areas
- Unattractive city
- Use resources at the university
- Too many apartments/Put plans for new multiple family units on hold
- Make Chamber of Commerce more visible/accessible
- Make ordinances available/use website to publicize
- Too many empty buildings
- Main Street improvements are good.

The Comprehensive Planning process took about 15 months to accomplish, including technical assistance given to the Planning & Zoning Commission regarding existing projects and development of implementation ordinances. The Comprehensive Plan was developed by the Planning & Zoning Commission with the assistance of a city planning consultant.

Volume I. Background and Analysis

A. General Features

1. The Planning Area and Timeframe

The Planning Area consists of the City of Starkville and an area one mile outside the city limits. The Comprehensive Planning time frame is 25 years.

2. Location

Starkville is located in Oktibbeha County in East Mississippi, some 30 miles west of the Alabama State Line and 115 miles south of the Tennessee line. It is accessible by newly-constructed U.S. Highway 82 and State Highways 12 and 25, as well as State Highway 389. Highways 82 and 45 (8 miles away) provide four-lane, limited access east-west and north-south routes to Memphis, Birmingham, Jackson (MS), Atlanta, New Orleans, and the Mississippi Gulf Coast.

Interstate 55 (North-South) is 60 miles west of Starkville via U.S. Hwy 82; Interstate 20 (East-West) is 90 miles south of Starkville via U.S. Hwy 45 or 90 miles east of Starkville via U.S. Hwy 82.

3. Historical Summary

Starkville is a city rich in tradition and blessed with progress. From its days as an enclave of Native American settlements on the border between the Choctaw and Chickasaw Nations and its subsequent settlement by Presbyterian missionaries, to today's varied culture of "southerners" mixed with the best and brightest of over 91 countries studying at Mississippi State University, Starkville has developed a diverse culture over the 165 plus years since its incorporation.

Today, Starkville's small-town friendliness and high-quality educational, cultural and recreational opportunities make it a wellspring of Southern charm. Starkville has become a unique blend of the traditional Old South and the rapidly evolving age of technology that is the new South.

The area of Oktibbeha County was originally a part of the lands belonging to the Choctaw Indians. It takes its name from the creek in the northern part of the county, which formed part of the boundary between the Choctaw and Chickasaw Nations. Oktibbeha, in the Choctaw language, means "icy water." It has been estimated that in 1820 there were between 1,000 and 1,500 Choctaws living within the county's present day boundaries in some five or six settlements. The first whites to settle permanently in Oktibbeha County were Presbyterian missionaries led by Cyrus Kingsbury. They developed Mayhew Mission in 1820 where Ash Creek flows into the "Tibbee" in the northeastern corner of the county. It contained a school for the Indians, a gristmill, a blacksmith shop, and several other buildings. Three years later, Calvin Cushman established a mission at Hebron, about three miles northwest of present-day Starkville. The missionaries improved the Indian trails to the east, converting them into wagon roads, which made the area more accessible to traffic along the Tombigbee River. The first public thoroughfare in the county was the Robinson Road, built in the early 1820's with both federal and state funds. It connected Nashville, Tennessee, and Jackson, entering Oktibbeha County at Artesia and extending southeastward to the Noxubee River. The Choctaws surrendered their

claims to the area in the Treaty of Dancing Rabbit Creek, which was signed on September 27, 1830. In exchange they were given lands in present-day Oklahoma to which most of them moved. White settlers now began pouring into the region, many bringing slaves with them. A number of these newcomers were attracted to the Starkville area by two large springs and the favorable lay of the land. A mill southwest of the site provided clapboards that were used for many of the original buildings. From this, the settlement came to be known as Boardtown. Oktibbeha County was formally organized on December 23, 1833, with the first court meeting at Hebron the following year. By 1835, the county seat had been established at Boardtown, which changed its name to Starkville in honor of General John Stark, a hero of the Revolutionary War. The first courthouse was a one-room log structure with a small rail nearby. The jail had neither doors nor windows. The prisoners were let down into the hold by means of a rope. The Presbyterians established the town's first church in 1835 with the Methodists organizing shortly thereafter. The Baptists began their work in Starkville in 1839. The town got its first bank in 1835. It was called the Starkville Real Estate and Banking Company. A local lawyer, David Ames, began a school in the log courthouse, which had fifty pupils by 1837. During the pre-Civil War years Oktibbeha County developed into an area of small farms with a number of large plantations. The agricultural base of cotton and livestock was supported by slavery. The 1860 census revealed a population of 5,171 whites, 7,631 slaves, 18 free blacks, and 157 Indians. Starkville served as the trade center for the county, but probably had a population of only 150 – most people, even professionals, preferring to live in the country. | The Civil War was hard on Oktibbeha County as it was on the rest of Mississippi. Large numbers of its white men volunteered for Confederate service and the farms suffered. Grierson's raiders came through the region in the spring of 1863 and looted Starkville. Another Union raid the following year was turned back just south of West Point by General Nathan Bedford Forrest. Oktibbeha County and Starkville recovered slowly from the devastation of the war years and the abolition of slavery. Whites and blacks worked out their new relationships, both economic and social, within a segregated society. Blacks established their own churches and schools. The 1870's brought the first railroad into Starkville. After several unsuccessful efforts, a branch line of the Gulf, Mobile & Ohio was built from Artesia in 1874. Ten years later Canton, Aberdeen & Nashville came through Starkville with a line that linked Aberdeen to Durant on the Illinois Central. This opened up a new trade territory for Starkville to the northeast.

On April 25, 1875, fire swept through downtown Starkville destroying 52 buildings. But, a determined people rebuilt downtown, placing the stores further apart and widening Main Street by twenty feet to its present width. Colonel W.B. Montgomery proved to be one of the area's strongest promoters.

During the late 1870's, he imported an exceptional herd of Jersey cattle and thereafter revolutionized the agricultural base from cotton to dairy farming. He was also instrumental in 1878 in securing for Starkville the location of the new state agricultural and mechanical college. Mississippi A&M would develop into Mississippi State University and become the backbone of the local economy. As the university has expanded, so has Starkville.

The late 19th century marked the beginning of an exodus from rural areas. By 1900, Starkville's population stood at 2,689, and it has expanded steadily to its present 24,500. Both the university and the community integrated relatively peacefully in the late 1960's.

Today Oktibbeha County remains primarily agriculturally based with emphasis on timber, beef cattle, dairy products, hay, and soybeans. However, it has built a sound industrial base with some twenty-five industries employing over 2,300 people. Higher education and the extensive research programs of Mississippi State University remain its primary industry. Student enrollment is approximately 16,800 with grounds, physical plant, and equipment valued at better than \$275,000,000. Part of the rapidly developing Golden Triangle Area, Starkville and Oktibbeha County have enjoyed impressive growth in the past two decades. While proud of their heritage they seek today to provide a diverse economic and cultural base upon which to build confidently for the future.

Source: Betterworth, John K.

People's University: The Centennial History of Mississippi State. 1981.

Carroll, Thomas Battle.

Historical Sketches of Oktibbeha County (Mississippi). 193

4. Geology, Topography and Soils

The oldest sediments exposed in Oktibbeha County are a part of the Selma Group of Upper Cretaceous age, and consist of, from oldest to youngest, the Demopolis Chalk, the Ripley Formation, and the Prairies Bluff Chalk. These units are, in turn, overlain by sediments of Tertiary age belonging to the Clayton Formation, the Porters Creek Formation, and the Wilcox Formation. In the stream valleys there are recent flood plain deposits, or perhaps older alluvial deposits associated with an earlier stage of drainage. Remnants of the latter deposits are more properly termed terrace deposits.

Almost the entire northern half of Oktibbeha County lies within the Tibbee Creek drainage basin. This stream is formed by the junction of several major tributaries just north of the northeastern corner of Oktibbeha County. Within the county, the major streams draining into the Tibbee Creek systems are Sun Creek, Trim Cane Creek, Sand Creek, and the Catalpa Creek. The entire system drains eastward into the Tombigbee River. Most of the southern half of Oktibbeha County is drained by the Noxubee River and its many tributaries that flow south and east into the Tombigbee River.

Soil types can limit the types of development in a community. Limitations for dwellings are severe if any one of the following apply: (1) the shrink-swell potential is high to very high; (2) the water table is at a depth of less than 15 inches; (3) the soil is subject to flooding; (4) slopes are 15 percent or more; (5) a fragipan of claypan is generally at a depth of less than 20 inches.

Of less importance to the city itself, because Starkville has over 98% coverage in central sewer service in the city, are limitations of soils for septic tank filter fields. Limitations are severe if any one of the following apply: (1) permeability is moderately slow or very slow; (2) the water table is less than 2 feet below the surface; (3) flooding is more often than once in 5 years; (4) slopes are more than 12 percent; and (5) a fragipan or claypan is at a depth of less than 4 feet.

Topography in the city is generally not a problem for development. The city is characterized by gently rolling countryside in areas where development has not yet occurred. The plan recommends the city continue its philosophy of discouraging clear cutting of trees and extensive

and unnecessary grading. Current Landscape Regulations prohibit disturbance of the land until a landscape permit has been issued.

5. Climate

Oktibbeha County has a warm humid climate that is influenced by the subtropical latitude, the huge land mass to the north, and the warm waters of the Gulf of Mexico some distance to the south. Local modifications are caused by variations in the topography.

Temperatures range from an average low of about 46.4 degrees F. in January to an average high of about 81.4 degrees F. in July. Rainfall averages about 50.83 inches per year.

The temperature falls to 32 degrees F., or freezing, on an average of 50 days in the winter and rises to 90 degrees F. or higher on an average of 90 days in the summer. The lowest temperature ever recorded was –8 degrees F. in February, in 1899, and the highest was 111 degrees F.

The climate is well suited to agricultural activities, outdoor industrial pursuits and outdoor recreational activities.

6. Brownfield sites

A brownfield is a site, or portion of a site, that has actual or perceived contamination and an active potential for redevelopment or reuse. The Environmental Protection Agency's Brownfields Economic Development Initiative is designed to empower states, communities, and other stakeholders in economic redevelopment to work together in a timely manner to prevent, assess, safely clean up, and sustainably reuse brownfields. There are a number of brownfield sites that have been identified in the Starkville area, including:

a. OCEDA Redevelopment Project

The EPA selected Oktibbeha County for a Brownfields Pilot. As part of a region-wide sustainable development initiative, the Oktibbeha Economic Development Authority purchased approximately 220 acres of property from MSU for development of the Mississippi Research and Technology Park. During the third phase of the project, it was discovered that a 10-acre portion of the land needed to complete the project was formerly used as a landfill. The suspected presence of contaminants prevented completion of this third phase – a technology-based business incubator and a state-of-the-art science and technology “exploratorium”.

b. Other Brownfields in the area include:

Mississippi State University Landfill
Mississippi State University Lee Hall
One Hour Cleaners
Southwire Company Starkville Plant
Zebco Motorguide Facility

See Appendix H for information about programs designed to help communities with their brownfield sites.

7. Summary

In summation, the natural environment of the City of Starkville poses no insurmountable physiographic difficulties as to the future growth of the city.

It is recommended that the city do all it can to reduce any negative effect of development on the environment and on existing development (especially due to localized flooding). Recommendations for modifications to development regulations in the city will reflect this goal.

B. Population Analysis

1. Population Trends

Oktibbeha County's and Starkville's population have both increased steadily from 1970 to 2000, although Starkville has grown at a more rapid pace (see Table 1). Table 2 shows that Starkville's percent of the county's growth has been increasing each decade and in the years between the 2000 census and 2003. This is primarily due to assertive annexation policies, but also somewhat to a natural inclination for people to want to locate in an area that offers urban amenities. The growth of Mississippi State University's student population has also contributed to the city's growth (see Table 4).

Table 3 compares the City of Starkville's population growth with that of other Mississippi cities of similar size. As the table indicates, the City of Starkville has had positive growth while many cities of similar size have seen declines.

Table 1
Population Change – Oktibbeha County and Starkville, 1970-2000

	<i>1970</i>	<i>1980</i>	<i>% Chg.</i>	<i>1990</i>	<i>% Chg.</i>	<i>2000</i>	<i>% Chg.</i>	<i>2003 est.</i>	<i>% Chg.</i>
Oktibbeha Co.	28,752	36,018	25.3	38,375	6.5	42,902	11.8	41,564	-3.12
Starkville	11,369	16,139	33.4	18,458	14.4	21,869*	18.5	22,419	2.52
Starkville's Percent of Oktibbeha Co.'s Population	39.5%	42.1%		48.1%		51.0%		53.9%	

*Includes a 1994 and 1998 annexation

Source: US Bureau of the Census, 1970-2000. US Bureau of the Census, 2003 Estimate – April 9, 2003 release (latest for Starkville).

Chart 1

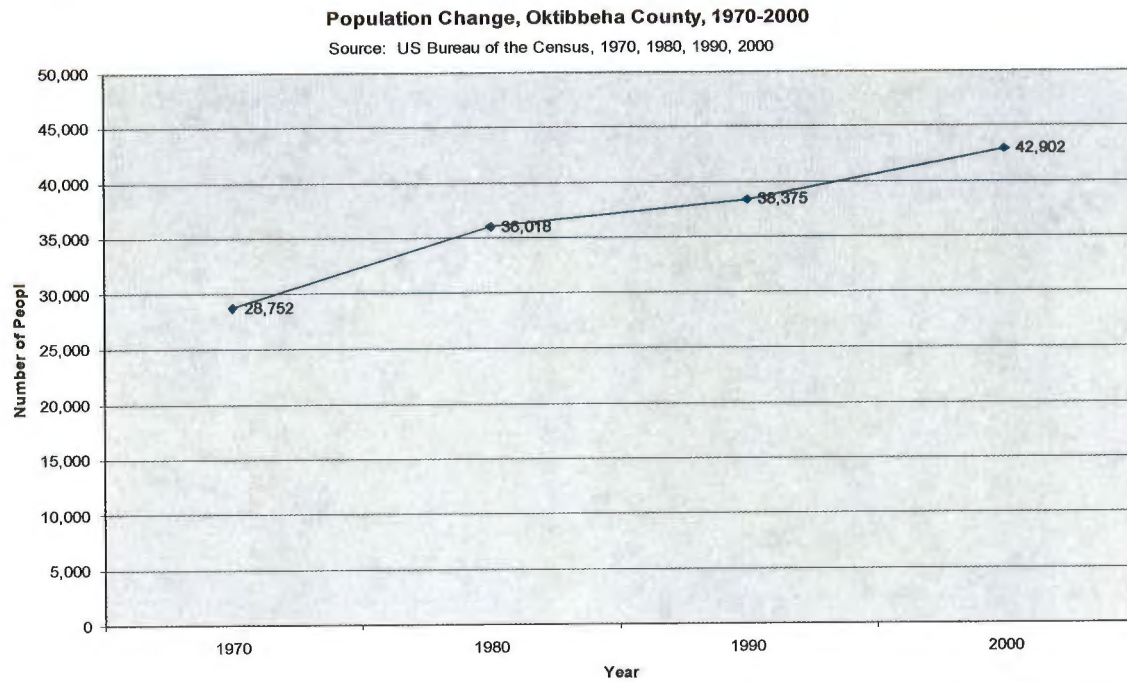


Chart 2

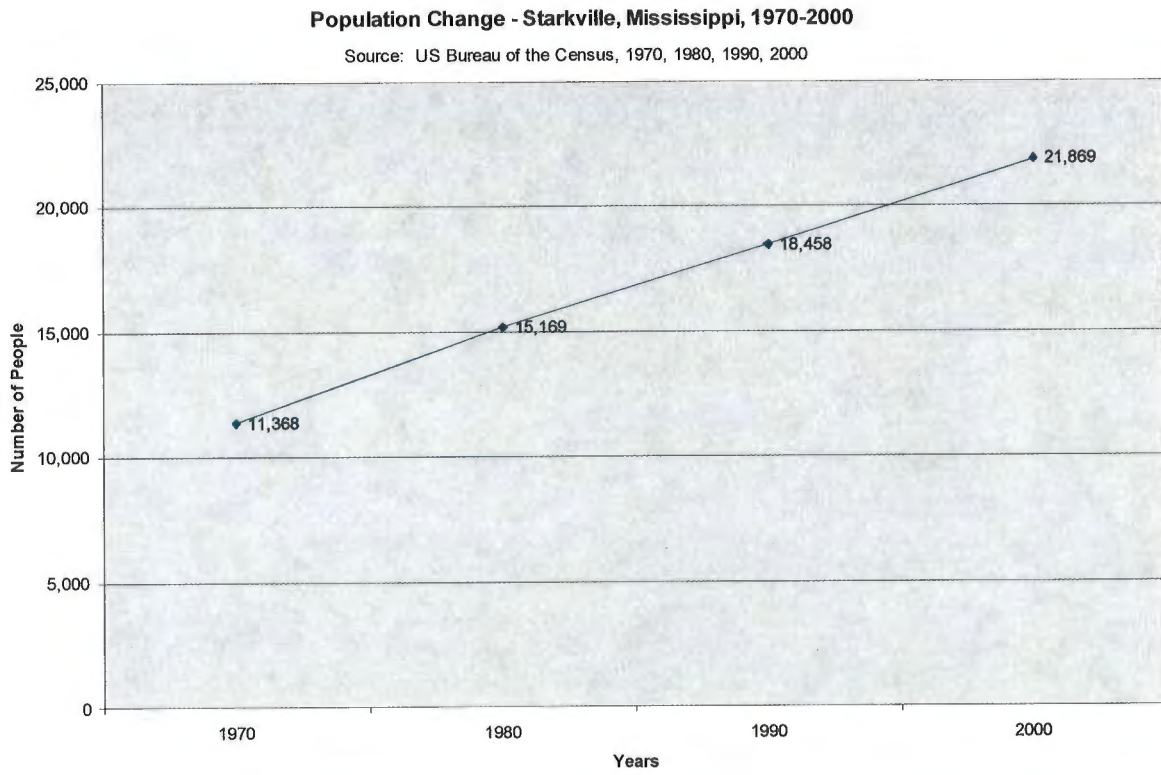


Table 2
Population Estimates Since the 2000 Census
Oktibbeha County and Starkville

	<u>7/1/04</u>	<u>7/1/03</u>	<u>7/1/02</u>	<u>7/1/01</u>	<u>2000 Census</u>
Oktibbeha Co.	41,309	41,564	41,932	42,514	42,902
Starkville	21,964	22,030	21,876	21,908	21,869

Source: US Bureau of the Census, Population Estimates.

2. Comparative Population Growth

Compared to cities of comparable size, Starkville has had a healthy growth rate over the last 20 years. With the exception of cities in metropolitan areas, Starkville's growth rate exceeds that of cities its size in the state.

Table 3
Comparative Population Growth
Starkville and Other Like-Size Communities in Mississippi 1980-2000

City	1980	2000	No. Change	% Change
Columbus	27,383	25,944	-1,439	-5.25%
Clinton	14,660	21,847	7,187	49.02%
Vicksburg	25,434	26,407	973	3.83%
Natchez	22,015	18,464	-3,551	-16.13%
Greenwood	20,115	18,425	-1,690	-8.40%
Laurel	21,897	18,393	-3,504	-16.00%
Clarksdale	21,137	20,645	-492	-2.33%
Pearl	20,778	21,961	1,183	5.69%
Ridgeland	5,461	20,173	14,712	269.40%
Olive Branch	2,067	21,054	18,987	918.58%
Starkville	16,139	21,869	5,730	35.51%

Source: U.S. Bureau of the Census

3. Mississippi State Student Growth

Student enrollment trends are important because students have such a large impact on many facets of life in Starkville including housing and retail sales. It is anticipated that Mississippi State University will continue with a moderate but growing student population.

Table 4
Ten-Year Enrollment Trend
Mississippi State University
1993-2003

Year	Total Headcount
1993	14,450
1994	14,200
1995	14,362
1996	14,838
1997	15,634
1998	15,711
1999	16,047
2000	16,534
2001	16,841
2002	16,577
2003	16,173

% change from 1993-2003 – 11.9%

Source: Mississippi Institutions of Higher Learning, Fall Enrollment Book

4. Natural Increase and Migration

Starkville had a positive migration to the city from 1990 to 2000. Of the 3,411-person increase in population, 1,760 of that growth was the result of natural increase in the population (births minus deaths). Some 1,215 people became residents of the city as the result of two annexations, one in 1994 and one in 1998. The net, or non-annexation, migration to the city was 436 persons in the ten year period between 1990 and 2000.

Table 5
Natural Increase and Migration Components
Starkville, Mississippi

2000 Population	21,869
1990 Population	18,458
Difference	3,411
Growth due to Natural Increase (births minus deaths)	1,760 (9.54% rate)
Growth due to Migration	1,651 (8.95% rate)
Population added due to annexation	1,215
Non-annexation migration	436 (2.47% rate)

Source: US Bureau of the Census, 2000.

5. Population Projections

Low population projections for Starkville are conservative and depend upon the city's willingness and ability to annex in the future. These projections reflect the latest Census projections for Oktibbeha County as they are based upon the city's percent of the county's population, which projections are steadily declining. The high end projections are based upon natural increase and migration trends for the city, independent of county projections by either the Census Bureau or IHL.

Table 6
Population Projections
City of Starkville and Oktibbeha County
Low

	2005	2010	2015	2020	2025	2030
Starkville	22,660	23,370	24,190	25,010	25,830	26,650
Oktibbeha County	41,200	41,000	41,000	41,000	41,000	41,000
City % of County	55%	57%	59%	61%	63%	65%

Source: Starkville and Oktibbeha County 2020-2030, Johnstone & Associates (Oktibbeha County reflects Census Bureau projections for the county).

Table 7
Population Projections
City of Starkville and Oktibbeha County
High

	2005	2010	2015	2020	2025	2030
Starkville	23,242	24,657	26,203	27,927	29,670	31,535
Oktibbeha County	44,102	44,345	43,817	43,500	43,000	42,500
Starkville as a % of Oktibbeha County's Pop.	52.7%	55.6%	59.8%	64.2%	69.0%	74.2%

City Projections - Johnstone & Associates. County Projections, Institutions of Higher Learning, Center for Policy Research and Planning.

6. Age Characteristics

Table 8 presents population composition by age. The table illustrates several important trends in the characteristics of the population.

Starkville is a particularly young city, being some 10 years on average younger than the state as a whole. This is a reflection of the fact that the city is home to Mississippi State University. Age characteristics are particularly important in the analysis of the city's demographics because of the impact on demand for high density and multiple-family housing.

However, because the median age is skewed somewhat by the impact of the University population, it is important not to forget the impact of the general trend in aging in this country on Starkville. The country's and the state's median age is the oldest it has ever been and will continue to increase as the baby boomers age. During the next 50 years, the five to one ratio of working Americans to retired Americans will decline to two to one. Most of this older population is expected to remain living where they currently reside. Add to that the allure of the college town amenities to those baby boomers looking for a good place to retire, and Starkville must consider the needs of the older as well as the younger population. These baby boomers have dictated market and cultural trends because of their huge numbers and will continue to do so. They generally have comfortable incomes and have accumulated wealth. They tend to own their own homes, they will often leave their jobs with good retirement packages, financial assets, fairly good health and expectations of continuing to work and participate in the community. Expect them to call for increased efficiencies in government and school consolidation. Their household incomes are currently \$10,000 to \$15,000 higher than the median for all households in the nation.

And with this older group, housing will be the major concern. While students stream off campus for affordable rental housing that meets their lifestyle and cost requirements, the aging baby

boomer will own, and often be looking for small units with amenities – a quiet and quality living environment, wired for high speed Internet access, and offering fitness centers, swimming pools, golf courses, etc. Some also will still want larger lots and Starkville and its developers should accommodate this desire with appropriate choices.

On the other hand, the oldest baby boomer will turn retirement age in 2011. Although the group is healthier than those that came before it, they will still require health and recreation facilities nearby. Smart communities will beef up local healthcare facilities and develop recreation/cultural programs designed to attract this demographic bubble to its community.

Table 8
Composition of the Population by Age
City of Starkville, Oktibbeha County & State of Mississippi
1990 and 2000

Age Category	Starkville		Oktibbeha County		State of Mississippi	
	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>
Under 5	6.7	6.1	6.3	6.0	7.6	7.2
5-9 years	6.8	5.3	6.7	5.5	8.2	7.6
10-14 years	5.6	5.3	6.0	5.9	8.3	7.7
15-19 years	7.5	7.4	12.4	11.6	8.7	8.2
20-24 years	22.1	25.6	19.9	21.7	7.6	7.5
25-34 years	17.3	15.1	14.9	13.1	15.6	13.4
35-44 years	11.6	11.5	11.2	11.8	13.6	15.0
45-54 years	7.6	9.0	7.7	9.6	9.6	12.7
55-59 years	3.2	3.5	3.2	3.6	4.2	4.6
60-64 years	2.4	2.7	2.8	2.9	4.1	4.0
65-74 years	4.7	4.4	4.8	4.6	7.0	6.5
75-84 years	3.2	3.0	3.1	2.9	4.2	4.0
85 years & over	1.2	1.2	1.0	1.1	1.3	1.5
Median age	25.2		24.8		33.8	

Source: US Bureau of the Census, 1990 and 2000

8. Racial Characteristics

Table 9 indicates that 30% of Starkville's total population is composed of Black persons, compared to 29.6% in 1990. Table 10 indicates that Oktibbeha County's Black population is 37.4% of total population, up from 34.3% in 1990. For the state as a whole, Table 11 shows that 36.3% of the total population is Black, up from 35.5% in 1990. Hispanics still make up a much smaller portion of the population although it is growing segment. This has strong implications especially for the area's hospitals, schools and local industries. Although some new immigrants

have good English language skills, those who do not can present new challenges for schools and local merchants.

Table 9
Composition of the Population by Race
Starkville
1990 and 2000

	<u>1990</u>	<u>%</u>	<u>2000</u>	<u>%</u>
One race reported	18,458	100	21,695	99.2
White	12,760	69.1	14,128	64.6
Black	4,911	26.6	6,565	30.0
Other	787	4.3	1,002	4.6
(Hispanic)	(197)	1.1	(294)	1.3

Source: US Bureau of the Census, 1990 and 2000.

Table 10
Composition of the Population by Race
Oktober County
1990 and 2000

	<u>1990</u>	<u>%</u>	<u>2000</u>	<u>%</u>
One race reported	38,375	100	42,596	99.3
White	24,064	62.7	25,167	58.7
Black	13,171	34.3	16,059	37.4
Other	1,140	3.0	1,370	3.9
(Hispanic)	(330)	.90	(461)	1.1

Source: US Bureau of the Census, 1990 and 2000.

Table 11
Composition of the Population by Race
State of Mississippi
1990 and 2000

	<u>1990</u>	<u>%</u>	<u>2000</u>	<u>%</u>
One race reported	2,573,216	100	2,824,637	99.3
White	1,633,461	63.5	1,746,099	61.4
Black	915,057	35.5	1,033,809	36.3
Other	24,698	1.0	44,729	1.6
Hispanic	(15,931)	.62	(39,569)	1.4

Source: US Bureau of the Census, 1990 and 2000.

9. Composition by Sex

Table 12 provides data on the population by sex for Starkville, Oktibbeha County and the State of Mississippi. As indicated, males comprise a larger percent of the population by one percentage point in Starkville. The margin is larger for the City of Starkville than for the state as a whole. In most communities, as for the state, the percentage of females usually outpaces that of males. This statistical variation does not have significant implications for the city.

Table 12
Composition of the Population by Sex
City of Starkville, Oktibbeha County and Mississippi
1990 and 2000

	Starkville		Oktibbeha County		Mississippi	
	1990	2000	1990	2000	1990	2000
Male	50.2	50.5	49.9	50.0	47.8	48.3
Female	49.8	49.5	50.1	50.0	52.2	51.7

Source: US Bureau of the Population, 1990 and 2000.

10. Educational Attainment

Over 85% of those 25 years of age and older in Starkville have completed high school and post secondary education. This compares to 72.9% for the state of Mississippi. Because Starkville is a university community it is not surprising that almost 46% of those 25 years of age and older have a bachelor's or higher degree (highest in any community in the state), compared to 11.1% for the state as a whole. Over 23 % have a graduate or professional degree, compared to 5.8% for the state overall. This gives Starkville a more sophisticated constituency and the related expectations of this group regarding quality of life issues. It also contributes to Starkville's relatively high median family income.

Table 13
Educational Attainment
City of Starkville and the State of Mississippi
2000

	<u>Starkville</u>	<u>State of Mississippi</u>
Less than 9 th grade	5.6%	9.6%
9-12, no diploma	9.4%	17.5%
High School grad. (not going on to get a higher degree)	15.3%	29.4%
Some college, no degree	18.8%	20.9%
Associate degree	5.2%	5.7%
Bachelor's degree	22.5%	11.1%
Graduate or Pro. Degree	23.2%	5.8%
High school grad. +	85.1%	72.9%
Bachelor's degree +	45.8%	16.9%

Source: US Bureau of the Census, 2000

Chart 3

High School & College Completion, Starkville and Mississippi

Source: US Bureau of the Census, 2000

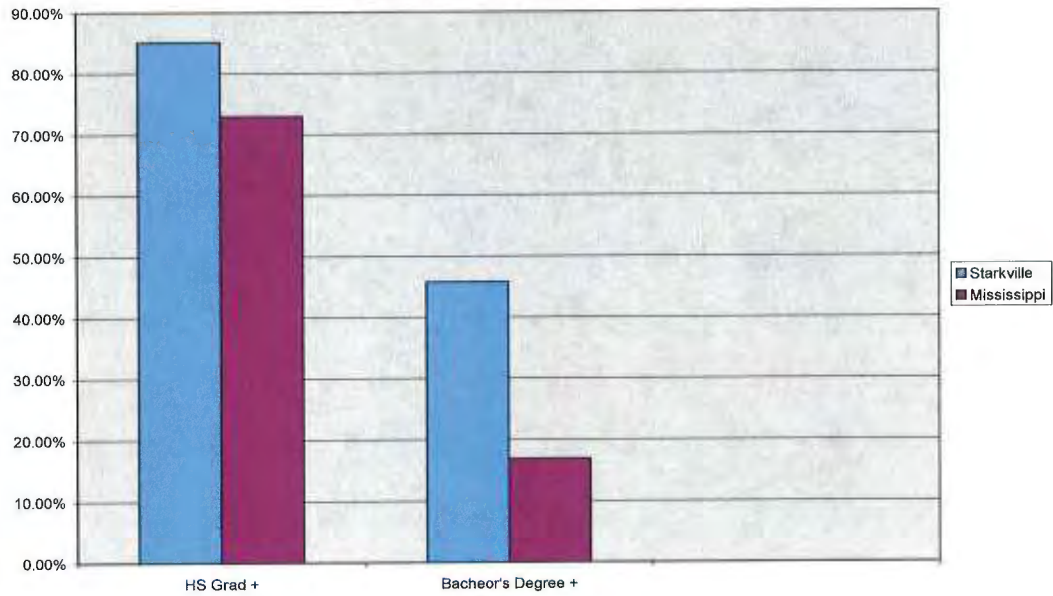
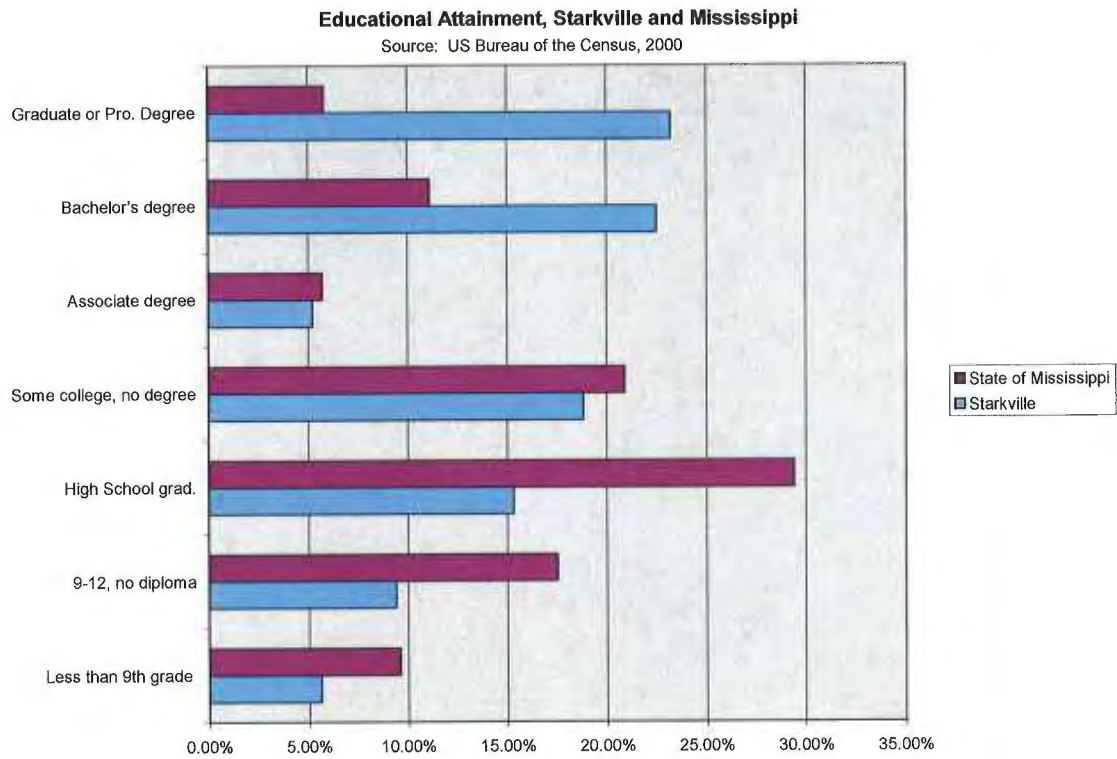


Chart 4



11. Other Growth Indicators

a. Building Permits

Historical building permit data shows that commercial and institutional new construction trends have been relatively flat for the last ten years. Residential development is more sensitive to the economy and that is reflected in the more dynamic highs and lows in the same time period. Also, because of the presence of the University, there will always be a strong interest in off-campus housing for those students. New construction of apartment units was very strong for many years before tapering off after 2001. This could have been in response to 9/11 when consumer confidence eroded, or a correction to the intense apartment building that had occurred in the previous eight years. The building permit trends do indicate that Starkville has a healthy economy and a strong growth rate.

Table 14
New Construction Building Permit Trends by Type City of Starkville
1994-2004

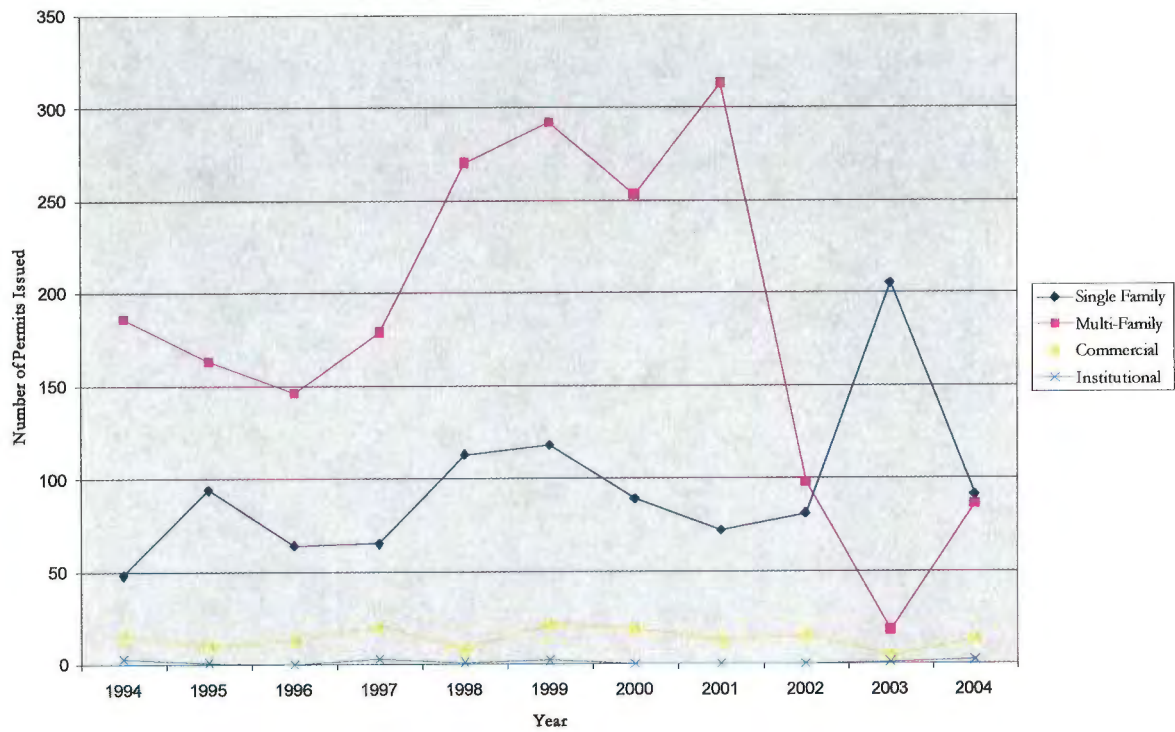
Year	SF Dwellings	Apartment Units	Commercial	Institutional
1994	48	186	15	3
1995	94	163	10	1
1996	64	146	13	0
1997	65	179	20	3
1998	113	270	8	1
1999	118	292	21	2
2000	89	253	19	0
2001	72	313	12	0
2002	81	98	15	0
2003	205	18	4	1
2004	91	86	13	2

Source: City of Starkville Building Department.

Chart 5

New Construction Permits, 1994-2004, City of Starkville

Source: City of Starkville Building and Planning Department



C. Economic Analysis

An understanding of Starkville's existing economy and its potential for economic growth is essential to formulation of sound planning decisions. The growth of the City is primarily dependent upon its economic potential. The amount of land required by different types of uses will be governed in a large measure by the relative importance of various segments of the economy and by the number and character of the city's labor force. Similarly, the potential for expanding manufacturing, trade, and service activities is the major determinant of the city's future population, land use and traffic patterns.

The economic analysis contributes to a better understanding of the city's ability to expand economic development, and create additional sources of revenue. The analysis is essential to sound fiscal planning as well as development of the physical plan for community growth. Sectoral components of the local economy are examined here and these sectors have been identified as being either positive, near equilibrium, or requiring imports.

1. Identification of Dominant Economic Sectors

Table 15 identifies the dominant economic sectors for the City of Starkville and compares them to the same sectors of the economy of Oktibbeha County as whole and the State of Mississippi.

The last two columns indicate the location quotient for each industrial category for the county and the city. The location quotient is a rough measure of import substitution opportunities and those industries that are exporting goods and services. If a community is highly specialized relative to the nation in the production of a particular commodity, the product is presumed to be an export item. If an industry has a greater share than expected (compared to the nation) of a given industry, then that "extra" industry employment is assumed to be basic because those jobs are above what a local economy should have to serve local needs. If the location quotient is less than one then all employment is considered to be non-basic, if it is greater than one then some employment is basic.

The location quotient analysis indicates that exports are occurring for Oktibbeha County in Educational, Health & Social Services; Agriculture, Forestry, Fishing, Hunting & Mining; Retail Trade; Finance, Insurance, Real Estate, Rental & Leasing; Arts, Entertainment, Recreation, Accommodation & Food Services; Other Services and Public Administration. There is equilibrium in the Professional, Scientific, Management, Administrative & Waste Management category. Conversely, significant imports for Oktibbeha County are occurring in the categories of Construction, Manufacturing, Transportation, Warehousing, & Utilities; Information; and Wholesale Trade. Starkville, for the most part mirrors the county, except for equilibrium in Agriculture, Forestry, Fishing, Hunting & Mining. It is also an export community for Professional, Scientific, Management, Administrative & Waste Management. The positive specializations, the import categories, and equilibrium industries are summarized in the following sections.

Table 15
Basic and Non-Basic Industries
City of Starkville, Oktibbeha County, Mississippi and USA

Category	USA	%	Miss.	%	Oktibbeha County	%	Starkville	%	LQ County	LQ City
Agriculture, Forestry, Fishing, Hunting, Mining	1,986,285		1.5	39,473	3.4	349	1.9	153	1.5	1.3
Construction	7,919,645		6.1	88,818	7.6	979	5.2	428	4.1	.85
Manufacturing	12,534,909		9.7	215,203	18.3	2,391	12.70	943	8.9	.70
Transportation, Warehousing, & Utilities	5,025,989		3.9	63,189	5.4	503	2.7	273	2.6	.69
Information	2,161,769		1.7	21,449	1.8	278	1.5	148	1.4	.88
Wholesale Trade	3,260,178		2.5	39,717	3.4	271	1.4	147	1.4	.56
Retail Trade	7,678,162		5.9	138,646	11.8	2,148	11.4	1,150	10.9	1.9
Finance, Insurance Real Estate, Rental & Leasing	3,785,972		2.9	55,744	4.8	641	3.4	399	3.8	1.2
Professional, Scientific, Management, Administrative & Waste Management	6,697,970		5.2	60,557	5.2	999	5.3	655	6.2	1.0
Educational, Health, & Social Services	6,539,753		5.0	236,382	20.1	7,417	39.4	4,648	44.1	7.9
Arts, Entertainment, Recreation, Accommodation & Food Services	4,929,179		3.8	97,698	8.3	1,516	8.0	861	8.2	2.1
Other Services	3,146,235		2.4	56,215	4.8	648	3.4	358	3.4	1.4
Public Administration	2,814,780		2.2	60,223	5.1	700	3.7	970	3.6	1.7
Total Employed	129,721,512		100	1,173,314	100	18,840	100	11,143	100	

Source: US Bureau of the Census, 2000.

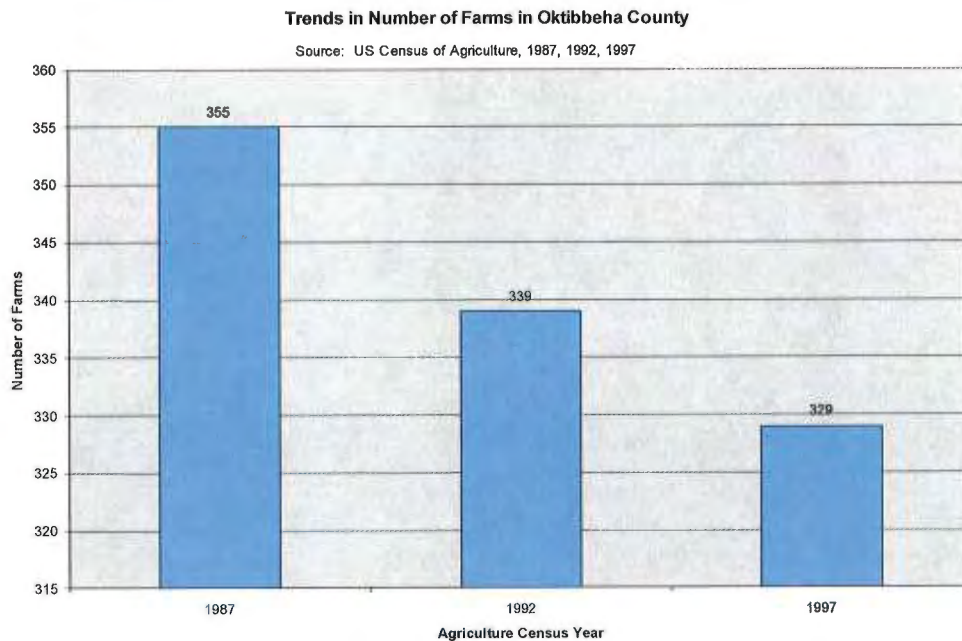
2. A special look at Agriculture

The needs of agricultural enterprise created the conditions for the formation and development of Starkville. In addition to its role as the county seat, University town and a regional shopping center, Starkville still relies on its role as an agriculture center that dominated its early economic life. Though employing far fewer people than it once did, the income generated from agriculture and the spin off and support enterprises still heavily influence the city today. As such, a brief orientation to current trends is helpful to understanding the local economy.

a. Land and Production

Chart 6 summarizes the trends related to land devoted to agricultural use. From 1987 to 1997 the number of farms has fallen while their size has continually increased. This reflects a national trend toward fewer, larger farms.

Chart 6



3. Labor Force and Employment

Historical trends in labor force and employment in Oktibbeha County are noted on Table 16. Manufacturing has not been a major player in employment numbers in Oktibbeha County in the last 20+ years and it is unlikely it will become a force. Unemployment rates have fluctuated but have always been positive. The latest annual unemployment rate data is for 2003 and that number was 3.8%. The 2003 labor force numbered 22,600.

Table 16
Employment by Occupation
Starkville & Mississippi
1999

	Starkville %	Mississippi %
Civilian Population 16 years +	100.0	100.0
Management, professional, and related occupations	47.7	27.4
Service occupations	12.4	14.9
Sales & office occupations	24.5	24.9
Farming, fishing, and forestry occupations	1.0	1.2
Construction, extraction, and maintenance Occupations	5.2	11.2
Production, transportation, and material moving Occupations	9.2	20.4

Source: US Bureau of the Census, 2000.

Table 17
Employment by Industry
Starkville & Mississippi
1999

	Starkville %	Mississippi %
Agriculture, forestry, fishing and hunting And mining	1.5	3.4
Construction	4.1	7.6
Manufacturing	8.9	18.3
Wholesale trade	1.4	3.4
Retail trade	10.9	11.8
Transportation and warehousing, & utilities	2.6	5.4
Information	1.4	1.8
Finance, insurance, real estate, and rental & leasing	3.8	4.8
Professional, scientific, management, administrative, And waste management services	6.2	5.2
Educational, health, and social services	44.1	20.1
Arts, entertainment, recreation, accommodation And food services	8.2	8.3
Other services (except public administration)	3.4	4.8
Public administration	3.6	5.1

Source: US Bureau of the Census, 2000.

Bold represents significant differences between Starkville and the State.

Chart 7

Annual Average Residence Based Employment Trends for Oktibbeha County

Source: Mississippi Employment Security Commission

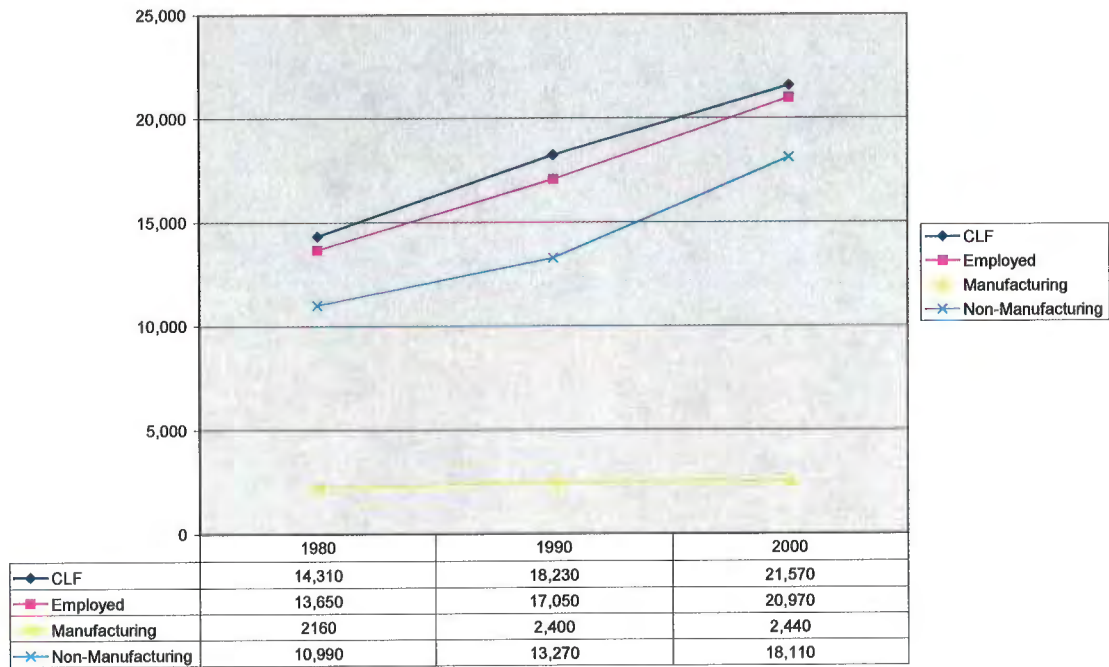


Table 18
Top 15 Employers in the Starkville Area
(based upon employment)
2003

<u>Employer</u>	<u>Type of Business</u>	<u>Number of Employees</u>
Mississippi State University	Education	4,200
Starkville Public Schools	Education	605
Service Zone	Computer Call Center	600
Oktibbeha County Hospital	Health Care	530
Wal-Mart	Retail	500
Flexsteel	Manf. Of Institutional Furn.	315
MFJ Manufacturing	HAM Radio Parts	260
Oktibbeha County Schools	Education	250
City of Starkville	Local Government	220
Southwire	Manf. Of Wire & Cable	209
Gulf States Manufacturers	Commercial Steel Buildings	185
Northeast MS Coca-Cola	Sales & Distribution	180
Weavexx	Belts for Paper-making machines	157
Oktibbeha County	Government Services	150
Garan	Management Headquarters for Children's Clothing Company	130

Source: Greater Starkville Development Partnership

4. Sales Tax

Sales tax revenue is the lifeblood of most general revenue budgets for cities in Mississippi, and Starkville is no exception. It is important to note that sales tax revenue is sensitive to the fluctuations in the economy and should be treated as such. And, although sales tax is a popular way to raise funds, property tax revenues are a much more stable source of revenue and one that is tied to property improvements – a win/win for the city coffers/attractiveness of the city and residents whose property values increase. Many times, cities make the mistake of trying to cure development problems with more development. Hoping to raise revenue to help solve the problems caused by development (need for new infrastructure, increased maintenance costs, etc.), cities rush to approve any development (and particularly those in outlying areas) that will bring sales tax revenue into the city. This is shortsighted and should be avoided. Good quality developments result in sustainable development.

Starkville operates with one of the lowest ad valorem tax rates of any city in Mississippi. While finding new sources of revenue is important, Starkville should make the most of its sales tax gains by limiting the amount of investment it must make in servicing new businesses. The best way to do this is to encourage infill development in those areas that already have city services. Offering property tax abatements in areas needing redevelopment (like Hwy. 182) could bring more sales tax income in without huge investments in new infrastructure.

Table 19
Gross Sales by Industry Group
City of Starkville
2004
(ranked)

1. Apparel & General Merchandise	\$94,132,734
2. Food & Beverage	\$91,641,007
3. Automotive	\$28,291,807
4. Miscellaneous Retail	\$25,756,710
5. Lumber & Building Materials	\$19,658,761
6. Miscellaneous Services	\$15,613,770
7. Furniture & Fixtures	\$ 8,086,250
8. Machinery, Equipment & Supplies	\$ 5,408,582
9. Contracting	\$ 4,151,543

Source: Mississippi State Tax Commission

5. Personal Income

Tables 20 & 21 indicate that median family and per capita incomes in Starkville have outperformed the state in 1989 and 1999 (1990 and 2000 census).

Table 20
Median Family Income Trends
City of Starkville and the State of Mississippi
1989-1999

Starkville		State of Mississippi	
<u>1989</u>	<u>1999</u>	<u>1989</u>	<u>1999</u>
\$28,109	\$39,557	\$24,448	\$37,406

Source: US Bureau of the Census, 1990-2000.

Table 21
Per Capita Income Trends
City of Starkville and the State of Mississippi
1989-1999

Starkville		State of Mississippi	
<u>1989</u>	<u>1999</u>	<u>1989</u>	<u>1999</u>
\$10,198	\$16,272	\$9,648	\$15,853

Source: US Bureau of the Census, 1990-2000.

Note: Median Family. Refers to the median family income for all families. A family includes one adult household member (the householder) and one or more persons living in the same household who are related to the household owner by birth, marriage, or adoption. Per Capita is the mean income computed for every man, woman and child.

Table 22
Relationship of Median Earnings and Employment to Education Level State of Mississippi

<u>Education Level</u>	<u>Median Earnings</u>	<u>% Employed</u>
Total working full-time, age 21-61	\$26,285	68.4
Not a High School Grad.	\$20,285	48.2
High School Grad.	\$23,381	67.0
Some College	\$26,850	74.2
Bachelors Degree	\$34,411	82.2
Advanced Degree	\$41,816	85.9

Source: US Bureau of the Census, 2000

Income is an important indicator of how well a community is creating wealth. The correlation between Starkville's education levels and income levels are important to note. Table 22 shows the relative value of having advanced degrees to earning more income in the state of Mississippi.

D. Existing Land Use

Land Use data in the city was generated and mapped by means of a windshield survey. Data collected in connection with this survey was analyzed in terms of the amount of land devoted to various categories of use, location of uses and in comparison with the city's zoning map. The purpose was not to accurately identify every land use in the city but to recognize important trends. This important data will serve as a basis for planning future land uses and establishing reasonable and appropriate boundaries for zoning districts.

1. Land Use Categories

For planning purposes, land uses were grouped in nine major categories: Residential (Single Family (PUDs included in single-family), Multi-Family, Mobile Homes); Industrial; General, Neighborhood and CBD Commercial, Public/Semi-Public; and Agriculture & Vacant.

Table 23
1980 and 1991 Existing Land Use

	1980		1991	
	Acres	% of Developed Land	Acres	% of Developed Land
Residential				
Single-Family	1557	40.6	1782	43.0
2-3-4 unit	68	1.8	103	2.5
Multi-Family	165	4.3	228	5.5
Mobile Home	113	3.0	124	3.0
Residential Total	1903		2237	
Commercial	181	4.7	207	5.0
Industrial	226	5.9	248	6.0
Public/Semi-public	678	17.7	704	17.0
Rights-of-way	633	16.5	663	16.0
MSU property	209	5.5	83	2.0
Total Developed	3830	100.0	4142	100.0
Vacant Non-Urban	3070	44.5	4142	50.0
Total Developed	3830	55.5	4142	50.0
Total	6900		8284	

Source: Continental Consultants, 1994 Comprehensive Plan.

Table 24
Existing Land Use, 1991 & 2005

	1991		2005	
	Acres	% of Developed Land	Acres	% of Developed Land
Residential				
Single-Family	1782	43.0	2,427	42.1
2-3-4 unit	103	2.5	421	5.4
Multi-Family	228	5.5	330	4.2
Mobile Home	124	3.0	182	2.3
Residential Total	2237	54.0	3,360	58.3
Commercial	207	5.0	469	4.9
Industrial	248	6.0	437	4.5
Public/Semi-public	704	17.0	750	17.0
Rights-of-way	663	16.0	680	18.0
MSU property	83	2.0	66	2.0
 Total Developed	 4142	 50.0	 5,762	 35.0
Vacant Non-Urban	4142	50.0	10,776	65.0
Total	8284	100.0	16,538*	100.0

* Annexations occurred in 1994 and 1998.

Source: Continental Consultants, 1994 Comprehensive Plan. Johnstone & Associates, 2005 Plan.

2. Comparative Land Uses

The spatial requirements of various land uses are related to the population of the community. Table 25 presents data produced by the American Planning Association and illustrates typical land use ratios within cities of under 100,000 in population. This data should not be construed as an ideal estimation of the city's future land use needs, since no two communities are exactly alike. However, the data does have value in that it tends to point out possible major land use deficiencies.

Table 25
Land Use Ratios for Communities Under 100,000

Residential (single family) 52% (41%)
Commercial 10%
Industrial 7%
Public 31%
Institutional 10%
Parks 11%
Right of Way 18%

Source: American Planning Association

3. General Land Use in Starkville

a. Residential

Residential use occupies the largest segment of Starkville's land. Approximately 60% of the housing units in the city are rental and 40% owner-occupied. The city has numerous multi-family developments primarily to accommodate students living off-campus, and this poses a concern for city leaders, as pressures to build new multiple family units increase. In addition, some 20% of the renter-occupied housing units are single-family type. Sometimes this results in encroachment of both types of these units into established single-family neighborhoods, which can be a source of consternation for some residents.

There is far too much land zoned for multi-family use in Starkville and in inappropriate locations. Land located near the outskirts of the city should be in a low-density zone such as Agriculture or Residential Estate and held until the market is ready to develop. No lands that will not reasonably develop in the next five years should be zoned for such high-density uses unless certain location requirements absolutely dictate such.

b. Commercial

Commercial uses appear (1) in the Central Business District, (2) in "strip" developments along the city's major arterials, and (3) in scattered areas throughout the city. Development of measures to eliminate commercial activities where they are incompatible with the healthy development of the surrounding area is an important goal of the Comprehensive Plan and any retooling of the zoning ordinance and map. In addition, it is critical that the city manage the expected development along the 82 by pass, and plan for redevelopment of any commercial areas that might be "left behind" by the new route. Currently there is too much land zoned commercial in this area and zoned in a manner that will result in unattractive strip development along the major "first impression" of Starkville. It is recommended there be at least a "sensitive view" corridor overlay for the Highways 25 and 82 by passes and Highway 12 extended, and that commercial development be of a nodal type around the intersections to concentrate commercial activities around the major intersections and to plan for any future transit operations.

Future expansion of the Central Business District probably will occur through property conversions and rehabilitation of existing properties as well as a proposed expansion of the zoning category. Currently, commercial land zoned around the Central Business District is zoned General Commercial. Adjacent land slated to become commercial in nature around the CBD should be zoned CBD. It is recommended that buildings stay as much the same as possible to retain the fabric of this community through design standards, a special overlay zone, Historic Preservation ordinances and/or an active Main Street Program.

The city has significantly more commercial lands zoned than are necessary for future development. The zoning map looks and functions more like a future land use map. Starkville should reduce some of the commercial zones and strategically place zones where location requirements absolutely dictate the placement of a certain zone.

c. Industrial

Heavy industrial uses comprise those uses that generate smoke, noise, odors, and fumes or have other similar objectionable qualities. Light industries are more compatible with business and other industrial uses in terms of objectionable characteristics. Table 24 indicates the amount of acreage devoted to these uses. Although most of the city's industry is now located in clusters in the southern part of the city, there are scattered sites that should become non-conforming uses, including some area along current Highway 82. Given the projections for manufacturing employment in the state, county and city, it is not anticipated that there will be a need for additional land for heavy manufacturing. However, due to the presence of the University as an important source of educated work force and research and development activities, it is highly likely that there will be need for Office Park lands. The city should also focus on luring corporate headquarters to Starkville.

d. Public And Semi-public

Land uses in these categories include governmental uses, fire stations, public buildings, churches, and private clubs. The total amount of land devoted to public buildings is not a particularly important consideration. Projections for future needs for public buildings are made in the public facilities portion of the plan.

According to the National Recreational Association, a city should provide one acre of land devoted to recreational uses for each 100 residents. Based on the current population of the city, park lands appear to be deficient. With a goal of providing more open space, the city should have a central park near the downtown area and scattered smaller green spaces. These areas need not have any activities associated with them other than a walking track or seating.

e. Flood Plains and Water

Almost all of the constrained lands in the city are in the floodplain. Steep slopes are not a developmental issue for most types of development. There is ample land available for all types of development.

f. Vacant Land

Two basic types of vacant lands exist in the City of Starkville; infill lands and frontier, or outlying lands. Infill land is that land which exists in developed areas of the city and has either never been developed or has previously been occupied but now lies vacant due to removal or deterioration of structures. Infill land is usually serviced by existing municipal services and streets. Infill development is often associated with neighborhood and commercial revitalization strategies.

Frontier land is that which lies at the edge of existing development on the fringes of the city. This land is eligible for development but usually requires the extension of municipal services and the construction of roads. Some infill opportunities and redevelopment possibilities exist in the older neighborhoods and commercial areas where properties have deteriorated or have been

vacant for a while. There is especially a need for redevelopment attention to areas that might be “left behind” by new development on the by-passes. Highway 182, for example, has seen some deterioration which could be exacerbated by the by-pass development. This area should be an extension of the Central Business District.

The 1998 annexation has provided ample frontier land for city expansion and the development of new residential, commercial and industrial areas for the time being. However, there are areas that the city should consider annexing in order to control the developments in these areas outside the city limits, since the county does not have land use controls.

g. Summary

The City of Starkville has experienced new locations of retail establishments to outlying areas but not at the expense of the downtown, which is now thriving again. The change can be somewhat credited to a relaxation of a law regulating the distance requirements for the sale of alcohol near churches.

With the continued construction of major transportation routes on the edge of the city, and the associated reorientation of traffic patterns, pressure for relocation will occur, but a strong Merchants Association and the reintroduction of the Main Street Program should keep the downtown active and vital.

An issue of vital concern to the city is the lack of land use planning, codes and ordinances in the county. The city should place conditions on the extension of sewer to these areas and work with the county to jointly plan and control development. Another option for the city is a fairly assertive annexation plan.

Also, in order to realize its full potential in population growth the city must offer more choices for permanent residents and protect its single-family neighborhoods. Much of the city’s zoning is for commercial and/or multi-family uses (multi-family uses are permitted as a special exception in the commercial zone). More land should be allocated for larger lot zoning (R-E and R-1). Currently, the city is losing some important property tax revenue to developments outside the city which have accommodated those desiring larger lots. Fear of loss in property values, and incompatible lifestyle issues may also be deterring some from developing and living in the city. Some single-family neighborhoods have felt encroachment from higher density housing renting primarily to students. Although some **planned mixed uses** are encouraged in certain areas of the city, it is important to retain some separate living environments for those who prefer quieter, large lot, traditional single-family living.

E. Transportation Facilities

1. Automobile Circulation

The City is served by U. S. Highway No. 82, and Mississippi State Highways No. 12, 25 and 389. Four Lane improvements as well as by-pass improvements have recently been made to these routes. The US 82 by-pass was completed in the Fall of 2004 and should be finished all the way to Louisville, Mississippi in 2006. In the VISION 21 plan for the state, Highway 12 is listed in the immediate needs category.

a. Recommended Improvements

Traffic counts on Table 26 show the changes in traffic counts in the ten-year period between 1993 and 2003. Growth might indicate the need to improve roads to carry additional traffic, or new roads built to disperse the traffic in these areas. Three-laning should be accomplished on Stark Road and South Montgomery, two roads which have more traffic than they are designed to carry. Stark Road should be extended north to Hospital Road and on to Reed Road which will also need improvements as traffic counts increase. An east/west route in the southern part of the city is needed to connect South Montgomery to the University and to Highway 25 to the west. Three-laning of Reed Road to Garrad and on through to Hwy. 389 would improve east-west flow in that area.

It is important that the city review traffic patterns for at least 18 months from the opening of the by-passes to see what affect they have had on **local** traffic patterns. Until development occurs on these new roadways, however, that impact may be minimal. Even with shifting of some local traffic to the by-passes, the recommended improvements to Stark Road and South Montgomery should be made. They will continue to grow as extensions of existing development patterns (commercial on Stark Road and residential on South Montgomery).

Highway 12 west carries a lot of traffic but is designed to do so. Highway 12 will continue to see increases in local traffic as it continues with infill commercial development. Spring Street south is obviously a choice route to and from the University as it by-passes some of the more congested entrances to MSU.

Nash Street needs special attention, but not to improve the road to accommodate the traffic increases. This is a residential area that needs protection from additional traffic in the form of traffic calming devices or re-routing to divert traffic to other streets. Changes to internal streets on campus may assist in this effort. Right now, the route from College View Drive to Nash (and vice versa) and onto University Drive apparently saves drivers some time. Also, Nash connects Highway 182 with University and is a convenient cut-through. Although interconnectivity is generally a good thing, residential neighborhood streets should be spared becoming a collector or arterial at the expense of the safety and quality of life of the residents.

Greensboro is also a street that has seen increases in traffic, especially before the juncture with Louisville St. and then before Whitfield. Greensboro is another street that, although has seen increases in traffic should not be addressed with widening or other improvements designed to

move more traffic. Traffic should be diverted and/or slowed down, but not diverted in a manner that would cause an increase in traffic on other predominantly residential streets in the area. The city should permit, and indeed, encourage narrower local streets in certain areas and investigate the use of roundabouts and other traffic calming devices. Also, the city should continue to permit on-street parking in **appropriate** areas, for needed parking areas, to reduce the amount of impermeable surface dedicated to parking cars (by not building new parking lots), and as a traffic calming device.

Highway 182 east will probably see a decline in traffic counts due to the opening of Highway 12 extended and other exits off Highway 82 and 25 into the city. Counts on Highway 182 west will need to be reviewed to see how much of that traffic was local and how much was through.

Past discussions about traffic improvements have included connecting Russell Street with Old West Point Road where Russell meets Lampkin. Currently, traffic counts do not indicate it would be wise to spend the money it would take to make this connection.

Although there are no current plans to improve Highway 389, its proximity to the new by-pass and expected development indicates that it might need improvements to carry additional traffic.

Changes in traffic volume over the last ten years are noted in the following table:

Table 26
Traffic Volume Trends in Starkville Selected Studied Roadways, 1993-2003

Street Portion	1993	2003	% increase (decrease)
Highway 12 west (west of Stark Road)	9,200	23,000	150%
Spring Street (south of 12)	8,100	18,000	122%
Stark Road	5,800	12,000	107%
South Montgomery	8,000	15,000	88%
Nash Street	850	1,500	76%
Highway 182 East	19,000	27,000	42%
Highway 182 West	7,900	11,000	39%
Highway 12 East (between University and College)	13,000	17,000	31%
Scales Street	1,300	1,700	31%
Whitfield South	4,000	5,200	30%
Greensboro Street (east)	7,900	9,600	22%
Highway 389 North	5,600	6,800	21%
Greensboro Street (between Long & 25)	6,600	7,900	20%

Greensboro Street (near Reed Road)	1,900	2,200	16%
Highway 12 (between Spring and College)	23,000	25,000	9%
Jackson South	2,400	2,600	8%
Highway 182 mid point	13,000	14,000	8%
Main Street	6,500	6,900	6%
Yellowjacket Drive)	14,000	7,300	(92%)
Old Highway 25 South	6,100	4,100	(49%)
Russell St. North	7,100	5,300	(34%)
Louisville North	10,000	8,400	(19%)
Russell St. South	9,000	8,300	(8%)
Highway 12 (between Jackson & Montgomery)	26,000	25,000	(4%)
University Drive	7,100	6,800	(4%)
Yellowjacket Drive	3,500	3,400	(3%)
Louisville (south of intersection with College View Drive	5,500	5,500	0

Source: Average Daily Traffic Counts, Mississippi State Department of Transportation.

2. Functional Classification of Streets and Highways

Streets and highways serve two separate and conflicting functions, one to carry traffic and the other to provide access to abutting property (land use). The more traffic a road carries, the greater the difficulty in accessing property directly from the road. As the number and density of access points increases, safety is compromised and speed limits need to be lowered, reducing the traffic carrying capacity of the street or highway. Streets and highways are classified by function. This ranges from the sole purpose of carrying traffic to that of primarily providing access to property. Classification is important as it is used as a reference point in the Zoning Ordinance and the Subdivision Regulations. Future streets may be provided by several methods. First, land for future streets may be acquired by condemnation and eminent domain proceedings in which the City purchases property for street construction.

Secondly, future streets may be mapped on the Future Land Use and Transportation Plan. This method permits reservation of rights of way. No development may occur on planned rights of way. Enforcement of this legislation is accomplished through the use of the Subdivision Regulations and by refusing building permits that encroach in mapped rights of way.

New streets will be primarily constructed in association with new private development. The location and function of these streets should strictly adhere to the design standards for streets contained in the subdivision regulations.

Following is a generally accepted classification and functional characterization of highways and streets:

Major Thoroughfare—A street or highway designed and given preference to carry traffic, but also providing access to abutting property. Cross traffic is accommodated at at-grade, signalized intersections for streets with high traffic levels, and at at-grade intersections without signals, for streets with moderate or low traffic levels. If intersections do not have signals, through traffic flow is given preference to the principal arterial.

Access Controlled—A fully access-controlled highway designed for high speed travel with the sole purpose of facilitating non-stop traffic flow without obstruction from cross traffic. Access is not provided to abutting property and access is only provided to other streets or highways at grade-separated interchanges. Freeways are a design type of Major Thoroughfare.

Limited Access—A partially access controlled highway designed for high speed travel for the sole purpose of facilitating traffic flow with minimal obstruction from adequately spaced cross traffic. No access is provided to abutting property and access is provided to other streets or highways at grade-separated interchanges for streets with high traffic levels, at at-grade, signalized intersections for streets with moderate traffic levels and at at-grade intersections without signals, for streets with low traffic levels. Limited access roads are a design type of Major Thoroughfare.

Major Street—A street or highway designed to both carry traffic and provide access to abutting property. Cross traffic is accommodated at at-grade intersections without signals for streets with low traffic levels. The primary purpose of the major street is to serve moderate length neighborhood trips and to channel traffic from collectors and local streets to major thoroughfares.

Collector—A street or highway designed to carry traffic and provide access to abutting property. Cross traffic is accommodated at at-grade intersections with local streets. No signals are provided. The primary purpose of the collector is to serve short length neighborhood trips and to channel traffic from local streets and abutting properties to major streets and major thoroughfares.

Local Street—A street or rural road designed to provide access to abutting property and only incidentally channel traffic short distances to collectors or minor arterials.

The hierarchy of street and highway types forms a network that allows travel from most points of origin to most points of destination by motor vehicle at any time of day using the minimum time/distance combinations. The typical trip begins and ends on a local street.

On the US and state highway system, where traffic carrying capacity is of primary concern, the response to loss of carrying capacity due to development allowed by local government land use decisions has been to relocate the highway as a bypass. Unless adequate access control is designed into the relocated roadways, local government land use decisions will likely degrade the traffic carrying capabilities of the roadway.

The new by-passes in and around the City of Starkville are a combination of both no access and limited access roadways. It is recommended that frontage roads be used to not diminish the carrying capacity of the roadways' primary purpose which is to move traffic efficiently. However, the frontage roads, which do not limit access to property cannot become new versions of the roads that became the reason for the by-passes. The traditional linear development pattern, along with unchecked signage and lack of design controls, is almost solely responsible for the visual clutter along major thoroughfares in communities. Commercial development

should be accomplished in the frontier area in a nodal fashion at intersections, interspersed with residential development, and hopefully, mixed use developments. Curb cuts should be regulated as should signage clutter as these contribute to the amount of automobile accidents.

It is also recommended that the city require developers to construct an additional lane on roads scheduled for widening in this plan, or on roads the city decides later (based upon impact of new by-passes) that need widening, on the part of the road that their development fronts. This roadway acts as a turn lane until the road is widened.

The city should also adopt an overlay zone that allows developers to have narrower street widths in subdivisions where the design is part of a planned, traditional neighborhood development. These narrower streets will not need extensive rights-of-way, as they are not intended to become larger streets in the future. The narrower roads will have an added benefit of reducing the amount of impervious surface, reducing storm water runoff and associated pollutant loads. They will also be less expensive to build and to maintain. Narrower streets also tend to lower the speed of vehicles and act as traffic calming devices. When designed properly, they can certainly easily accommodate emergency vehicles.

Starkville's subdivision regulations note the following functional classification of streets and their minimum design rights-of-way.

Minor streets	50 feet of Right-of-Way
Collector streets	60 feet of Right-of-Way
Major streets	80 feet of Right-of-Way
Major Thoroughfare	100 feet of Right-of-Way

The following Major Thoroughfares, Major Streets and Collectors are identified in Starkville. All other streets are considered minor or local.

Table 27
Listing of Streets by Functional Classification
City of Starkville

Major Thoroughfares

Highway 25 by-pass
Highway 82 by-pass
Highway 12 extended
Highway 389

Highway 12
Louisville/25 South
Highway 182

Major Streets

Montgomery Street (north of 12)
Lampkin Street

Stark Road

Jackson Avenue
Greensboro (east of Whitfield)
Artesia Road
Louisville (north of 12)
Main Street/University Drive

Russell Street
Whitfield/Avenue of the Patriots
Old West Point Road
Oktoc Road
Pat Station Road
Old Mayhew
Spring Street/Blackjack Road
Longview/Poorhouse Road
Collector Streets
Montgomery Street (south of 12) (north of 182)
Industrial Road
Academy Road
Lynn Lane
Greensboro (west of Whitfield)
Reed Road
Garrard Road
Westside
Critz Street
College View
Nash
Scales/Gillespie Street
Wood Street
Shadowood
Yelllowjacket Drive

Source: Starkville Comprehensive Plan, 1993 and current review by consultant.

3. Bike and Pedestrian Paths

Since World War II, communities in the US have concentrated most of their efforts and funds on the development of improved circulation for automobile traffic. Starkville is no exception. Because of changes in demographics, increasing fuel costs and growing levels of obesity, communities are once again discovering the value of bike and pedestrian programs and facilities. And in a University community, the number of people willing and able to walk and bike is much higher than in most communities.

It is recommended that Starkville take a more balanced approach to transportation. Paramount to this approach is a coordinated planning effort by the city, county, MDOT, bike/walk advocacy groups, and the University. In addition, it is recommended that the city adopt a plan for sidewalk construction, building a few miles each year and requiring new sidewalks with the construction of new developments.

“Bike Starkville and Walk, Too”, a study conducted the Carl Small Town Center is referenced in this Comprehensive Plan and is part of the document. A vital part of the transportation/circulation plan for the City of Starkville are walking and biking. Increases in both will help reduce traffic congestion (and thus, fewer funds needed for expensive capital

transportation facilities), and pollution/runoff, as well as help improve the health of people in the city. Many residents noted at the ward meetings that they would like to see Starkville be more of a “walkable” city. This feature is also very popular with visitors to an area. It is recommended that Starkville require sidewalks in all new residential developments and begin a program of building new sidewalks in important origin/destination areas. Bike paths can be striped on existing streets and specific areas for bike paths built into new street plans. Signs should be placed in appropriate areas to let automobile drivers and bikers alike that the area is a designated bike path. A group of residents in the city has formed an organization to help develop bike paths and promote bike riding. MSU has noted in its Master Plan that it is moving towards being a more pedestrian friendly campus. MSU’s Shuttle service is scheduled for improvements that will make it much more user friendly.

The recommended new zoning ordinance will have provisions for requiring entrance roadways into new office parks and subdivisions to be divided boulevards (with landscaped medians). As many roadways as are economically feasible to be divided boulevards should be.

It is important that the city dedicate itself to providing access to those with disabilities by properly enforcing Americans with Disabilities Act requirements in the building code and improving existing infrastructure.

4. Mass Transit

Mississippi State University is currently operating a shuttle for students within the campus and from the campus to and from the town. In addition, there are groups providing small-scale transit programs for low income, community counseling, rehabilitation, elderly and handicapped residents in the community.

A fixed-route transit study, “Transit Feasibility Study for Starkville, MSU, and the Surrounding Region”, was conducted by the Carl Small Town Center and is included as an appendix to this Comprehensive Plan. It is recommended the city consider the operation of a transit program to help alleviate local traffic and parking problems. Starkville and the University may also want to consider a program called Zipcar. It is a program that allows easy rental of cars for as little as one hour using online reservations and convenient access to vehicles. Although it is relatively new the program should improve in cost effectiveness as it grows. The University of North Carolina at Chapel Hill is a university participant. More information can be found at zipcar.com.

5. Motor Freight

The seventeen carriers maintaining terminals in Starkville provide the City with good motor freight service.

6. Air Transportation

Starkville is served by the Golden Triangle Regional Airport, 15 miles from the city. Atlantic Southeast and Northwest Airlink provide 14 outgoing flights each day from the airport. A general aviation airport, Bryan Field, has a 5,050 foot runway and is located in the City of Starkville. Bryan Field is operated by the Starkville-Oktibbeha County Airport Board with representatives from the city, the county and university as members.

It is recommended that a Height Zone be adopted to protect the public and the airport.

7. Water Transportation

The nearest full-service port is the Lowndes County port, located 22 miles from Starkville on the Tennessee-Tombigbee Waterway.

8. Railroads

Starkville is served by the Kansas City Southern Railway with freight service. Although some rail companies are abandoning tracks in communities, freight rail transit can still be viable, depending upon the nature of the industries in the community.

Having a viable railroad in the community can give local communities a competitive advantage in attracting new economic development projects. Kansas City Southern Railway expanded from a purely regional group to NAFTA Railway. This makes the rail line more likely to continue to be viable.

F. HOUSING

1. Existing Conditions

Starkville's housing pattern is similar to the pattern found in many southern communities. The city's older homes are located generally in and adjacent to the Central Business District and along the older streets radiating out from the core of the city. The newer residential areas are predominantly in the southern, western and northwestern sectors of the City. Prevailing housing conditions are summarized from existing census data.

Satisfactory housing consists of those dwellings in a good state of repair and requiring only normal maintenance to be kept in such condition. Substandard dwellings consist of those dwellings that have deteriorated to some degree and where remedial measures are necessary to reverse the trend toward dilapidation. Critical housing includes those dwellings which constitute a detriment to public health and safety and which have deteriorated to the point where repairs are impractical or probably can not be made at a reasonable cost in relation to the current value of the home. It is recommended the city develop a plan each budget year for the structures it will target, using the above noted criteria, for repair or demolition that year (mapped and with numerical goals).

Table 28
Comparative Median Value of Housing Over \$90,000, Starkville and Other Mississippi Communities (Ranked)

Ranking City	2000 Population	Median Value of Housing	Metro	Micro
Madison	14,692	\$133,900	yes	
Olive Branch	21,054	\$125,800	yes	

Oxford	11,756	\$123,400	no	yes
Ridgeland	20,173	\$118,000	yes	
Brandon	16,436	\$114,400	yes	
Hernando	6,812	\$111,200	yes	
Flowood	4,750	\$109,700	yes	
Pass Christian	6,579	\$ 99,500	yes	
Ocean Springs	17,225	\$ 98,900	yes	
Florence	2,396	\$ 97,600	yes	
Starkville	21,869	\$ 97,200	no	yes
Clinton	23,347	\$ 96,200	yes	
Senatobia	6,682	\$ 93,000	yes	
Tupelo	34,211	\$ 92,800	no	yes
Biloxi	50,644	\$ 92,600	yes	
Bay St. Louis	8,209	\$ 92,400	yes	
Long Beach	17,320	\$ 92,100	yes	
Southaven	28,977	\$ 91,400	yes	

Note: Metro- Metropolitan Statistical Area, Micro- Micropolitan Statistical Area Source: US Bureau of the Census, 2000

Starkville ranks very high in comparison with other cities in the state when it comes to median housing value. Table 28 shows that Starkville ranks 11th in a list of 18 communities in the state with median housing values over \$90,000. This is not surprising, given the educational and median family income levels for the city. The significance of this data is that residents have a big investment in housing in the city and will be very particular about protecting their investment. Neighborhood conservation strategies should be a strong element in this plan and any planning and zoning issues in the city.

Table 29
Summary of Housing Characteristics
City of Starkville
2000

Total Households	9,462	
Average Household Size	2.24 persons per household	
Average Family Size	2.92 persons per family	
Total Housing Units	10,191	
Occupied housing units	9,462	
Vacant housing units	729	
For seasonal, recreational, or		
Occasional use	49	
Homeowner vacancy rate	1.7	
Rental vacancy rate	7.3	
Occupied housing units	9,462	
Owner-occupied housing units	3,876	41.0%

Renter-occupied housing units	5,586	59.0%
Average household size of OO units	2.52 persons per household	
Average household size of RO units	2.04 persons per household	

Source: US Bureau of the Census, 2000.

Table 30
Summary of Housing Conditions
Tenure by Plumbing Facilities by Occupant per Room City of Starkville
2000

Total Housing Units		9486	
Owner occupied	3,883	Renter Occupied	5,603
Complete plumbing facilities		Complete plumbing facilities	
1.01-1.51 or more occupants per room	61	1.01-1.51 or more occupants per room	226
Lacking complete plumbing facilities		Lacking complete plumbing facilities	
1.01-1.51 or more occupants per room	5	1.01-1.51 or more occupants per room	0

Source: US Bureau of the Census, 2000.

2. Composition

Of the renter-occupied housing units, multi-family types predominate, although the popularity of single-family units for rental purposes has been increasing over the years. This is due to the desire for privacy among students living off-campus, as well as room for pets, parking and entertaining. There was just under a 2 percentage point increase in single-family detached and attached rental units from 1990 to 2000.

Not surprisingly, single-family units dominate the owner-occupied market, with most of these (98%) being detached. The condominium market has not yet exhibited a strong presence in the Starkville market although it is growing in strength in other college towns. This is attributed primarily to parents purchasing units for their children while they attend college, taking advantage of low interest rates and investment versus renting. Others purchasing units are those looking for second homes, usually college alumni and athletic team fans.

Table 31
Composition of Housing Units by Type
Renter- & Owner-Occupied
2000

Type	Renter-Occupied		Owner-Occupied	
	No.	%	No.	%
Single Family Dwellings	1114	19.9	3501	90.1

Duplex	832	14.8	8	.2
Multi-Family	3517	62.8	60	1.6
Mobile Homes	140	2.5	314	8.1
Total	5603	100.0	3883	100.0

Source: U. S. Bureau of the Census, SF 3 Sample Data, 2000.

3. Preservation and Redevelopment Opportunities

Dilapidated housing conditions are dispersed across the city. It is recommended the city continue its program of condemning housing which has become a safety and health issue, although becoming more aggressive. Although presently confined primarily to the older sectors of the city, the dilapidated housing problem areas will continue to spread and eventually infiltrate into the now satisfactory residential neighborhoods unless proper remedial steps are taken. As a result, there are opportunities to undertake redevelopment programs in order to revitalize older neighborhoods, protect single-family residential areas from commercial and multiple-family encroachment through zoning, and protect neighborhoods with historical and architectural value by adopting and enforcing a Historic Preservation Ordinance. In addition, a good balance of housing types and measured growth, particularly in multiple-family housing will help keep older multiple-family units from becoming an eyesore or worse.

Housing preservation is important for a number of reasons. First, quality housing is viewed as a means to neighborhood stability and Starkville's economic viability. Preserving housing is a matter of protecting many individual homeowner investments and preserving a local community resource. Oftentimes, a domino effect is noted when one or two homeowners improve their property. Good quality housing can be one of the most important draws to people who are looking for a place to relocate.

Preserving housing helps local governments sustain their tax base. Housing typically accounts for a substantial share of that tax base. Even though it is not the largest share of revenue for the general fund of a city in Mississippi, property tax revenues are more permanent and more stable. As population grows and housing units do not (smaller household sizes) there is a need for new units. Preservation of existing units helps retain the unique and small-town atmosphere Starkville is trying to keep, and helps prevent sprawl. It also allows for a good source of affordable housing, without necessarily increasing density in new developments (one of the few ways affordable housing is possible in new developments).

4. Implementing Regulatory Strategies for Housing Preservation

The city should require annual staggered inspections of renter-occupied housing for property maintenance code violations (at least exterior property problems like peeling paint and broken steps). Once this program is well established, the city should adopt rules requiring inspection of housing for time-of-sale inspections. Neighborhoods that feel they have a need for requiring inspections at time of sale could form associations and request this service for their neighborhoods. This way, limited city resources could be given to the most pressing problem areas.

To help reduce the needed public resources for enforcing housing-related codes the city should do all it can to encourage voluntary compliance. Ways to achieve voluntary compliance include publicizing code requirements, using incentives to reward initial compliance, and offering technical assistance to violators.

Other ideas include:

- The city should publicize the codes and building officials should hold a contractor/developer seminar to discuss building/housing code requirements.
- The city should continue to use available federal funds (Community Development Block Grants) to help upgrade eligible housing areas.
- The city could offer property tax abatements for redevelopment areas.
- Residential areas near the Central Business District that have been zoned Highway Commercial should be re-zoned the residential. These homes should be preserved if at all possible through a Historic Preservation Ordinance.
- Buffer zones for commercial areas locating adjacent to single-family residential areas should be deep enough to be effective and landscaped so that the negative externalities of these uses does not spill over into the residential area.

The Starkville Housing Authority has the responsibility for administering the city's housing programs. This is one of the more successful housing programs in the state.

Region IV Housing Authority is responsible for administering the HUD Section 8 voucher program. The regional housing authority works with approximately 201 families who on the Voucher Program in Oktibbeha County.

5. The Issue of Rental of Single-Family Units

As reported in the ward meetings, inhabitants of owner-occupied housing in single-family zoned housing districts often have problems associated with renters of single-family homes in these areas. These problems include an excessive number of automobiles parked in the front yard and on the street, excessive noise in general and late into the night and early morning, deteriorating and dilapidated structures, littering, and sometimes, rude behavior.

This is a problem that is prevalent in most, if not all, college towns. The source of the problem is usually a difference in age and age-related culture. Not all college students who rent in single-family areas (or anywhere else, for that matter) are loud, boisterous people who litter, are rude, and have too many friends over to visit at one time. But, there are enough of these situations to have gotten the attention of homeowners in Starkville and many other college towns. In addition to the behavior-based problems, there are other issues of health and safety which have been addressed by communities. In East Lansing, Michigan, where students take in extra roommates to help with the bills, dozens of students narrowly escaped a fire in the fall of 2004 in an off-

campus apartment building being investigated for over-occupancy. In Washington, DC, a student was killed in a fire in a building that did not meet city codes.

Most communities are dealing with this issue in the following ways:

- Defining “family” in a way that limits the number of people who can occupy a single-family dwelling unit (Starkville currently has this definition of family in the ordinance but has not been able to enforce the rule). Starkville’s zoning ordinance defines a family as:

“One or more persons occupying a dwelling unit and living as a single, nonprofit housekeeping unit; provided that a group of four or more persons who are not within the second degree of kinship shall not be deemed to constitute a family, except in platted subdivisions and designated historic districts regardless of zoning where a family shall be defined as three or less persons living as a single nonprofit housekeeping unit when said persons are unrelated by blood or marriage within the second degree.”

- Requiring that landlords be licensed. Every non-occupant owner (including parents of students renting a home or condo purchased by the parents) renting to tenants would be required to make application for an annual permit from the building department to rent a single-family dwelling. An annual inspection is required for these rental units. The landlord is required to stipulate in writing that the lease for the dwelling unit contains notification to the tenants as to the maximum number of unrelated persons who may lawfully inhabit the dwelling and the number and location of on-site, off-street parking spaces available for the rental dwelling (the entire front yard or other yards WOULD NOT be able to be paved due to regulations to be adopted in the zoning ordinance setting standards for paving of driveways), and a statement of the penalties for failure to comply (usually a fine). This must be posted in the dwelling unit in a conspicuous place with the names of individuals who have signed the lease.
- Two time conviction equals eviction. The conviction of any renter who violates disruptive behavior laws (is arrested) in the city (noise, alcohol, etc.) more than one time within a one-year period would result in termination of the lease and eviction. The city would be required to notify the landlord of these convictions and compel him/her to begin eviction proceedings.
- Vehicles may only park in approved driveways of single-family dwellings. Parking is prohibited on sidewalks, in the front yard (as defined in the zoning ordinance), or in front of a public or private driveway.
- Owners would continue to be responsible for health and safety related upkeep like mowing, weed control, etc. Annual (staggered) inspections would uncover code violations that would have to be repaired before the unit could be rented again. This could be coordinated by the Fire Department and the Regional Housing Authority who conduct annual inspections (housing authority inspects all units every year/fire department staggers inspections)
- Some universities agree to house more students on campus. Currently MSU’s housing plans create a net effect of zero new units on campus.
- Some neighborhoods can form Neighborhood Associations (Homeowners Associations) and adopt covenants that restrict or regulate rentals.

- Adopt a housing code that regulates the number of rooms required and the square footage for each room as well as the number of people who can occupy that dwelling.
- Work with MSU and East Mississippi Community College to orient students about new laws and how to be a good neighbor. Orientation material designed for parents could also have this information in it.

It is well-known that home-ownership has a stabilizing influence on a neighborhood. Too many rentals of single-family homes can, on the other hand, deteriorate neighborhoods. Rental units are often not as well-maintained as owner-occupied homes because homeowners naturally have a greater commitment to maintaining their home and neighborhood in good condition (an investment and the place where they live). Ironically, sometimes it is the presence of competitive new apartment units that can help spur improvements in existing single-family housing intended for rental. This, however, is wholly dependent upon a healthy market for that housing.

Some trends indicate that more and more single-family units will be converted to rental occupancy. One significant trend is the purchase of units by parents for their children's use. They either then rent to other students after their own children graduate or sell the units after they are finished with them. Some, who are MSU graduates and/or athletic team fans, might keep them for their own weekend use. What is driving this is the math parents have done when comparing rental costs versus owner costs. Factors such as real estate prices continuing to escalate, mortgage interest rates being low, and buyers receiving tax write offs for interest and property taxes has made buying attractive. That, coupled with the fact that this generation, by and large, wants (and gets) more privacy, more space, and more luxury than the college student of preceding generations. Some underage students also want to live off-campus because they perceive they have more freedom.

6. Construction of New Units

One of major issues brought out at the ward meetings and in discussions with key stakeholders and public officials was that of too many apartments and the poor quality of the units constructed. The fall of 2004 saw an all time high in vacancy rates of rental units according to landlords and a review of units being advertised for rent in the local newspaper. The Mayor and Board of Aldermen placed a moratorium on any new multiple family construction and instructed the planning consultant to conduct a market study of the current vacancy rate and recommend whether or not the city should regulate the number of apartments constructed.

It is recommended that the city adopt Design Controls that would apply to both multiple-family units, from duplexes to larger units, as well as single-family detached dwelling subdivisions designed and marketed for rent. These subdivisions, free of the market constraints imposed by buyers, are often poorly designed, have paved front yards, and are often without the benefit of appropriate landscaping for the scale of the neighborhood.

It appears that the single-family unit is very desirable for students to rent. With a unit of this type, students can have pets that might be forbidden in attached multiple-family units, and they can generally have more freedom. Some developers have responded to this demand with products that are, in the eyes of most Starkville residents, less than aesthetically desirable. Some units are ridiculously small (around 300 square feet), while others are too repetitious in design.

Design Guidelines regulate these types of developments by requiring any development with 50 or more units to have at least 4 building plans that must be enough different from one another to meet the intent of the standard. Those with less than 50 but more than ten must have 3 plans. These developments would also be required to meet the landscaping standards and could not have parking in the front yard. Building form and materials are also regulated to insure that buildings of this scale and size are durable and attractive.

G. COMMUNITY APPEARANCE AND DESIGN

1. Background

Although the zoning ordinance is the most recognizable implementation tool for the goals, objectives and policies set in the Comprehensive Plan, it is usually not the best way to help improve the way the city looks. The city certainly has the ability to control design aspects of development through its regulatory process, as discussed below.

In *Berman V. Parker*, a US Supreme Court decision made in 1954, Justice Douglas stated:

“The concept of the public welfare is broad and inclusive...the values it represents are spiritual as well as physical, aesthetic as well as monetary. It is within the power of the legislature to determine that the community should be beautiful as well as healthy, spacious as well as clean, well-balanced as well as carefully patrolled.”

The court later re-emphasized this view in the landmark *Penn Central Transportation Co. V. New York City* case.

“We emphasize what is not in dispute...This court has recognized in numerous settings, that states and cities may enact land use regulations or controls to enhance the quality of life by preserving the character and the desirable aesthetic features of a city...”

In addition to properly and assertively enforcing the existing ordinances the city should adopt a design controls/architectural review board, adopt a Historic Preservation Ordinance (while zoning regulates land use, density and location, Historic preservation is concerned with “the preservation of the exterior of buildings having historic or architectural merit”), improve the city’s sign regulations, and require that more development be “planned” development.

Design controls are essential for helping to guarantee a good outcome for development projects in the city. It was noted by some at the ward meetings that it seems difficult to “legislate ugly”. The design standards ordinance is able to give the city a structured and legal way to help guide the development the city would like to see using the 14 “building blocks” of design, including:

- Horizontal building blocks
 - Parking spaces and lots
 - Streets
 - Open spaces and yards
 - Sidewalks
- Vertical building blocks
 - Building facades

- Trees and other permanent vegetation Signs
- Light poles, towers and utilities
- Building blocks related to depth
 - Building setback and lot placement Façade recesses, projections and ornamentation
 - Property and land uses
- Softscape elements
 - Lighting
 - Street furniture
 - Seasonal landscapes and plantings
- Site preparation
- Grading, storm water drainage
- Parking and Traffic Circulation
- Lighting
- Pedestrian Circulation
- Building Form and Materials
- Landscaping (including maintenance of existing trees)
- Bufferyards

Starkville has major design issues. Some of the poor outcomes are the result of the lack of proper codes and ordinances to meet the city's goal of being an attractive community. A new design standards ordinance can solve that problem. In addition, some of the current ordinances have not been properly administered and/or enforced, primarily due to lack of understanding of the ordinances and the city's desire to "bend over backwards" to accommodate developers. This is usually done so that the city is not thought of as "anti-business". Quite the opposite is true. A well-planned and attractive city is absolutely necessary for sound economic development.

2. Downtown Redevelopment

Starkville's downtown is the traditional heart of the community. Because downtown is the context in which the community's cultural and historic assets are centered, its vitality is of prime importance to the general welfare of the city. These types of redevelopment plans as well as participation in the Main Street Program can help keep the downtown area vital.

The downtown area has experienced a renaissance of sorts. At one time, the city was drab and lifeless. Now, the downtown area has lots of activities, including restaurants as well as the traditional downtown occupant – offices, some retail shops, banks, churches and government buildings. Starkville is currently renovating the sidewalks downtown.

It is recommended that the Central Business District (Ole Main District) be expanded in all directions, especially to Highway 182 and to Russell and University. Highway commercial zoning in abutting areas should be changed to CBD or residential depending upon the location of the property. There are many well-preserved homes adjacent to the downtown area that are zoned Highway Commercial. This type of zoning in an area like this is a major factor in destroying the fabric of one of the most interesting and attractive areas of the city.

3. Other Area Redevelopment

There are vacant commercial buildings in need of redevelopment and they should be given special attention by the city and the private development community. It is recommended that the city make use of the resources of the landscape architecture and architecture schools at MSU to develop designs for redevelopment of the lagging commercial areas. A project completed by Landscape Architecture students regarding redevelopment of the downtown area is included as an Appendix to this Plan.

Highway 25 south (old) is an area that has seen decline and will have even less automobile traffic with the construction of the by-passes. This is an area of the city with large, vacant parcels. This area could be in large-lot residential areas or multiple-family (with a new east-west route in the southern part of the city residents could have a straight shot to the University and to new 25).

4. Historic Sites and Areas

The following sites in Starkville are listed on the National Register of Historic Places:

Greensboro Street Historic District
E.E. Cooley Building
The Thomas Carroll Battle House
The Hotel Chester
The Lampkin-Owens-Kraker House
The Magruder-Newsom House
The Nash Street Historic District
The Overstreet School District

It is recommended that the city adopt an enabling ordinance naming and protecting historic and architecturally significant areas in the city, and design controls to protect these valuable resources.

5. Entryways and Signs

Major entryways into the community are critical to conveying a sense of attractiveness and order to potential visitors as well as to existing residents. Currently, the visual qualities of entryways are uncontrolled and visual clutter is prolific, particularly regarding signage and poorly-designed residential areas. It is recommended the city adopt a corridor overlay district to protect/improve the views from these highways. Groups in the city are in the process of planning and designing attractive entryways into Starkville.

H. PUBLIC FACILITIES

Public facilities for the city of Starkville consist of the city's real property and improvements that have been constructed or acquired for the purposes of providing municipal services to citizens. The capital facilities under the direct control of the City of Starkville have been assessed for adequacy in meeting current and future need based on plan data and conclusions. It is beyond the

scope of this plan to assess maintenance needs or current conditions of Starkville's capital facilities.

1. Administrative Buildings

a. City Hall

Although the 28,000 square-foot City Hall is somewhat adequate from a space needs requirement, it isn't the attractive center of the community that it could be. Although many other items might take precedence over a new, attractive city hall in another location, it should be considered. Landscape Architecture students at MSU have developed some plans for the location of buildings at the west end of Main Street that bear some review. This consultant feels that that would be an excellent location for a new city hall with a plaza and fountain in the front. It would make the city hall a significant vista in the downtown area and could be a great gathering place for activities that would bring Starkville residents together – small outdoor concerts, outdoor markets, etc.

With the construction of a new police station (which takes up about 40% of the building) there will be plenty of space for administrative functions for the planning time period.

2. Police Department

As of the writing of this Comprehensive Plan document, the Starkville Police Station is being considered for a move to another location. There continues to be much public discourse concerning the location, although most agree that the department needs a new home. If the new station is built, regardless of location, it will serve the needs of the city for the planning period.

The department operates with the following personnel and equipment:

47 full-time personnel

10 full-time 49 patrol cars

All prisoners arrested in the county are incarcerated in the Oktibbeha County Jail which is located in downtown Starkville. The jail also houses MDOC prisoners. The facility was constructed in 1992 and has a capacity of 74 inmates.

3. Fire Department

The City of Starkville currently has a Class 5 fire insurance rating from the Mississippi State Rating Bureau. A city or fire district's rating is based upon the following factors:

<u>Feature</u>	<u>Percent</u>
Water supply	39
Fire Department	39
Fire Service Communications	9
Fire Safety Control	13

Source: Mississippi Rating Bureau

The city currently has 4 fire stations providing protection to city residents and the MSU campus. Station one is located on the corner of Lampkin and Russell near the downtown area. Station two is located on the corner of South Montgomery and Academy Street. Station three is on Highway 389 and Station 4 is located in the Industrial park.

The Department operates with the following personnel and equipment:

59 Personnel

4 Pumper Trucks

2 rescue vehicles

85 foot ladder truck

1 reserve vehicle

The department also supports a hazardous materials team.

There is significant overlap of fire protection areas near the center of the city. The Fire Insurance Rating Bureau likes to see a service radius of 1 ½ miles (road miles) from the station for commercial and densely populated residential areas. The fire chief has indicated that there is a need for two additional fire stations for the planning period. He has recommended that fire station number 3 be relocated to an area a little further east to help with coverage. Either station two should be located further south or a new station be built in the southern part of town. Of most importance is a new station to serve the newly-annexed area in the northwest, as well as anticipated commercial growth in the area around the by-pass. There is also a need for a fire training academy if the city is to be able to progress to a level 4 fire insurance rating. The lower the rating, the less expensive commercial fire insurance is.

Water pressure and the location of fire hydrants is very important to the city's adequate provision of service and its rating.

In addition, it is imperative that the Fire Chief and the Fire Marshall sit at the Site Plan Review table. Fire safety for the residents of the city depends upon the input of these professionals in the building and renovation of structures in the city.

4. Library

The Starkville public library on the corner of University Drive and Montgomery Street is the headquarters for the Starkville-Oktibbeha County Public Library System. The system also has branches in the communities of Maben and Sturgis. The 37,000 square-foot library not only offers traditional library services such as research materials and books on loan, they also offer free computer classes, art exhibits, community collection displays, and programs and cultural events.

The library system is financed by the City of Starkville and Oktibbeha County. It operates under the auspices of a 10-member Board of Trustees appointed by the city and the county. The library also receives funds through its volunteer organization, Friends of the Starkville Public Library.

The library expanded its space in 1992 and just recently added a genealogical annex but feels the space it has in its present location is sufficient for the foreseeable future. The library would like

to purchase nearby properties, however, in case it does need to expand in the future. Current needs include parking lot repaving and re-striping.

The library has a constant need to update and replace existing technology, especially computers. It is currently operating from a 5-year plan to replace computers.

The system has approximately 62,000 volumes in all locations. Annual circulation is 125,000 per year.

Residents also have access to library resources on the Mississippi State University campus.

5. Education

Starkville residents' educational needs are served by the Starkville School District (SSD) which covers some area outside the city also. The planning area is also served by the Oktibbeha County School District. In addition, there is a private school, Starkville Academy, located in the city.

The Oktibbeha County School District is currently on probation with most schools at a Level 1 (on a scale from 1-5) with the exception of Sturgis Elementary which is at a Level 4.

Most schools in the Starkville School District are ranked at a Level 3, except Ward-Stewart Elementary which is at a Level 4.

Because of the county's poor performance there has been discussion in the community about merging the two school districts. As of the date of this Comprehensive Plan there has been no decision to do this.

The Starkville Public School District had a fall 2002-03 enrollment of 3,837. In 1993 the enrollment was 4,100. Ten schools serve these students, including:

Sudduth Elementary School serving students in grades K-2 Overstreet Elementary School serving students in grade 3 Ward Elementary School serving students in grade 4 Rosa Stewart Elementary School serving students in grade 5 Henderson Intermediate School serving students in grade 6 Armstrong Middle School serving students in grades 7-8 Starkville High School serving students in grades 9-12 Quad County Alternative School
Paul G. Millsaps Starkville-Oktibbeha County Vocational Technical Center Emerson Family School

The Starkville Public schools are currently at capacity but there are no plans presently to construct new schools or expand the existing schools. The district does have plans to make projections of enrollment for the future and plan needed schools when other funding issues are resolved.

The planning and construction of public schools is the purview of the Starkville Public School District, which develops its own plans for new schools. This Comprehensive Plan does not recommend whether or not the school district needs to build or relocate schools or recommend

sites for those schools. The plan does recommend location requirements where sites of this size and complexity should be located.

It is recommended that the school board coordinate its building plans for the City so that adequacy of important public facilities like roads can be assessed. Developers can donate land for schools in lieu of parkland in a school is needed in a certain area.

6. Recreation and Cultural Activities

a. Standards

An evaluation of parks, recreation, cultural activities and open space needs involved measuring existing facilities against accepted standards for the future population of the city to the year 2030. The standards used here are those contained in the Mississippi State Comprehensive Outdoor Recreation Plan (SCORP). The SCORP contains prototype standards for various classifications of parks and facilities based upon acres or units needed for every 1,000 persons. School facilities were not inventoried unless they were available for active use by the community outside of school-sponsored functions. Privately-owned facilities are noted but not included in space need calculations.

b. Governance

Recreation activities are under the direction of the Starkville Parks and Recreation Commission and administered by the staff under the direction of the city.

c. Recreation Programs Offered by Starkville Parks and Recreation

- Adult Basketball
- Adult Softball
- Boys Baseball
- Girls Youth Softball
- SAY Basketball
- Youth Soccer
- Flag Football
- Inline Hockey
- Youth Bowling

d. Prototype Standards

The SCORP contains prototype standards for eight classifications of parks/recreational facilities and open space facilities. However, the first two classifications, playlots and neighborhood playgrounds, are not included in this evaluation of future needs. Playlots are parks that are intended for use by young children and are generally located at an elementary school. These

playlots can also be accomplished through exactions from developers for Planned Unit Developments and usually are not inventoried. Neighborhood playgrounds, which are intended for both preschool and school-aged children are also commonly located on a public school site or can be part of the recreation/open space exaction from a developer of a PUD. Therefore, for the purposes of this plan, it is assumed that most of the city's needs for playlots and neighborhood playgrounds will be met through use of public school facilities or existing or future exactions.

i. Neighborhood Parks

Description: Neighborhood parks usually provide a variety of recreational opportunities, both passive and active, potentially organized or unorganized for all age groups.

Facilities: Neighborhood parks usually include children s play apparatus, paved multi-purpose courts, sports fields, small picnic areas and shelters, drinking fountains, walking/jogging or nature trails, off-street parking, and lighting.

Minimum Population Served: 5,000

Acres per 1,000 Persons: 3.5 acres for every 5,000 persons in the service area.

Service Area: 1 mile in urbanized areas; 3 miles in rural areas.

Optimum Size: 5-7 acres.

Population Served: All ages.

Location: Neighborhood parks are usually located central to the population being served, without the need to cross arterial streets or highways. These parks are commonly located in an area characterized by some natural features. In smaller population cities, neighborhood parks often serve as parks for the entire community.

Based Upon Standards Starkville should have: Today -5 Neighborhood Parks; 2030 – 6 Neighborhood Parks.

Neighborhood Parks Inventory:

J.L King Memorial Park
McKee Park
Moncrief Park
George Evans Park
Josey Park

Starkville currently has the number of neighborhood parks that fits with its population. However, as the city grows Starkville should add at least one addition neighborhood park in the planning time period.

ii. Community Playfields

Description: Community playfields are large outdoor recreational areas, primarily athletic complexes designed to serve the active competitive and recreational needs of children, preteens, teenagers, and adults. Playfields may provide a variety of organized activities and may have the potential to provide for competitive events and tournaments.

Facilities: The predominant facilities in this classification are athletic fields for sports such as soccer, football, baseball, etc. Playfields may also include courts games such as tennis. Other potential facilities including lighting, sanitary facilities, concession, storage areas, adequate parking, and spectator seating. Playfields may include some picnic facilities, shelters, children's play areas, and special purpose facilities such as a swimming pool.

Minimum Population Served: 10,000

Acres per 1,000 Persons: 10 acres for every 10,000 persons in the service area.

Service Area: 5 miles in urbanized areas; 10 miles in rural areas.

Optimum Size: Entire population of a community, focusing on ages 9-39.

Location: Playfields may be located on the outskirts of a community, or may be a portion of a major community park. In areas around public schools, the physical education and athletic facilities may be located in conjunction with other major outdoor recreational areas or facilities such as lakes and reservoirs.

Community Playfields Inventory: Starkville Sportsplex

According to the standards Starkville should have at least 2 community parks. However, because the Sportsplex is so large with many programs, it meets the criteria for at least two community playfields.

In addition to these recreational facilities, Starkville should also have small playlots within proximity to residential neighborhoods and areas designed just for passive use – walking, picnicking, etc.

Major Community Parks

Description: A major community park is a large, natural and/or landscaped area, designed to accommodate large numbers of people for a wide variety of both intensive uses and passive pursuits. Major community parks provide facilities for both intensive uses and passive pursuits.

Starkville is most lacking in this area of recreational pursuits. MSU offers much-needed green space and parks on campus, but the city needs to add a large, city-wide primarily passive activities park. This would include activities no more intensive than a walking track.

The Noxubee National Wildlife Refuge, just south of Starkville, provides public areas for hunting, fishing, hiking, wildlife viewing, and other activities. It is 48,000 acres in size and is part of the Central Gulf Ecosystem. The refuge serves as a resting and feeding area for migratory birds. Activities areas include Goose Overlook, Morgan Hill Overlook, and Bluff Lake Boardwalk.

e. General Future Needs

In the future the city needs to replace the two aging swimming pools, add a walking track around the Sportsplex, and improve access to the park by adding another ingress/egress point at Spruill Road.

Sidewalks should be built to and from recreational areas where they do not now exist.

As mentioned earlier in the Transportation section, the city should require the construction of sidewalks with new developments and encourage multi-purpose paths, playlots and/or passive enjoyment areas in common areas of planned developments. Although sidewalks and bike paths are transportation facilities, they are also useful for recreational biking and walking.

The City should set up a designated fund for parkland purchases. The Planning and Zoning Commission could waive dedication of common areas in planned developments if the city is better suited by the developer donating funds in lieu of lands. These funds could be used toward the purchase of large parcels of land for parks.

Starkville lacks an attractive central park location that could be a center point of the community. Landscape Architecture students have developed a downtown plan that incorporates a lake and park area into the Old Main District. It is a very attractive plan that should be seriously considered by the city. Other park areas could be located in the recommended 100' buffer recommended along perennial streams.

Starkville should also work with the University and the local schools to share recreational facilities.

f. Cultural Activities

Starkville boasts many cultural activities, including the Starkville Community Theater, the Heritage Museum, the Cotton District Arts Festival as well as a host of activities sponsored by Mississippi State University, but available to residents of Starkville and visitors. These include the MSU Department of Art Gallery, the Starkville-MSU Symphony Orchestra and the popular Lyceum Series.

Improving the scope and number of cultural activities is vital to the city's continued growth. Leisure time activities should be as varied as possible to help meet the city's goal of being the destination of choice for permanent residents, businesses, students and visitors.

7. Health-Related Activities

Oktibbeha County Hospital offers the Wellness Connection for a monthly fee. Activities include a walking track, aerobics, and other health-related activities as well as health promotion programs.

8. Semi-public/private activities

Starkville offers many private and semi-public recreational activities such as movies, arcades, etc. There are two golf courses, one affiliated with MSU.

9. Electric Service

The Starkville Electric System was established on July 23, 1939. The Department's service area is noted on Map 5 and consists of one hundred ninety one (191) miles of line with an average of fifty (50) customers per mile. The current number of customers on the system is 10,898. Of this total, 9,225 are residential. The average residential customer consumes approximately 1,016 kilowatts of electricity per month.

Due to legal considerations, the Electric Department has not been allowed to expand the service area, even for areas that have been annexed.

Starkville Electric Department is in the process of building a warehouse that will meet its needs for the planning period. The Department is also looking to relocate its administrative functions to a new location. The present location lacks sufficient parking and does not have a drive-through for customer convenience to pay bills.

10. Natural Gas

Map 5 shows the Certificated Service area for natural gas service in the City of Starkville. That service is provided by Mississippi Valley Gas Service.

11. Water and Sewer

Map 6 indicates the water systems that are franchised by the Public Service Commission to do business in Oktibbeha County. The City of Starkville sells bulk water to some of these systems but does not have delivery lines for potable or fire protection water outside the city limits. Most of the city residents have both municipal water (including fire protection) and sewer, with the exception of some areas of the last annexation area.

The city uses 5 wells to supply water to the residents of Starkville.

The city is in good shape with regard to sewage treatment. The treatment facility, which is located on Sand Road, has capacity for 10 million gallons per day.

Map 3 indicates the franchises that are able to provide sewer service in the county.

It is recommended that the city place conditions on the provision of sewer treatment outside the city limits to help control development in that area. The city is under contractual obligation to serve certain areas outside the city, but certainly can require adherence to the city's developmental controls as well as other requirements.

12. Mississippi State University

Starkville residents are fortunate to have the resources of a major state university in their backyard. The University offers numerous athletic, cultural and other opportunities that cannot be found in most communities the size of Starkville. It is important to note these opportunities in the Comprehensive Plan as they "count" toward the city's inventory of public facilities, especially educational, library, recreation, and cultural, even though the city does not directly control their operation.

VOLUME II. FINDINGS OF FACT, VISION, GOALS, OBJECTIVES & POLICIES

Based on the background and analysis considerations set out in Volume I, findings of fact are made regarding the existing planning and development aspects of the City of Starkville. The Planning Commission makes the following findings, and the findings serve as a basis for development of Goals and Objectives. The Commission finds as follows:

A. Findings Regarding General Features

1. The Commission finds that certain environmental factors such as soils, slopes and flood plains can impact city development and must be accounted for in future plans.
2. The Commission finds that there are few natural barriers to development in Starkville.
3. The Commission finds that development in the past has often been at the expense of high quality natural features, such as trees and land in its natural state.

B. Findings Regarding Population

1. The Commission finds that the city generally has a younger median age population than the state as a whole, reflecting the strong impact of Mississippi State University on the community.
2. The Commission finds that Starkville has grown 35% over the last 20 years and can be expected to mirror that growth in the future if the city assertively annexes. The Commission also finds that the city will continue to grow as a percent of total county population at approximately 2 percentage points every five years.

3. The Commission finds that Starkville is experiencing a trend of in-migration, though most of it is due to assertive annexation policies of the city.
4. The Commission finds that if the city responds in a visionary fashion to the future, that Starkville can be the destination of choice for new residents, MSU alumni and students, and visitors alike.

C. Findings Regarding Economic Analysis

1. The Commission finds that Mississippi State University has a significant impact on the economy of the area.
2. The Commission finds that the leading economic sector, based upon employment is Education, Health, & Social Services.
3. The Commission finds that there are strong employment growth opportunities in a number of sectors, but especially in health care.
4. The Commission finds that manufacturing has always been a weak sector of the economy for Starkville and Oktibbeha County, and should get some attention from the economic development community, but not the lion's share. The Commission also finds that Starkville has an excellent opportunity to capitalize on its role as home to a University and draw corporate home offices and additional research and high tech firms to the city.
5. The Commission finds that, in order for Starkville, to improve its economic situation, the city must be clean, well-designed, well-landscaped and generally attractive to visitors and potential permanent residents.

D. Findings Regarding Land Use and Implementation tools

1. The Commission finds that ample lands are currently available for development, primarily due to the city's last annexation. However, this would not preclude the city annexing for other reasons, primarily to protect the city from unmanaged and uncontrolled development of the lands adjacent to the city.
2. The Commission finds that the city's implementation tools are insufficient and/or improperly administered or enforced to create the desired city.
3. The Commission finds that new access to land created by recent highway improvements holds new development potential, but that there is too much land zoned commercial, and the currently commercial zoning pattern will lead to the problems associated with strip development.
4. The Commission finds that commercial areas adjacent to the Central Business District should not be zoned General Commercial as development in this manner will take away from

Starkville's unique character and strong downtown. The zoning should be CBD and expanded as natural transition occurs.

5. The Commission finds that because the county does not engage in planning or land use controls, that lack of planning and control can have a negative impact upon the city.

E. Findings Regarding Transportation

1. The Commission finds the opening of Highway 82/25 by-pass and Highway 12 extended will improve traffic congestion somewhat in the city, but those changes should be observed over the next twelve months to see to what extent.

2. The Commission finds that new streets should be constructed or extended to open vacant areas for development, and to improve circulation around the city.

3. The Commission finds that there are residential areas of the city with inappropriate volumes of traffic that are harmful to the tranquility of those neighborhoods, and require rerouting or traffic calming devices.

4. The Commission finds that there is a need for requiring sidewalks in new and redeveloped developments (commercial and residential) and that the city should install sidewalks and bikepaths to connect origins and destinations.

5. The Commission finds that the community should seriously analyze the need for a mass transit program to help reduce problems associated with too much traffic on the roadways.

F. Findings Regarding Housing

1. The Commission finds that there is tension between students living in traditional single family areas and the more permanent residents because both groups might have lifestyles that are incompatible.

2. The Commission finds that the city should continue to identify and condemn or demand repair of dilapidated and deteriorating buildings.

3. The commission finds that the city should be prepared for a demand from some residents for high density, high quality housing, and have regulations in place to help ensure good, quality development of this type.

G. Findings Regarding Community Appearance and Design

1. The Commission finds that the underlying form of the community is attractive, and many older areas are worthy of preservation.
2. The Commission finds that many entryways to the city and other areas suffer from uncontrolled visual clutter.
3. The Commission finds that the current ordinances, and the administration and enforcement of those ordinances do not lead to the desired look the city would like to achieve.
4. The Commission finds that community appearance and design considerations are key in supporting strong economic development for Starkville.

H. Findings Regarding Public Facilities

1. The Commission finds that the city will need to add two additional fire stations in the planning period, one in the southern part of the city and one in the northwestern part, and relocate another to improve coverage.
2. The Commission finds that the city has adequate sewage treatment capacity for the planning period.
3. The Commission finds that the city should increase the amount of passive recreational areas (and thus greenspace) in Starkville and make some improvements to existing active recreational areas.
4. The Commission finds that the city should apply conditions to the extension of sewer service to areas outside the city limits, including adherence to the city's development codes.
5. The Commission finds that the city should actively plan for future annexations.

I. VISION, GOALS, OBJECTIVES & POLICIES

The Planning & Zoning Commission, after examining the background analysis, making findings of fact regarding current development in the City, and being duly charged by the Mayor and Board of Aldermen of the City of Starkville to do so, sets forth the following planning vision, goals, policies and objectives.

The general culture and philosophy of the City of Starkville relative to how the city will develop and grow is expressed in its Vision Statement and its Goals and Objectives. That culture and philosophy is summarized below:

1. Vision Statement

*The City of Starkville desires to be a growing city; **the destination of choice for students, businesses, permanent residents and visitors.** It wants to grow in an orderly manner and preserve historic and architecturally significant buildings and the natural beauty, friendliness and uniqueness for which it is known. It wants to ensure that there are job and revenue-producing opportunities in a diverse economy including industrial and retail development and tourism. It desires to be a “complete” city, with the requisite living, working, medical, entertainment, shopping, cultural, educational and recreational amenities.*

The city desires to retain the small-town character of Starkville by preserving open space, the natural environment and mature trees, and having good schools and a low crime rate. Starkville wants to be unique and have a reason for people to come to visit and to stay. It doesn’t want to be just a collection of franchise businesses that make it difficult to distinguish the city from any other community. It also wants to be a vibrant and sophisticated city, relishing the diverse citizenry that comes with being a University community. It wants to grow in a well-managed way with balanced housing types and development policies that will produce a good aesthetic and a high quality product. It wants to be a city where there is a strong sense of place, and uniqueness – where people will come to Starkville because Starkville is synonymous with a great place. It desires to be a city that is both easy to get to and to travel within, and one which anticipates growth issues well in advance of potential problems by practicing both good planning and strong, progressive, leadership.

2. Goals, Objectives & Policies

A. Population and the Economy

Goals

1. Steadily growing population, through in-migration, natural increase and annexation.
2. A strong and diverse economy, including quality industrial and retail establishments, corporate headquarters and research and technology companies, that produces jobs and areas for conducting commerce.

Objectives

1. To annex additional land into the city in a planned and sensible manner.
2. To market Starkville to selected groups (retirement age, MSU alumni, corporate headquarters site planners, tourists, etc.)
3. To encourage the development of QUALITY retail establishments, especially those that fill gaps in retail offerings in Starkville.
4. To balance locally developed businesses with franchise retail establishments.
5. To have as a priority the location of corporate headquarters and new research and development facilities in the city.

Policies

1. To develop a comprehensive annexation plan for the next 25 years, identifying areas in the city’s path of growth.

2. To continue to promote Starkville as a Retirement Community.
3. To develop a program to bring MSU graduates back to the community to visit and live.
4. To identify gaps in retail needs in Starkville and work to fill those with quality retail establishments.
5. To develop design guidelines that help ensure shopping areas that offer a high quality experience, not just goods and services.
6. To work with The Partnership to develop local, unique business and offer tax credits or other incentive programs to help local business development, especially in areas needing redevelopment.
7. To reserve land in the city specifically for office park development and medical facilities through the Future Land Use Map and the Zoning Map.

B. Good Design and Protection of the Environment

Goals

1. A beautiful and unique city, with a strong sense of place and unique features.
2. An environmentally sound city with minimum soil erosion/runoff, flooding, and pollution of air and nearby streams and rivers.

Objectives

1. To preserve existing mature trees and the natural landscape in Starkville.
2. To encourage good urban design (including traditional design concepts) in new and redeveloped residential, business, industrial, and transportation and public facilities uses.
3. To minimize flooding and pollution from runoff and retain sufficient aquifer recharge areas, through reduction in impervious surface area.
4. To enhance the visual appearance and living environment of the City through effective design, landscaping, and control of visual clutter.
5. To maximize the conservation of existing housing and the preservation of established neighborhood character and quality.
6. To promote the control and regulation of the adverse effects of development, such as noise, light, odor, etc., within the City.
7. To promote the preservation of historically significant structures and/or districts within the City and maximize the conservation of the established character of these facilities and areas.
8. To encourage the stabilization of existing commercial areas and the development of new commercial nodes in locations which have (1) good vehicular access to local residential market areas; and, (2) minimal conflict or encroachment with either existing or newly developing residential land use areas in the vicinity.
9. To encourage the continued expansion and development of industrial land use areas in existing locations and in new locations which offer the maximum potential for development, but compatible with surrounding land uses and transportation facilities.

Policies

1. Adopt and properly enforce a new design/landscape ordinance.
2. Adopt and properly enforce a historic preservation ordinance.
3. Preserve older properties by not allowing destruction of significant buildings that are 50 years of age or older.
4. Properly enforce the existing Landscape Ordinance which requires a landscape permit before property can be disturbed.
5. To require that developers put utilities underground, and for the city to begin a program of burying existing utilities.
6. To strengthen the city's sign ordinance.
7. To plan for appropriate balance and design in placement of land uses in the Future Land Use and Zoning Maps.
8. To evaluate and revise traffic engineering standards and policies to allow for traditional forms (including traffic calming devices) and practices such as narrower streets, traffic circles, local and collector street intersections, parallel and head-in parking and bike lanes.
9. To adopt some Smart Growth principles and Traditional Neighborhood Development design principles.
10. To require sidewalks in all new developments; to plan city-installed sidewalks in the community.
11. To review projects brought before the Planning & Zoning Commission relative to ALL requirements at one time, combining preliminary plat approval, site plan review, design review, rezoning if necessary, and landscaping plans.
12. To require that all medium to high density residential developments designed and marketed for rental purposes come under the Design/Landscape Review Ordinance.
13. To minimize the acreage devoted to parking and transportation lanes; utilize creative parking designs such as overflow green areas (grasscrete) and allow narrower local streets where appropriate.
14. To ensure that recognized needs for growth are met as much as possible by infill and contiguous, compact development.
15. To begin voluntary enforcement of Phase 2 NPDES regulations. Ensure that developments create no more runoff from the property than before it was developed.
16. Encourage on-street parking where appropriate.
17. To enforce property maintenance codes for rental property.

Additional Flood Plain Overlay Policies

Overall, this land use overlay category supplies an additional set of policy guidelines and restrictions for areas depicted in the Flood Plain Corridor. The purpose of this land use overlay is to protect environmentally sensitive areas from unplanned, environmentally negligent development. Generally, the category applies to areas within the 100-year flood plain along major streams, rivers, and steeply sloping sites. In areas subject to flooding that are already developed, solutions to alleviate the flooding problems are intended. In areas subject to flooding that are underdeveloped, the intent is that they be preserved to the greatest extent possible and/or developed in a planned/innovative approach that minimizes flood plain reclamation without a corresponding amount of equal displacement. Generally, this plan recommends that updated

storm water management regulations be prepared for flood-sensitive corridors, and that a system of Parks/Open Space land use areas be incorporated into the developments along these environmental areas.

This land use overlay category is intended to provide additional land use control to the base land use categories (i.e. Residential Low Density, Neighborhood Commercial, etc.). The basic policy for areas subject to environmental constraints is, to the extent possible and where development has not yet occurred, preserve these areas in an undisturbed state and maintain the natural environmental habitats. If development is proposed in the Flood Plain Overlay category, the following policies would apply:

1. To discourage alteration and development of environmentally sensitive areas, the corresponding density of the base zoning is recommended to be reduced by 50 percent in residential and non-residential land use categories for areas of a site which are contained wholly within a Flood Plain Overlay area. If some portion of a property is located within an FPO area, the development potential of the property should occur by allowing development on the buildable portion of the site (outside the FPO area), and under the provisions of the PUD Overlay zoning approach. Generally, the FPO areas are defined by area located within the 100 year flood plain.
2. Low intensity non-structural recreational uses that offer some beneficial use of these areas without altering them or creating impediments to flood waters may be considered on their merits, subject to the provision of adequate access, necessary services, and compatibility with the adjoining, existing or planned use as specific on the Future Land Use Map.

C. Transportation and Community Gateways

Goals

1. A community that is both easy and convenient to get to and easily navigable.
2. Minimized impact of traffic problems on the quality of life.
3. A positive first impression to travelers coming to and through Starkville.

Objectives

1. To have a circulation plan that consistently anticipates growth in automobile traffic demands well in advance of problems and encourages a smooth flow of traffic throughout the city.
2. To promote efficient street patterns, that encourage connections among and between neighborhoods, but not intrusions into them.
3. To encourage the use of other means of transportation such as bikes and walking, to reduce pollution and the costs associated with construction of more automobile lanes.
4. To have traffic impact standards that accurately reflect the city's desire to retain its small-town qualities.
5. To encourage the development of a mass transit plan to help alleviate traffic and parking problems.

Policies

1. To require developers to add a lane for the additional traffic generated by their developments on streets that have been identified as needing widening.
2. To develop traffic calming devices where needed and appropriate.
3. To divert high traffic volumes to a few roads sufficient to handle the traffic while discouraging traffic on local streets.
4. To protect the main entrances to Starkville by using design guidelines to ensure an attractive first impression.
5. To encourage the development of attractive entry signs to the city.
6. To review the Transit Feasibility Study for possible implementation.
7. To require the construction of sidewalks in new developments, to construct sidewalks in areas that need them, and to develop bike paths throughout the city.

D. Open Space, Conservation and Recreation

Goals

1. A visually attractive city with significant vistas and plenty of opportunities for passive and active recreational activities.

Objectives

1. To maintain and enhance the major recreational/open space uses that currently exist, provide additional play fields and playground parks based upon anticipated needs; and outline an effective regulatory system which promotes incentives to private developers to provide new and enhanced parks/open space facilities.
2. To promote the reservation and acquisition of land particularly adapted to recreational and open space development.
3. To Provide an open space and recreation system which recognizes the potential of flood plains, historical areas, scenic rivers, tree cover, and unique natural physical features.

Policies

1. Recreational areas should be classified and developed according to their regional, community, or neighborhood character (See Public Utilities Section).
2. Tourist-oriented and regional recreational sites shall be supported as an expansion of the city economic base.
3. Encourage the use of a variety of open space implementation measures such as conservation and use easements; purchase of development rights; open space, flood plain, agricultural, and hillside zoning; mandatory dedication in PUDs; tax incentives; and outright acquisition, to maintain open space in Starkville.
- d. Encourage open space uses in areas of the city that are aquifer recharge areas and in those areas possessing irreplaceable natural resources, steep slopes, high quality or unique tree stands, poor drainage, and valuable wildlife habitat(s).

4. Land with a low capability of support for other uses in developing or developed areas should be considered for possible open space/recreational use. However, that need not be the top criteria in providing open space/recreational areas.
5. Recreational and open space uses should be encouraged as joint land uses with other public lands such as schools, airports and their associated approach zones, hospitals, cultural facilities etc - whenever feasible or practical.
6. Encourage zoning, landscape ordinances, design ordinances, and subdivision regulations which provide incentives to preserve existing tree cover and unique natural features of a site.
7. Encourage the recreational development of abandoned railroad rights-of way (rails to trails) and trails along side rail lines (rails with trails).
8. The potential reclamation of mineral extraction operations and sanitary landfills into open space/recreational uses should be encouraged when such action would complement the goals of the land use plan.
9. Encourage the development of a senior citizens center in Starkville.
10. Encourage local churches to continue to build physical facilities and develop programs to serve both youth and the elderly.
11. Open space and conservation should be advocated for flood plains and those environmentally critical areas as identified above. Compatible land uses in these areas could include agriculture, parks, tree cover/woodlands, nature preserves, and extensive land-consuming recreational activities. Place a 100' buffer along perennial streams.
12. Uses included in this category include existing standard public play fields and community parks and major special recreational areas and facilities. It is the intent and expectation of this Plan that existing uses of this type continue throughout the planning period.
13. Existing major public open spaces included in the category described above are shown on the Future Land Use Map. These areas represent major existing recreational facilities and any recreational/open space areas. Not included in the land use category are new public park facilities necessitated by population growth in the area. The Plan recommends that adequate parks/open space lands be provided based on generally accepted national standards (See Public Facilities Section). This Plan recognizes the importance of providing adequate open space and recreational opportunities for the current and future population of Starkville. The continuation of existing parks/open space sites is assumed in this Plan.
14. New developments in the Public/Open Space category should be guided by the following policies.
 - (a) Appropriate Uses: Areas designated as P/OS are existing and proposed areas of major active and/or passive recreational use. The use of these areas for other than recreation related activities is not recommended.
 - (b) Suitability of Activities: The suitability of proposed activities with the potential for a high degree of impact on support services and/or the surrounding area should be evaluated and determined on a case-by-case basis, based on the ability to satisfactorily resolve the undesirable impacts of the proposed uses.
 - (c) Locational Criteria and Adequacy of Services: It is the expressed policy of this Plan to provide services and facilities under the P/OS category commensurate with the current and future demands of Starkville's population. Services/facilities

will be provided based on generally accepted national standards. Appropriate locations for new park facilities are to be coordinated with the Starkville Planning & Zoning Commission in accordance with the recommendations of the Comprehensive Plan (See Public Facilities Section).

E. Public Facilities

Goals

1. A city where the citizens feel safe from violence, property crimes, flooding, and fire, and where the water is clean and plentiful, electricity and gas affordable and reliable, streets and sidewalks are well maintained, and sewer systems safe and in good working order.
2. A community with thriving recreational and cultural facilities, including museums, community theaters, art galleries and other cultural amenities, and appropriate active and passive recreation areas and programs.

Objectives

1. To ensure that new development neither increases the infrastructure and public service cost for existing residents and businesses nor reduces their quality.
2. To continue to improve the local educational system.
3. To work with the University to coordinate cultural programs to make the best use of all funds being expended for these activities. Boost community cultural offerings.
4. To build a new city hall/conference center as part of a large green open space that will serve as the central gathering place for the citizens of Starkville.
5. To help control development in the areas adjacent to the city by regulating provision of sewer service to areas outside the city limits.
6. To maintain and enhance existing uses and facilities and provide additional uses and facilities based on anticipated needs.

Policies

7. Enact impact fees on new developments.
8. Continue to work to lower the city's fire insurance rating as measured by the Mississippi Rating Bureau.
9. Continue to work to lower the city's crime rating as measured by the FBI Uniform Crime Reporting system.
10. Additional development of public/semi-public uses should be guided by the following policies:

(a) Appropriate Uses: Types of uses appropriate to the P/SP category may be considered on their merits provided they are compatible with adjoining off-site activities and the impacts on services are satisfactorily resolved.

(b) Intergovernmental Coordination: The federal, state, and county governments are encouraged to coordinate with the Starkville Planning & Zoning Commission regarding proposed public uses of sites under their ownership whenever such uses are unrelated to existing uses.

(c) Redevelopment of P/SP Areas: Any private use of a site, through lease or sale, for purposes unrelated to existing activities should be predicated on a formal review and consideration of appropriate land use policy for the specific site in question.

(d) Locational Criteria and Adequacy of Services: It is the express policy of this Plan to provide public facilities and services commensurate with the current and future demands of the City of Starkville population base. Public facilities/services will be provided based on generally accepted national and/or state standards, and the provision and location of such facilities is to be coordinated with the Starkville Planning & Zoning Commission in accordance with the recommendations of the Comprehensive Plan.

(e) Although the City of Starkville is required to provide sewer service to some areas outside the city limits due to contractual obligations, the city should place conditions on the provision of that service, including adherence to the development standards of the city.

E. Housing, Neighborhoods & Redevelopment

Goals

1. Well-planned, well-constructed and well-designed living spaces, with a variety of housing types and sizes available.
2. Neighborhoods conserved for their intended function – having a living environment of the highest quality, without the intrusion of unwanted uses and unnecessary automobile traffic.
3. An interesting, vibrant and well planned community that discourages urban sprawl and encourages the best possible interrelationship of land uses, which includes mixed uses with higher densities where appropriate.

Objectives

1. To encourage the development of high quality, affordable, living areas, regardless of the type of housing or density of development through good construction and design standards.
2. To help ensure that the proper balance of high quality, well-maintained multi-family dwelling units/complexes are built to avoid the lowering of neighborhood property values and to prevent the deterioration of existing rental units.
3. To discourage those not meeting the legal definition of a family from living in traditionally single-family neighborhoods; to help mitigate the cultural barriers between students and traditional families that cause problems.

Policies

1. To have any a single-family detached housing unit with 1,000 square feet or less floor area come under design review.
2. To limit the proportion of total multi-family housing units to a certain percentage of total housing units built annually in Starkville (pending additional study).

3. To enforce the city's definition of a family for residence in single-family areas.
4. To work with the University in developing strategies for student housing on campus and in the Starkville community.
5. To teach students how to be good community members in their orientation to student life at MSU and EMCC.
6. To make sure the zoning map reflects the proper mix of desired residential living areas, and buffer requirements are in place to separate higher and lower densities where appropriate.
7. To designate certain neighborhoods as residential conservation zones and give them neighborhood protection policies, particularly historic neighborhoods.
8. To consider annexing land east of the University and zone it specifically for multiple family use.
9. To develop a strategy to stem the conversion of owner-occupied units to rental units where this is not appropriate or supported by infrastructure or character of the neighborhood.
10. To identify areas of the city needing redevelopment attention, and develop policies to assist in that redevelopment including tax abatement or urban renewal efforts.
11. To use code enforcement to encourage redevelopment of property that has become deteriorated.
12. To write a new development code for the city to include a new zoning ordinance and map, new subdivision regulations, a new design/landscape standards ordinance, a new sign ordinance and a historic preservation ordinance.
13. To identify areas appropriate for mixed use in the Future Land Use Plan.

VOLUME III. FUTURE LAND USE PLAN

The features illustrated on the Future Land Use map provide a graphic representation of the city's development plan for the next 25 years and include the following features:

A. Rendered Land Use Areas.

The land use categories described in the Comprehensive Plan are represented by separate color areas on the land use map. The land use policies for these categories are detailed in the preceding chapter. Note references about particular areas and/or situations in the city to which special attention should be applied. The Future Land Use map should be consulted before decisions regarding land uses are made.

Land use is one aspect of Starkville's growth which the city and its citizens have the opportunity to control. Decisions regarding land uses have an impact on both the economic development of the city as well as the quality of life. The following policies have been defined to help the city's decision makers, public and private, interpret the colors and notes on the Future Land Use Map and achieve the vision for future development of the city as identified in the Comprehensive Plan.

B. Designation of Future Land Use Categories

The policies have been divided into the various land use categories (residential, commercial etc.) to help in their application. In general, each land use category presents both general and specific policies dealing with the issues in these areas. In addition, specific, special policies regarding transportation, public services, etc., are provided to provide guidance in evaluating land use proposals. The plan addresses the following categories of land use:

- (1) Agriculture
- (2) Residential Use
 - (a) Low Density
 - (b) Medium Density
 - (c) High Density
- (3) Commercial Use
 - (a) Neighborhood Commercial Use
 - (b) Central Business District Use
 - (c) Community Commercial Use
 - (d) Regional Commercial Use
 - (both designated as general commercial on the map)
 - (e) Planned Office
 - (f) Office
- (4) Industrial Use
- (5) Parks/Open Space Use
- (6) Public/Semi-public Use

C. LAND USE REQUIREMENTS

1. Agriculture Land Use Requirements

Goal

- a. An area serving as an interim land use until development warrants changes, and for some certain non-offensive agricultural uses.

Objectives

- a. Designated agricultural areas in the land use plan update should be located outside of areas expected to receive urban development or public utility services within the planning period. Agriculture, of course, would be recommended and encouraged as an interim use in areas planned for development until the required utility services are provided. Agricultural land uses can also serve as buffers for urban development, forming an open space or greenbelt where development has not yet occurred. Much of this land use, as well as rural residential, will be located in the planning area outside the current city limits and at the edges of the city.

Policies

Use agricultural land use as an interim use in areas planned for development but do not yet have required utility services, and as a greenbelt until development is warranted.

2. Residential Estate Land Use Requirements

Goal

- a. An area for large lot residential development that can be a good buffer between agriculture and more densely developed areas.

Objectives

- a. An option for residential estate development could be the cluster/open space concept. Cluster development is a design technique that concentrates building on a part of the site to allow the remaining land to be used for recreation, common open space, and preservation of environmentally sensitive features. Clustering permits a rural atmosphere to be preserved for both the residents of the development and the surrounding community. Open space areas can be preserved:

- alongside public roadways bordering the development, so that views from the roads are largely ones of open space, rather than ones of conventional acreage house lots lining the road; and/or
- along rivers, streams, and creeks and their associated flood plains and wetlands, to protect the natural functions of these water bodies; and/or
- to protect agricultural land by clustering development of agricultural land in the forested/wooded areas of the farm or on the marginal farming areas of the site, thus allowing agricultural practices to continue in the open spaces; and/or
- to protect woodlands by locating development in fields or along open areas, etc.
- Cluster development also has benefits for the developer. By clustering the development, the cost of infrastructure improvements, clearing and grubbing the site, and environmental mitigations are generally decreased.

3. Residential Land Use Requirements

The density to be administered to a specific site will be determined by:

1. the density range provided by urban density classification (Table 1);
2. surrounding adjacent densities and land use(s);
3. capacity of existing and proposed utilities;
4. capacity of the existing/affected thoroughfares;
5. consistent with community goals; and
6. characteristics of the site, including:
 - topography,
 - natural buffers
 - flood plains,
 - wetlands,
 - unique geologic features
 - unique/threatened/endangered plant and animal species,
 - groundwater sensitivity, etc.

The above list of criteria will help guide the decision making process to determine the appropriate density of a specific parcel on a case by case basis.

Objectives

- a. To identify the appropriate density of urban residential development in relation to adjacent densities and land uses, capability of existing and proposed utilities, capability of existing/proposed thoroughfares, consistency with community goals, and the natural character of the site and map it on the Future Land Use map.
- b. To protect the integrity and stability of existing residential areas from encroachment by incompatible land uses and identify the proper spatial relationship between various residential land uses.
- c. To encourage the creation of unified neighborhoods throughout the community.
- d. To provide a choice of housing types suitable to surrounding land uses.
- e. To encourage renewal and stabilization activities in older neighborhoods where it is determined that residential uses are still appropriate.

Policies

- a. Appropriate infilling of developable vacant land should be encouraged and promoted in order to achieve greater utilization of existing municipal services and facilities, to reduce the need for the costly extension of services.
- b. New residential development should be encouraged and supported in areas contiguous to existing development, where extension of municipal services can be accomplished in an orderly and efficient manner. "Leap frog" development should be discouraged.
- c. The intensity of residential development should be appropriately related to the ability of the land to accommodate that development without jeopardizing the health or safety of future occupants, and without adversely affecting the surrounding built and natural environment.
- d. In residential areas essential services which should be provided as development occurs include roadway access (both local roads and facilities serving the development), public water for both domestic use and fire protection, sanitary sewers, and storm drainage facilities.
- e. Stable residential areas should be protected and preserved. Stable residential areas will be protected from disruptive uses such as incompatible higher density residential structures, and encroaching industrial and commercial uses.
- f. Routine maintenance by private property owners is encouraged and the overall condition of the property should be upgraded where necessary to preserve stable development. When necessary, the city shall utilize code enforcement to protect and preserve stable residential areas. Vacant land adjoining stable areas or occupied land to be redeveloped should be utilized for residential, public, or semi-public development.
- g. Densities of new residential development shall be compatible with surrounding residential areas and a buffer will be provided when there is a significant difference in densities. Reuse of existing residential structures will be designed to occur at a density compatible with surrounding structures. Existing commercial uses and other uses incompatible with the residential character of stable areas are encouraged to be phased out and replaced with compatible uses, except for appropriate planned mixed use areas.
- h. Proposed residential development which has a significantly different size, height, or mass from adjacent existing development will be discouraged if the proposed differences detract from the use and privacy of the adjacent development.
- i. Special care should be taken to protect existing historical areas and promote the preservation of the city's unique historical assets.

j. Maintenance and improvements to the public infrastructure should receive attention necessary to help maintain the stable areas.

k. Transitional areas are typically characterized by older housing stock, deferred maintenance, conversions from single-family uses to more intensive uses, and the introduction of incompatible uses. Public and private efforts should focus on upgrading the condition of those residential areas which are in transition. Specific efforts to include area residents in these planning efforts should be made. Transitional residential areas will be protected from disruptive uses such as encroaching industrial and non neighborhood commercial uses.

l. Improvement of property through reconstruction and/or an extensive maintenance program by individual owners is encouraged. When necessary, the City shall utilize strict code enforcement to protect and revitalize transitional residential areas.

m. Vacant land adjoining transitional areas or occupied land to be redeveloped should be utilized for residential, public, or semi-public development unless specific revitalization plans, adopted by the Planning & Zoning Commission and the Mayor and Board of Aldermen, dictate otherwise. Revitalization plans may consist of a neighborhood plan, historic overlay district, or an economic redevelopment plan.

n. Existing commercial and industrial uses and other uses incompatible with the residential character of transitional areas are encouraged to be phased out and replaced with compatible uses.

o. Urban residential development should be located on sites offering a diversity of both man-made and natural physical features. Public utility services must be provided for urban residential areas prior to development or as a function of the development. These services should possess adequate capacity, flow, and pressure for the type and density of the potential residential development. Residential land uses should be adequately buffered from incompatible land uses such as industry, commercial centers, agricultural areas, or other potentially incompatible activities (like higher density residential areas). Incompatibility should be determined by:

1. differences in the intensity of each use;
2. the physical relationships among each use; and
3. the external effects generated by each use.

Residential areas of substantially different densities should also be adequately buffered by open space or transitional residential uses of an intermediate density. Urban residential development should preserve or create a completely unified neighborhood, having safe, convenient access to school(s), churches, park sites, and other community activity centers and encourage pedestrian and bike access. Small local shopping facilities oriented to the every day needs of the neighborhood residents may be encouraged at appropriate locations.

p. Residential development should be located in proximity to major thoroughfares or transit facilities providing direct access to employment, shopping and recreation centers. Urban residential areas should be bounded, but not penetrated by major thoroughfares in order to preserve a unified neighborhood and to provide an interconnection of neighborhoods. The design for traffic circulation in residential developments should provide adequate ingress and egress to neighborhoods without encouraging through traffic.

q. Residential development shall be prohibited in areas subject to flooding.

r. Residential densities should be compatible with the natural capability of the site to accommodate such development. Soil conditions, geological features, drainage characteristics, and topography should be evaluated as to their effects on density.

- s. Residential growth will be contained and directed into areas where both public water supply and sanitary sewer service can be provided prior to, or as a function of, the development.
- t. The location of new residential developments should be encouraged to occur in a compact pattern rather than strip or sprawl type development.
- u. The negative effects of residential sprawl should be minimized through infilling of vacant land.
- v. Multiple-family developments should be encouraged in areas adequately served by public water supply and sanitary sewer facilities and those sections of the city possessing excellent accessibility, including pedestrian access, to primary thoroughfares, recreational areas, employment centers, shopping facilities, educational facilities, and other community facilities.
- w. Residential land uses should be properly buffered from incompatible land uses. Higher density residential developments could be used as buffers between commercial/office and low density residential land uses. Adequate buffers should also be provided between residential areas of significantly different densities and from existing pollutions.
- x. Zoning regulations which provide opportunities for innovation in the design of residential environments shall be encouraged (more planned developments, like PUDs).
- y. The conservation, rehabilitation, or renewal of existing residential areas shall be encouraged when necessary to maintain a sound residential environment. If a sound residential environment cannot be maintained, then a transition to other suitable uses should be encouraged.
- z. Non-residential land uses should be encouraged within residential neighborhoods only when they provide necessary convenience activities which does not require a service area greater than that of the neighborhood.
- aa. The need for low and moderate income housing should be recognized through a policy of providing a number of developments throughout the city rather than a policy advocating large concentrations of such housing types.

A large portion of the city has been planned for future residential growth and this Plan encourages a wide variety of residential dwelling types to meet the diverse needs of the current and future population of Starkville. The following policies are recommended for developing residential areas:

Table 32
Recommended Gross Density, Type of Dwelling Unit, and Utility Standard for Various Types of Residential Development in Starkville

CATEGORY	GROSS DENSITY	DOMINANT TYPE OF DWELLING UNITS	USUAL ZONING
AGRICULTURE	1 unit per acre	Single-family (detached)	A-1
LOW DENSITY	1 – 4 DUs per acre	Single family (detached)	R-E, R-1
MEDIUM R-3 DENSITY	4-8 DUs per acre	Single family and two family; MF at the greatest densities of this range	R-2,

**HIGH
DENSITY**

8-15 DUs per acre

Single-family, zero lot line sf, two-family, three-family, four-family and multiple family, cluster R-4, R-5

Note: Higher densities could be achieved through the Planned Unit Development Process.

Low Density

Goal

a. Low Density Urban Residential development should occur at densities greater than one and less than four dwelling units per acre. The dominant dwelling type should be the single-family unit with occasional two-family development at appropriate locations. Cluster development which maintains an overall density of 1 to 4 dwelling units per acre is encouraged. Sanitary sewer services and public water supplies are required for developments in this category.

Policies

- a. The principal land uses intended for this category include single-family detached dwellings.
- b. Suitable secondary uses, subject to control of potential adverse impacts on household residential uses and public facilities, are activities in the following general use group.
 - (1) Public and private non-profit community services that do not have an extensive impact (like large campus high schools and large church complexes).
 - (2) Utility installations.
 - (3) Low impact non-structural recreational uses in flood prone areas (passive recreation)
 - (4) Customary home occupations (low intensity uses only, i.e., office, sales, etc.)
- c. The R-E and R-1 districts should dominate the LDR categories. Densities at the high end of the density range should be encouraged to be achieved through the provisions of a Planned Unit Development.

Exceptions to Residential Designations

The need may arise for commercial services in the more remote areas of the city which are classified LDR. This exception permits limited convenience commercial services in a residential land use category (rezoning to Neighborhood Commercial). This exception is strictly construed so as to serve entire neighborhoods, and not individual subdivisions. The use of this exception to zone commercial property at the entrance of each new subdivision would constitute a misuse of this exception. Consideration may be given to accommodating small-scale offices for transitional purposes and convenience retail activities based on the locational and other criteria contained in this section; conformance of these uses with the Future Land Use Map is not required. The applicable criteria are as follows.

1. Small-scale office activities used principally for transition and buffering between residential uses and incompatible non-residential activities may be considered on their merits in accordance with the following guidelines and criteria.

- (a) The proposal should conform to the land use and intensity policies in sections that apply to the commercial neighborhood land use category.
- (b) The requirements of this plan regarding support services should be met.
- (c) The site should be suitable for the proposed use based on its physical site characteristics. Sites that are steeply sloping, prone to flooding, or contain other sensitive environmental features, are inappropriate.
- (d) The site should be of sufficient size and suitable shape to satisfactorily accommodate the proposed use and achieve an acceptable design relationship with the adjoining uses. As a rule, the site width should be in the range of 100 to 150 feet and site depths should be in the range of 200 to 350 feet to achieve well-designed and functional offices and suitable landscaping and buffering.
- (e) Access to the site should be from the adjoining non-residential area or a side street that leads directly into the non-residential area, and safe ingress/egress should be assured. To the extent practicable, transitional office sites with double frontage should be avoided. Where double frontage is necessary for adequate site size, access should be provided that has the least adverse impact on the residential area.

2. Nodes of *convenience retail activities* may be considered based on their merits in accordance with the following guidelines and criteria.

- (a) The proposal should conform to the land use and intensity policies and size criteria for retail uses that apply to the commercial neighborhood detailed land use category.
- (b) The requirements of this plan regarding support services should be met.
- (c) The site should be suitable for the proposed use based on its physical site characteristics. Sites that are steeply sloping, prone to flooding, or contain other sensitive environmental features, are inappropriate.
- (d) The site should be of sufficient size and suitable shape to satisfactorily accommodate the proposed use and achieve an acceptable design relationship with the adjoining uses. The proposal should meet the design standard policies presented in this chapter.
- (e) The site should be at the intersection of two streets that are either both arterial, or one is an arterial and the other is a collector.
- (f) The site should be at least one mile from any other location in which convenience retail uses exist; such sites should also be at least one mile from any locations which are vacant or are in lower density residential use and in which convenience retail uses are permitted by the existing zoning; are supported by the applicable land use category on the Future Land Use Map, or are under consideration based on this policy.
- (g) The need for such uses may need to be supported by a market analysis.

3. It is recommended that the newly designated RM zone become a Manufactured Home Overlay district to accommodate manufactured housing within the city under specific development standards. This exception requires a rezoning and site plan approval process.

4. Increased density exceptions under planned unit development provisions will accommodate those developments that are judged to be highly beneficial to the city, represent planning excellence, and advance the implementation of the Comprehensive Plan, but which may require regulatory flexibility to achieve. In no case should density be increased beyond 25% of that designated by the underlying base LDR zoning district. Strict site planning and design review

with special emphasis on the interface between the proposed development and adjacent areas must be applied.

Medium Density

Goal

a. Medium Density Residential development describes areas allowing from five to eight dwelling units per acre. The dominant dwelling type should be the single-family unit, two-family unit and three-family unit. Cluster developments which maintain an overall density of 5.8 to 15.8 dwelling units per acre are encouraged.

Policies

a. This category contributes to diversity of housing opportunities through style and intensity. Appropriate uses include single-family detached housing (compact, small lots), townhouses, duplexes, three-plexes, and zero-lot housing. In general the MDR category applies to areas that are along major transportation routes which have quick and efficient access to employment centers; are near major attractions (i.e. colleges, regional shopping areas, highway interchanges; or are adjacent to existing residential developments which may not be medium density in nature, but is more consistent with the Medium Density Residential (MDR) district (i.e. manufactured home parks/subdivisions, apartments, etc.).

b. Medium Density Residential (MDR) classification requires adequate public facilities, which are designed to be flexible for future expansions if necessary. In addition, an adequate supply of additional public safety and recreation facilities is encouraged. It is clear that the higher density nature of this classification will necessitate broader facilities other than water and sewer.

c. Because of the densities recommended in the MDR areas, a variety of housing types are anticipated and encouraged. Appropriate uses include single-family dwellings (on small lots), townhouses, duplexes, three-plexes, and zero lot line housing. Multi-family housing uses are strongly discouraged in the MDR category. Suitable secondary uses include those listed under the LDR category.

d. The recommended proposed zoning districts associated with development in medium density residential areas include R-2, R-3. Maximum densities in the MDR areas should be capped at 15.8 units per acre. Development Plan provisions should be required of new rental subdivision developments to control development densities and design in the MDR category.

e. Due to the densities expected in the MDR areas and the subsequent population base created, the plan strongly recommends the inclusion of designated parks/open space areas for new residential developments proposed under MDR. These spaces shall be provided in large, relatively contiguous areas, centrally located in the development and suitable for active recreation purposes.

High Density

Goal

a. The High Density Residential category designates areas which should develop at densities greater than 15.8 and no more than 24.2 dwelling units per acre. The dominant dwelling types in the R-4 zone should be single-family, duplexes, three and four-family units, single-family zero lot line, cluster developments and apartments. The dominant dwelling types

should be single-family, duplexes, three and four-family units, townhouses on individually platted lots and apartments in the R-5 zone.

Policies

- a. These areas are required to be served with public water and sanitary sewer services, and ample open space/recreation areas should be provided within the general vicinity of the site.
- b. Multi-family housing, including mostly walk-up apartments and condominiums, are the principal uses intended for this category. Mid-rise residential structures are also permitted. Suitable secondary uses include those listed in the HDR category and manufactured homes.
- c. The applicable zoning districts are R-4 and R-5. Development plan standards should be applied to any proposed development in these zones.
- d. HDR developments should have direct access to major highways and major local roadway systems and proximity to convenience retail facilities, employment centers, and open space amenities. Developments should include designated parks/open space areas. These spaces shall be provided in large, relatively contiguous areas, centrally located in the development and suitable for active recreation purposes.

4. Commercial Land Use Requirements

Six types of commercial land use categories are defined by the plan. These are the Central Business District (CBD or C-3 zone), Neighborhood Commercial (NC or C-1 zone), Community Commercial (CC or C-2 zone), Regional Commercial (RC or C-2 zone), Planned Office, and Office.

Goal

- a. Well-planned and well-developed, high quality commercial developments in Starkville, providing shopping opportunities and sales tax revenue.

Objectives

- a. To encourage the creation of a coordinated set of commercial centers which are competitive within the region. A well-balanced system of planned commercial sites is an integral element in the development of a community. Overall, the concept for commercial activities proposed in this Plan is to:
 - (1) To identify the most appropriate types of commercial land uses for various commercial areas (neighborhood, office, medical office, downtown commercial, planned office parks, highway commercial).
 - (2) To identify proper and efficient spatial relationships between commercial areas and other land uses.
- b. To provide locational opportunities to accommodate forecasted retail/commercial economic growth.
- c. To recognize and allow for the continuation of commercial economic growth that has been committed.
- d. To give strong support for nodal commercial development patterns centered on major street intersections and freeway interchange areas.
- e. To limit additional linear commercial development where it already exists.

- f. To encourage the growth and revitalization of existing commercial areas within the city which possess transportation and market advantages through appropriate redevelopment, rehabilitation, or preservation techniques (for example, along Russell, University and 182/MLK)
- g. To encourage the development of planned commercial centers through appropriate implementation techniques such as planned unit development provisions in zoning and subdivision regulations, design controls, reservation of adequate land for expansion of prime sites (like Medical Office), limitations on curb cuts, sign control, landscaping, common off-street parking areas, common service areas, and pedestrian/vehicle separation and pedestrian access.

Policies

- a. Commercial developments should be located in fairly level or gently sloping areas which can be graded without excessive costs and environmental impact. Sloping sites often mean greater design requirements and development costs. Commercial land uses should not be located within the regulatory flood plain or in any area subject to periodic flooding unless drainage plans indicate that the development of the site will not create any more water runoff than before development. Sites possessing poor drainage, and/or soils with poor load-bearing capacity should also be avoided since they carry increased development costs.
- b. Commercial development should occur at strategic locations along the transportation network which provide direct access to and from their respective trade areas. Proper care must be exerted in the spacing of such developments to insure the economic health and avoid detrimental overlap of the function of each center. **Over saturation**, scatterization, and strip development which often lead to abandoned commercial structures and a decline in property values, should be avoided. Instead, commercial activities should be encouraged to form concentrated clusters near peak flow areas (nodal development) along the major thoroughfare network rather than developing into linear or strip patterns.
- c. Clustering of commercial uses should, whenever possible, be confined to one side of the traffic artery, especially when the street possesses a large volume of traffic. Commercial developments are often considered appropriate at arterial interchanges because of the accessibility and visibility of these locations. However, great care must be taken to prevent the positioning of commercial uses which may hinder the proper functioning of interchanges by generating heavy traffic and increasing turning movements. Commercial developments are generally classified into one of three major functional categories: neighborhood, community, or regional. Each type of center possesses a unique set of location requirements with respect to trade area, accessibility, and their relationship to surrounding land uses.
- d. The primary focus of the commercial land areas within the city is promotion of essential services to the area's marketplace. The Plan discourages widespread commercialization of other city roadways, except where shown on the Future Land Use Map, so that existing and planned residential neighborhoods can be preserved and protected from random commercial growth. However, limited exceptions are provided to address the need for new, limited commercial developments in remote areas with strict design guidelines to counter negative factors accompanying this land use change.
- e. Unplanned scattering of commercial land uses and the development of commercial strips should be discouraged because they are detrimental to the establishment of a balanced system of planned commercial centers, and lead to increased public costs.
- f. Functional classification of commercial land uses should be encouraged in the zoning regulations, recognizing the complementary relationships between certain commercial land

uses and the need to develop various types of commercial centers at strategic locations throughout the city. The development of a workable system of the central business district, neighborhood commercial centers, regional commercial centers, highway-oriented commercial centers, and professional/office centers requires strict controls to prevent encroachment by incompatible uses.

g. Designated commercial centers should possess identifiable physical boundaries in relation to residential land uses. Where no physical boundary can be identified, higher density residential uses may be used as buffers.

h. Commercial developments should be located and designed according to the natural capability of the land to accommodate such development. Soil conditions, geological features, drainage characteristics, and topography should be evaluated prior to the development of such areas.

i. Commercial land uses should be located at or near strategic intersections on the transportation network with limited curb cuts to the existing roadway. Commercial traffic should not be directed into residential areas.

j. The reservation of strategic sites within or adjacent to residential neighborhoods for neighborhood or community commercial uses should be encouraged.

k. Large lot sizes and minimum road frontage requirements should be required in commercial zoning districts to encourage cooperative development ventures and provide more efficient use of the land.

l. Over zoning for commercial land uses should be discouraged because of its potential for creating scattered and strip commercial land use patterns, as well as over saturation of the market.

Central Business District

The City of Starkville possesses something that almost all other suburban growth cities lack, namely a core commercial and government area that serves as the heart of the community. This centralized core of commerce has greatly improved in the last few years due to a change in policy regarding alcohol sales. The general objective of the policies included for this CBD category is to manage this area so that future redevelopment and growth can be permitted and the transition from residential to non-residential uses (or vice versa) can be accommodated with the least amount of conflict between obsolete and expanding uses.

Starkville's successful central business district has taken advantage of community character and has found specialty markets to attract customers. It should not only be continued as a unique place for governmental and professional services and restaurants/bars but should be expanded beyond the current bounds of the CBD.

Goal

A vibrant central business district populated by key office, professional and governmental services as well as highly desirable eating and entertainment functions and appropriate residential uses.

Objectives

- a. The CBD land use category encompasses a mixture of land uses and development patterns. Uses permitted and intended in this category include, governmental offices, personal and professional offices, retail, and residential (upper flow, multiple-family). As mentioned in the Commercial classification description, a strong intent of this plan is to concentrate the personal and professional office uses needed in the city within the CBD area. This critical mass will help to support the unique qualities of the area and undergird the vision anticipated for this land use category, namely that the CBD will act as the heart of Starkville's commerce and community.
- b. Personal and professional offices are strongly encouraged in the Central Business District. The downtown should also be the entertainment and restaurant hub for the city, especially for students, many of whom are within walking distance of the area. In addition, adjacent historical residential areas could become the places of choice to live as the downtown flourishes. The downtown Starkville area and its approaches represent a unique cultural landscape. Specific provisions to preserve and enhance these areas are needed. Design guidelines, demolition guidelines and policies for specific implementation actions are provided for the effective control of new developments or redevelopments in this area (expansion of the CBD is recommended, to assure that general commercial zoning does not decimate the character of the district).
- c. The City should apply for membership in the Main Street USA program which provides technical and financial assistance to cities who are revitalizing their downtowns. The City needs to create gateways into downtown. The bridge on University acts as a gateway when traveling from the east, but the other gateways should be improved. Intersections and blocks of buildings should be identified and enhanced through landscaping and building renovations to create effective entrance ways in the downtown area, with the possibility that these gateways lead to a positive downtown focal point. Landscape Architecture students at Mississippi State University have developed some interesting plans for redevelopment of the downtown area. The city should continue to review these and other plans that help make this area the focal point for local, regional, state and national tourism and commerce.

Neighborhood Commercial (NC)

Goal

- a. The primary land uses intended for this category include neighborhood convenience and shopper goods (i.e. grocery, drugstore, convenience centers, food services, clothing and appliance, etc.). Miscellaneous home and garden supplies, food services, recreational activities, limited offices are suitable secondary uses. Also, conditionally appropriate uses include self-storage and construction sales and services. To assure consistency with the intent of providing neighborhood-related retail services, the aggregate floor space per Neighborhood Commercial area (all primary, secondary and conditional uses) should not exceed 100,000 square feet.

Objective

- a. The neighborhood commercial center provides convenience-type retail and service establishments for the daily needs of its specific residential trade area. It can be oriented around a grocery/supermarket as the principal tenant and is located within walking or a short driving distance from its market area. Neighborhood commercial centers should be located in a clustered arrangement at the edge of a residential neighborhood, preferably at the intersection of two major

streets or at the intersection of a major street and a collector street. Traffic activity should not infringe upon surrounding residential areas. The neighborhood commercial center's function is often performed by the community commercial centers in our auto oriented society.

In general, the Future Land Use Map indicates an appropriate amount of NC areas in suitable locations, however, unforeseen factors may present new, viable locations for the NC land use category. Such areas may be considered on their merits subject to conformance with the locational criteria provided in the Special Policies section of this chapter.

Policies

- a. The Neighborhood Commercial Zoning District is the preferred zoning recommendation for the NC category.
- b. Since a major precept of this Plan is to develop commercial uses in a nodal pattern, the linear extension of the areas designated as NC is strongly discouraged and not recommended.

Community/General Commercial

Policies

The following policies are recommended for this land use category. In these areas, the Plan strongly encourages access control and site landscape and buffering standards to be applied within the commercial strip.

- a. The primary land uses intended for this category include broad activities such as retail trade; consumer and business services like banks, insurance firms, auto repair shops, construction contractors and real estate agencies; personal services, such as eating and drinking places, barber shops; and professional services, legal, public relations and accounting firms. However, the uses intended to predominate the CC category are those retail and personal and professional uses which would be desired by the residential areas within 2-3 miles of the location.
- b. The community commercial center provides a greater depth of merchandise and comparative shopping opportunities than the neighborhood commercial center. It is usually oriented around a junior department store or variety store in addition to the supermarket. Convenience facilities offered in the neighborhood center may also be provided. Community commercial centers should be located at or near the intersection of two or more major highways which provide access to the market area.
- c. Also, conditionally appropriate in CC areas, based on their merits, are wholesale sales and construction sales and services. Uses not intended within the CC area include bulk warehousing and distribution, truck terminals, manufacturing uses, salvage operations, outdoor storage of commercial or industrial materials, supplies or equipment, and transient lodging.
- d. To assure consistency with the intent of providing community-related retail/general business services, the aggregate floor space per Community Commercial area (primary, secondary and conditional uses) should not exceed 400,000 square feet.
- e. Because of the broad spectrum of uses intended for the CC category, the C-2 zoning district is suitable and recommended zoning districts for this category.
- f. The Future Land Use Map illustrates recommended locations for CC land use areas. Although most major roadway intersections or major arterial streets may have sites suitable for CC land use categories, the number of suitable locations far exceed the number of major commercial

centers needed. The locational criteria policies to determine the most appropriate locations for future CC areas that may be needed are as follows:

- (1) CC areas should not exceed that necessary to serve the immediate market/trade area (the city). The preparation of a market analysis is recommended to determine the adequacy of retail sales/services to a given areas.
- (2) The site should be accessible by way of major streets to all parts of the trade area.
- (3) The site should be within a designated residential growth area to increase its potential economic viability.
- (4) Where feasible, the site should be a focal point for travel to and from the trade area
- (5) Since a major precept of this Plan is to develop commercial uses in a nodal pattern, the linear extension of the areas designated as CC is strongly discouraged.

Regional Commercial

Policies

- a. The primary land uses intended for the Regional Commercial areas include general retail sales and services, personal and professional services, consumer and business services, eating and drinking places, big box stores and interstate-related services such as gas stations and transient lodging. Secondary uses could include wholesale sales and services, self-service storage, and construction sales and service. Uses not intended for this category include manufacturing, heavy distribution (i.e. truck terminals, bulk warehousing), salvage operations, and outdoor storage of materials supplies or equipment.
- b. The regional commercial center provides a full depth and variety of merchandise, oriented around one or more full-time department stores. Its market area normally includes a large segment of a county area or multiple counties. Therefore, a location at the intersection of two or more major thoroughfares with direct connections to limited-access thoroughfares is required. Locations directly on limited-access thoroughfares are not recommended because of traffic congestion problems created at interchanges.
- c. Because of the extensive impacts of regional-oriented commercial uses, this Plan allows the use of the Planned Business zoning district for RC areas. This district outlines adequate land use buffers for sites within RC areas and flexible design standards, which permit the integration of an office complex in a commercial area.

Regional commercial areas are designed to serve county and sometimes multi-county market areas and, as such, should be located at freeway interchanges or major arterial intersections.

5. Industrial Land Use Requirements

Goal

- a. An active industrial community that is an integral part of the economic base (bringing money into the community) for Starkville and who provide jobs for citizens.

Objectives

- a. Identify the most appropriate areas within the city for industrial development.

- b. Identify the types of industry which are complementary to the physical, human, and economic resources of Starkville.
- c. Encourage the expansion and improvement of existing industry within the city.
- d. Reserve the most appropriate sites for industrial expansion within the city and prevent their encroachment by incompatible land uses.
- e. Promote the establishment of well-planned industrial areas which possess proper and efficient spatial relationships to other land uses.
- f. Establish an attractive climate for industry through the provision of high quality education systems, attractive environmental surroundings, cultural and recreational opportunities, and high quality leadership.

Industrial land uses often include research and office-type developments as well as general manufacturing operations, industrial parks, and warehousing. These uses lend themselves to the development of industrial employment centers which possess similar location requirements.

Policies

- a. The Industrial category is a broad land use category envisioned for areas where the primary types of existing or planned development are industrial in character, such as manufacturing, bulk storage (indoors and outdoors), and heavy distribution activities like truck terminals. Overall floor area ratio recommended in this land use classification is 1.00 (one square feet of building floor area to every one square foot of site area).
- b. Industrial activities generally place a heavy demand on local resources, have the greatest impact on the surrounding environment, and characteristically have less flexibility in locational choice than do other types of economic activities. Therefore, land use policies which promote the efficient utilization of industrial land resources are essential if optimum industrial development is to be realized. The following policies are recommended for this land use category.

(1) **Appropriate Uses:** The Industrial land use classification applies to areas which are used for primarily fabricating, processing, storage, warehousing, wholesaling, and transportation services.

(2) **Density Range:** Generally, unused or underutilized land is common in most Industrial areas, and this land is suitable for expansion of existing facilities.

(3) **Pattern of Industrial Development:** As illustrated on the Future Land Use Map, continued centralization of industrial activities is encouraged in the southwest area of the city including in new areas along Highway 25 by-pass. The orderly expansion of essential services to areas of planned industrial development is important both to ensure growth and to minimize pressure for land use change in areas not recommended for industrial use.

(4) **Development flexibility** except at locations where adopted design plans recommend a specific mix and/or pattern of industrial land use, the pattern of industrial development should be sufficiently flexible to accommodate variable market demand. This approach reflects the past pattern of development where, for example, industrial areas planned as manufacturing centers developed with wholesaling and warehousing activities in addition to manufacturing.

(5) Buffer zones should be established between production activities and less offensive surrounding land uses, including administrative and research functions which locate on-site with manufacturing activities.

(6) Industrial Expansion and Redevelopment: Existing manufacturing, storage, and wholesaling activities, including many of the earliest industrial areas in Starkville, frequently pose complex land use problems. While deterioration, obsolescence, poor location, and inadequate expansion space are problems plaguing some of the businesses in these areas, these marginal economic activities do provide employment opportunities for many persons lacking the necessary training for other types of employment. The following policies are recommended as guidelines for the difficult decisions which must be made regarding marginal industrial activities.

(a) Industrial rehabilitation should be investigated as the first possible solution to marginal manufacturing and distribution activities. This was accomplished in the new work center on Highway 12 west. Those activities which have serious land use problems should be encouraged to rehabilitate, and should be assisted, where possible, through publicly supported programs intended specifically for economic development. Industrial redevelopment programs should be used as a means of revitalizing economically depressed and blighted areas.

(b) Providing land assembly for new industries, and relocation sites for other poorly located manufacturing, wholesaling, and transportation activities should be the primary objectives of industrial redevelopment efforts. The redevelopment of older, centrally located industrial areas, where infrastructure and access already exist, would be especially beneficial for beginning industries, by providing low-cost space; and for expansion industries characterized by small plant size and few employees.

(c) Obsolete and marginal industrial activities should be removed from areas where they are incompatible with surrounding uses, are a nuisance, and are a blighting influence on desirable non-industrial development. The redevelopment of blighted manufacturing and storage areas adjoining residential areas should include residential and other uses that are compatible with the existing neighborhood. The redevelopment should be based on detailed, design analysis and a publicly adopted plan.

(7) Lands to be considered for industrial uses should be reasonably level with slopes of six percent or less and capable of being graded at reasonable cost. The area should be well drained, possess soils capable of bearing heavy loads, and outside of the regulatory flood plain or areas subject to periodic flooding. Industrial areas should possess adequate acreage for division into large individual industrial type lots which are capable of accommodating modern horizontal facilities with off-street parking areas, loading areas, and landscaping. Adequate acreage for future expansion should also be available. Industrial development requires public utilities such as electric power, water supply, gas, and wastewater disposal. The availability and capacity of such

utilities determines the type and extent of industrial activity that can be supported by any given site.

(8) Industrial areas should be located within easy commuting time of the labor force and possess excellent access to the many methods of transportation required to ship materials and products. Sites should be available at or near the intersection of major highways so that it is not necessary for trucks and employees to travel through residential or commercial areas. Direct connections to the interstate highway system and regional system of interstates and other highways is most desirable. Sites close to airports are desirable for many industries which utilize air freight and require a great deal of travel by executives.

(9) Adequate physical separation between industrial and other land uses, especially residential, should be attained whenever possible. Highways or natural physical features should be used as buffers. Buffers also restrict the encroachment on designated industrial areas by residential, commercial, or other non-compatible land uses. Office and research parks can be held to a lesser standard than that of a true industrial use.

(10) Industrial land uses should be located and designed only in accordance with the natural capability of the site to accommodate such development.

(11) Industrial development should be encouraged in areas possessing adequate public water supply sanitary sewer service and high capacity utilities. Types of industrial uses appropriate for each site should be matched with the available level of such services.

(12) Industrial areas should be adequately protected from incompatible land uses by sufficient physical features and ample land areas should be reserved for future expansion.

(13) Over-zoning of land for industrial uses should be discouraged, especially those areas which are inappropriate or in excess of projected needs.

(14) Proper control of nuisance factors such as noise, vibration, air pollution, and water pollution should be encouraged in relation to the possible detrimental effect they would have on surrounding areas and their occupants.

(15) The development of zoning regulations which recognize the different needs and compatibilities of various types of industrial land uses should be encouraged if necessary (light versus heavy industrial, manufacturing versus research activities).

(16) The development of industrial areas should adequately provide for internal traffic circulation and other operational needs. Each industrial establishment should fully provide for its individual needs of employee parking, storage, loading, etc.

(17) All open spaces on industrial lots should be adequately graded and drained. Storage, parking and loading areas should be enclosed or landscaped.

6. General Development Policies for Planned Office(PO) Designation

The Planned Office land use classification is envisioned as a planned development area incorporating light industrial research and development, and similar industries in a campus-like setting. Quick and effective access to major transportation networks is a pre-requisite for siting these planned areas.

Goal

a. The purpose of the Planned Office land use category is to foster stability and growth in light industry, research and development, and similar industries that are enhanced by access to transportation networks and that provide desirable employment opportunities for the general welfare of the community. Planned Office land use areas target relatively large, contiguous land areas that can be developed according to a unified plan in a high-quality, campus-like setting rather than on a lot-by-lot basis. The uses and standards in this district are intended to promote flexibility and innovation in site design and enhance the environmental quality and attractiveness of business parks in the community, enhance the natural or scenic qualities of the environment and protect the public health and safety.

Policies

- a. **Appropriate Uses:** The PO category is intended for the following general categories of uses: light industrial warehousing, showroom/distribution, office uses, research and development, and related personal and professional services primarily intended to serve the employees and visitors of the PO area.
- b. **Recommended Zoning Districts:** The City should prepare and adopt a new Planned Office Park zoning district which incorporates the use, bulk and site design standards applicable to a modern, integrated planned business environment. The new district should include guidelines for land use buffers, compatibility of adjacent uses, and a site plan review process, and should be used exclusively as the recommended zoning for developments in the PO land use area.
- c. **Locational Criteria for Non-Mapped Areas:** The Future Land Use Map identifies one main area designated for PO. If future development trends dictate that other sites may be proposed for this category, the following locational criteria should be applied:
 - (1) access to one or more major arterial/freeways should be required;
 - (2) proximity to existing employment centers is recommended; and
 - (3) sites of more than 20 acres are required to ensure a planned environment.

7. Public and Institutional Land Use Requirements

The public and institutional category includes land uses such as colleges, universities, schools - kindergarten through twelfth (K-12) grades, seminaries, churches, places of worship, public or governmental libraries, hospitals & medical centers, museums, governmental services, military installations, governmental institutions, cemeteries, utilities and/or uses of similar character.

Policies

- a. Location requirements for each type of public and institutional land uses should be determined by the specific function of these unique land use. All new and proposed expansions

of public and institutional land uses should be considered only after special studies have been conducted relative to their specific needs.

Institutional uses that have been allowed previously in residential areas have changed dramatically and should be reviewed carefully. Churches and High Schools that once were single buildings are now large campuses.

8. General Development Policies

In addition to the general and specific land use policies that correspond to the land use areas designated on the Future Land Use Map, this Plan also includes several special policies dealing with various aspects of overall development. These policies are identified below.

A. General Bufferyard Policies

Accomplishing adequate buffering between varying land use activities poses one of the most difficult land development problems facing planners, developers, and affected neighborhoods. While the Future Land Use Map designates general areas appropriate for varying land uses, it does not illustrate the need for buffering between potentially conflicting land activities, such as manufacturing or commercial uses adjacent to residential areas or residential uses of differing densities. Decisions concerning the buffering between conflicting land uses should be guided by the following policies:

1. Buffers should be provided when a proposed development could result in a land use conflict with adjacent activities. The burden of providing adequate buffers should be with the new development, even when the new development is of lower intensity, as with residential areas.
2. Existing physical barriers should be used to separate and buffer incompatible land uses, where possible. These physical barriers include natural features, such as ridges, steep break sin topography, rivers, streams, lakes, and flood plains; or man-made barriers, such as streets, alleys, rail lines, utility or scenic easements, tree lines, shrub lines and fences or screens.
3. In many cases, particular land use activities can serve as an effective break between incompatible activities. Land use intended as buffers should be used primarily to protect residential areas from the adverse impact of high intensity commercial and industrial activities. Buffer land uses include low-rise offices, surface parking facilities, and limited impact community services, such as churches. High intensity residential uses may be appropriate, provided they area also afforded the protection required to ensure privacy and freedom from nuisances of non-residential development. Additionally, open space areas, such as cemeteries, parks, and natural areas, should serve as buffers, where

convenient and appropriate. In general, land use activities should be used as buffers only when other means of providing buffering are inadequate.

4. Effective landscape screening and the provision of maintained open space or buffer yards can provide effective transitions between adjacent land uses which may be in conflict. Buffer yards are required wherever proposed developments interface with areas in which the existing land use classification or zoning district varies significantly from the permitted uses, densities, or standards of an adjacent land use classification or zoning district.

5. Plantings shall be maintained by the developer, including watering and weeding at least through the first growing season. Dead and dying plants shall be replaced by the developer during the next planting season. Thereafter, the owner or property manager shall be responsible to maintain the buffer yard in accordance with the original intent. Buffer yard areas shall be maintained and kept free of all debris, rubbish, weeds, and tall grass. Mulch beds shall be periodically replenished. Periodic pruning, in accordance with recommended practices, shall be done to preserve the scale, fullness, and texture of the plantings.

6. Masonry wall copings and mortar joints shall be properly maintained to preserve the integrity of the wall.

7. No buildings, structures, storage of materials, or parking shall be permitted in the buffer yard area; either during construction or after construction is completed.

8. Unless specifically provided for in the proposed master development plan, signage, lighting, and accesses shall not be permitted within a buffer yard area.

Miscellaneous Design Standards and Policies for Commercial Property Adjacent to Residential Properties

The following standards apply to commercial development within commercial areas when the development is adjacent to a residentially developed area.

1. **Outdoor Lighting:** Lighting shall be directed and shielded in such a manner that there is no glare within the boundaries of any adjacent residentially developed property. Lighting standards shall not exceed 25 feet in height. Building mounted yard lights which face a residential area are not permitted.

2. **Building Setback:** Buildings shall be set back from property lines adjacent to residentially developed areas a minimum of 60 feet.

3. **Roof Mounted Mechanical Equipment:** For all categories, roof mounted equipment shall be acoustically baffled from exposure to residentially developed property and the baffles shall be visually compatible with the architectural character of the commercial structure.

4. **Vehicular Access:** Driveways into commercial developments shall not be from a residential street. They shall be either from an arterial street (preferred) or from a

collector street if there is no alternative. Driveway access shall be consolidated, whenever possible, to serve more than one commercial establishment. Separate access ramp locations shall be reviewed under the PUD site plan review process subject to recommendations of the Starkville Engineer.

5. Signage: Site information signs shall be located and detailed on the plans for PUD or Planned Commercial approval. They shall follow a design theme that is related and complementary to other elements of the overall site design and should be interdependent and complementary with site lighting. Signs should not be permitted within required buffers along streets or at residential interfaces. Directories and composite signs which contain a listing of business in the center may be permitted at driveway entrance locations.

6. Sites with Historic Significance - Because this plan supports the protection and preservation of historic features, the following policies apply to areas and sites which are historically significant.

- a. Emphasis should be given to the upkeep and enhancement of publicly-owned historic features.
- b. Owners of private property that contain historic features should be encouraged to preserve those features in conjunction with any proposed development of the site and work closely with any public and private historical commissions in Starkville.
- c. Application of regulatory measures designed to support the preservation of historically significant properties should be supported.
- d. The potential impacts of proposed developments on historic sites or areas should be carefully considered, and appropriate measures should be required that mitigate any adverse impacts.

Policies for Nonconforming Activities

The following policies shall apply to existing development that is not in conformance with the policies and other provisions covered under the detailed land use categories of this plan.

1. The territorial expansion or on-site intensification of existing activities that are not in conformance with the city's land use policies is not recommended.
2. Existing activities that already exceed the specified intensities for the area should not be further intensified.
3. Proposals which would result in the termination of an existing nonconformity and move toward conformity with the policies for the area should be considered on their merits. Changes in use that would not reduce the degree of policy nonconformity are inappropriate.

Table 33
Total New Dwelling Unit Requirements
City of Starkville
2030

Assumption (2.3 PPU)	Number of DUs	
	<u>Low Pop. Proj.</u>	<u>High Pop. Proj.</u>
Crude Estimate of new dwelling units needed by 2030	2,078	4,183
Net Losses in 2000 stock of DUs by 2030	250	250
Allowance for 6% vacancy rate	125	251
Total DUs needed by 2030	2,453	4,684

Source: Johnstone & Associates.

Table 34
Additional Number of Units by Density Type Needed
(renter- and owner-occupied)
City of Starkville
2030

Low Population Projection

Single-Family*	Two-Family	Multi-family	Total
1,311	217	925	2,453

High Population Projection

Single-Family*	Two-Family	Multi-family	Total
2,503	415	1,766	4,684

Source: Johnstone & Associates

Table 35
Acreage Requirements by Density Type
City of Starkville
2030
(total acres in city - 16,538)

<i>Low Population Projection</i>			
Single-Family*	Two-Family	Multi-family	Total
524	37	68	629
<i>High Population Projection</i>			
Single-Family*	Two-Family	Multi-family	Total
1,001	72	130	1,203

***includes mobile homes**

Source: Johnstone & Associates

Space requirements for Retail and Industrial Uses

Space requirements for retail functions are assumed to increase in proportion to increases in retail trade area population. Space requirements for office functions are assumed to increase proportional to increase in finance, insurance and real estate. Parking space needs are approximated by relating parking area to the floor area (only leaseable space) in retail and office function.

Table 36
Commercial & Industrial Space Needs Per Employee

<i>Type of Employment</i>	<i>Mean Square Feet Per Employee</i>
Light Industrial	624
Research & Development	485
Warehouse	2,746
Industrial Service	724
Office	347
Commercial Service	1,643

Retail	197
Restaurant	388
Health Club	920
Facilities/Schools	699

Source: American Planning Association.

Table 37
Commercial & Industrial Space Needs for Starkville

	Employment	Acreage Needed	
		2005	2030
<i>Industrial</i>			
Manufacturing	1,530	25.0	30.0
Wholesale Trade	320	4.6	9.2
Transp. &			
Warehousing	70	4.4	11.8
Research & Dev.	1,300	14.4	28.0
<i>Office</i>			
Real Estate, Rental			
& Leasing	200	1.6	3.2
Professional &			
Business Services	400	3.2	6.4
Mgmt. of Companies			
& Enter.	200	1.6	2.5
Finance & Ins.	230	1.8	3.7
Information	170	1.4	4.2
Adm. Support			
& Waste Mgmt.	1,190	9.5	12.0
<i>Retail</i>			
Accommodation			
& Food Service	2,090	18.6	35.7
Retail Trade	1,800	8.1	15.8

Source: Mississippi Employment Commission, Annual Averages, 1990-2000, Labor Market Information, 2004.

Mississippi State University Planning Components and Goals

1. **Identify and Evaluate Sites Capable of Supporting Significant Future Development**
Identify future development sites including recommendations for use, density of development, additional site improvements, and demolition of existing structures.
2. **Analyze Transportation and Parking Needs**
Formulate a transportation and parking strategy including arrival sequences and way-finding devices.
3. **Develop Utility and I.T. Strategies**
Formulate a strategy for assessing and extending all campus utilities and Information Technology capabilities.
4. **Consider Building, Historic District and Construction Guidelines**
Develop building design and construction guidelines for the Historic Campus District as well as each special campus zone or center of excellence.
5. **Implement Zoning**
Develop a strategy for implementing mixed-use zoning while enhancing the image of current special zones.
6. **City/Campus**
Study interfaces between campus and the City of Starkville.
7. **Analyze Research Park**
Expansion of Research Park with a “second generation” research park on adjacent lands.
8. **Remote Locations**
The long-range planning process for MSU could not be complete without including those locations dedicated to specific outreach activities.
 - Meridian Campus
 - Vicksburg Coastal and Hydraulics Laboratory

- NASA Stennis Space Center
- North Mississippi Research and Extension Center
- Delta Research and Extension Center
- Central Mississippi Research and Extension Center
- Coastal Research and Extension Center
- 5th Year School of Architecture/ Jackson Branch
- State Veterinary Diagnostic Lab

9. Plan for a Twenty Year Implementation

Create a 20-year guide for prioritizing and implementing campus improvements.

B. CAPITAL FACILITIES FINANCING MECHANISMS

1. Sources and Methods

Ingenuity and sound financial policies should be exercised in obtaining capital improvements. While certain methods are better suited to particular needs and situations, there is no one ideal way to acquire all capital improvements. Some of the suggested sources and methods found desirable in most cities are discussed below:

a. General Obligation Bonds - General obligation bonds are usually financed out of the property taxes. Assessed valuation of property in the City is, in a sense, pledged as security towards payment of these bonds. Legal limits exist for bonding in the State of Mississippi set at ten percent of the assessed valuation within the municipality. There is no limit to the number of projects needed or desired by a city and it is possible to sell within this legal limit as many bonds as the market will bear. As the community's general obligation debts outstanding approaches this mark it is generally found that higher interest rates are incurred. General obligation bonds should not be issued for a period of longer than 30 years and generally should be limited to shorter periods. As a practical rule, the Mayor and Board of Aldermen should keep its debt requirement so scheduled that at least 25 percent of the principal is due for amortization within a five year period. Serial bonds are recommended because these come due in successive years and are from current funds each year, permitting lower interest rates in some cases. Serial bonds are sometimes refinanced to take advantage of lower interest rates. If revenues from a particular tax, or from a limited property tax levy are pledged, the bonds are known as limited tax bonds. Sometimes general obligation bonds are sold with the stipulation that revenue from a facility will be used to retire the bonds and only in the event that this revenue is insufficient will the full faith and credit of the city be used. A combination of term and serial bonds are used to finance a revenue producing facility whose earning revenue cannot be readily determined.

b. Revenue Bonds - If both principal and interest costs are to be met exclusively from the earnings of a facility to be constructed the bonds are known as revenue bonds. Interest rates on this type of bond depend upon the type of facility and its economic feasibility. Extension of sewer and water utility systems are often financed in this manner. Revenue bonds are limited in Mississippi by the Fifteen Percent Rule, which says that a municipality cannot collectively issue revenue bonds in excess of fifteen percent of its assessed valuation. Revenues must be sufficient to cover principal and interest in this type bonds. Again it is desirable for their term to be held to as short a period as possible.

c. Special Taxing Districts - Special benefit assessment or improvement districts are another financing alternative. Taxes levied on certain properties benefited by the improvements are often called district. Special assessments may be levied on property fronting on a road to be paved, for example, or for street lighting in a particular area.

d. Tax Increment Financing - Under this finance mechanism, a bond instrument is used to raise capital for public improvements related to an economic development project. Additional tax dollars raised by the new economic development activity are then pledged to retire the previously issued bonds.

e. Pay as You Go - Financing from current revenue or the "pay as you go" policy has both advantages and disadvantages. When expenditures of comparatively large amounts occur at varying intervals, it may not work. Current revenues available for capital expenditure are those funds left over after all operating expenses have been taken care of. Excess funds, when they occur, may be set aside for future improvements. Having available funds at any specified time is not dependable.

f. Subdivision Regulations - The subdivision regulations require that subdividers provide certain public improvements at the time a new subdivision is constructed. Local streets and major street right-of-way, paving, water main, storm and sanitary sewerage and sidewalks may be required when the subdivider takes the responsibility for construction. A performance bond is required to guarantee that all improvements are installed in accordance with the specified standards of construction. Improvements must be made and inspected before approval of the final subdivision plat is granted.

g. State and Federal Loans - Considerable amounts of money are provided by other units of government to aid cities with needed public improvements. State highways, where they are within a city are eventually built, widened, or otherwise improved by the State. Libraries, schools, hospitals, and parks may be financed in part for both land and construction costs from other government funds. Hospitals, parks, sewerage and water systems are supported by federal grants. In some cases, matching funds must also be provided by the city to obtain this aid. That is, the city puts up one dollar for each dollar or more received from the state or federal government.

h. Grants - A number of sources are available to the city for bequests, grants, donations, etc., of land, money or building equipment. A local company may build a facility for the city or an estate or trust may specify in money or land to be put up for a public park. Care should always be

exercised that a particular gift is an economic asset to the city and will not become a white elephant. A building donated for public use is not necessarily free, as it may be obsolete and cost more to remodel than construction of a new building. Land which is too small or inaccessible to the public for a park will become a burden because of a continuing maintenance cost.

i. **Impact Fees** – Impact fees are a valuable method for generating revenue in a growing area. Currently, the legality of impact fees is being visited by the Mississippi Supreme Court in a case involving Ocean Springs, Mississippi. A model ordinance is noted in Appendix D. Use of this ordinance should only happen once a positive decision is made by the court.

2. Capital Budgeting Method - This public improvements program presents a schedule of capital, public, and physical improvements for the City of Starkville, Mississippi. A five-year time span is used to accommodate the anticipated growth and development within the city. Capital improvements are one-time expenditures, nonrecurring in nature, and generally have long

life expectancy, usually between 20 and 50 years. Their scheduling is based on a series of priorities established by the city through its planning process reflecting the city's present and anticipated needs, desires, and the importance of the various proposed improvements, along with its present and anticipated future financial condition. The benefits derived from capital improvements programming are many and include the following:

1. Assurance that projects will be carried out in accordance with a predetermined priority and the city's ability to finance them.

2. Protection for the city from undue influence of aggressive partial interest groups and consideration of the best interests of the entire community.

3. Reduction of possible opposition to needed projects by showing special interest groups that their projects will be taken care of at a proper time.

4. Assurance of impartial treatment to all citizens.

5. Means for foreseeing and anticipating bond issues and tax income.

6. Realization of efficiency through the ability to foresee needed construction over several years including the avoidance of purchasing additional equipment or technical services when several related projects might justify the use of the same resources.

7. Saving of desirable, but not urgently needed projects for periods when the economy of the community can better accommodate them.

8. Lengthening of the period of time available for technical design of long range public improvements to provide for better long term planning and coordination of various city projects.

9. Provision for advance acquisition of land by purchase at favorable market prices and conditions when feasible.

It is essential that Starkville project its intermediate-range capital improvement needs and chart an intermediate range financial plan. With increased demands for public service, the cost of government is continually increasing. Providing fire and police protection, streets, schools, and other public services is consuming a larger part of the annual revenue dollar, leaving less funds each year for adding new capital improvements. Consequently, a well-analyzed, economically sound intermediate-range financial program is an important management tool derived from the Comprehensive Plan for developing the city in order to provide adequate community facilities. The capital improvements program provides a link between the Comprehensive Plan and actual construction of public improvements. Because of the influence attendant to the provision, nature, and location of public facilities and its effect on the pattern of urban growth, the capital improvements program is one of the most important implementation tools available for implementation of the community's Comprehensive Plan. The zoning ordinance and subdivision regulations guide certain aspects of private development. The capital improvements program guides decisions as to how and when improvements that support private development will be built.

The general purpose of the capital improvements program provides a schedule for the acquisition, construction, and alteration of public property and facilities within the City of Starkville over the next 5 years. This program includes recommendations from several of the Comprehensive Plan elements in order of relative need, merit, and economic desirability.

The capital improvements program is not a rigid schedule, which must be followed regardless of unforeseen changes, nor does its adoption constitute such a commitment; rather, it is a framework for decision making. The program should be reviewed and revised annually to remain relevant. As each year of the schedule is carried out, an additional year should be added to it containing new projects. This annual review is primarily for the purpose of adjusting to individually changing circumstances. In order that this program can, in fact, provide the desired framework, it should become policy of the city that no major community improvement be undertaken without the Planning Commission's review in light of the Capital Improvements Program.

The capital improvements program is but one phase of the Comprehensive Plan for Starkville. The study involves the combination of findings of several previous planning elements which should be consulted for reference if additional background is needed. The usual procedure after preparation, adoption, and hearing on the Capital Improvements Program is for the Mayor and Board of Aldermen to adopt the first year of the capital budget and incorporate it as part of the annual budget. The Mayor and Board of Aldermen then should tentatively authorize the remainder of the program subject to annual revision and reauthorization. As the City of Starkville grows it must not only renew and replace structures and equipment that have become old and worn out, destroyed or obsolete, but it must also improve its facilities and services to support its population.

Potential Projects to be Included in the CIP

Project Description	Estimated Total Cost	Non-Municipal Funds	Municipal Funds
1. Government Complex	\$12 million	\$5 million (USDA)	
2. City Hall & surrounding property rehabilitation	\$2 million		
3. Russell Street Improvements	\$8-10 million		
4. South Loop Road	\$25 million		

VOLUME IV. IMPLEMENTATION ORDINANCE RECOMMENDATIONS

A. ZONING

The City of Starkville's existing zoning ordinance has been analyzed for effectiveness in implementing the recommendations of the Comprehensive Plan. The new ordinance is included as part of the new Development Code in Appendix C. The analysis has indicated that comprehensive revision is needed. In addition, new development policies and goals set forth by this plan require that zoning provisions be consistent with these items. Proposed revisions to the zone ordinance are as follows:

- Place permitted, conditional and prohibited uses in the body copy, not just in the index.
- Change the term special exception to conditional use.
- Do not permit any use by condition that could not be reverted to a permitted use if the conditional use no longer met the conditions.
- Keep "tickler file" for home occupations and conditional uses that must be re-approved annually.
- Eliminate Board of Adjustment. Planning & Zoning Commission and Development Plan Review Committee can issue variances & handle other duties.
- Expand the Central Business District to include Russell Street, University Avenue, Highway 182 and other areas contiguous to the district to encourage compact, mixed use, pedestrian-oriented, and visually pleasing development and redevelopment.
- Add a new Traditional Neighborhood Development overlay zone. Developers will be drawn to the zone because of high densities, but overall design will be more aesthetically pleasing than current high density developments.
- Conventional PUDs would be an overlay district.
- Discontinue allowance of new construction of duplexes as a conditional use (special exception) in the R-2 zone. No conditional uses should be allowed that cannot be discontinued if conditions are not maintained.
- Discontinue allowance of multi-family uses in Commercial zones as a conditional use for same reason.
- Allow Mobile Home/Manufactured Homes Parks and Subdivisions will only in the R-6 zone.

- Densities are too high in the R-4 and R-5 zones. Developers will be able to get higher densities through conventional PUDs and Traditional Neighborhood Development overlay zones.
- Set Minimum floor areas for each zone, with no single-family detached unit under 1,000 square feet.
- The term “special exception” should be changed to “conditional use” and only those uses on which conditions can be placed should be included in this category (some spelled out, others determined by the Planning & Zoning Commission).
- Home occupation rules should be strengthened and clarified (will become significantly more frequent).
- Site plan review requirements in the Zoning Ordinance should be replaced with the requirement for a Development Plan in the Design/Landscape Standards.
- PUDs should have provisions for requiring a Homeowners Association to care for common areas and enforce covenants. These should be incorporated into the covenants which run with the land.
- Area around the hospital should be rezoned as a medical office zone to reserve this area for the growing medical facilities needs.
- Add a general office zone for less intensive commercial uses like banks, accounting offices, barber or beauty shops, etc.
- Add a planned office zone to accommodate research, corporate office locations to allow for more development like the research park.
- Eliminate the Highway Commercial zoning in the areas adjacent to the downtown.
- Eliminate Highway Commercial zoning for residential areas adjacent to the downtown.
- In residential districts, do not allow parking of motor vehicles or recreational vehicles in any front yard except in a paved drive way. Restrict paved driveways to 12’ (for no garage and single garage) and 22’ for double garages.
- Mitigate possibilities for strip commercial development in frontier areas by zoning commercial in a nodal fashion around intersections.

B. SUBDIVISION REGULATIONS

The City of Starkville’s existing subdivision regulations have been analyzed for effectiveness in implementing the recommendations of the Comprehensive Plan. Because major deficiencies were not discovered, only minor changes have been proposed. One of these regards administration. Apparently, the Oktibbeha Chancery Clerk’s office will sometimes record subdivisions that have not received approval by the City of Starkville. This issue needs to be resolved as soon as possible. It is also recommended that regarding the definition of a subdivision the following provision be removed: *...provided, however, that the following shall not be included within this definition, nor be subject to the subdivision rules and regulations of this municipality (a.) The division of land into parcels greater than five (5) acres, and where no additional street right-of-way dedication is involved.*

In addition, language stating that sidewalks may be required should be changed to must be required.

Other recommendations include:

- Reconcile requirement in Subdivision Regulations that PUDs be a minimum of 3 acres. No such minimum is required in the Zoning Ordinance.
- Under Article IV. Sec. 2, 3i, remove the words *if applicable*.
- Sidewalks are required. Remove “may” language. Also, remove language that says sidewalks shall be constructed in deemed essential for public safety by the board of aldermen and the city engineer.
- Minimum ROW and roadway widths would remain except where the Planning and Zoning Commission approve a Traditional Neighborhood Development Overlay zone.
- Remove prohibition for alleys in residential districts.
- Add provision that subdivision development cannot make runoff problems any worse.

C. HISTORIC PRESERVATION

To meet the preservation goals of the plan, it is recommended that a Historic Preservation Enabling Ordinance be adopted and Preservation Commission be appointed pursuant to the Historic Preservation Ordinance. The recommended ordinance is a model ordinance required of all local governments which aspire to become Certified Local Governments and is provided as Appendix A of the plan as part of the Development Code. The Preservation Commission will be responsible for identifying historic districts and developing design and other guidelines for those districts.

It has been shown that there are several National Register Historic Districts/sites present in the city. These places serve a prominent role in the development of a tourism component to the economy and should be addressed in a positive and thorough manner through the following steps.

- a. Adoption of a Historic Preservation Ordinance
- b. Creation of a Preservation Commission
- c. Application for status as a Certified Local Government
- d. Nomination of local landmarks and National Register Historic Districts, if not already accomplished.

D. COMMUNITY DESIGN AND APPEARANCE

Community design and appearance are addressed in the implementation measures through the Historic Preservation and Design & Landscape Standards ordinances.

The City should also seek evaluations by the Mississippi Main Street Association. The City should concentrate on code enforcement, particularly at key community Entryways and through site review of major developments.

State statutes (21-19-11) should be aggressively implemented regarding clean-up and demolition of dilapidated properties and properties that pose threats to public health and safety.

E. STRUCTURE, STAFFING AND ENFORCEMENT

The recommendations for new and revised implementation ordinances in this Comprehensive Plan will take a well-trained staff to administer. To adequately implement the Comprehensive Plan, a professional planner should be hired by the city to consistently pursue enforcement and offer professional advice to the Planning & Zoning Commission and the Mayor and Board of Aldermen. The planner would carry a title of Director of Planning and Community Development. A sample job description follows:

Position Title : Director of Planning and Community Development

Position Function : The director carries out the functions of the Planning Department by implementing the Comprehensive Plan.

Position Tasks:

- *Advise the Planning & Zoning Commission on new developments and redevelopment in the City and the conformity with the Comprehensive Plan.*
- *Advise the Preservation Commission on the establishment of historic districts and development and redevelopment within those districts.*
- *Advise the Site Review Committee on implementation of the Design and Landscape Standards Ordinance.*
- *Presents recommendations to the Planning & Zoning Commission and the Mayor and Board of Aldermen.*
- *Confers with the Planning & Zoning Commission and the Mayor and Board of Aldermen on an ongoing basis.*
- *Maintains the Comprehensive Plan and its implementation mechanisms.*
- *Consults with and advises developers on proposed developments.*
- *Develops and maintains a data base of current and relevant development data.*
- *Implements approved development proposals.*
- *Initiates additional policies and programs that advance the goals of the comprehensive plan.*
- *Reviews applications for variances and conditional uses.*
- *Reviews applications for building permits for consistency with development ordinances.*
- *Reviews site/development plans for consistency with development ordinances.*
- *Prepares written staff reports for the actions needed by the Planning & Zoning Commission and the Mayor and Board of Aldermen.*

Desirable knowledge, abilities and skills:

Ability to give clear, precise verbal instructions and information.

Ability to write clear, concise, and precise instructions, reports, and correspondence.

Ability to work in complex relationships in a diplomatic manner

Pleasant, empathetic communications and public relations skills.

Ability to lucidly present findings and briefings to diverse audiences.

Ability to plan and manage time, materials, and human resources.

Thorough and fundamental understanding of the objectives of the plan and the responsibilities of the department.

Knowledge of governmental functions and protocols.

Ability to utilize computers and software programs.

Education Level and Experience Required

Master's Degree in City Planning.

Membership in the American Institute of Certified Planners.

Previous successful experience in planning at the municipal level.

This position description is not exhaustive. Other duties may be assigned. This description may be revised at any time. The description is not a contract for employment and employment may be terminated at any time in accordance with the personnel policies of the City of Starkville.

In addition, staff training should be strengthened and a part-time uniformed police officer assigned to the Community Development and Planning Department. The Planning & Zoning Commission and the City Planner should be members of the American Planning Association and the Mississippi Chapter of the APA.

Code enforcement should answer to the Director of Planning and Community Development. The City Engineer's office may be separate, answering to the Mayor, but working in concert with the Planner in reviewing site and other plans for engineering issues. The office should retain clerical staff and add new code enforcement staff as is determined by the Director of Planning and Community Development to effectively administer the city's Development Code and building/housing codes. The city should strengthen its GIS capabilities and use it more effectively in addressing city problem areas.

One of the major issues identified in this planning process was lax enforcement of existing ordinances. The presence of new ordinances will not alleviate this problem. As mentioned above, in Staffing, the city needs departmental leadership in the form of a seasoned, experienced city planner. New ordinances will require more negotiating skill and less adherence to a checklist. It is important that the new planner have experience in dealing with land developers.

It is important that the department operate with consistent Standard Operating Procedures, and set goals and measurable objectives each budget year. Part of the SOP would include provisions for a "tickler file" for home occupations and conditional uses that must be re-approved annually.

It is recommended that the city eliminate the Board of Adjustment. The new multi-disciplinary site plan review committee can take care of recommendations for variances, etc. to the Planning & Zoning Commission.

F. CONSTRUCTION CODES

In implementing the Comprehensive Plan, the City of Starkville should ensure that it continues to operate under the most current version of construction codes available from the International Building Code Congress.

G. DEPARTMENTAL FINANCING

Planning department funding should be partially financed by application fees, filling fees and permit fees consistent with those allowed by State Law. Administrative fees associated with successful grant proposals should also be used to underwrite departmental costs, if possible. In addition the city should adopt registration/licensing of rental units with a registration fee of \$10 per unit. The funds can help offset the cost of inspecting the units for code compliance. Rental registration also gives the city a better idea of how many rental units are in the city and help the city communicate important rental information and requirements to landlords.

Recommended fees are listed below:

Action Fees

Preliminary Subdivision - \$100 + \$3/lot

Final Subdivision \$100 + \$3

Subdivision Revision - \$50 + \$3/lot

Vacate Plat - \$100

A - Agricultural Zoning Request - \$200

All Other Districts - \$250 for first 5 acres and \$10 for every acre thereafter

Residential Variance - \$100

Commercial Variance - \$300

Special Exception - \$100

Building Permit - According to the recommendations of ICCI.

Rental Registration - \$50.00

Fines for infractions - \$1,000.00 per day per infraction.

Appendix A

Summary of Input from Community Residents
Ward Meetings, Summer of 2004

Common Threads Throughout Public Meetings

Enforce existing ordinances/get new, better ordinances (especially design/historic preservation)
Improve relationship between university, and city/relations have improved over the years
Require sidewalks in new developments
Problem with students living in single-family areas
Unattractive city
Use resources at the university
Too many apartments/Put plans for new multiple family units on hold
Make Chamber of Commerce more visible/accessible
Make ordinances available/use website to publicize
Too many empty buildings
Main Street improvements good
Festivals, other activities are good

Appendix B

Federal Programs and Policies Supporting Brownfields Redevelopment

EPA Brownfields Assessment Pilot Demonstrations

\$200,000 to start a brownfields reclamation program and pay for site assessments

<http://www.epa.gov/swerosps/bf/pilot.htm#pilot>

EPA Brownfields Cleanup Revolving Loan Funds

Up to \$500,000 to capitalize a revolving loan fund to pay for brownfield cleanups

<http://www.epa.gov/swerosps/bf/rlfst.htm>

EPA Job Training and Development Demonstration Pilots

\$200,000 for environmental employment and training for residents near brownfields

<http://www.epa.gov/swerosps/bf/pilot.htm#job>

<http://www.epa.gov/swerosps/bf/job.htm>

EPA RCRA/Brownfields Prevention Pilots

Contractor support to expedite cleanups to avoid further environmental problems

<http://www.epa.gov/swerosps/bf/html-doc/bfrcra4p.htm>

EPA Clean Water State Revolving Loan Fund

Funds can be used to address all forms of water contamination from brownfields

<http://www.epa.gov/swerosps/bf/html-doc/cwsrf.htm>

EDA Planning Program Grants

Funds for up to 50% of planning costs for brownfield projects, especially for new jobs

<http://www.doc.gov/eda/html/planning.htm>

<http://www.doc.gov/eda/html/planothr.htm>

EDA Local Technical Assistance Program Grants to distressed areas to get assistance in addressing special development issues

<http://www.doc.gov/eda/html/locitech.htm>

EDA Public Works and Development Facilities Program

Funds for specific development needs, with brownfields enumerated as eligible activity

<http://www.doc.gov/eda/html/pwprog.htm>

EDA Economic Adjustment Program Funds for particularly distressed areas to plan or implement

redevelopment programs

<http://www.doc.gov/eda/html/econadj.htm>

HUD Community Development Block Grants

Entitlement grants for neighborhoods; HUD has promoted their use for brownfields

<http://www.hud.gov:80/progdesc/cdbgent.html>

HUD Section 108 Loan Guarantees

Guaranteed loans to attract capital to large development projects; including brownfields

<http://www.hud.gov:80/progdesc/cdbg-108.html>

HUD Brownfields Economic Development Initiative

Funds to complement those from Sec 108 loans intended to redevelop brownfields

<http://www.hud.gov/bedifact.html>

Army Corps of Engineers

Expertise and engineering services available to help cleanups, especially along waterways

<http://hq.environmental.usace.army.mil/programs/brownfields/brownfields.html>

Department of Health and Human Services

Money from the Agency for Toxic Substances and Disease Registry and the National Institute of

Environmental Health Services can serve off-site environmental health needs of brownfield communities

<http://www.ATSDR.cdc.gov/COM/commhome.htm>

<http://www.NIEHS.nih.gov/>

DOT Federal Transit Administration's Livable Communities Initiative

Planning and technical assistance support for local site reclamation, transit planning and smart growth efforts

<http://www.bts.gov/ntl/DOCS/livbro.html>

DOT Federal Highway Administration

Improving road access to brownfields is a factor in highway planning fund allotments

<http://www.fhwa.dot.gov/environment/bnflmem.htm>

Appendix C

Eligible Enhancement Activities TEA

The TEA-21 specifies twelve (12) activities that are eligible for the Transportation Enhancement Program. These activities are exclusive. Exclusive means that only the twelve activities are eligible for the program.

Transportation Enhancement Activities

1. **Provision of facilities for bicyclists and pedestrians.**

Only special projects beyond ordinary street sidewalks will be considered. The facility must meet all design standards of the American Association of State Highway and Transportation Officials (AASHTO).

Examples:

- Construction of bicycle or pedestrian facilities
- Pedestrian streetscape improvements
- Bicycle parking racks

2. **Provision of safety and educational activities for bicyclists and pedestrians.**

These projects include non-construction safety-related activities and the reasonable costs to provide safety and educational activities such as bike/pedestrian safety training, cost of facilitators and classes.

Example:

- Safety and educational activities for pedestrians and bicyclists

3. **Acquisition of scenic easements and scenic or historic sites.**

This TE activity includes the purchase of scenic easements for the “viewshed” of a highway designated as a “scenic road or byway.” The scenic easement must encompass the entire view as seen from a moving vehicle on the roadway, must remove all advertising of any kind within view, must provide for permanent ownership of the scenic easement by the public entity making the application, and meet any and all Federal requirements for Right-of Way acquisition. The scenic easement must also restrict all future use of the property to ensure the scenic easement will be kept in the correct condition to continue to qualify as a scenic easement. The purchase of a historic site may be considered a complete “stand-alone” project. To be eligible, it must have an approved linkage to historic transportation. Also, the applicant must provide for the perpetual maintenance of the site. The site’s historic value must be preserved.

Examples:

- Acquisition of right of way on a scenic byway route or parkway
- A scenic or historic site that improves the aesthetic, historic, or environmental aspects of the transportation system

4. **Scenic or historic highway programs (including the provision of tourists and welcome center facilities).**

A project in this category can be applied only to a roadway that has been designated a “scenic byway” by both the State of Mississippi and the Federal Highway Administration; OR, a roadway that has been designated as an historic road or trail by the Mississippi Department of Archives and History or the US Department of the Interior. Tourist and welcome center projects must be along roadways designated as scenic or historic or have adequate linkage to historic or scenic transportation criteria in the immediate vicinity.

Examples:

- Restoration of historic roadway
- Facilities for visitor appreciation, or interpretative plaques on historic highways

5. **Landscaping and other scenic beautification.**

This category includes landscape planning, design and installation projects that improve the appearance or ecology of transportation related facilities.

This can not be treatment of an existing transportation facility that is designed as ordinary erosion control.

Example:

- Landscaping of roadways or interchanges

6. Historic preservation.

These projects must enhance the transportation system by giving citizens a better appreciation of the historical significance of the project or area. The historical district, site, building, structure, landscape, or object must be listed in or eligible for the National Register of Historic Places or be a contributing part of a National Register (or eligible) Historic District.

Examples:

- Relocation of historic bridges
- Interpretative plaques within a historic district

7. Rehabilitation and operation of historic transportation buildings, structures, or facilities.

The projects considered in this category include all historic transportation buildings, structures, or facilities associated with the operation, construction, or maintenance of any mode of transportation. The historic property must be listed in or eligible for the National Register of Historic Places or be a contributing part of a National Register (or eligible) Historic District. The MDOT has made a policy decision that operation of facilities will not normally be funded as a TE project.

Example:

- Rehabilitation and operation of historic rail stations

8. Conversion of abandoned railway corridors to trails.

This TE activity includes the planning, acquisition, rehabilitation, and development of abandoned railway corridors for pedestrians and non-motorized vehicles. The created trails must be open to the public.

Example:

- Abandoned railway corridor that will be converted to a bicycle trail and links to a transportation system

9. Control and removal of outdoor advertising.

This category includes the removal of existing outdoor advertising signs or displays from an area that can be seen from the viewshed of a transportation facility. Local ordinances must be passed that will guarantee advertising will never again be placed in view of the facility being protected with the project. Certified copies of the ordinance must accompany the application.

10. Archaeological planning and research.

This TE activity includes the planning, research, or interpretation of sites associated with transportation facilities under the direction of a professional historian, historical architect,

architectural historian, or archaeologist.

Examples:

- Research on sites eligible for transportation enhancement funds
- Experimental projects in archaeological site preservation and interpretations
- Planning to improve the identification, evaluation, and treatment of archaeological sites

11. Environmental mitigation of runoff pollution and provision of wildlife connectivity.

Applications to address water pollution will be accepted for two conditions: 1) If proposed construction of a highway facility will create water pollution endangering a sensitive area; or 2) Highway runoff is already causing a problem. Applications, which will assist in reducing wildlife deaths on roadways such as fencing, underpasses, or mitigation, are eligible for funding.

Examples:

- Wetland that filters runoff from a highway
- Endangered species road crossing tunnel

12. Establishment of transportation museums.

Transportation museums established using TE funds must meet the following definition of a museum. The facility must; (1) be a legally organized not-for-profit institution or government-entity; (2) be essentially educational in nature; (3) have a formally stated mission; (4) have one full-time paid professional staff member who has museum knowledge and experience and is delegated authority and allocated financial resources sufficient to operate the museum effectively; (5) present regularly scheduled programs and exhibits that use and interpret objects for the public according to accepted standards; (6) have a formal and appropriate program of documentation, care, and use of collections and/or tangible objects; and (7) have a formal and appropriate program of presentations and maintenance of exhibits. The museum must be related to surface transportation. The legislation governing the TE program specifically refers to TE activities “relating to surface transportation.” Therefore, TE funds are not to be used to preserve aircraft or create an airport or air museum.

Example:

- Inactive rail repair facility operated as a public educational facility

Mississippi Department of Employment Security
Helping Mississippians Get Jobs

**Unemployment Rates
 Counties & State**

Summary of unemployment rates for the years 1970 forward

Area	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann Avg
Oktibbeha	1970	5.3	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Oktibbeha	1971	5.3	4.6	4.9	3.8	3.5	5.7	3.9	3.6	3.2	3.2	3.9	3.1	4.1
Oktibbeha	1972	3.3	3.3	3.1	2.5	2.2	3.3	2.9	2.7	2.7	2.7	1.9	2.7	2.8
Oktibbeha	1973	2.4	2.4	2.0	2.0	2.0	2.5	2.1	1.6	2.3	2.1	2.0	2.4	2.1
Oktibbeha	1974	3.4	3.2	3.3	2.6	2.6	3.4	2.6	2.3	2.8	2.9	4.6	3.4	3.1
Oktibbeha	1975	4.7	7.5	7.5	6.0	5.6	7.5	6.8	6.9	6.1	4.7	5.2	4.7	6.1
Oktibbeha	1976	4.4	4.9	4.8	4.1	4.0	4.6	5.3	3.7	3.4	3.5	4.0	3.6	4.2
Oktibbeha	1977	3.9	5.2	4.2	4.3	4.2	5.6	5.8	4.8	4.5	4.3	4.9	4.6	4.7
Oktibbeha	1978	4.9	4.9	6.2	4.9	4.9	5.1	5.0	4.9	3.8	3.7	2.8	3.7	4.6
Oktibbeha	1979	4.5	4.1	3.7	3.8	3.7	4.5	4.2	3.7	3.7	3.4	2.8	3.3	3.8
Oktibbeha	1980	3.9	3.9	3.7	3.4	4.6	5.5	7.2	4.7	4.3	4.6	4.5	4.8	4.6
Oktibbeha	1981	4.3	4.3	4.1	4.3	4.3	6.2	5.5	6.1	5.6	4.8	4.3	4.1	4.9
Oktibbeha	1982	4.7	5.5	6.2	6.2	7.3	9.7	8.9	9.1	7.6	6.9	6.7	6.3	7.1
Oktibbeha	1983	6.7	8.3	8.7	6.9	10.2	9.7	8.8	8.1	7.9	6.8	6.7	6.1	7.9
Oktibbeha	1984	6.9	8.3	8.4	8.0	8.5	9.1	8.0	7.6	7.3	7.7	6.7	6.4	7.8
Oktibbeha	1985	7.3	7.8	8.1	8.1	7.8	8.8	7.7	8.3	8.1	7.8	7.8	7.5	7.9
Oktibbeha	1986	9.1	11.0	10.5	9.5	9.6	11.7	9.7	9.2	8.2	7.6	8.2	7.7	9.3
Oktibbeha	1987	7.7	7.9	7.3	6.4	7.2	7.2	7.1	7.3	6.7	6.2	5.4	4.5	6.7
Oktibbeha	1988	5.9	6.6	5.6	5.0	4.8	6.5	6.6	6.7	7.6	7.7	5.9	6.1	6.3
Oktibbeha	1989	5.5	5.3	6.3	5.7	6.5	8.2	8.1	7.2	5.4	5.0	5.3	5.6	6.2
Oktibbeha	1990	5.6	5.9	5.5	6.1	7.7	7.9	6.9	7.1	6.6	6.9	6.6	5.9	6.6
Oktibbeha	1991	5.4	5.6	6.2	5.9	7.0	8.6	7.7	6.5	5.5	5.6	4.9	4.8	6.1
Oktibbeha	1992	7.1	7.4	7.0	6.8	8.2	10.5	9.3	9.1	7.8	7.2	6.2	5.8	7.7
Oktibbeha	1993	3.8	3.7	4.0	3.7	4.2	5.2	4.0	4.1	3.2	3.2	2.6	2.6	3.7
Oktibbeha	1994	3.8	3.7	3.7	3.9	3.7	5.2	4.5	4.2	3.0	3.2	3.1	2.8	3.7
Oktibbeha	1995	2.9	2.8	3.0	2.8	3.1	4.4	3.8	4.1	3.1	3.0	2.9	2.4	3.2
Oktibbeha	1996	2.7	2.6	3.2	2.9	3.4	3.8	3.2	3.0	2.5	2.7	2.3	2.2	2.9
Oktibbeha	1997	2.7	3.4	3.2	2.5	2.8	3.5	3.2	3.4	2.9	2.8	2.5	2.4	2.9
Oktibbeha	1998	3.0	2.5	2.9	2.5	3.2	3.2	3.3	3.3	2.4	2.2	1.7	1.9	2.7
Oktibbeha	1999	2.6	2.7	2.1	1.8	2.1	2.6	2.7	2.5	2.2	2.2	1.9	1.8	2.2
Oktibbeha	2000	6.0	5.2	5.6	4.6	6.3	7.0	6.2	5.7	4.7	4.8	4.3	3.7	5.4
Oktibbeha	2001	5.0	4.4	4.8	3.8	4.8	5.2	4.9	5.0	4.6	5.0	5.2	5.3	4.8
Oktibbeha	2002	7.3	5.3	5.8	5.5	5.7	6.9	6.4	6.0	4.8	5.3	5.2	5.3	5.8
Oktibbeha	2003	6.8	5.3	5.4	5.2	5.6	7.8	6.6	6.0	5.3	5.7	5.0	4.8	5.7
Oktibbeha	2004	6.4	5.1	4.8	4.6	5.5	7.2	6.7	6.4	5.4	6.2	5.8	5.8	5.8
Oktibbeha	2005	7.2	6.2	6.2	5.6	6.5	7.8	7.1	6.5	5.0	5.5	6.1	6.0	6.3
Oktibbeha	2006	7.0	5.8	5.1	4.8	5.4	6.8	7.2	5.9	5.2	5.3	5.5	5.9	5.8
Oktibbeha	2007	7.6	6.7	6.3	6.7	6.8	8.3	8.6	6.9	6.3	5.8	5.7	6.0	6.8
Oktibbeha	2008	7.2	5.6	5.8	5.2	6.3	8.1	8.4	7.0	6.1	6.0	5.5	6.3	6.4
Oktibbeha	2009	8.1	7.1	6.9	6.6	7.8	9.7	10.9	10.0	9.3	9.5	9.4	10.5	8.8
Oktibbeha	2010	13.3	11.3	10.5	10.0	10.9	13.0	12.6	10.7	10.3	10.0	10.1	10.5	11.1
Oktibbeha	2011	13.0	11.3	10.5	9.8	10.9	13.8	13.1	11.0	10.1	9.8	8.9	9.4	10.9
Oktibbeha	2012	10.8	9.1	8.3	7.8	9.1	11.3	11.2	9.0	8.3	7.8	7.5	8.8	9.0
Oktibbeha	2013	10.9	8.8	8.0	7.5	8.8	10.7	10.1	8.8	8.0	7.7	6.9	7.2	8.6
Oktibbeha	2014	8.5	7.8	8.0	6.8	8.1	10.1	9.4						

HOUSEHOLD DATA HISTORICAL

A-1. Employment status of the civilian noninstitutional population 16 years and over, 1979 to date

[Numbers in thousands]

Numbers in thousands]	Year and month	Civilian noninstitutional population	Civilian labor force					Not in labor force	
			Number	Percent of population	Employed		Unemployed		
					Number	Percent of population	Number		Percent of labor force
1979	164,863	104,962	63.7	98,824	59.9	6,137	5.8	59,900	
1980	167,745	106,940	63.8	99,303	59.2	7,637	7.1	60,806	
1981	170,130	108,670	63.9	100,397	59.0	8,273	7.6	61,460	
1982	172,271	110,204	64.0	99,526	57.8	10,678	9.7	62,067	
1983	174,215	111,550	64.0	100,834	57.9	10,717	9.6	62,665	
1984	176,383	113,544	64.4	105,005	59.5	8,539	7.5	62,839	
1985	178,206	115,461	64.8	107,150	60.1	8,312	7.2	62,744	
1986	180,587	117,834	65.3	109,597	60.7	8,237	7.0	62,752	
1987	182,753	119,865	65.6	112,440	61.5	7,425	6.2	62,888	
1988	184,613	121,669	65.9	114,968	62.3	6,701	5.5	62,944	
1989	186,393	123,869	66.5	117,342	63.0	6,528	5.3	62,523	
1990	189,164	125,840	66.5	118,793	62.8	7,047	5.6	63,324	
1991	190,925	126,346	66.2	117,718	61.7	8,628	6.8	64,578	
1992	192,805	128,105	66.4	118,492	61.5	9,613	7.5	64,700	
1993	194,838	129,200	66.3	120,259	61.7	8,940	6.9	65,638	
1994	196,814	131,056	66.6	123,060	62.5	7,996	6.1	65,758	
1995	198,584	132,304	66.6	124,900	62.9	7,404	5.6	66,280	
1996	200,591	133,943	66.8	126,708	63.2	7,236	5.4	66,647	
1997	203,133	136,297	67.1	129,558	63.8	6,739	4.9	66,837	
1998	205,220	137,673	67.1	131,463	64.1	6,210	4.5	67,547	
1999	207,753	139,368	67.1	133,488	64.3	5,880	4.2	68,385	
2000	212,577	142,583	67.1	136,891	64.4	5,692	4.0	69,994	
2001	215,092	143,734	66.8	136,933	63.7	6,801	4.7	71,359	
2002	217,570	144,863	66.6	136,485	62.7	8,378	5.8	72,707	
2003	221,168	146,510	66.2	137,736	62.3	8,774	6.0	74,658	
2004	223,357	147,401	66.0	139,252	62.3	8,149	5.5	75,956	
2005	226,082	149,320	66.0	141,730	62.7	7,591	5.1	76,762	
2006	228,815	151,428	66.2	144,427	63.1	7,001	4.6	77,387	
2007	231,867	153,124	66.0	146,047	63.0	7,078	4.6	78,743	
2008	233,788	154,287	66.0	145,362	62.2	8,924	5.8	79,501	
2009	235,801	154,142	65.4	139,877	59.3	14,265	9.3	81,659	
2010	237,830	153,889	64.7	139,064	58.5	14,825	9.6	83,941	
2011	239,618	153,617	64.1	139,869	58.4	13,747	8.9	86,001	
2012	243,284	154,975	63.7	142,469	58.6	12,506	8.1	88,310	
2013	245,679	155,389	63.2	143,929	58.6	11,460	7.4	90,290	
Monthly data, seasonally adjusted ¹									
2013									
August	245,959	155,435	63.2	144,179	58.6	11,256	7.2	90,524	
September	246,168	155,473	63.2	144,270	58.6	11,203	7.2	90,695	
October	246,381	154,625	62.8	143,485	58.2	11,140	7.2	91,756	
November	246,567	155,284	63.0	144,443	58.6	10,841	7.0	91,283	
December	246,745	154,937	62.8	144,586	58.6	10,351	6.7	91,808	
2014									
January	246,915	155,460	63.0	145,224	58.8	10,236	6.6	91,455	
February	247,085	155,724	63.0	145,266	58.8	10,459	6.7	91,361	
March	247,258	156,227	63.2	145,742	58.9	10,486	6.7	91,030	
April	247,439	155,421	62.8	145,669	58.9	9,753	6.3	92,018	
May	247,622	155,613	62.8	145,814	58.9	9,799	6.3	92,009	
June	247,814	155,694	62.8	146,221	59.0	9,474	6.1	92,120	
July	248,023	156,023	62.9	146,352	59.0	9,671	6.2	92,001	
August	248,229	155,959	62.8	146,368	59.0	9,591	6.1	92,269	

¹ The population figures are not adjusted for seasonal variation.

NOTE: Revisions to population controls and other changes can affect the comparability of labor force levels over time. In recent years, updated population controls have been introduced annually with the release of January data. Additional information is online at www.bls.gov/cps/documentation.htm#pop.

THE CITY OF STARKVILLE

 COMMUNITY DEVELOPMENT DEPT

 CITY HALL, 101 E. LAMPKIN STREET

 STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525 ext. 136)
CC: Clay Weeks with CAW Properties, Applicant
SUBJECT: RZ 14-07: Rezoning request for parcel located at 903 ½ Louisville Street. 118H-00-042.00
DATE: October 14, 2014

The purpose of this report is to provide information regarding the request of Clay Weeks of CAW Properties to rezone their property from R-6 Mobile Homes/ MHP/ MHS to R-5 Multi-Family High Density. The applicant is seeking to Rezone a +/- 4.06 acre parcel formerly used as a mobile home park to allow for the construction of multifamily apartment buildings. The parcel is located directly south of Starkville High School accessed from an easement to the west connecting to Louisville Street. Please see attachments 1-7.

BACKGROUND INFORMATION

The earliest zoning map (1960's-1970's Map) that staff has available illustrates the subject property as being T-P Trailer Park to R-5 Multi-Family, High-Density. The 1982 zoning map list the subject properties as being zoned R-6, which is the current zoning district today.

Zoning Change Subject Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
102G-00-167.00	T-P	R-6	R-6	R-6
Zoning Change Adjacent Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
North	R-1	R-1	R-1	R-1
East	R-1	R-1	R-1	R-1
South	R-1	C-1	C-1	C-1
West	R-1	C-1	C-1	C-1

Zoning Change Subject Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
102G-00-167.00	T-P	R-6	R-6	R-6
Zoning Change Adjacent Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 map	Current Map
North	R-1	R-1	R-1	R-1
East	R-1	R-1	R-1	R-1
South	R-1	C-1	C-1	C-1
West	R-1	C-1	C-1	C-1
Zoning and land uses adjacent to the subject property				
Direction	Zoning	Current Use		
North	R-1	Starkville High School		
East	R-1	Starkville High School		
South	C-1	Vacant/Undeveloped		
West	C-1	Commercial/Residential		

NOTIFICATION

10 property owners of record within 300 feet of the subject property were notified directly by mail of the request. A public hearing notice was published in the Starkville Daily News on Monday the 29th of September 2014 and a placard was posted on the property concurrent with publication of the notice. As of this date, the Planning Office has received no phone call against this request.

REZONING REQUEST

The subject rezoning requests are from R-6 Mobile Homes/ MHP/ MHS to R-5 Multi-Family High Density. Differences between R-6 and R-5 zones are:

Current Zoning District

R-6 Residential zoning regulations

These [R-6 residential (mobile homes)] districts are intended to be comprised mainly of mobile homes, mobile home parks, and mobile home subdivision, along with appropriate neighborhood supporting facilities. The character of this district is protected by requiring that certain yard and area standards be met. [The following regulations apply to R-6 districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as an exception.
3. Required lot area and width, yards, building areas and heights for mobile home parks and subdivisions and individual mobile homes on platted lots:
 - a. The parcel of land to be used for a mobile home park or subdivision shall have a minimum lot area of five acres. The minimum width of the lot at the building line shall be 300 feet. The minimum yard depths for the Mobile Home Park or subdivision shall be: Front, 30 feet; side and rear, 15 feet each. This yard space may not be used for parking nor shall it constitute the

yard requirements for any individual mobile home. The height of all structures in the trailer park shall be limited to one story or 12 feet.

- b. The individual mobile home lot shall have a minimum lot area of 5,000 square feet and shall not be less than 40 feet in width at the building line. The minimum yard requirements for the mobile home lot shall be: Front, 20 feet; rear, 15 feet; sides, five feet. This yard space may be used for parking of the residents' vehicles, but shall not constitute any of the yard requirements for the Mobile Home Park or subdivision. Private accessory structures, such as sheds, must be within the building area defined for each lot. Structures shall not cover more than 35 percent of the total building area.
- c. All mobile homes permitted by this ordinance shall meet the following guidelines:
 - i. Shall be secured on a permanent foundation with tiedowns;
 - ii. Shall be provided with a skirt of material comparable to exterior of the structure and shall be placed on the site in a manner compatible with adjacent sites; and
 - iii. Shall be in conformance with codes adopted by the City of Starkville.
4. Off-street parking requirements: Two parking spaces shall be provided for each mobile home. See article VIII of this ordinance for requirements for other uses.

Proposed Zoning District R-5 Residential zoning regulations

These [R-5 residential] districts are intended to be composed mainly of multifamily dwellings, although a wide range of dwelling types is also permitted. Mobile homes, mobile home parks, and mobile home subdivisions are also permitted under certain special conditions. Appropriate supporting facilities to accommodate higher density multifamily districts are permitted and the character of this residential district is protected by requiring certain yard and area standards to be met. [The following regulations apply to R-5 districts:]

1. See chart for permitted uses.
2. See chart for uses which may be permitted as a special exception.
3. Required lot area and width, yards, building areas and height for residences:
 - a. Minimum lot area, per unit: 1,800 square feet.
 - b. Minimum lot width at building line:
 - Single-family and multifamily dwelling of less than eight units: 50 feet.
 - Townhouse dwelling: 16 feet.
 - Multifamily dwellings of eight units or more: 100 feet.
 - c. Minimum depth of front yard: 25 feet.
 - d. Minimum width of side yard: Five feet.
 - e. Minimum depth of rear yard: 20 feet.
 - f. Maximum height of structure: 45 feet.

Mobile homes on individual lots shall comply with the provisions of article VII, section E. Mobile home parks and mobile home subdivisions shall comply with provisions of article VII, section H.

4. Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.

STATE REZONING CRITERIA

Per Title 17, Chapter 1, of the Mississippi Code of 1972, as amended, and Appendix A, Article IV, Section A, of the City of Starkville Code of Ordinances, the Official Zoning Map may be amended only when one or more of the following conditions prevail:

1. **Error:** There is a Manifest Error in the ordinance and a Public Need to correct the error:
 - There are no errors in need of correction with either the ordinance or zoning map.
2. **Change in conditions:** Changed or changing conditions in an existing area, or in the planning area generally, or the increased or increasing need for commercial or manufacturing sites or additional subdivision of open land into urban building sites make a change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.

With recent construction and rezoning in the area around the subject parcel, a change in conditions exist. The rezoning cases below highlights some of the parcels recently rezoned in the area:

- RZ 14-02: Cottages at Starkville Station, LLC Rezoning from R-5 to R-4A at the end of RV Way.
- RZ 14-03: Sonic Rezoning from R-3 to B-1 at 711 Vine Street
- RZ 13-14 Garden Properties, LLC Rezoning from R-1 to R-3A near the intersection of yellow Jacket Drive and Eckford Drive.

REQUIRED CONDITIONS

1. If the property were to be rezoned R-5, a Buffer Yard would be required per Landscape Ordinance Section 8 Buffer yard and screening of high density residential and neighborhood commercial uses.
2. Access to drainage ditch by means of a gate for city services to maintain drainage ditch.

Attachment 1
RZ 14-07 Aerial



Source: Esri, DigitalGlobe, GeoEye, iSat, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroX, Getmapping, Aerogrid, IGN, IGP, Swisstopo, and the GIS User Community

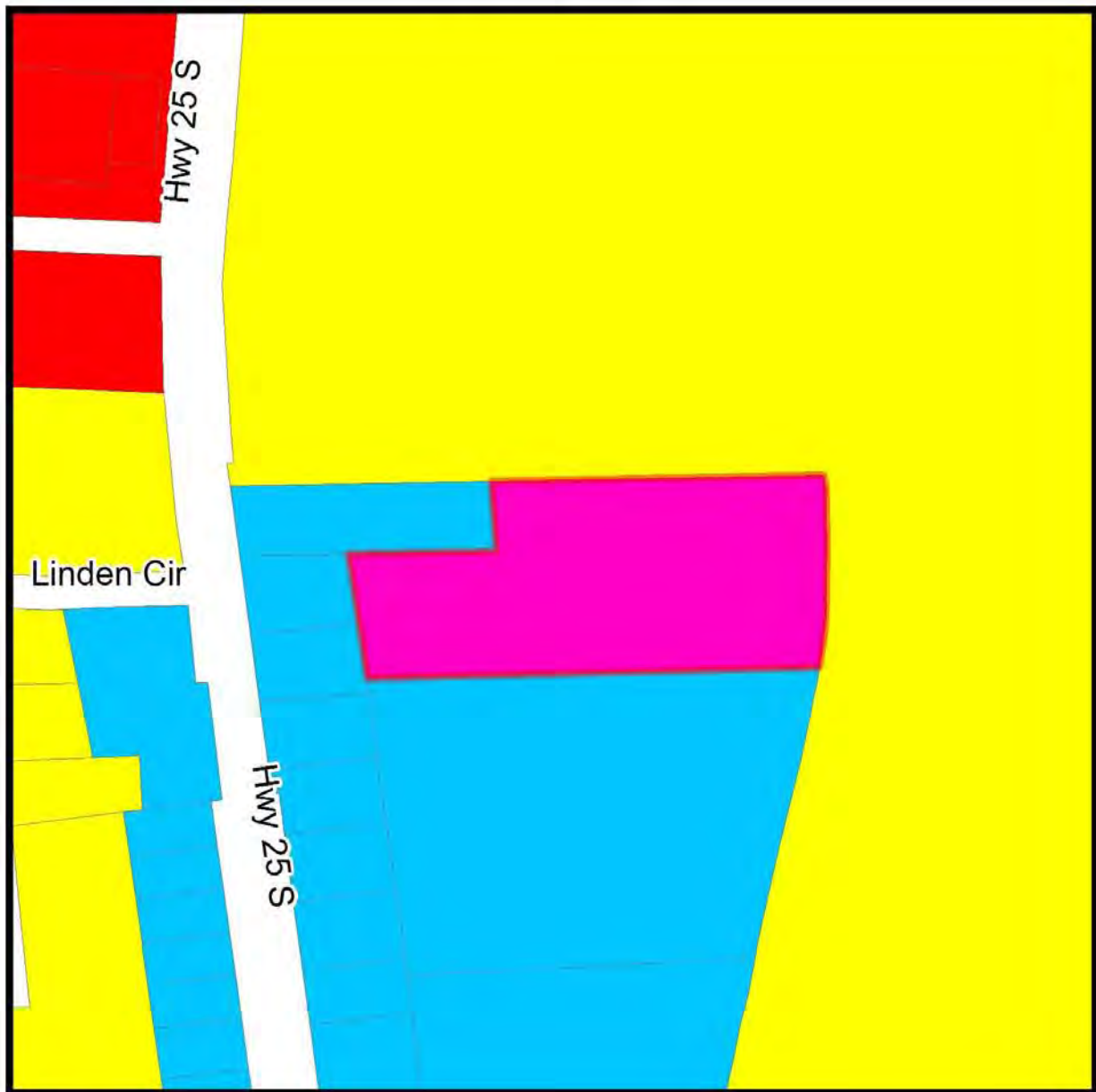
Legend

 Subject Property



0 50 100 200 300 400
Feet

Attachment 2
RZ 14-07 Zoning



Legend

-  Subject Property
-  C-1 Neighborhood Commercial
-  C-2 General Business
-  R-1 Single Family
-  R-6 Mobile Homes/MHP/MHS



Attachment 3



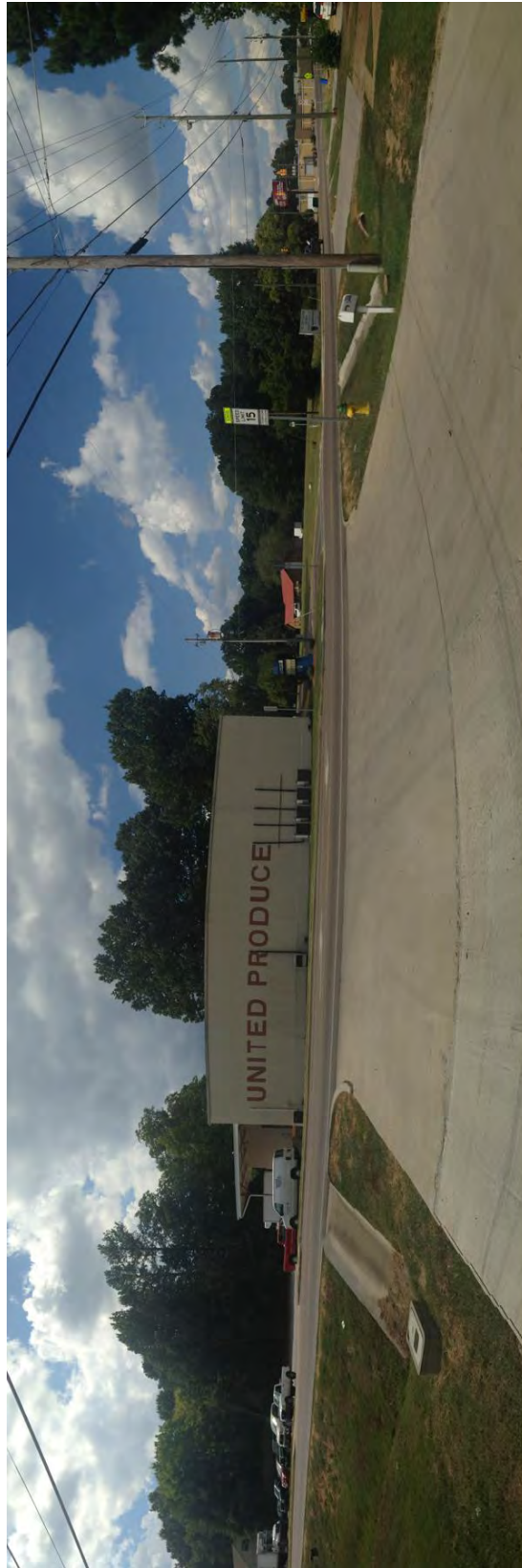
View looking east into the property

Attachment 4



View looking north toward Starkville High School

Attachment 5



View looking east across Louisville Street

Attachment 6



View looking east at entrance drive into property from across Louisville Street.

Attachment 7

October 6, 2014

Buddy Sanders

City Planner

101 East Lampkin Street

Starkville, MS 39759

RE: CAW Properties LLC/903 Louisville Street/Case #RZ 14-07

Improvement Project

Dear Mr. Sanders:

Please accept this letter as our request to have our property at 903 Louisville Street in Starkville, MS rezoned from R-6 to R-5. The property has been used as a mobile home for park for several years. We are in the process of removing all of the mobile homes and would like to build apartments on the property. The current streets are gravel. We will be paving the streets and our plans are to make it a gated property.

We are requesting the following change in conditions: Changed or changing conditions in an existing area, or in the planning area generally, or the increased or increasing need for commercial or manufacturing sites or additional subdivision of open land into urban building sites make a change in the ordinance necessary and desirable, and in accord with the public need for orderly and harmonious growth.

Some recent Re-zonings near our property - within the past year are:

RZ 14-02: Cottages at Starkville Station, LLC Rezoning from R-5 to R-4A at the end of RV Way.

RZ 14-03: Sonic Rezoning from R-3 to B-1 at 711 Vine Street

RZ 13-14 Garden Properties, LLC Rezoning from R-1 to R-3A near the intersection of yellow Jacket Drive and Eckford Drive.

We would appreciate your assistance in this matter. Please let me know if you need additional information.

Sincerely,

Clay H Weeks

CAW Properties LLC

601-624-1240