



**OFFICIAL AGENDA
PLANNING & ZONING COMMISSION
CITY OF STARKVILLE, MISSISSIPPI
MEETING OF TUESDAY, December 13, 2016
CITY HALL - COURT ROOM,
110 West Main 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 OF MINUTES
 - A. Consideration of the Unapproved minutes for November 8, 2016 (pg. 3)
- VI. CITIZEN COMMENTS
- VII. NEW BUSINESS
 - A. CU 16-07 Request for Conditional Use for a "Funeral Home" on the north side of Garrard Road +/- 0.2 miles west of the intersection of North Jackson Street and Garrard Road in a B-1 zone with the property # 118-27-020.12_ (pg. 9)
 - B. FP 16-05 Request for Final Plat approval for a five lot subdivision of a 32.13-acre parcel on the south side of Lynn Lane and the north side of Academy Road directly north and east of Starkville Academy in an C-2 zone with the parent parcel number 102I-00-013.00_ (pg. 27)
 - C. PP 16-19 Request for Preliminary Plat approval for a two-lot subdivision of a +- 7.73-acre parcel on the west side of North Montgomery and the south side of Presley Drive in an C-1, R-5 and RE zone with the parent parcel number 0117E-00-018.00. (pg. 33)
 - D. PP 16-20 Request for renewal of Preliminary Plat approval for subdividing one lot into two lots located +/-0.27 miles south of the Garrard Road and Hwy 12 East intersection on the East side of Hwy 12 East with the parent parcel number 117F-00-008.00 (pg. 43)
 - E. RZ 16-10 Request to Rezone one parcel from R-5 to T-5 located at 35 Jarnigan Street with the Parcel # 101D-00-094.00. (pg. 55)
 - F. RZ 16-11 Request to Rezone several properties located at the northwest corner of North Jackson Street and Highway 82 to M-1 for the proposed Industrial Park with the parcel numbers 115-21-007.00, 115-21-010.00, 115-22-026.00, 115-21-010.01, 115-21-010.02, 114-20-003.00, 115-21-006.00, and 115-21-007.01. (pg. 65)
- VIII. PLANNER'S REPORT
 - A. Update on the presentation of the Comprehensive Plan to the Board of Aldermen.
- IX. ADJOURN

**MINUTES OF THE REGULAR MEETING OF
THE PLANNING AND ZONING COMMISSION
CITY OF STARKVILLE, MISSISSIPPI NOVEMBER 08, 2016**

Be it remembered, that, the members of the Planning and Zoning Commission of the City of Starkville, met in their regularly scheduled meeting on November 08, 2016 at 5:30 p.m. in the Courtroom of City Hall, located at 110 West Main Street, Starkville, MS.

There being present were Michael Brooks, Chairman, Ward 4, Jim McReynolds, Ward 2, Tom Walker, Ward 3, Patrick Miller, Ward 5, Ira Loveless, Ward 6, and John Moore, Ward 7. Commissioner Jason Camp, Ward 1, joined the meeting by telephone. Attending the Commissioners were City Planner Daniel Havelin and Community Development Director Buddy Sanders.

Commission Chairman Michael Brooks opened the meeting with the Pledge of Allegiance followed by a moment of silence.

CONSIDERATION OF THE OFFICIAL AGENDA

There came for consideration, the matter of the approval of the motion to approve the Official Agenda of the Planning and Zoning Commission of November 08, 2016 as presented.

**OFFICIAL AGENDA
PLANNING & ZONING COMMISSION
CITY OF STARKVILLE, MISSISSIPPI
MEETING OF TUESDAY, NOVEMBER 08, 2016
CITY HALL - COURT ROOM,
110 West Main 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 OF MINUTES
 - A. Reconsideration of the Unapproved minutes for October 11, 2016
- VI. CITIZEN COMMENTS
- VII. **NEW BUSINESS**

- A. RZ 16-08 Request to rezone a portion of one lot located on the southern side of Academy Road between Hummingbird Lane and South Montgomery Street from R3-A to C-2 with the property # 102I-00-021.00

- B. PP 16-17 Request for Preliminary Plat approval for a two-lot subdivision of a 12.73-acre parcel on the southeast corner of the intersection of Academy Road and South Montgomery Street in an R3-A zone with a proposed rezoning to a C-2 zone with the parent parcel number 02J-00-113.00
- C. FP 16-13 Request for Final Plat for an 18-lot subdivision named Adelaide Phase I located on the west side of South Montgomery Street directly north of The Claiborne at Adelaide retirement community in a R-4A (pending) zone with the parent parcel numbers 105 -15-007.00 and 105 -22-001.00.
- D. RZ 16-09 Request to rezone part of one parcel located on the west side of South Montgomery Street directly west of the intersection of Kerkling Drive and South Montgomery with the Parcel #105-15-007.01
- E. PP 16-18 Request for Preliminary Plat approval for modifying the Western Crossing subdivision located at the northwest corner of Hwy 25 and Hwy 12.
- F. CU 16-06 Request for Conditional Use to build a parking lot and drives on a commercially zoned parcel in support of existing Express Oil Change located at 530 Vine Street with parcel number 102A-00-269.00

VIII. PLANNER'S REPORT
IX. ADJOURN

After discussion and upon the motion of Commissioner Miller, duly seconded by Commissioner Moore, the motion to approve the official agenda of the Planning and Zoning Commission for November 8, 2016, as presented, received unanimous approval.

**CONSIDERATION FOR APPROVAL OF THE MINUTES OF THE MEETING OF
OCTOBER 11, 2016**

After discussion and upon the motion of Commissioner Moore, duly seconded by Commissioner McReynolds, the motion to approve the Minutes as amended of the October 11, 2016 Planning and Zoning Commission received unanimous approval.

CITIZEN COMMENTS

The Chair opened up the meeting for Citizen Comments. Seeing there were none, the Commission moved to New Business.

NEW BUSINESS

- A. CONSIDERATION OF RZ 16-08 REQUEST TO REZONE A PORTION OF ONE LOT LOCATED ON THE SOUTHERN SIDE OF ACADEMY ROAD BETWEEN HUMMINGBIRD LANE AND SOUTH MONTGOMERY STREET FROM R3-A TO C-2 WITH THE PROPERTY # 102I-00-021.00**

City Planner Daniel Havelin presented RZ 16-05, a request by Johnny Fair on behalf of Robert Smith to rezone a portion of one parcel located on the south side of Academy Road between Hummingbird Lane and South Montgomery Street. The parcel is currently zoned R-3A. The applicant is seeking to change this portion to C-2 General Business. 23 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 October 13th, 2016 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 and one letter against this request. Staff also received two petitions with signatures from neighbors against the request. The staff recommended 3 conditions for approval.

The Commission Chair opened a public hearing and called for comments regarding the above request. Comments were received from the following individuals:

Johnny Moore, Johnny Fair, and Chad Phillips spoke in favor of the request.

P.K. Thomas, Peter Summerlin, Nicholas Fitzkee, Libby Gill, Malcolm Rogers, James Quinn, Tom Jackson, spoke against the request.

Calling for and receiving no other comments, the Commission Chair closed the public hearing.

After discussion, and upon the motion of Commissioner Loveless, duly seconded by Commissioner Miller, the motion to deny RZ 16-05 due to no change in the condition nor public need was approved with a vote of 5-1, with Commissioner McReynolds voting against the request.

B. CONSIDERATION OF PP 16-17 REQUEST FOR PRELIMINARY PLAT APPROVAL FOR A TWO-LOT SUBDIVISION OF A 12.73-ACRE PARCEL ON THE SOUTHEAST CORNER OF THE INTERSECTION OF ACADEMY ROAD AND SOUTH MONTGOMERY STREET IN AN R3-A ZONE WITH A PROPOSED REZONING TO A C-2 ZONE WITH THE PARENT PARCEL NUMBER 02J-00-113.00

City Planner, Daniel Havelin, presented the request PP 16-17, a request by Johnny Fair on behalf of Robert Smith for Preliminary Plat approval for a two-lot subdivision on the south side of Academy Road between Hummingbird Lane and South Montgomery Street. The Subdivision consists of 2 lots on +/- 12.73 acres in a R3-A zone. The proposed parcel 1 is 9.87 acres and proposed parcel 2 is 2.86 acres.

After discussion and upon the motion of Commissioner Walker duly seconded by Commissioner Loveless, the motion to approve PP 16-17 was unanimously approved.

C. CONSIDERATION OF FP 16-13 REQUEST FOR FINAL PLAT FOR AN 18 LOT SUBDIVISION NAMED ADELAIDE PHASE I LOCATED ON THE WEST SIDE OF SOUTH MONTGOMERY STREET DIRECTLY NORTH OF THE CLAIBORNE AT ADELAIDE RETIREMENT COMMUNITY IN A R-4A (PENDING) ZONE WITH THE PARENT PARCEL NUMBERS 105 -15-007.00 AND 105 -22-001.00.

City Planner, Daniel Havelin, presented the request FP 16-13, a request by Ramsey Partners for Final Plat approval for Phase I of the Adelaide Subdivision located on the west side of South Montgomery directly north of The Claiborne retirement community. Phase I consist of 18 lots on +/- 6.45 acres with a pending zoning classification of R-4A. The R-4A zoning will be finalized after the property has been subdivided from the parent parcel. The staff recommended 3 conditions for approval.

The applicant, Saunders Ramsey, came forward to speak for the request.

After discussion and upon the motion of Commissioner Walker duly seconded by Commissioner Moore, the motion to approve FP 16-13 was unanimously approved with the following conditions:

1. Any sidewalks not completed by the time of Final Plat consideration by the Board of Aldermen, shall be required to have a form of surety in place in the amount of 150% of the estimated cost of construction.
2. Any utility infrastructure not completed by the time of Final Plat consideration by the Board of Aldermen, shall be required to have a form of surety in place in the amount of 150% of the estimated cost of construction. All infrastructure shall be required to be installed, inspected, tested and approved by City Staff prior to the issuance of a building permit for any individual lot.

D. CONSIDERATION OF RZ 16-09 REQUEST TO REZONE PART OF ONE PARCEL LOCATED ON THE WEST SIDE OF SOUTH MONTGOMERY STREET DIRECTLY WEST OF THE INTERSECTION OF KERKLING DRIVE AND SOUTH MONTGOMERY WITH THE PARCEL #105-15-007.01

City Planner Daniel Havelin presented RZ 16-09, a request by Ramsey Partners to rezone part of one parcel located on the west side of South Montgomery Street directly west of the intersection of Kerkling Drive and South Montgomery in an A-1 zone. The applicant is seeking to change this portion to R-4A Single Family. 69 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 October

21st, 2016 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 calls against the request.

The Commission Chair opened a public hearing and called for comments regarding the above request. Comments were received from the following individuals:

The applicant, Saunders Ramsey, spoke in favor of the request.

Calling for and receiving no other comments, the Commission Chair closed the public hearing.

After discussion, and upon the motion of Commissioner Walker, duly seconded by Commissioner Loveless, the motion to approve RZ 16-09 due to change and condition and public need was unanimously approved.

E. CONSIDERATION OF PP 16-18 REQUEST FOR PRELIMINARY PLAT APPROVAL FOR MODIFYING THE WESTERN CROSSING SUBDIVISION LOCATED AT THE NORTHWEST CORNER OF HWY 25 AND HWY 12

City Planner Daniel Havelin presented PP 16-18, a request by Brent Engineering on behalf of RMR Investment Company for Preliminary Plat approval for the modification of the Western Crossing Phase II subdivision plat. The subdivision has a gross acreage of +/-258 acres with a total of 12 lots.

Mike Brent, representing the applicant, withdrew the request.

F. CONSIDERATION OF CU 16-06 REQUEST FOR CONDITIONAL USE TO BUILD A PARKING LOT AND DRIVES ON A COMMERCIAL ZONED PARCEL IN SUPPORT OF EXISTING EXPRESS OIL CHANGE LOCATED AT 530 VINE STREET WITH PARCEL NUMBER 102A-00-269.00

City Planner Daniel Havelin presented CU 16-06, a request by Thomas Allen of Pritchard Engineering on behalf of Lucille Evans for a Conditional Use to build a parking lot on one parcel at 530 Vine Street in a C-2 General business zone. 28 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 October 22, 2016 and a placard was posted on the property. As of this date, the Planning Office has received no phone calls.

The Commission Chair opened a public hearing and called for comments regarding the above request. Comments were received from the following individuals:

Thomas Allen, representing the applicant, spoke in favor of the request.

Machaunda Bush, spoke against the request.

Calling for and receiving no other comments, the Commission Chair closed the public hearing.

After discussion and upon the motion of Commissioner Walker duly seconded by Commissioner McReynolds, the motion to approve CU 16-06 was approved 5-1, with Commissioner Moore voting against the request.

PLANNERS REPORT

City Planner Daniel Havelin announced The Starkville Comprehensive Plan will be presented to the Mayor and Board of Alderman at 5:30 PM on December 6, 2016.

6. A MOTION TO ADJOURN

There came for consideration, the matter of the approval of the motion to adjourn until 5:30 p.m. on December 13, 2016, in the courtroom of City Hall located at 110 West Main Street, Starkville MS.

After discussion, and upon the motion of Commissioner Miller, duly seconded by Commissioner Walker, the motion to adjourn until the 5:30 p.m. on December 13, 2016, in the courtroom of City Hall located at 110 West Main Street, Starkville MS, was unanimously approved.

Mike Brooks, Commission Chair

Daniel Havelin, City Planner

THE CITY OF STARKVILLE
COMMUNITY DEVELOPMENT DEPT
CITY HALL, 110 WEST MAIN STREET
STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission

FROM: Daniel Havelin, City Planner (662-323-2525 ext. 3136)
Emily Corban, Assistant City Planner (662-323-2525 ext. 3138)

CC: Applicant: Bill Mann, Owner: Vernon West

SUBJECT: CU 16-07 Request for Conditional Use for a “Funeral Home” on the north side of Garrard Road +/- 0.2 miles west of the intersection of North Jackson Street and Garrard Road in a B-1 zone with the property # 118-27-020.12

DATE: December 13, 2016

The purpose of this report is to provide information regarding the request by Bill Mann on behalf of Vernon West for a Conditional Use to allow a “Funeral Home” in a B-1 zone on the north side of West Garrard Road approximately +/-0.20 miles west of the intersection of North Jackson Street and Garrard Road. Please see attachments 1-14.

BACKGROUND INFORMATION

The applicant is requesting a Conditional Use to construct a “Funeral Home” on an undeveloped parcel on West Garrard Road. Due to the type of business the applicants are wanting to construct, a Conditional Use is required per the City of Starkville’s Permitted and Conditional Use Chart. To this date, the applicants have attended one Development Review Committee and received general comments. A Conditional Use for a Funeral Home on this parcel was previously granted by the Planning and Zoning Board on November 9, 2010 and the Board of Aldermen on December 7, 2010. A Conditional Use for a Funeral Home on this parcel was previously granted by the Planning and Zoning Board on March 10, 2015 and the Board of Aldermen on April 21, 2015. Since construction did not begin within 6 months either time, a Conditional Use permit will be required to proceed with the project.

Scale and intensity of use.

The size of the proposed building is +/-9,900 sqft. The proposed building would be occupied by two businesses. One being a funeral home and the other an insurance office.

On- or off-site improvement needs.

There are no off-site improvements being proposed. The on-site improvements would need to be presented to and approved by the Development Review Committee.

On-site amenities proposed to enhance the site.

No amenities are being proposed by the applicant for the site.

Site issues.

There are no known site issues regarding the intended use of the site.

The table below provides the zoning and land uses adjacent to the subject property:

Direction	Zoning	Current Use
North	C2, R4	Vacant Land and Residential
East	C1, B1	Office and Residential
South	RE	Residential
West	B1	Church

NOTIFICATION

29 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 November 19, 2016 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 calls against.

ANALYSIS

Appendix A, Article VI, Section I of the City's Code of Ordinances provides five specific criteria for conditional use review and approval:

Land use compatibility.

The proposed use as a Funeral Home would be considered a compatible use with adjacent properties.

Sufficient site size and adequate site specifications to accommodate the proposed use.

The site is adequately sized to accommodate the proposed use. Minimum parking requirements 50 spaces for Funeral Home and 4 spaces for Office. 77 parking spaces shown on site plan with 6 spaces being designated as ADA spaces.

Proper use of mitigative techniques.

None proposed

Hazardous waste.

A funeral home, and more particularly, a mortuary establishment, uses many chemicals which require specialized facilities for storage and use. These chemicals and the preparation of human remains for burial also require specialized plumbing, ventilation and mechanical systems which the architect will be required to provide in the construction plans when submitted for a building permit.

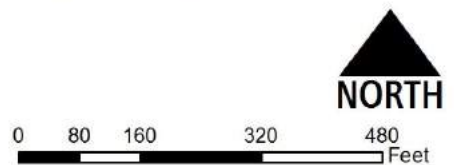
Compliance with applicable laws and ordinances.

The Mississippi State Board of Funeral Service is responsible for implementing the provisions of the State's Funeral Service Law for the protection of life and health and regulating the care and disposition of human remains. The proposed building will be required to comply with all State regulations as well as all building and fire codes currently adopted the City. All inspections, licenses and certifications will be required prior to the commencement of any funeral-related business activities at the site.

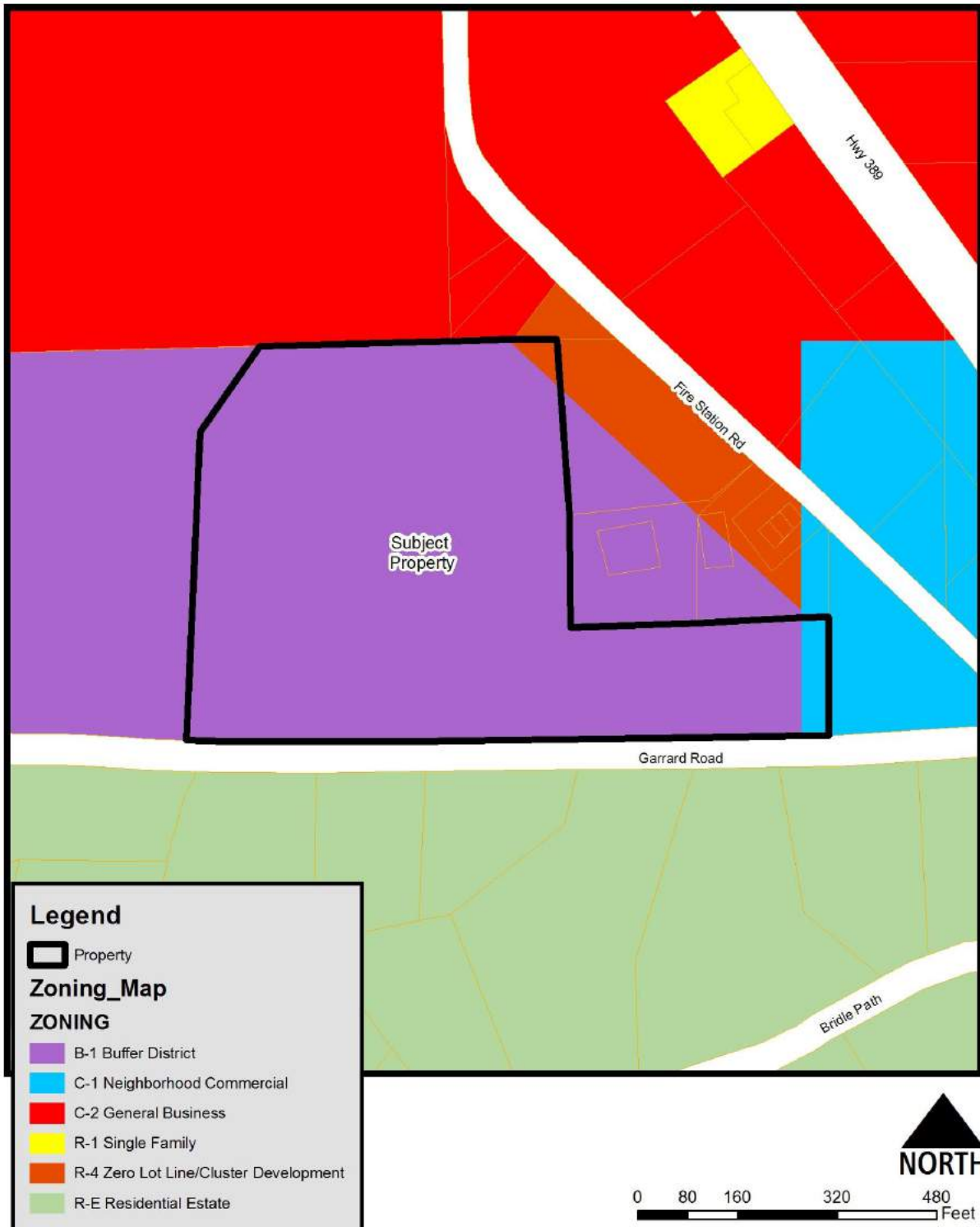
Conditions placed on the Conditional Use application on April 21, 2015 by the Board of Aldermen. It is requested that these Conditions be reinstated:

1. A detailed site plan review shall be conducted by the City's Development Review Committee upon approval by the Mayor and Board of Aldermen.
2. Building permits shall be secured and construction activities shall commence at the site within six (6) months of the approval by the Mayor and Board of Aldermen.
3. The proposed building shall comply with all relevant City ordinances, adopted building and fire codes. The proposed building shall also comply with any State requirements for use as a funeral home and mortuary establishment.
4. All applicable inspections, licenses and certifications from the City and State shall be obtained prior to the commencement of any funeral-related business activities at the site.
5. All hazardous wastes shall be disposed of properly in compliance with all State laws and City regulations.
6. If the use of the subject property changes, a conditional use review shall be required.
7. If it is necessary to remove more than 50% of the trees 6-inch caliper or larger in size located within 200 feet of Garrard Road, each tree removed beyond 50% shall be replaced with two canopy trees within 200 feet of Garrard Road. All cedars located within 200' of Garrard Road will not count toward the tree removal percentages.
8. No on-street parking shall be allowed on West Garrard Road.
9. 25' planted buffer shall be planted along both eastern property lines and northeastern property line per city requirements.
10. Evergreen shrubs shall be used in required buffer yard areas.
11. Ingress and Egress onto subject property shall only take place from West Garrard Road.
12. All of the above conditions shall be fully and faithfully executed or the conditional use shall become null and void.
13. Require 50' stream/drainage buffer along the western and northern property line, no fence required.
14. If the property utilizes less than 40% of the site for development only the area of the disturbance shall be used in the calculation non-vehicular open space landscape requirements (NVOS).
15. The loading and unloading of corpses shall take place in an enclosed area.

Attachment 1
CU 16-07 Aerial



Attachment 2
CU 16-07 Zoning







Birdseye view looking north at subject property

Attachment 5



View looking north at the subject property

Attachment 6



Attachment 7



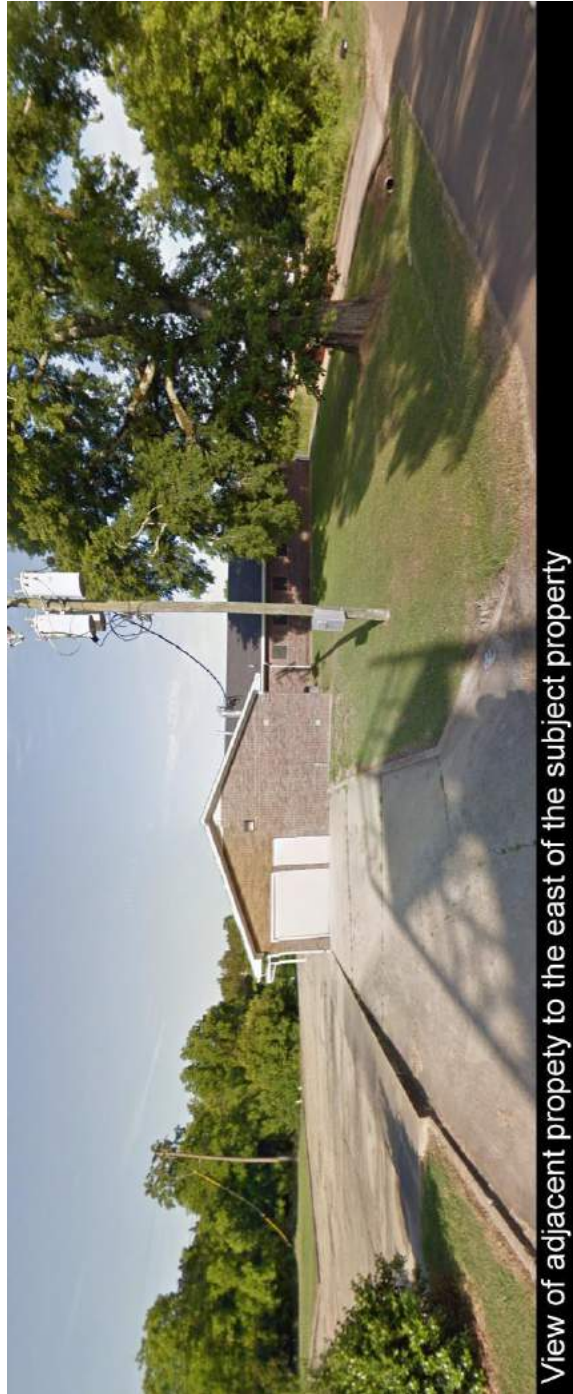
View from adjacent property looking northwest at subject property

Attachment 8



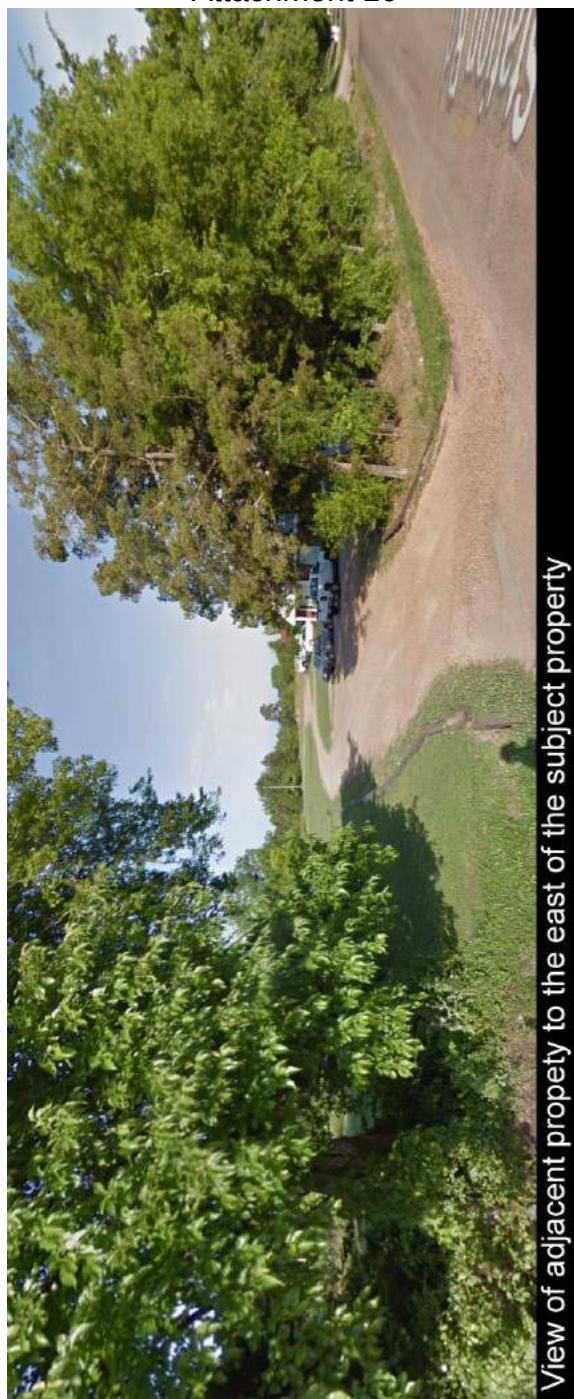
View of adjacent house to the west of the subject property

Attachment 9



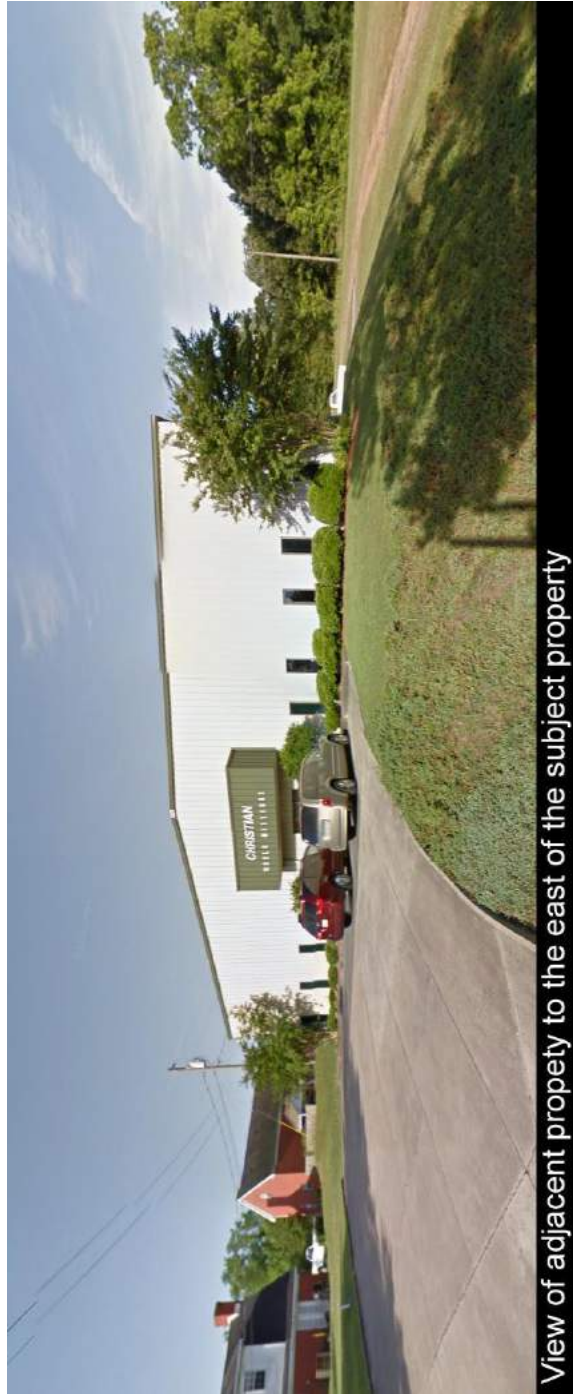
View of adjacent property to the east of the subject property

Attachment 10



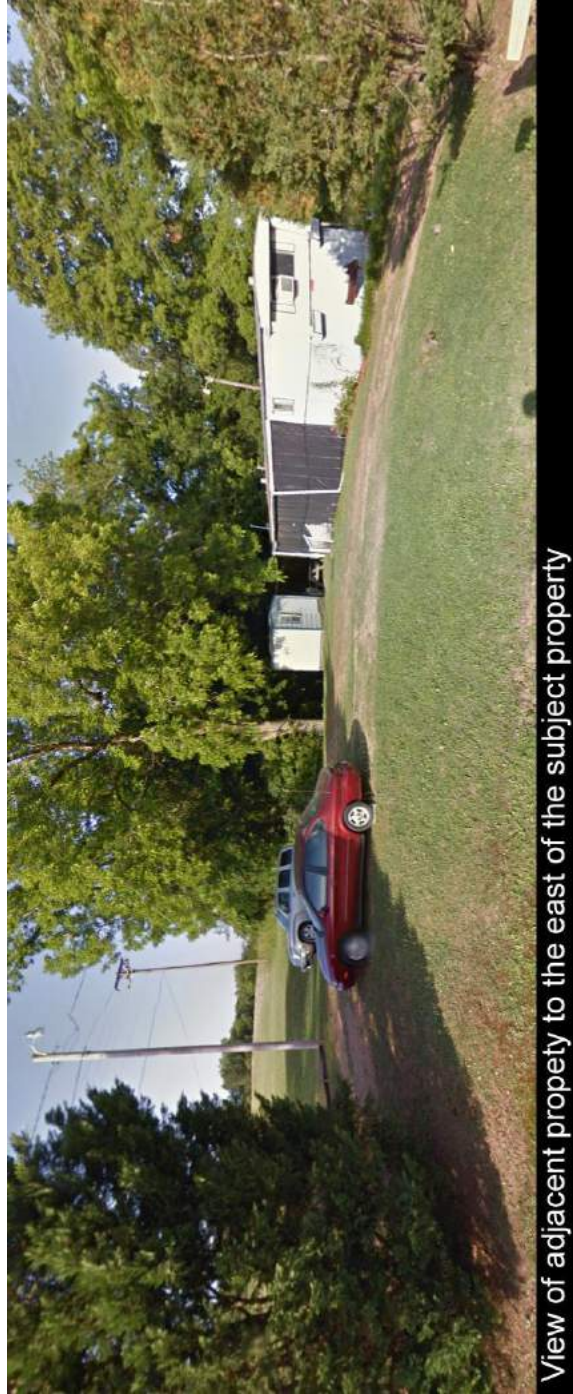
View of adjacent property to the east of the subject property

Attachment 11



View of adjacent property to the east of the subject property

Attachment 12



View of adjacent property to the east of the subject property

Attachment 13- Site Plan



[illegible]

MISSISSIPPI'S COLLEGE TOWN
THE CITY OF STARKVILLE
COMMUNITY DEVELOPMENT DEPT
CITY HALL, 110 WEST MAIN STREET
STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525 ext. 3136)
Emily Corban, Assistant City Planner (662-323-2525 ext. 3138)
CC: Owner: 4J-I LP
SUBJECT: FP 16-05 Request for Final Plat approval for a five lot subdivision of a 32.13-acre parcel on the south side of Lynn Lane and the north side of Academy Road directly north and east of Starkville Academy in an C-2 zone with the parent parcel number 102I-00-013.00
DATE: December 13, 2016

BACKGROUND INFORMATION:

The purpose of this report is to provide information regarding the request by 4J-I LP for Final Plat approval for five lot subdivision on Lynn Lane. The Subdivision consist of five lots on +/- 32.13 acres in a C-2 zone. Please see attachments 1-3.

Below is information pertaining to C-2 General Business District

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.*
8. *All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a. *The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade*
 - b. *The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c. *The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
9. *All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period on no longer than 12 months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

PLAT PROPOSAL

General Information

The subdivision has a gross acreage of +/-32.13 acres with a total of five lots. The western side of the proposed lot 1 is located in a Zone AE flood area.

Easements and Dedications

Existing and proposed easements are shown on the plat.

Findings and Comments

Water will need to be provided to all lots. Infrastructure drawings approved by the Development Review Committee are required prior to the installation of any utilities. Lot 4 will require sidewalks to be built on the south side to City standards. Lot 4 and Lot 3 will be required to have a sidewalk located along the private drive serving Starkville Academy. The sidewalk must be located adjacent to the existing drive on either Lot 5 or Lot 4 and Lot 3. An easement is required for the sidewalk per City Ordinance.

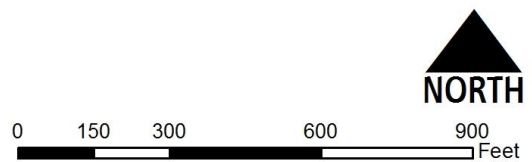
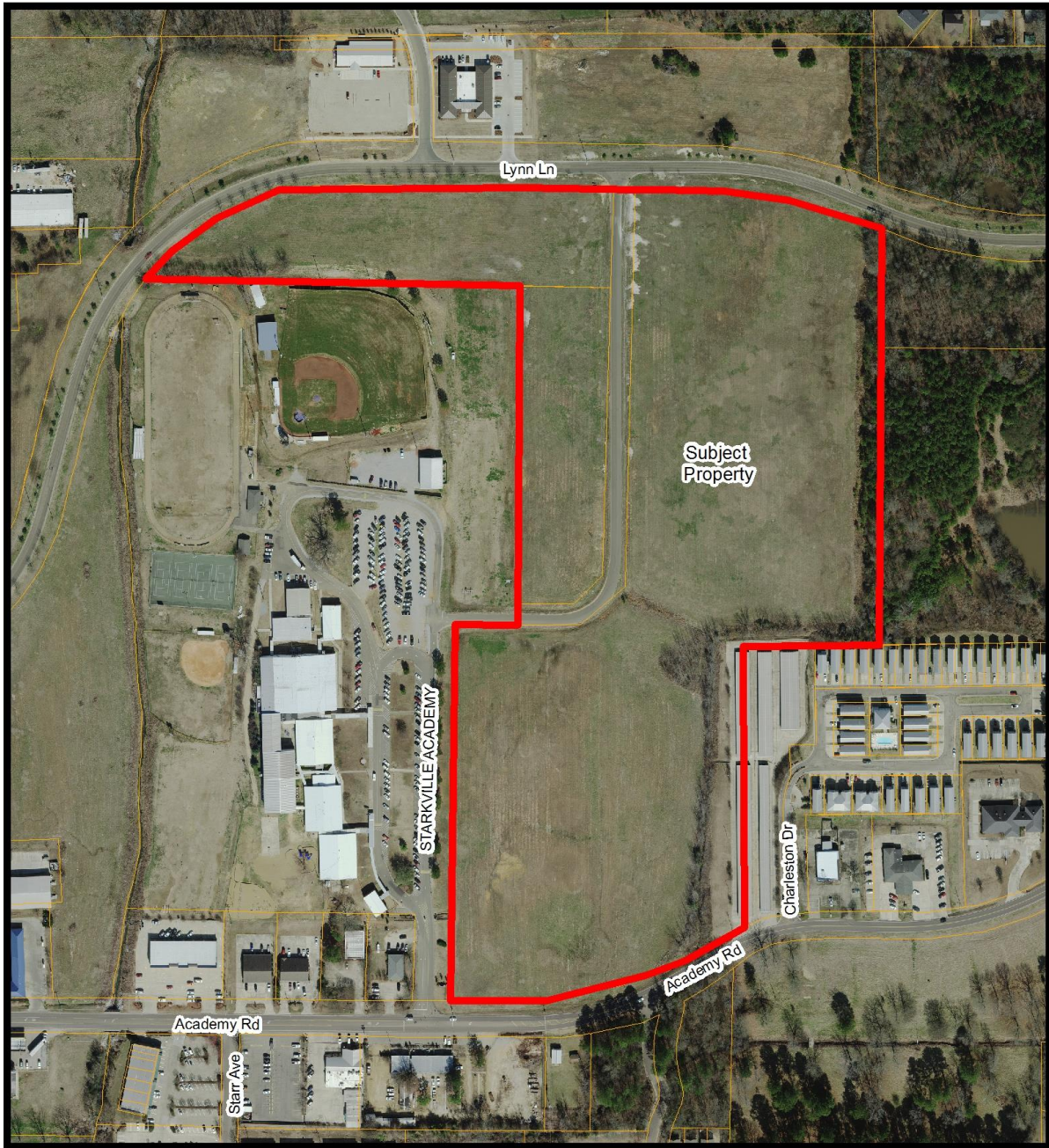
**CONDITIONS PLACED ON PLAT BY BOARD OF ALDERMEN ON DECEMBER 6, 2016
AS PART OF VARIANCE REQUEST VA 16-09**

1. All required sidewalks on undeveloped lots shall be completed by the purchaser of proposed lot. Sidewalks shall be either built immediately upon purchase as shown on Final Plat or a form of approved surety shall be in place for a period not to exceed 1 year.
2. Restrictive covenants, approved by the City, shall be placed in the deed requiring the sidewalks either be built as shown on Final Plat or a form of approved surety shall be in place at the time of purchase.

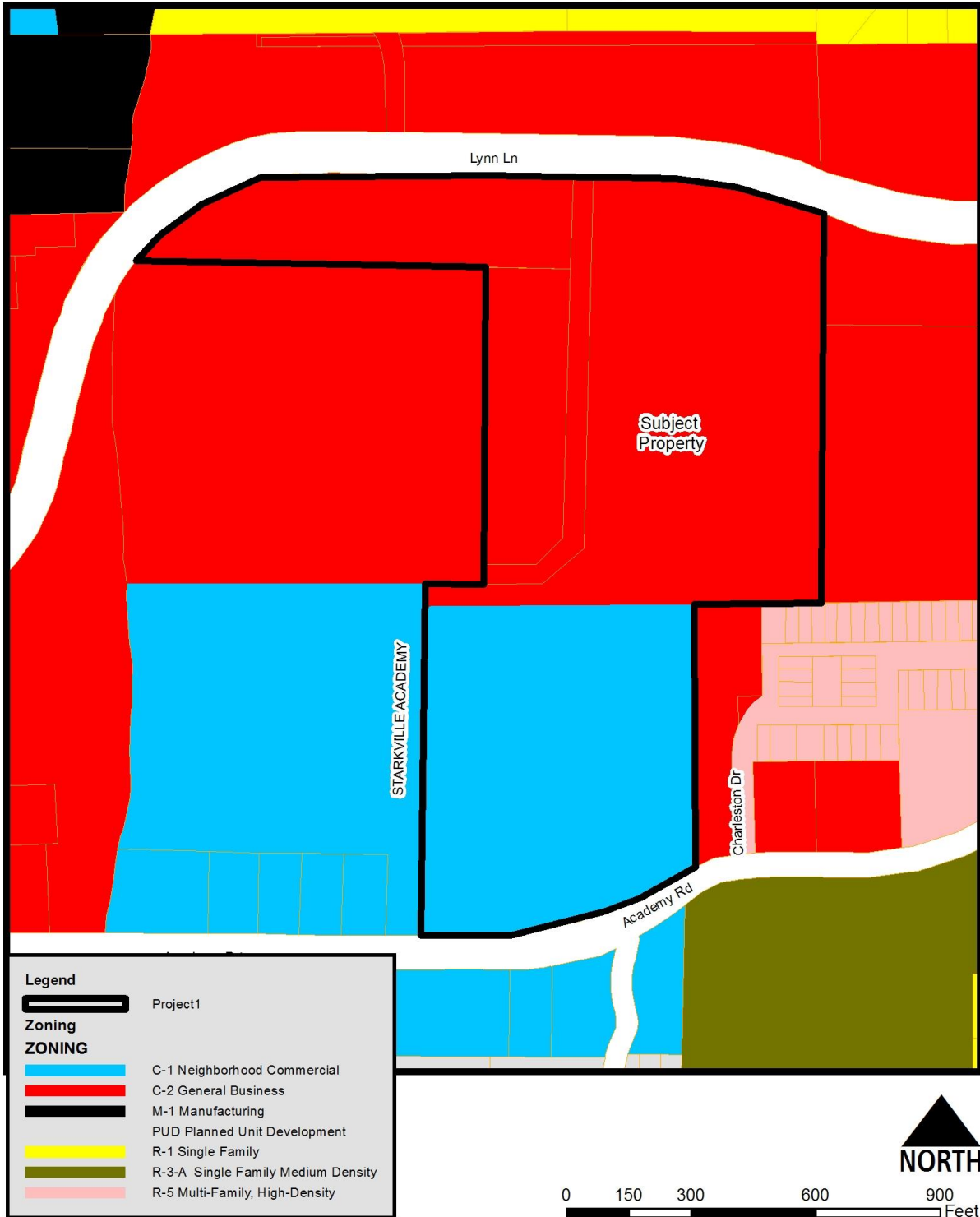
REQUESTED ADDITIONAL CONDITIONS

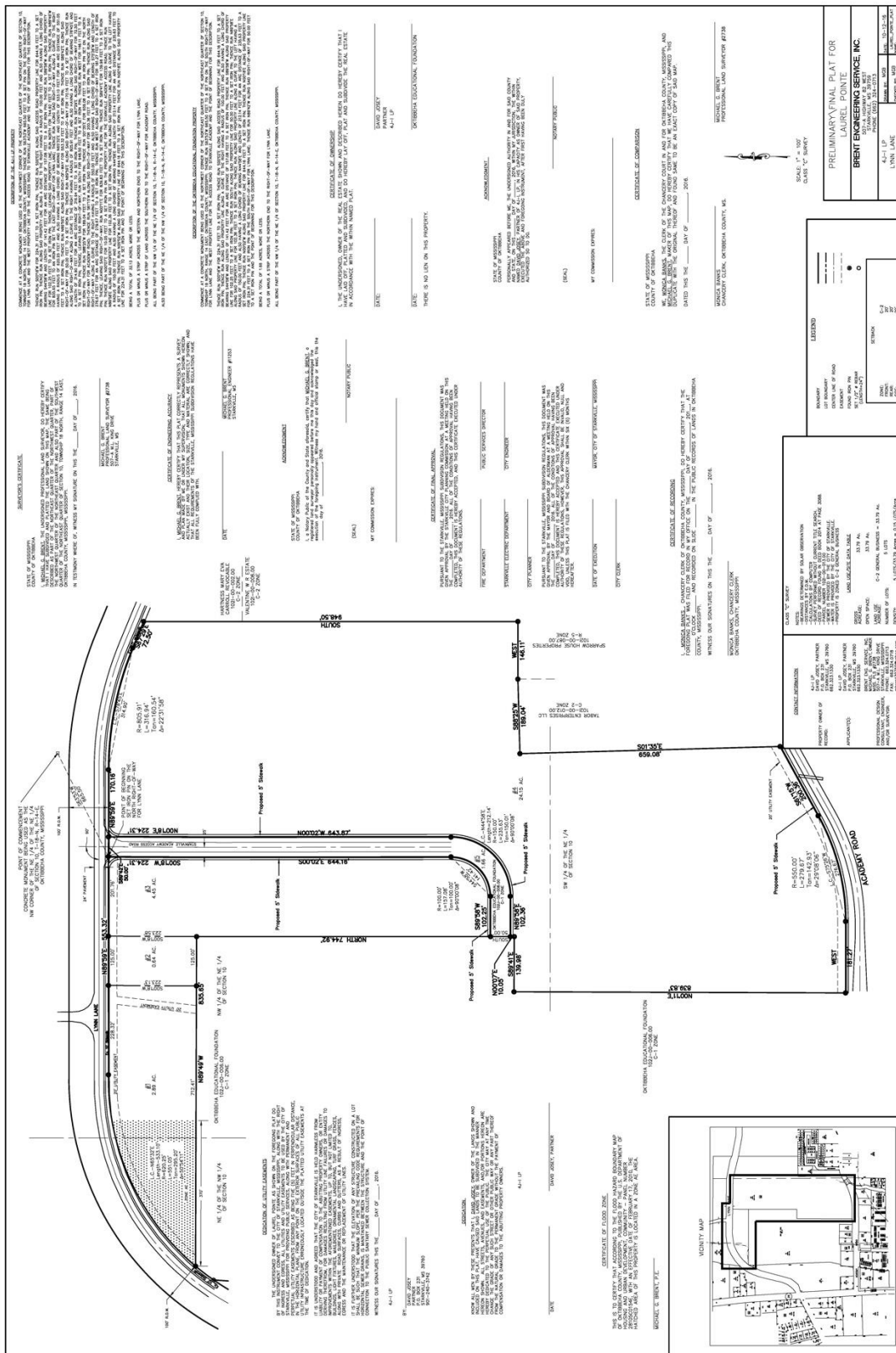
3. Any utility infrastructure not completed by the time of Final Plat consideration by the Board of Aldermen, shall be required to have a form of surety in place in the amount of 150% of the estimated cost of construction. All infrastructure shall be required to be installed, inspected, tested and approved by City Staff prior to the issuance of a building permit for any individual lot.

Attachment 1
FP 16-05 Aerial



Attachment 2 FP 16-05 Zoning





THE CITY OF STARKVILLE
COMMUNITY DEVELOPMENT DEPT
CITY HALL, 110 WEST MAIN STREET
STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission

FROM: Daniel Havelin, City Planner (662-323-2525 ext. 3136)
Emily Corban, Assistant City Planner (662-323-2525 ext. 3138)

CC: Applicant: Saunders Ramsey, Owners: Lightbearers Ministry

SUBJECT: PP 16-19 Request for Preliminary Plat approval for a two-lot subdivision of a +/- 7.73-acre parcel on the west side of North Montgomery and the south side of Presley Drive in an C-1, R-5 and RE zone with the parent parcel number 0117E-00-018.00.

DATE: December 13, 2016

BACKGROUND INFORMATION:

The purpose of this report is to provide information regarding the request by Saunders Ramsey, on behalf of Lightbearers Ministry, for a two-lot subdivision of a +/- 7.73-acre parcel on the west side of North Montgomery and the south side of Presley Drive in an C-1 Neighborhood Commercial, R-5 Multifamily, and R-E Residential Estate zone. Please see attachments 1-5.

Below is the zoning information pertaining to C-1 Neighborhood Commercial, R-5 Multifamily, and R-E Residential Estate zones.

Sec. K. - C-1 business (local shopping) zoning district regulations.

These [C-1 business (local shopping)] districts are intended to be composed mainly of neighborhood (local) shopping and services facilities that supply the daily household needs of surrounding residential neighborhoods. Often located on one or more arterial streets, these districts are small and are located within convenient walking distance of most of the areas they will serve. To protect surrounding areas certain yard and area standards are required. [The following regulations apply to C-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 business or service.*

4. *Minimum yard size: Front, 35 feet; rear, 20 feet; side, ten feet, except on a lot adjoining along its side lot line a lot which is in a residential district, there shall be a side yard not less than that required by the residential district.*
5. *Maximum height of building or structures: 35 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.*
8. *All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a) *The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.*
 - b) *The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c) *The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
9. *All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period of no longer than twelve months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

(Ord. No. 2014-3, 9-16-14)

Sec. G. - 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 dwelling of eight units or more: 100 feet.

c) *Minimum depth of front yard: 25 feet.*

d) *Minimum width of side yard: 5 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 VII of this ordinance for requirements for other uses.*
5. *All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a) *The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.*
 - b) *The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c) *The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
6. *All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period of no longer than twelve months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

(Ord. No. 2007-5, § 1, 4-17-07; Ord. No. 2014-5, 9-16-14)

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.*

PLAT PROPOSAL:

General Information

The subdivision has a gross acreage of +/-7.73 acres with a total of two parcels. Proposed parcel 1 is +/- 6.53 acres and proposed parcel 2 is +/-1.20 acres.

Easements and Dedications

Existing and proposed easements and dedications are shown on the plat.

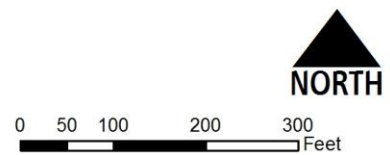
Findings and Comments

All utilities are available for each proposed lot. Sidewalks will be required along all roadway frontages.

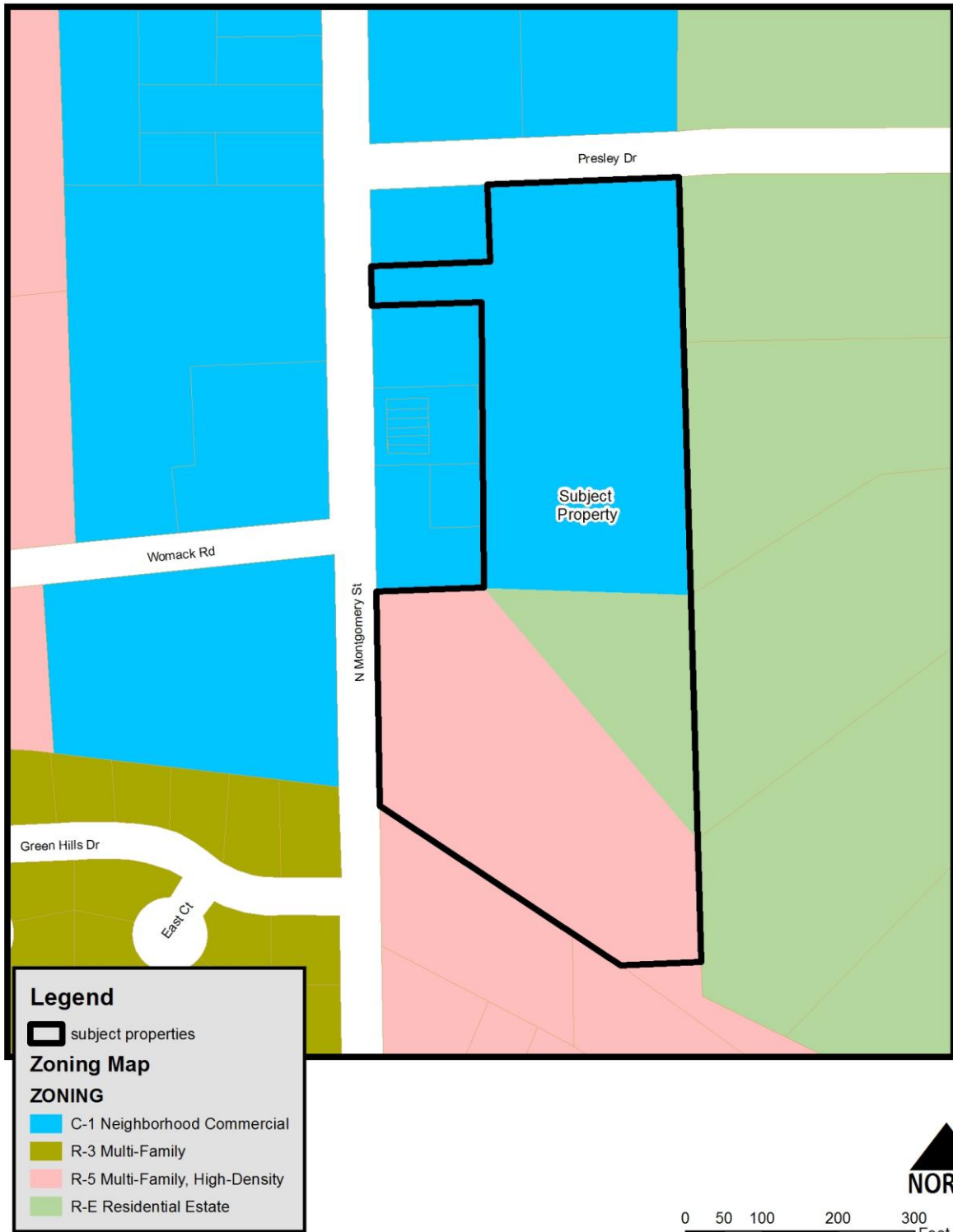
REQUESTED CONDITIONS:

1. Any sidewalks not completed by the time of Final Plat consideration by the Board of Aldermen, shall be required to have a form of surety in place in the amount of 150% of the estimated cost of construction.

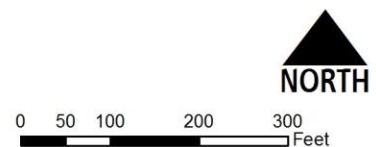
Attachment 2
PP 16-19 - Zoning



Attachment 2
PP 16-19 - Zoning

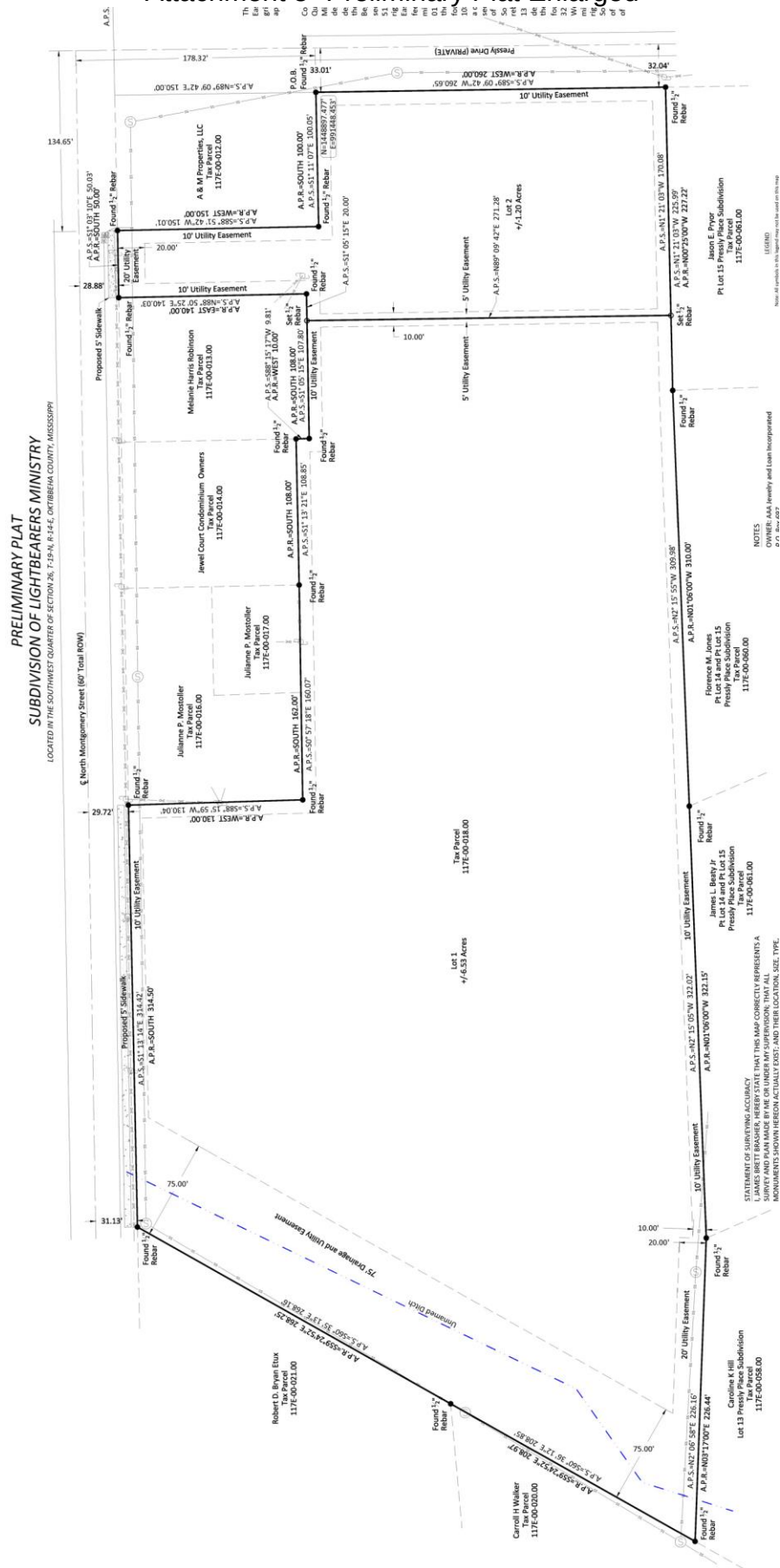


Attachment 3
PP 16-19 - Preliminary Plat



[illegible]

Attachment 5- Preliminary Plat Enlarged



THE CITY OF STARKVILLE
COMMUNITY DEVELOPMENT DEPT
CITY HALL, 110 WEST MAIN STREET
STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525)
Emily Corban, Assistant City Planner (662-323-2525)
CC: Applicant: Carlson Consulting Engineers Owner: Development Enterprises of Starkville, LLC
SUBJECT: PP 16-20 Request for renewal of Preliminary Plat approval for subdividing one lot into two lots located +/-0.27 miles south of the Garrard Road and Hwy 12 East intersection on the East side of Hwy 12 East with the parent parcel number 117F-00-008.00
DATE: December 13, 2016

BACKGROUND INFORMATION:

The purpose of this report is to provide information regarding the request by Carlson Consulting Engineers, Inc on behalf of Development Enterprises of Starkville, Inc for renewal of approval of a Preliminary Plat for subdividing one lot into two lots with right of way. The proposed lots would be located +/-0.27 miles south of the Garrard Road and Hwy 12 East intersection on the East side of Hwy 12 East. The parent parcel is +/- 41.37 acres and is zoned C-2 General Business. Carlson Consulting Engineers is current developing plans for the proposed 42,000 sqft Walmart Neighborhood Market and fuel station. As part of this development, they are proposing to construct a new public street that will provide access to Highway 12 East. The new road will consist of two travel lanes with a center turn lane. This road will also provide access for future developments to the south and east of the proposed parcel. The applicant will add a traffic signal at the intersection of the proposed road and Highway 12 East. The Development Review Committee has already reviewed and approved the plat in July 2016. A Preliminary Plat for Walmart Neighborhood Market was previously granted by the Planning and Zoning Board on November 10, 2015 and the Board of Alderman on November 17, 2015. That plat has since expired. Please see attachments 1-4.

Below is information pertaining to C-2 General Business Zoning District

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.*
- 8. All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a) The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.*
 - b) The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c) The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
- 9. All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period on no longer than 12 months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

(Ord. No. 2014-4, 9-16-14)

PLAT PROPOSAL

General Information

The proposed parcel is +/-7.58 acre. The parcel is located within a C-2 General Business district.

Easements and Dedications

One street with a 70' right of way will be dedicated as part of this plat. Ten foot easements for utilities are shown on the plat.

Findings and Comments

All utility connections are currently available.

Is this lot a part of a previously platted subdivision? If so, were letters of authorization provided by adversely affect property owners adjacent to the parcel.

This parcel is not a part of a platted subdivision. No authorization needed

CONCLUSIONS

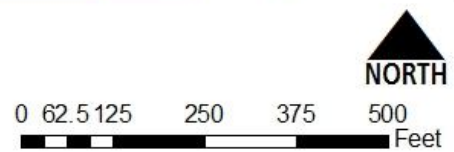
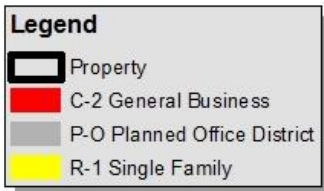
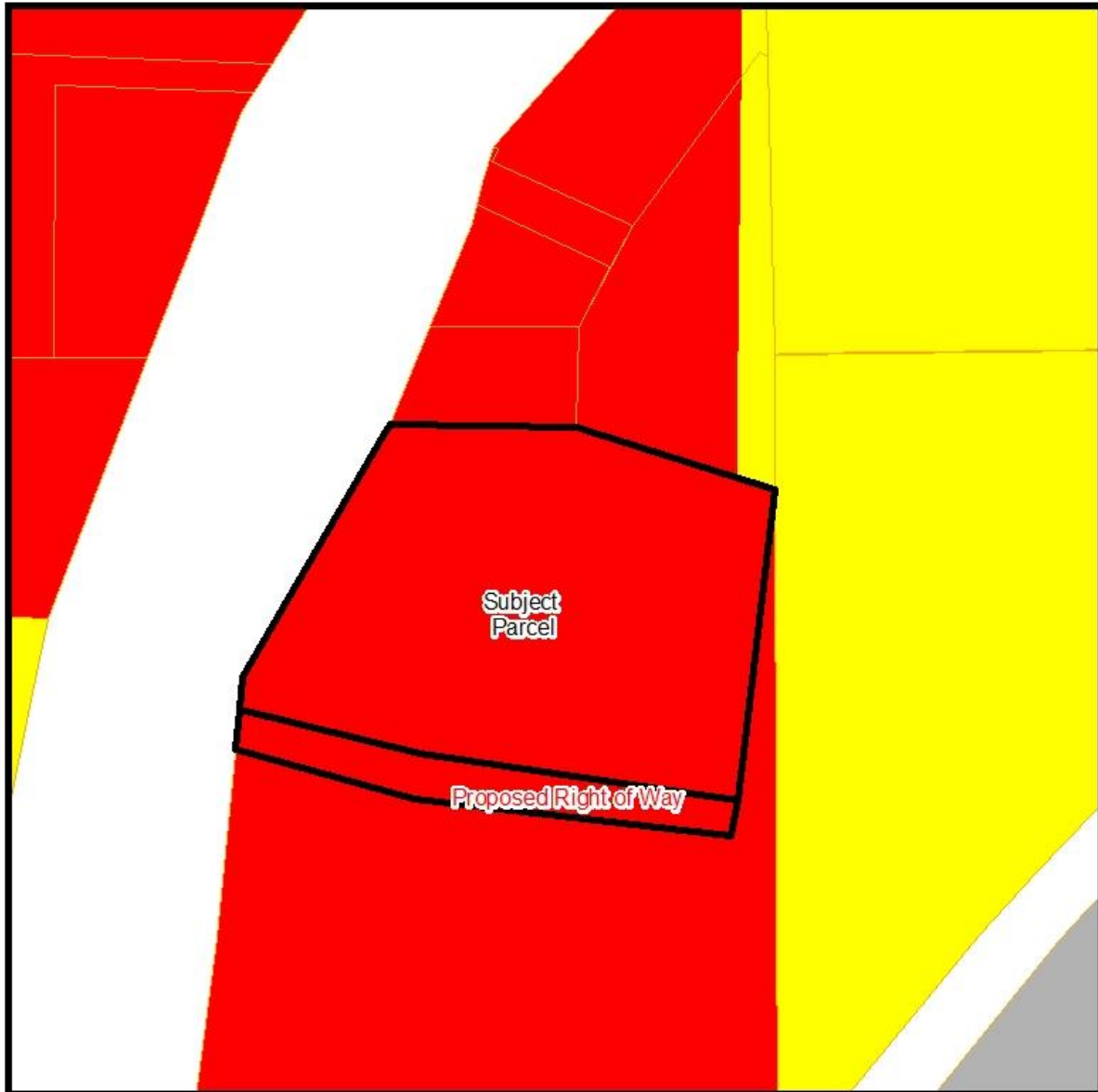
If the Planning and Zoning Commission decides to approve the Applicant's request for a preliminary plat for a lot subdivision, Staff request the following condition:

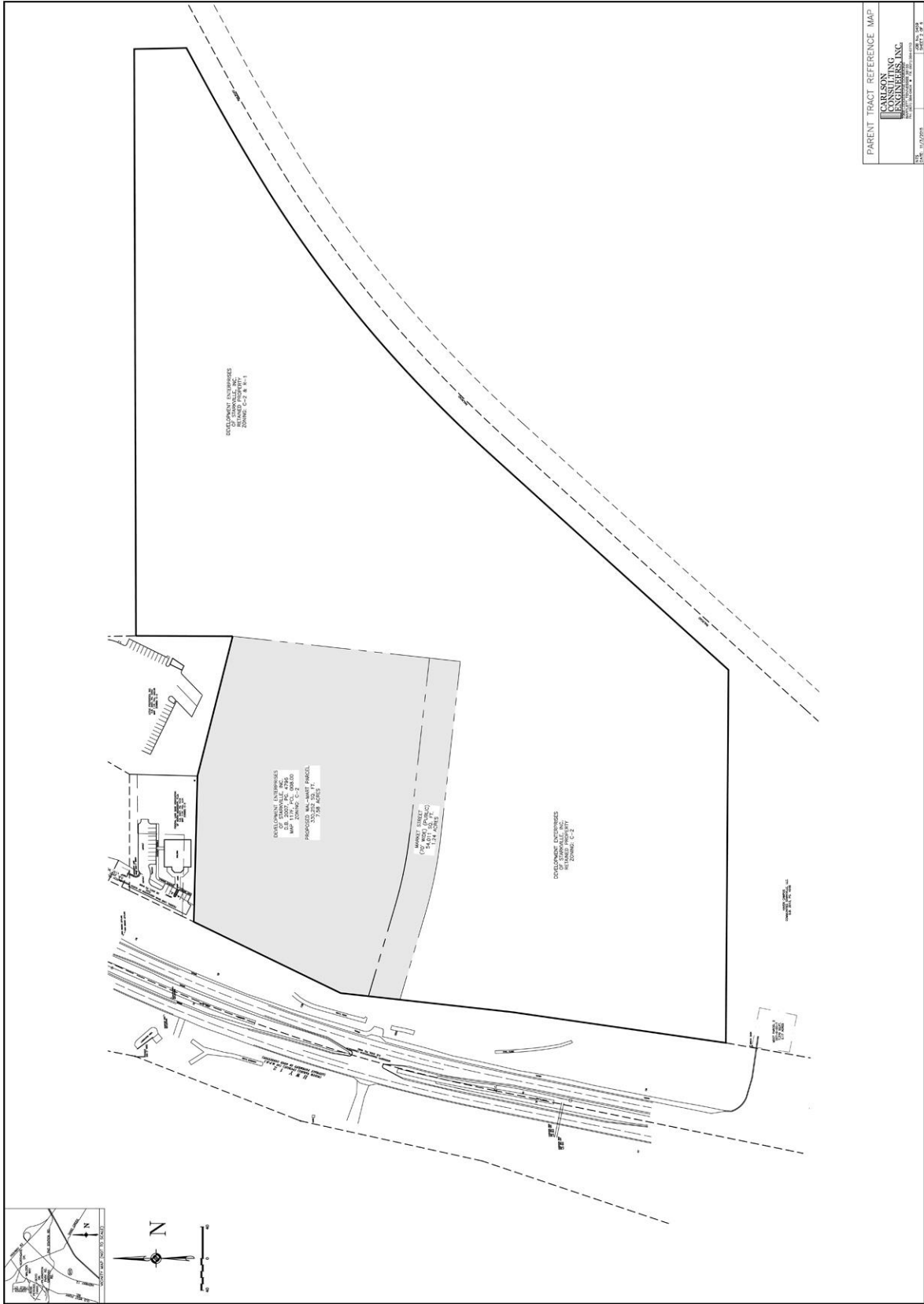
1. When infrastructure plans have been approved for construction, a pre-construction conference shall be held with appropriate city staff prior to the commencement of any construction activities at the site.
2. When required improvements are complete the applicant shall provide "as-built" drawings of all infrastructure improvements (water, sewer, storm drainage, roadways, sidewalks, etc.) in "AutoCAD" format as well as a paper copy that is signed and sealed by a licensed professional engineer, indicating that the improvements were installed under his/her responsible direction and that the improvements conform to the approved construction plans, specifications and the City's ordinances.
3. All cost associated with MDOT approved traffic signal are to be paid for by the applicant. Traffic signal arm and associated equipment shall be chosen by the City. Traffic signal arm and associated equipment shall be installed to the City's satisfaction prior to a Certificate of Occupancy being issued.

Attachment 1
PP 16-20 Aerial

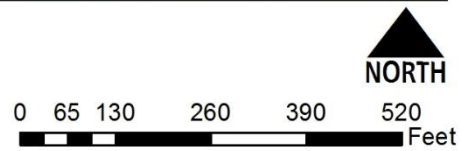


Attachment 2
PP 16-20 Zoning





Attachment 5 Site Plan Aerial



THE CITY OF STARKVILLE

 COMMUNITY DEVELOPMENT DEPT

 CITY HALL, 110 WEST MAIN STREET

 STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission
FROM: Daniel Havelin, City Planner (662-323-2525 ext. 3136)
 Emily Corban, Assistant City Planner (662-323-2525 ext. 3138)
CC: Applicant: Bob Reed
SUBJECT: RZ 16-10 Request to Rezone one parcel from R-5 to T-5 located at 35 Jarnigan Street with the Parcel # 101D-00-094.00.
DATE: December 13, 2016

The purpose of this report is to provide information regarding the request by Bob Reed, on behalf of Maggie Harris, to rezone one parcel located at 35 Jarnigan Street on the corner of Jarnigan Street and Lummus Drive with the Parcel # 101D-00-094.00. The parcel is currently zoned R-5 residential. The applicant is seeking to rezone to T-5 transect district. Please see attachments 1-2.

BACKGROUND INFORMATION

The 1982-1990 zoning map, 2000 zoning map, and current map show the subject property as being C-2. The applicant is seeking to rezone from R-5 to T-5 based on a change in conditions in the area and in accord with the public need for orderly and harmonious growth.

Zoning Change Subject Property				
Properties	1960s- 1970s Map	1982-1991 Map	2000 Map	Current Map
101D-00-094.00	R-3	R-5	R-5	R-5
Zoning Change Adjacent Properties				
Properties	1960s- 1970s Map	1982-1991 Map	2000 Map	Current Map
North	R-3	R-5	R-5	R-5
East	R-3	R-5	R-5	R-5
South	R-3	R-5	R-5	T-5
West	C-2	C-2	C-2	R-5/C-2
Zoning and land uses adjacent to the subject property				
Direction	Zoning	Current Use		
North	R-5	Multi-Family Residential		
East	R-5	Multi-Family Residential		
South	T- 5	Multi-Family Residential		
West	R-5/C-2	Multi-Family Residential/Church		

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 November 17, 2016 and a placard was posted on the property concurrent with publication of the notice. As of this date, the Planning Office has received three phone calls inquiring about this request, none against.

REZONING REQUEST

The subject property rezoning request is from R-5 to T-5. Differences between zones are:

Current Zoning District

Sec. G. - 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 dwelling of eight units or more: 100 feet.

c) Minimum depth of front yard: 25 feet.

d) Minimum width of side yard: 5 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 VII of this ordinance for requirements for other uses.*

5. All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.

a) The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.

b) The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.

c) The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.

6. All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period of no longer than twelve months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.

(Ord. No. 2007-5, § 1, 4-17-07; Ord. No. 2014-5, 9-16-14)

Proposed Zoning District

§ 4 - SPECIFIC TO T5 DISTRICTS.

Lots located within the T5 District shall be subject to the requirements of this section.

7.1 LOTS

(a) Subdivisions of existing Lots and new combinations of Lots shall have a minimum width of 18 feet and a maximum width of 120 feet, measured at the Frontage Line.

7.2 LOT OCCUPATION

(a) For Lots less than one-hundred and fifty (150) feet deep, one (1) Primary Building and one (1) Outbuilding may be built on each Lot.

(b) Buildings shall be setback in relation to the boundaries of their Lots as specified on Table 3 and on Table 12.

(c) Primary Buildings may be positioned within the boundaries of a Lot to create a Sideyard, Rearyard, or Courtyard. (see Table 3)

(d) Lot coverage by buildings shall be a maximum of 90% of the Lot area.

(e) Frontage Buildout of Primary building Facades shall be a minimum of 80% at the Setback.

7.3 BUILDING FORM

- (a) *The Principal Entrance of any Secondary Building shall be oriented toward a Frontage Line, Driveway or the Facade of an Outbuilding.*
- (b) *The maximum height of a Primary Building shall be four (4) stories as specified on Table 3 and on Table 12.*
- (c) *The maximum height of a Secondary Building shall be four (4) stories as specified on Table 3 and on Table 12.*
- (d) *The maximum height of an Outbuilding shall be two (2) stories as specified on Table 3 and on Table 12.*
- (e) *Awnings, Arcades, and Galleries may Encroach the Public Frontage 100% of its width but must clear the Sidewalk vertically by at least eight (8) feet.*
- (f) *Stoops, Lightwells, balconies, bay windows and terraces may Encroach the first Lot Layer 100% of its depth.*
- (g) *A first Story Residential or Lodging Use shall be raised a minimum of three (3) feet from the average grade of the Walkway.*
- (h) *Loading docks and service areas shall be permitted on Frontages by Exception.*
- (i) *In the absence of a building Facade along any part of a Frontage Line, a Streetscreen shall be built along the same vertical plane as the Facade.*
- (j) *Streetscreens shall be between three and a half (3.5) and eight (8) feet in height. The Streetscreen may be replaced by a hedge or fencing by Exception. Streetscreens shall have openings no larger than necessary to allow automobile and pedestrian access.*
- (k) *Buildings with a Commercial Use and paved setback may use the Setback area for outdoor seating.*

7.4 BUILDING USE

- (a) *Buildings may combine two (2) or more Uses listed on Table 5.*
- (b) *The number of dwelling units on each Lot shall be limited by the parking requirements of § 2.6 (see Table 6 and Table 7).*
- (c) *The number of bedrooms available for Lodging Uses listed on Table 5 shall be limited by the parking requirements of § 2.6 (see Table 6 and Table 7), in addition to any parking requirement for any other Use. Any restaurant food service provided shall be considered a separate Use.*
- (d) *The building area available for Office Uses listed on Table 5 shall be limited by the parking requirements of § 2.6 (see Table 6 and Table 7), in addition to any parking requirement for any other Use.*
- (e) *The building area available for Retail Uses listed on Table 5 shall be limited by the parking requirements of § 2.6 (see Table 6 and Table 7), in addition to any parking requirement for any other Use.*
- (f) *Retail Uses under 1,500 square feet shall be exempt from parking requirements.*

7.5 PARKING LOCATION

- (a) *All parking lots, garages and Parking Structures shall be located at the third Lot Layer as illustrated on Table 14.*

- (b) Vehicular entrances to parking lots, garages and Parking Structures shall be no wider than twenty-four (24) feet at the Frontage.
- (c) Pedestrian exits from all parking lots, garages, and Parking Structures shall be exited directly to a Frontage Line (i.e., not directly into a building) except underground levels which may be exited by pedestrians directly into a building.

7.6 LANDSCAPE

- (a) The first Lot Layer may be paved.

7.7 SIGNAGE

- (a) Address, Awning, Band, Blade, Marquee, Nameplate, Outdoor Display Case, Sidewalk, and Window Signs shall be permitted.
- (b) Permitted signage types shall conform to the specifications of Table 8.
- (c) Illuminated signage shall be externally illuminated only, except signage within a Shopfront window may be neon lit.

TABLE 12. T5 BUILDING SETBACKS

	PRIMARY/SECONDARY BUILDING	OUTBUILDING
Front Setback (Principal)	2 ft. min. 15 ft. max.	40 ft. max. from rear
Front Setback (Secondary)	2 ft. min. 15 ft. max.	n/a
Side Setback	0 ft. min. 24 ft. max.	0 ft. or 3 ft. at corner
Rear Setback	3 ft. min.	3 ft. min.
Illustration		

TABLE 13. T5 BUILDING HEIGHT

	PRIMARY/SECONDARY BUILDING	OUTBUILDING
Height (in Stories)	<i>4 stories</i>	<i>2 stories</i>
Illustration	The diagram shows two building types. On the left is a 'PRIMARY/SECONDARY BUILDING' with four stories, numbered 1 to 4 from bottom to top. A dashed line indicates the 'Max. height' at the top of the fourth story. On the right is an 'OUTBUILDING' with two stories, numbered 1 to 2 from bottom to top. A dashed line indicates the 'Max. height' at the top of the second story.	

TABLE 14. T5 PARKING PLACEMENT

PARKING PLACEMENT 1. Uncovered parking spaces may be provided within the third layer. 2. Covered parking shall be provided within the third layer. 3. Trash containers shall be stored within the third Layer.	The diagram shows a side elevation of a building with a parking area. A dashed line labeled 'Principal Frontage Line' runs vertically. A dashed line labeled 'Secondary Frontage Line' runs horizontally. The parking area is divided into three layers: '1st Layer', '2nd Layer' (labeled '20 ft'), and '3rd Layer'. The '3rd Layer' is shaded blue.
--	--

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:
 - No Error
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.

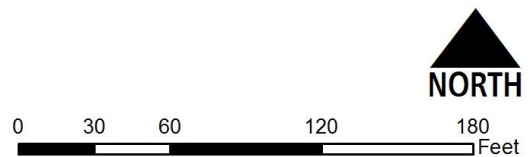
- On January 12, 2012, the Board of Aldermen adopted Form Based Code for MS Highway 182, Main Street, University Drive, Lampkin Street, and Russell Street. As a result, 84 parcels were rezoned to either T District or Civic District. The subject parcel is adjacent to a T5 District parcel to the north and is currently planned to be developed with the parcel to the north as one project.
- On March 15, 2016, one parcel on Hartness Street was rezoned from R-3 to T-5
- On August 8, 2016, one parcel at the corner of University and North Montgomery was rezoned from C-2 to T-5.

REQUESTED CONDITIONS:

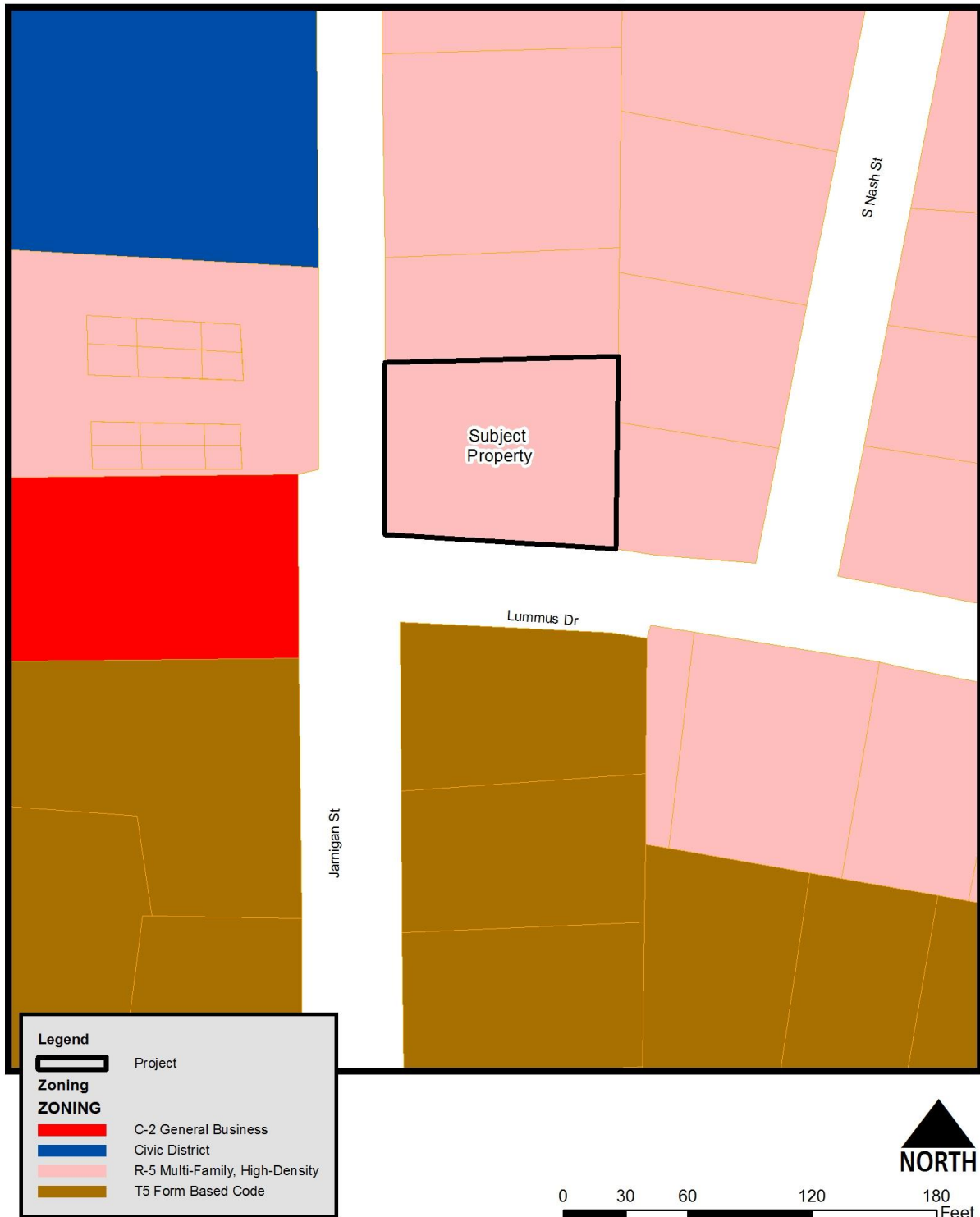
The applicant wishes to self-impose a two-story building height limit to the subject property.

1. No building on the site shall be more than two stories in height.

Attachment 1
RZ 16-10 Aerial



Attachment 2 RZ 16-10 Zoning



THE CITY OF STARKVILLE
COMMUNITY DEVELOPMENT DEPT
CITY HALL, 110 WEST MAIN STREET
STARKVILLE, MISSISSIPPI 39759

STAFF REPORT

TO: Members of the Planning & Zoning Commission

FROM: Daniel Havelin, City Planner (662-323-2525 ext. 3136)
Emily Corban, Assistant City Planner (662-323-2525 ext. 3138)

CC: Applicant: Golden Triangle Development LINK

SUBJECT: RZ 16-11 Request to Rezone several properties located at the northwest corner of North Jackson Street and Highway 82 to M-1 for the proposed Industrial Park with the parcel numbers 115-21-007.00, 115-21-010.00, 115-22-026.00, 115-21-010.01, 115-21-010.02, 114-20-003.00, 115-21-006.00, and 115-21-007.01

DATE: December 13, 2016

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-4 Residential, and R-5 Multi-Family to M-1 Manufacturing. The applicant is seeking to Rezone +/- 360 acres of land to be used as an industrial park. Please see attachments 1-6.

BACKGROUND INFORMATION

The 1960-1970, 1982-1990 zoning map show the property outside of City Limits. The 2000 zoning map, and current map show the subject property inside the City Limits and zoned as C-2 General Business, R-5 Multi-Family, and R-4 Residential. The applicant is seeking to rezone from C-2, R-4, R-5 to M-1 Manufacturing based on a change in conditions in the area and in accord with the public need for orderly and harmonious growth.

Zoning Change Subject Property				
Properties	1960s-1970s Map	1982-1991 Map	2000 Map	Current Map
101D-00-094.00	N/A	N/A	C-2, R-4, R-5	C-2, R-4, R-5
Zoning Change Adjacent Properties				
Properties	1960s-1970s Map	1982-1991 Map	2000 Map	Current Map
North	N/A	N/A	R-4, R-5	R-4, R-5
East	N/A	N/A	R-1, C-2	R-1, C-2
South	N/A	N/A	C-2, A-1	C-2, A-1
West	N/A	N/A	R-5, C-2	R-5, C-2

Zoning and land uses adjacent to the subject property			
Direction	Zoning	Current Use	
North	R-4, R-5	Undeveloped, Agricultural	
East	R-1, C-2	Undeveloped, Residential	
South	C-2, A-1	Undeveloped	
West	R-5, C-2	Undeveloped	

NOTIFICATION

9 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 November 22, 2016 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 letter was also received requesting additional information from the applicant (attachment 6).

REZONING REQUEST

The subject property rezoning request is from C-2, R-5, R-4 to M-1. Differences between zones are:

Current Zoning Districts

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.*

8. *All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a) *The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.*
 - b) *The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c) *The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
9. *All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period on no longer than 12 months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

(Ord. No. 2014-4, 9-16-14)

Sec. G. - 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 dwelling of eight units or more: 100 feet.*
 - c) *Minimum depth of front yard: 25 feet.*
 - d) *Minimum width of side yard: 5 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 VII of this ordinance for requirements for other uses.*
5. *All building facades that are visible from public right-of-way or adjacent property zoned residential shall meet these requirements.*
 - a) *The following materials are allowed for use on a building façade: brick, wood, fiber cement siding, stucco, natural stone, and split faced concrete masonry units that are tinted and textured. Architectural metal panels may be used as long as the panels make up less than 40 percent of an individual façade.*
 - b) *The following materials are not allowed for use on a building facade: smooth faced concrete masonry units, vinyl siding, tilt-up concrete panels, non-architectural steel panels (R Panels), and EIFS (exterior insulation and finish systems). EIFS is permitted to be used for trim and architectural accents.*
 - c) *The primary facade colors shall be low reflectance, subtle, neutral or earth tones. The use of high intensity, metallic flake, or fluorescent colors is prohibited.*
6. *All parking lots adjacent to public right-of-way shall be paved either entirely or with a combination of the following: asphalt, concrete, porous pavement, concrete pavers, or brick pavers. Gravel can be used temporarily as a parking surface for a period of no longer than twelve months upon the approval of the community development director. All temporary gravel lots must provide ADA accessible parking and access ways in accordance with the ADA guidelines.*

(Ord. No. 2007-5, § 1, 4-17-07; Ord. No. 2014-5, 9-16-14)

Sec. F. - R-4 residential zoning regulations.

These [R-4 residential] districts are intended to be composed mainly of zero lot line and cluster development type single-family dwellings, with duplex and three- and four-family dwellings also permitted. Mobile home parks and mobile home subdivisions are also permitted under certain special conditions. Appropriate residential support facilities are provided for along with certain yard and area standards to protect the open character of the district. [The following regulations apply to R-4 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: 3,200 square feet.*
 - (b) *Minimum lot width at building line: 34 feet.*
 - (c) *Minimum depth of front yard: 25 feet.*
 - (d) *Minimum width of side yard (only one required): Ten feet.*

- (e) *Minimum depth of rear yard: 20 feet.*
- (f) *Maximum height of structure: 45 feet.*
- (g) *Minimum distance between buildings: Ten feet.*
- 4. *Off-street parking requirements: See article VIII of this ordinance for requirements for other uses.*

Proposed Zoning District

Sec. N. - 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:
 - No Error
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 completion of Highway 82 in 2005 has opened up this area for new development opportunities. The completion of Highway 82 has changed the area from being a limited access agricultural /undeveloped area to a highway accessible area suitable to industrial development.

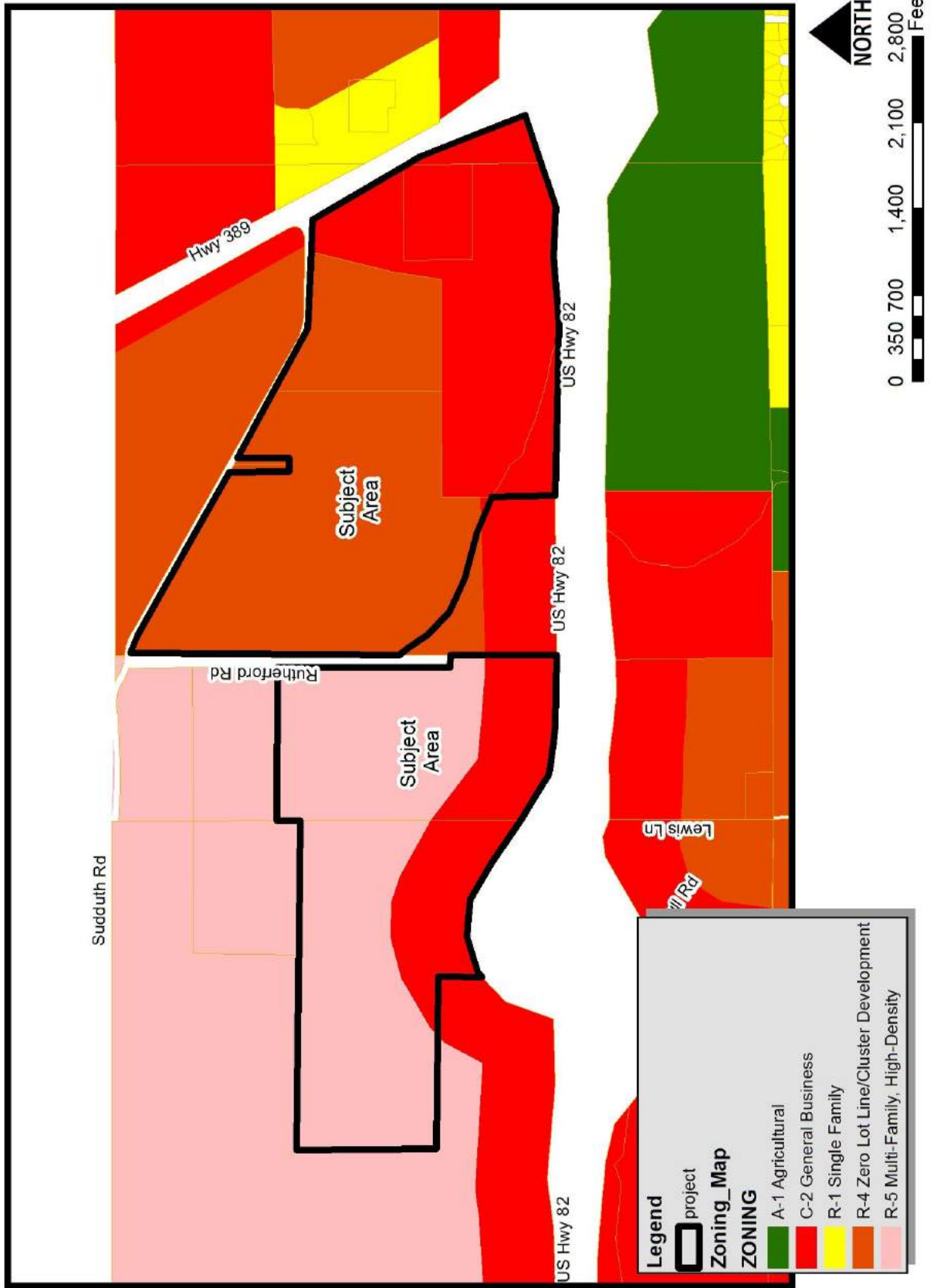
REQUESTED CONDITIONS:

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 16-11 Aerial



Attachment 2 RZ 16-11 Zoning



Attachment 3- Letters of Authorization

STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, Robert Clark McMinn, also known as Clark McMinn, am the owner of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Parcel Number 11377. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

☒ Rezoning ☐ Conditional Use ☐ Use by Exception

☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the 09 day of
September, 2016.

Owner: Robert Clark McMinn Jr. Date: 09 Sept 2016

Date: 09/09/2016

Notary: 

(SEAL)



STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, William F. Gillis, am the trustee of The Dempsey Clark Strange Unified Credit Trust, the owner of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Parcel Numbers 13298, 13299, 17434 and 20079. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

☒ Rezoning ☐ Conditional Use ☐ Use by Exception

☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the 12th day of September, 2016.

Owner:

A handwritten signature in cursive script, appearing to read "W. F. Gillis".

Date: September 12, 2016

Date: September 12, 2017

Notary:

A handwritten signature in cursive script, appearing to read "Michelle Z. Walden".



{JX220048.1}

STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, Denise Waldrop, am the trustee of The D.D. Waldrop Irrevocable Trust, one of two owners of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 388, Parcel Numbers 3935 and 3936. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

☒ Rezoning ☐ Conditional Use ☐ Use by Exception

☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the 12th day of
September, 2016

Owner: Denise Waldrop Date: 9-12-16

Date: 9-12-16 Notary: Janet G. Cohen

(SEAL)



My Commission Expires:

STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, Pamela Warnken, am the trustee of The Dudley Waldrop Irrevocable Trust, one of two owners of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Parcel Numbers 3935 and 3936. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

☒ Rezoning ☐ Conditional Use ☐ Use by Exception

☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the _____ day of _____, 20____.

Owner: Pamela Warnken Date: 9/10/2016

Date: 9.10.2016 Notary: Vicki L. Schramm



My Commission Expires:

STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, Kay Schmitz, formerly known as Hilda Retherford McMinn, am one of two owners of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Parcel Number 16792. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

☒ Rezoning ☐ Conditional Use ☐ Use by Exception

☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the 13 day of

September, 20 16.

Owner:

Kay Schmitz

Date:

9-13-16

Date:

9/13/16

Notary:

Sonya L. Gautney

(SEAL)



My Commission Expires:

[JX220062.1]

STATE OF MISSISSIPPI
COUNTY OF OKTIBBEHA



AUTHORIZATION

I, Carolyn Retherford Stanley, am one of two owners of the real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Parcel Number 16792. I hereby authorize The Golden Triangle Development LINK to submit an application to the City of Starkville's Planning and Zoning Commission for the following request(s):

- ☒ Rezoning ☐ Conditional Use ☐ Use by Exception
☐ Preliminary Plat ☐ Final Plat

Given under my hand and official seal, this the 9th day of
September, 2016.

Owner: Carolyn Retherford Stanley Date: 9 Sep 16

Date: 09/09/2016 Notary: [Signature]

(SEAL)

My Commission Expires:



Attachment 4- Applicant Statement

COUNTY OF OKTIBBEHA STATE OF MISSISSIPPI

IN THE MATTER OF THE REZONING
OF CERTAIN LANDS SITUATED IN
SECTIONS 20, 21 AND 22; 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

The Golden Triangle Development LINK ("Applicant") files this Application to Rezone Real Property with the City of Starkville (the "City") Planning & Zoning Commission (the "Commission"), to rezone and reclassify a parcel of land consisting of approximately 360 acres, more or less, situated in Sections 20, 21 and 22, Township 19 North, Range 14 East, Oktibbeha County (the "County"), Mississippi, and more particularly described or otherwise depicted in Exhibit A, attached hereto (collectively, the "Property").

The Property consists of approximately 360 contiguous¹ acres, more or less, and is currently predominately undeveloped land.² A portion of the southern boundary of the Property is bordered by the new U.S. Highway 82, including the intersection of such highway with the new State Highway 25, and a portion of the eastern boundary of the Property is bordered by North Jackson Street, which is also Highway 389. The Property is comprised of multiple 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 private landowner has specifically authorized Applicant to submit this application (copies of such authorizations are enclosed herewith) and to 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"), 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.

¹ The Property is contiguous except to the extent that Retherford Road (a public road running south from Sudduth Road) separates two of the parcels that comprise the Property.

² Two of the parcels that comprise the Property have houses located on such parcels that have been unoccupied for several years.

Applicant Requests the Property be Rezoned as a Manufacturing District.

Applicant is seeking to rezone the Property to Manufacturing (M-1). A portion of the Property is currently zoned as a General Business District (C-2) and the remainder of the Property is currently zoned as different types of Residential District (R-4 and R-5). As required by the City of Starkville, Code of Ordinances (the "City Code"), Appendix A, Article IV, Section B, the mailing address of each owner of property lying within 160 feet from the Property has been attached hereto as **Exhibit B**. 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). Appendix A, Article IV, Section A of the City Code specifically requires a "changed or changing 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 and industrial 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 C**).

Because the Property now borders and has direct access to the new Highway 82 and 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 is suitable for industrial development which requires, among other things, such proximate highway access. Said changes support rezoning the Property to a Manufacturing District (M-1). Appendix A, Article VII, Section N of the City Code 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 D**) 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 82 and the new Highway 25, the Property squarely satisfies such criteria.

The Plan further states that unused, or underutilized land (such as the Property), is ideally suited for industrial use. Currently, the Property predominately 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 that 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 serve the proposed Park and its prospective occupants, 4-County Electric Power Association and the Tennessee Valley Authority have committed to the construction of a new transmission line and substation that will provide up to 60 megawatts of electric power capacity.³ Water and sewer is available from the City Water Department. A 12-inch water line is currently located on the Property and another 12-inch water line is located along the southern boundary of the Property along Highway 82. There is also a 6-inch water line located on the eastern and northern boundary of the Property. A 15-inch waste water line and a separate 10-inch waste water line is currently located on the Property. There is also a 12-inch waste water line located along the southern boundary of the Property adjacent to Highway 82. Atmos Gas has committed to the construction of a natural gas line from the Texas Eastern Pipeline located west of Pheba, Mississippi, to the Property to serve prospective tenants. 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 over two million (2,000,000) square feet of building space and the potential to create 3,000, or more, new employment opportunities for the residents of the City and the County. The unemployment rate in the County in June, 2016 was 7.7%, which rate is more than fifty percent (50%) higher than the national unemployment rate of 5.1% (see Mississippi Unemployment Rates by County published by the Mississippi Department of Employment Security 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

³ The megawatt-load available to the Park is significantly larger than that available to any other potential industrial development sites in the surrounding area in the City or County (i.e., Cornerstone Park is currently serviced by only 2-megawatts of electric power).

additional and necessary funding for educational purposes and for other public uses, including without limitation, improvements to public infrastructure.

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 82 and 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

The Property

Certain real property located at or near the intersection of U.S. Highway 82 and North Jackson Street, which is also Highway 389, Oktibbeha County, Mississippi, identified as Parcel ID 115-21-007.00/ PPIN 11377, Parcel ID 115-21-010.00/ PPIN 13298, Parcel ID 115-22-026.00/ PPIN 13299, Parcel ID 115-21-010.01/ PPIN 17434, Parcel ID 115-21-010.02/ PPIN 20079, Parcel ID 114-20-003.00/ PPIN 3935, Parcel ID 115-21-006.00/ PPIN 3936, and Parcel ID 115-21-007.01/ PPIN 16792, and depicted on the plat attached hereto as **Exhibit A-1**.

EXHIBIT A-1

Plat

Manufacturing (M-1) Zoning Requested See Parcel Numbers Identified Below



EXHIBIT B

Adjacent Property Owners

1. Daniels Investments, I.L.C., et al.,
c/o Arn Daniels
1502 Highway 389
Starkville, MS 39759
2. LMK, LLC
606 North Jackson Street
Starkville, MS 39759
3. Laura B. White
2039 Tidewater Lane
Madison, MS 39110
4. Walter F. Davis, et ux.
1628 Highway 389
Starkville, MS 39759
5. Loren S. Bell, et ux.
1632 Highway 389
Starkville, MS 39759
6. Betty Louise Bell
973 Sudduth Road
Starkville, MS 39759
7. Franklin M. Ingels
3391 North Ocean Shore Boulevard
Ft. Lauderdale, FL 32136
8. Dennis K. Daniels
1502 Highway 389
Starkville, MS 39759
9. Dudley Walchrop
c/o Tony Kelly
20403 Highway 8 West
Aberdeen, MS 39730
10. John T. Copeland, Jr., et ux.
909 Evergreen Road
Starkville, MS 39759
11. Dennis K. Daniels, et ux. Life Estate
1502 Highway 389
Starkville, MS 39759
12. Clyde Q. and Marilyn K. Sheely
c/o Robert Sheely
154 Bridgewater Crossing
Ridgeland, MS 39157
13. AJM Investments, I.L.C.
224 South Ridge Road
Starkville, MS 39759
14. Starkville Oktibbeha Consolidated
School District
c/o Superintendent
c/o President, Board of Trustees
401 Greensboro Street
Starkville, MS 39759

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, its economic growth 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.



Table of Contents

Introduction	Page 1
This Study	Page 4
Golden Triangle Region	Page 5
Geographic Economic Issues	Page 6
Real Estate	Page 7
Workforce	Page 14
Transportation Systems	Page 19
Utilities	Page 23
Education	Page 26
Local Government	Page 30
Economic Development Program	Page 32
Targeted Industrial Sectors	Page 39
Greatest Threat to Economic Growth	Page 43
Best Opportunity for Economic Growth	Page 50



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.

William H. Fruth - President
POLICOM Corporation
2740 SW Martin Downs Blvd. #279
Palm City, FL 34990

fruth@policom.com - 772-781-5559 - www.policom.com

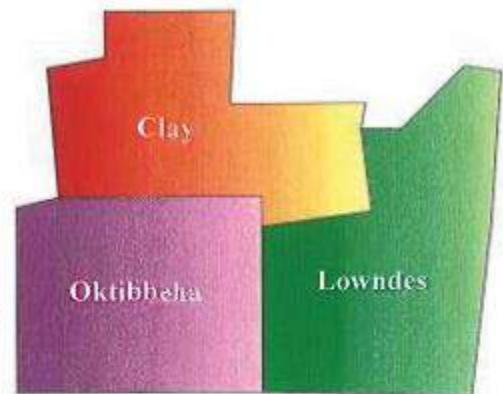


Golden Triangle Region

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.

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.

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%



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.

Strengths and Weaknesses	Very Strong	Somewhat Strong	Average	Somewhat Weak	Very Weak
	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.

Oktebbeha 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.



Oktebbeha 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



Oktibbeha 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
Oktibbeha	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 seaboard 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



Oktebbeha 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



Oktobbeha 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 geographic – 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.”

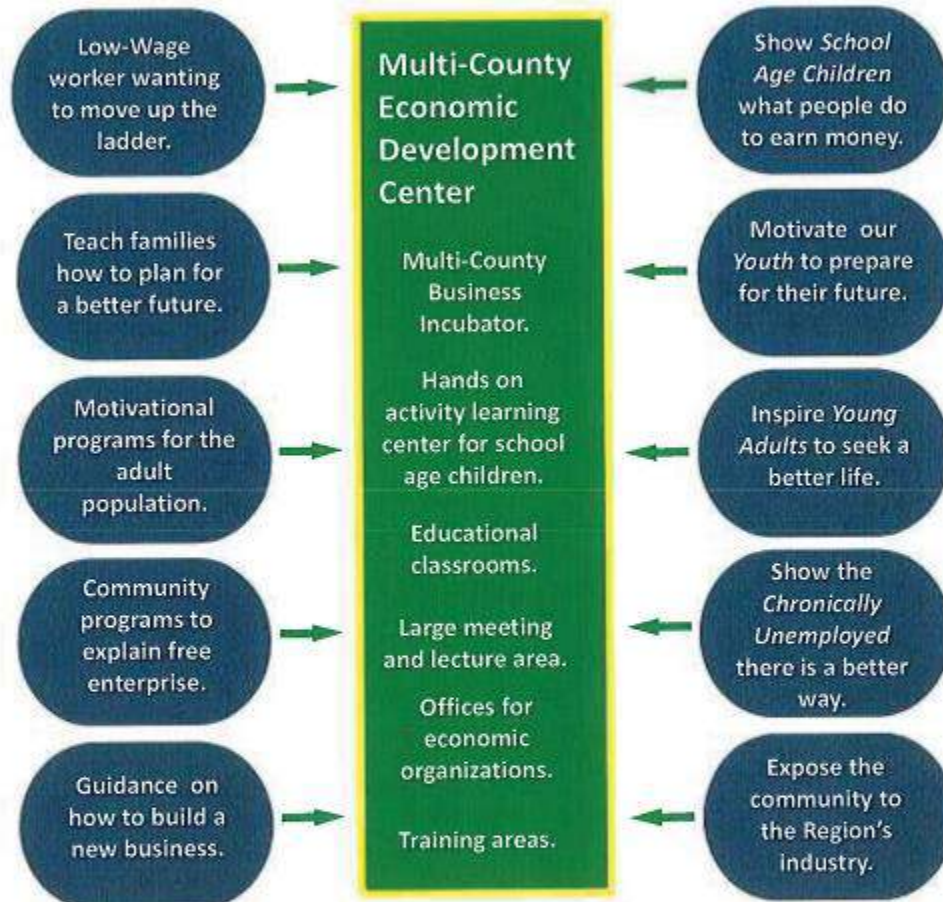
There is a program (facility) in Gainesville, Georgia created by the community called the Featherbone – Communiversity (The Researcher has toured the facility). It includes a business incubator, lecture rooms, and offices for economic related groups.

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.

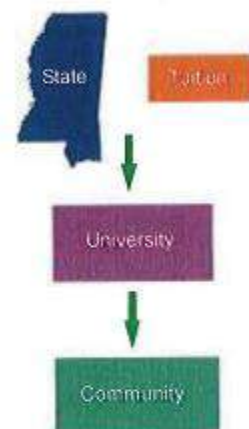
A large majority of the colleges and universities in the United States fall into this category.

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





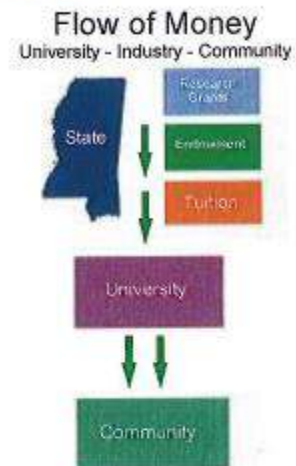
Stage 2 Impact – Plus professional graduate programs and research:

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.

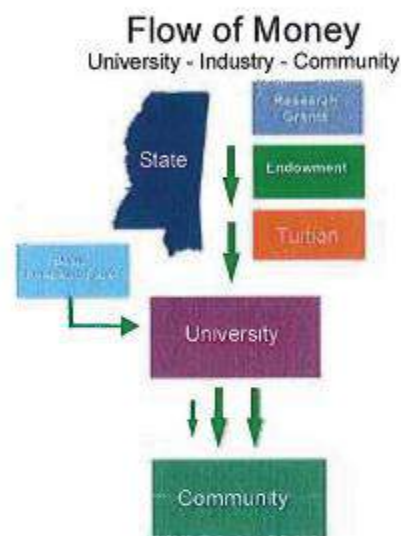
Most of these initial parks ranged in size from 50 to 100 acres of land. Many, but not all, have been relatively successful in attracting public and private research facilities and some private industry.

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.



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.

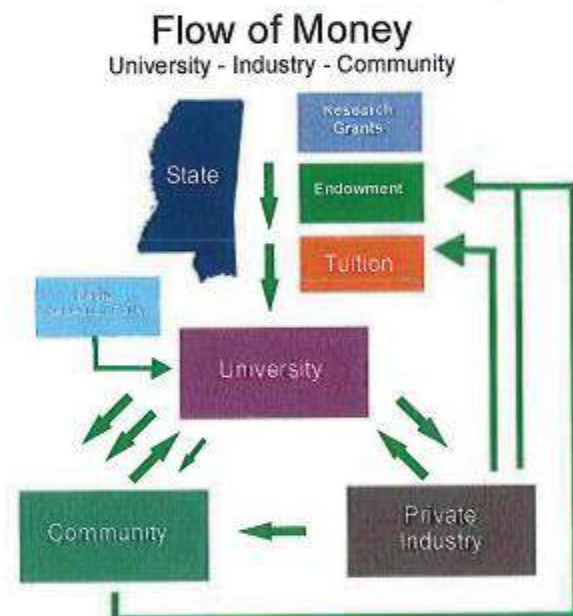
Typically several hundred people, public and private, are employed by enterprises located in Stage 3 university research parks.

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



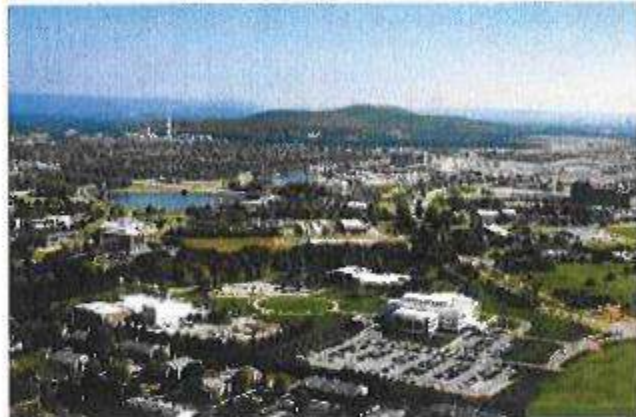
University of Alabama - Huntsville, AL
Enrollment - 7,500
R&D Expenditures - \$87,000,000 - Rank 155/655



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.

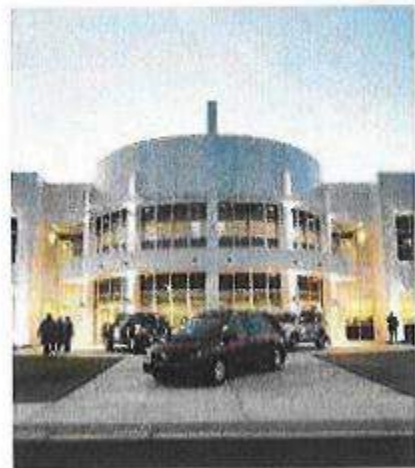
The following are some of the assets of MSU which will lead to Stage 4 status:

- 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.

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.



**Center for Advanced
Vehicular Systems**



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.

Bettye Bell
973 Sudduth Rd
Starkville, MS 39759

To whom it may concern,

I Bettye Bell have some concerns about the rezoning that going to be taken place around Sudduth Rd. I would like to know what are the major plans that taken place for the area? Also, what type of affect it will have on the people still living around the Sudduth Rd area?

Sincerely,
Bettye Bell