CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2013 - 2017

Prepared By:

SOUTHERN MISSISSIPPI PLANNING AND DEVELOPMENT DISTRICT

With Planning Grant Funding Provided by the:

U.S. Department of Commerce,

Economic Development Administration

Southern Mississippi Planning and Development District (SMPDD) is a regional organization created to assist in the promotion of the economic resources of southern Mississippi. These natural, human, and man-made resources have provided the framework for a diverse and growing regional economy.

SMPDD serves a 15-county, 38 municipality region in southeast Mississippi that covers 8,771 square miles. Much of this service area, 10 counties and 21 towns, is rural. Census data indicates that 771,793 persons resided in the region in 2010.

The Board of Directors oversees the operations of SMPDD in accordance with the bylaws of the organization as adopted on March 10, 1967. Effective January 2008, the bylaws were amended to meet the new requirements for board composition set by EDA.

SMPDD has provided a range of community services – economic/community development supporting public needs, facilities and infrastructure; revolving loan funds for new business ventures; targeted programs for the elderly such as home-delivered meals, transportation, in-home care, and Medicare/Medicaid assistance; GED and resume writing assistance for students entering the workforce; and workforce training programs – for 45 years in South Mississippi.

SMPDD has been recognized for our innovative and effective approach to public initiatives by groups including the National Association of Development Organizations. The planning staff is well-educated and experienced in a wide range of planning and economic development topics. The planning department consists of a director and three project managers. The department often collaborates with GIS staff.

SOUTHERN MISSISSIPPI PLANNING AND DEVELOPMENT DISTRICT

BOARD OF DIRECTORS

2012-2015

BOARD MEMBER	AFFILIATION
Samuel Alsgood, Jr.	Jackson County, Workforce Private Sector Representative
Leonard Bentz	Harrison County, Private Sector Representative
Bobby R. Bolton	Perry County Board of Supervisors
Larry Bolton	Perry County, Minority Representative
Edward Ray Breakfield	Marion County, Private Sector Representative
Todd Broome	Jefferson Davis County, Private Sector Representative
Johnny Burnett	Jones County Board of Supervisors
Phillip Carlisle	Lamar County Board of Supervisors
Lynn Cartlidge	Forrest County, Workforce Private Sector Representative
Joyce Culpepper	Pearl River County Board of Supervisors
Joseph Davenport	Stone County Board of Supervisors
Tommy Dews	Forrest County, Private Sector Representative
Gerald Dykes	Perry County, Private Sector Representative
Guy Easterling	Covington County Board of Supervisors
Frances Fredericks	Harrison County, Minority Representative
Morris Hill	Greene County Board of Supervisors
David Hogan	Forrest County Board of Supervisors
Jerry Hutto	Wayne County Board of Supervisors
Dr. William Lewis	President, Pearl River Community College
Mike Mangum	Jackson County Board of Supervisors
Charles Marshall	Forrest County, Minority Representative
Henry McCullum	Jefferson Davis County, Minority Representative
Larry McDonald	George County Board of Supervisors
Calvin Newsom	Marion County Board of Supervisors
Chris H. Odom	Wayne County, Private Sector Representative
Gerolene Rayborn	Mayor, Town of Sumrall
Connie Rockco	Harrison County Board of Supervisors
Richard Santiago	Hancock County, Private Sector Representative
George Schloegel	Mayor, City of Gulfport
Scott Strickland	Stone County, Workforce Private Sector Representative
Steve Seymour	Hancock County Board of Supervisors
John H. Thompson	Jefferson Davis County Board of Supervisors
Tim Waldrup	Mayor, City of Ellisville
Ray Wesson	Harrison County, Workforce Private Sector Representative

In June of 2012, Southern Mississippi Planning and Development District (SMPDD) began preparing for the update of the Comprehensive Economic Development Strategy, a requirement of the Economic Development Administration. Drawing largely from the experience of past committee members, the CEDS Committee was formed and a timeline to prepare the document was established.

The CEDS process is very inclusive, seeking input from not only the committee but also elected officials and community leaders throughout the fifteen county region. The process was guided by the following components as outlined by EDA:

- Background
- Analysis
- Goals and Objectives
- Community and private sector participation
- "All" projects list – jobs created
- "Vital" projects list – region's greatest needs, enhancing regional competitiveness
- Economic clusters section (within the Regional Analysis)
- Plan of Action to implement goals and objectives
- Performance Measures – quantifiable
- Methodology of cooperation and integration with State economic development priorities
- Addition of a hazards/disaster component

The committee is comprised of eleven (11) members representing both the public sector and the private sector.

Member selection was made by the planning staff and based on:

- Prior involvement with the CEDS committee
- Economic development experience
- Knowledge of the region or a sub-region
- SMPDD board membership
- Representative of main economic interests of the region

The current members are as follows:

Committee Member	Affiliation
Todd Broome	Jeff Davis County, Private Sector, SMPDD Board
Gerald Dykes	Perry County, Private Sector, SMPDD Board
Chris Odom	Wayne County, Private Sector, SMPDD Board
Richard Santiago	Hancock County, Private Sector, SMPDD Board
Scott Strickland	Stone County Board of Supervisors, Private Sector, SMPDD Board
Angie Collins	Mississippi Development Authority
Jerry Frazier	Marion County Economic Development
Harry Schmidt	Jackson County Economic Development
Claire Dugger	Harrison County Economic Development
Mitch Stennett	Jones County Economic Development
Josh Thornton	Area Development Partnership (Forrest Co, Lamar Co, Perry Co)

The following information is based on data collected for the Southern Mississippi Planning and Development District's 15 counties.

General Population

Year	SMPDD Population	Statewide Estimate
1990	635,998	2,575,475
2000	727,624	2,844,658
2010	771,793	2,967,297

U.S. Census Bureau – 2010 Census

Strategic Finding

The population of the District has seen a steady increase between 1990 and 2010. Based on historical data and population forecast, the fifteen-county region will continue to increase its population at roughly the same rate as the state population rises.

While the steady growth is well-documented, it should be noted that the 2010 Census figure of 771,793 is 68,000 fewer than what the population was projected to be in 2010.

Population by Race

Race	2000	Percentage	2010	Percentage
White	539,436	74%	551,674	71%
Black	164,448	23%	181,133	23%
American Indian, Eskimo or Aleut	2,530	.35%	2,966	.40%
Asian or Pacific Islander	9,030	1.2%	10,775	1.4%
Hispanic Origin	13,046	1.8%	28,434	3.7%
Other	4,652	.064	11,694	1.5%

U.S. Census Bureau, 2000 and 2010

Strategic Finding

Between 2000 and 2010, there was a slight increase in both the white and black population of the District, with the white population decreasing as a percentage of the total district population. The Hispanic population, though less than 4% in 2010, more than doubled over the ten year span. The District can anticipate continued growth of the Hispanic population. The region should be cognizant of potential cultural, language and other barriers. Also worth noting, the number of people identifying themselves as "other" has more than doubled over the last ten years, even though the total is still less than 10%.

Population by Gender

Year	SMPDD Population	Number of Males	Percent of Males	Number of Females	Percent of Females
2000	727,624	357,195	49.1%	370,429	50.9%
2010	771,793	380,394	49.6%	391,399	50.4%

U.S. Census Bureau, Census of Population 2010

Strategic Finding

The female population continues to surpass that of the male population, but only by a slight majority. This gap has continued to contract over the last decade.

Population by Age Distribution

	2000	Percentage	2010	Percentage
Total Population	727,624		747,946*	
Under 18 years	218,415	30 %	192,404	25.7%
20 to 24 years	54,985	7.6 %	55,480	7.4%
25 to 34 years	98,953	13.6%	103,086	13.8%
35 to 49 years	158,251	21.7%	153,105	20.5%
50 to 64 years	112,178	15.4%	145,079	19.4%
65 and over	84,842	11.7 %	98,792	13.2%

U.S. Census Bureau, Census of Population 2010

**The total population figure in the chart does not equal that of the actual total population and can be attributed to a change in the age ranges reported.*

Strategic Finding

The age distribution of the region's population has remained fairly consistent between 2000 and 2010. The largest single working-age category is 35 to 49 years. The largest increase was in the 50 to 64 years category, and the second largest increase was in the 65 and over category. These increases can be attributed to the "baby boomer" generation continuing to age over the last decade.

We can conclude from these figures that the area has a sufficient number of people in the "workforce" age group. However, with an increasing percentage of South Mississippi's population nearing or entering retirement, strategies must be implemented to deal with the resulting loss in the District's workforce. Reports from local economic developers indicate large needs in many vocational trades are critical to the region's industrial base. Discussions indicate that the younger population is less inclined to want to learn a trade or vocation. This should be a concern for industry and addressed by workforce development officials.

Decreases in the population have occurred mainly in the population under 18 years old. While this trend cannot be obviously tied to any particular force, it does warrant further observation.

Economic development professionals report the "brain drain" in Mississippi is still a problem – college graduates leaving the state to work elsewhere. It is believed that pay is a strong incentive for graduates to leave and is also a detriment when recruiting new graduates from other states to move to Mississippi.

Labor Force and Employment

Mississippi Employment Trends

Mississippi lost 2,100 jobs in July relative to June. Monthly declines have occurred in seven of the last twelve months. For calendar year 2012, through July, Mississippi's employment rate is down 0.2 percent from the same period of 2011. The state experienced a 0.1 percent decline for 2011. If this declining trend continues through the remainder of 2012, the State will have declined for five consecutive years.

With these declines, employment in Mississippi is now equal to the level observed in the depth of the recession. The modest gains that have taken place over the past three years have all disappeared. With the current forecast, it will be 2018 at the earliest before Mississippi has the number of people employed as it did prior to the recession.

(IHL, Mississippi's Business, September 2012, Vol 70, No. 8)

Information specific to the SMPDD area is listed in the tables below:

Labor Force by Place of Residence -- SMPDD

	Total Civilian	Unemployed	Unemployment Rate	Employed
2007	337,690	18,780	5.6%	318,910
2008	339,670	26,320	6.0%	319,350
2009	338,390	27,500	8.1%	310,890
2010	346,000	33,120	9.6%	312,890
2011	352,280	36,030	10.2%	316,240
2012	***Data not yet published***			

Mississippi Department of Employment Security, Annual Averages

Five Year Comparison of Unemployment Rates

SMPDD Area	July 2007	July 2008	July 2009	July 2010	July 2011	July 2012
	6.0%	7.1%	8.8%	9.9%	11.1%	9.5%

Employment By Industry (By Place of Work)	Area Estimate	Data As Of	Statewide Estimate
Total Nonagricultural	285,200	07/2012	1,073,900
Manufacturing	32,090	07/2012	136,100
Nonmanufacturing	253,110	07/2012	937,800

Mississippi Department of Employment Security, Labor Market Data, July 2012

Strategic Finding

Prior to Hurricane Katrina, the District consistently had some of the lowest unemployment rates in the state. The region appeared to have been recovering well in terms of employment figures. However, the national recession reversed the downward trend.

Furthermore, there have always been areas within the region that continue to have higher unemployment rates than the state average – a problem well before Hurricane Katrina or the recession.

Workforce participation rates are a concern of local economic developers. There appears to be a number of people who choose not to work, are not on public assistance and are not in school. Though hard to quantify, there is a population of citizens who simply are disengaged from the workforce and choose not to participate.

There is also a population that may be trainable and hirable but cannot maintain employment due to poor work ethic and/or inability to pass drug/alcohol screenings. Many employers are choosing to delay any specific skills training/certifications until it is proven that the prospect can show up on time and pass a drug test. This "soft skills" training must become a priority.

Economic development professionals report that there is still a mismatch between jobs available and the skill sets of the workforce. Some of this is being addressed through more apprenticeship programs but should remain a major area of focus for the workforce providers and local industry.

Currently, the new administration and Governor Bryant are assessing the workforce training delivery system in Mississippi and a report and recommended changes are forthcoming.

Occupations in Demand

Based on estimations, roughly 12,375 new and replacement workers will be needed annually over the next ten years in the Twin Districts Workforce Investment Area, which includes SMPDD's service area. Among the 22 occupational sectors, the largest annual demands should be found in the areas of Office & Administrative Support and in Sales and Related Occupations. The fewest number of new and replacement workers can be expected in Legal Occupations despite the fact that most jobs in that sector will offer wages well above the average.

Occupational sectors showing above average demand for workers that also have above average wage potential include Education, Training & Library, Healthcare Practitioners & Technical Occupations and Construction and Extraction Occupations.

Mississippi Department of Employment Security, Occupations In Demand, Twin Districts Workforce Investment Area, 2010

Economic developers also report that there is a particular drought in the number of welders and steel workers. This could be attributed to the fact that a national technical education study showed that parents prefer their children to be in a liberal arts program rather than a technical program. Also, a large percentage of the workforce in Industrial Trades is nearing retirement age. These two factors will contribute to a large skills gap in this important sector of South Mississippi's economy.

Strategic Finding

It can be concluded that the highest demand jobs can expect below average wage rates while the least-needed workers are among the highest paid sectors. There are jobs available for incoming workers, provided that high wages are not a main concern. Competition for the higher wage jobs will be quite stiff. Job opportunities need to be strengthened in parts of the region and improvements need to be made to reduce the potential mismatch between job skills and the jobs available.

Additionally, there is a parental perception associated with technical educational programs that needs to be addressed. Otherwise, the region will not be able to pull together an adequate workforce to attract a large enterprise. It has been suggested that local economic developers should transition from recruiting new companies to creating new jobs or expanding existing industries based on the workforce that is available.

It should be noted that South Mississippi has the potential to take advantage of reshoring activities – jobs that had moved out of the country returning to the USA. The Mississippi Development Authority reports that while the low-skill, low-wage jobs are staying overseas, many of the more advanced positions can potentially be lured back to the USA.

Income

Income Data	Area Estimate	Data As Of	Statewide Estimate
Total Personal Income	$24,817,507	2010	$92,284,326,000
Per Capita Personal Income	$29,051	2010	$31,071
Average Weekly Wage	$625	2010	$662
Average Annual Wage	$33,519	2010	$34,424

U.S. Census Bureau, Census of Population 2010.

Strategic Finding

Income continues to be fairly consistent with that of the rest of the state. However, the state's average income has historically been well below the average income for the rest of the nation. Strategies need to be explored that will raise the income of the region.

Poverty

SMPDD Area	**2000**	**2010**
All persons		
Total Status Determined	705,579	771,793
Below Poverty Level	120,959	162,723
% Below Poverty Level	17.14%	21.1%
All families		
Total Status Determined	193,904	195,676
Below Poverty Level	26,430	28,800
% Below Poverty Level	13.63%	14.7%
Female Householder Families		
Total Status Determined	38,048	47,058
Below Poverty Level	14,056	17,810
% Below Poverty Level	36.94%	37.8%

U.S. Census Bureau, Census of Population 2010

Many Mississippi households have seen their real annual income fall since 2000. At the same time, the percentage of residents, and more particularly children, living in severe economic hardship is rising. One in three children lived in poverty in 2010. African-American children are much more likely to live in poverty than white children, and Mississippi children of both races have poverty rates above the national average.

High rates of child poverty impact the educational and workforce outcomes for the youngest and most vulnerable members of Mississippi's communities. Falling income and rising poverty are tied, in part, to the prevalence of low wage employment. In 2009, workers needed $10.73 per hour to keep a family of four out of poverty. However, 28% of the state's workers earned well below this amount.

Mississippi Economic Policy Center, State of Working Mississippi 2012 report

Strategic Finding

Poverty rates continue to be an issue for the region and the state and have actually increased. It is logical to think that the positive gains made in the last decade were severely impacted with the onset of the national recession in 2008.

Thousands of adults continue to struggle to make ends meet in the slow economic recovery. In the months ahead, intentional actions to create quality jobs with employment-based benefits and to preserve public programs that insulate families from poverty are critical for Mississippi's families.

It should be noted, however, that the location of one quality company can have a large impact on raising the skill level, wage level and thus income level of a community. For instance, Jones County is experiencing these affects after locating GE Aviation to Ellisville.

Educational Attainment

Education – Persons 25 years and over	Area Estimate	Data As Of	Statewide Estimate
Percent High School Graduate	83%	2010	79.6%
Percent High School Graduate	77%	2000	72.9%
Percent College Graduate (Associate/Bachelors)	19%	2010	20.2%
Percent College Graduate(Associate/Bachelors)	16.6%	2000	16.9%

U.S. Census Bureau, American Community Survey 2010

Strategic Finding

While there have been improvements in the educational attainment of the SMPDD's workforce, there are still many challenges. The region's high school graduation rate is still better than the state.

Housing

	Total Units	Occupied Units	Occupancy	Vacant Units	Occasional Use
SMPDD	338,395	291,185	2.61	47,210	8,418
Mississippi	1,274,719	1,115,768	2.60	158,951	28,867

U.S. Census Bureau, American Community Survey 2010

Not unlike the rest of the nation, Mississippi was impacted by the housing crisis and the national recession. This happened at a time when the region, especially the coastal counties, was just beginning to recover its housing market post-Katrina.

In early fall of 2012, the National Association of Realtors reported that homes sales and prices are going up. The foreclosure market and lower end housing stock are selling and driving up the prices. Low mortgage rates are attracting first-time home buyers who had previously been renters.

Affordable housing is a struggle in many pockets of the region. Insurance rates continue to be a problem along the Gulf Coast, although rates have improved in recent months.

Strategic Finding

SMPDD's housing market requires continued monitoring. Communities should take advantage of housing programs offered through the state and federal government.

The Gulf Coast Business Council and other groups continue to advocate for better insurance rates and the work should continue. The region must also stay abreast of any public policy that may impact insurance rates, positively or negatively.

Business Births and Deaths

Year	SMPDD Births	SMPDD Deaths	Net
2001	1207	1250	-66
2002	1125	1122	3
2003	1244	1103	141
2004	1221	1377	144
2005	1091	995	106
2006	2456	2215	241
2007	1575	1089	486
2008	1264	1115	149
2009	1080	946	134
2010	990	1211	-221
2011	1008	1100	-74
Cumulative 10 year total	**14261**	**13523**	**1043**

Mississippi Department of Employment Security, Labor Market Info

Strategic Finding

The district has seen a net gain in business births in all but 3 of the last 10 years. These years of negative business growth are directly attributable to national recessions, the dot-com recession at the beginning of the decade and the current sub-prime mortgage related recession. The district showed robust business growth in the years between and the business deaths are decreasing as the area recovers from this economic downturn.

Clusters/Target Industries

Mississippi Power Company, along with input from local economic developers, has designated the following as target industries to market in South Mississippi. The following information is taken directly from publications produced by Mississippi Power.

Aerospace and Defense

Southeast Mississippi is home to two deepwater ports, five U.S. Customs ports of entry, and three foreign trade zones. Plus, major air carriers serve the state with connections to principal cities throughout the world. Pascagoula is home to the largest industrial tonnage port in the state and provides a 38-foot channel depth for ships. Just down the Coast is the Port of Gulfport, a bulk, break-bulk and container seaport, which has nearly 6,000 feet of berthing space and averages over 2 million tons of cargo a year.

- Southeast Mississippi is home to over 1,000 tier one, tier two and tier three defense contractors *plus U.S. Army, U.S. Navy, U.S. Air Force and U.S. Coast Guard bases.
- Approximately 55 defense-related manufacturers are located in Mississippi. Combined, they employ 21,000 people in the state.
- Northrop Grumman Aerospace Systems in Moss Point, which manufactures and assembles Fire Scout and Global Hawk UAVs, is producing one of the most technologically advanced unmanned systems anywhere. Northrop Grumman also manufactures the United States Navy's MQ-4C Broad Area Maritime
- Surveillance (BAMS) Unmanned Aircraft System (UAS).
- An estimated 40,000 Mississippians are employed by the military, and there are a number of military bases located throughout the state. The state is ranked tenth nationally in DoD contract value per capita.
- Every commercial plane and jetliner in the world has at least one hydraulic component that was designed and manufactured in Mississippi.
- Stennis Space Center in Hancock County, Mississippi, is America's largest rocket and engine test complex and its high-performance computing capability ranks 10th worldwide.
- Three of the most powerful supercomputers in the world are also located in Stennis Space Center.
- The Gulf Coast region of the state has one of the greatest concentrations of avionics and aircraft maintenance personnel in the United States when compared to all mid-size metropolitan markets.

Leading Aerospace and Defense Companies in Southeast Mississippi

- BAE Systems (Moss Point and Hattiesburg)
- GE Aviation (Ellisville)
- Huntington Ingalls Industries, Inc. (Pascagoula & Gulfport)
- Lockheed Martin Space Systems, Co. (Stennis Space Center)
- Northrop Grumman Electronic Systems (Ocean Springs)
- Northrop Grumman Aerospace Systems (Moss Point)

- Pioneer Aerospace (Columbia)
- Raytheon Technical Services (Forest and Stennis Space Center)
- Rolls-Royce (Pascagoula and Stennis Space Center)
- SAIC (Long Beach and Stennis Space Center)
- SELEX Galileo, a Finmeccanica Company (Kiln)
- United Technologies/Pratt & Whitney-Rocketdyne Propulsion (Stennis Space Center)

Data/Call Centers

As technology evolves and customer expectations change, the customer management industry continues to grow and expand. Contact centers, or customer interaction centers, serve as the central point through which all customer contacts are managed. The state of Mississippi understands the unique needs of these enterprises. In fact, it is home not only to a number of customer contact centers, but also to the National Association of Call Centers based in Hattiesburg. Companies like AT&T, C Spire Wireless, Waste Management and Comcast are among the more than 25 call centers already located in Mississippi.

Mississippi has more than 340,000 miles of fiber optics in place. The ratio of mileage to population is among the highest in the nation.

Largest Customer Contact Center in South Mississippi

- AT&T
- Coast Electric
- Hancock Bank
- Mississippi Power
- NEW
- Regions Bank
- SilverCare
- State Farm
- Walmart.com

Largest Data Centers in South Mississippi

- Hancock Bank
- Megagate Broadband
- Mississippi Power
- NASA SSC Multi-Tenant

Metal Fabrication

South Mississippi is at the center of the largest shipbuilding region in the nation, and it is home to the biggest shipbuilder of them all – Ingalls Shipbuilding, a division of Huntington Ingalls, as well as VT Halter Marine and Rolls-Royce Naval Marine. Jackson County, Mississippi, is where most of the nation's surface warships are built, as well as crucial equipment for deepwater exploration.

Four manufacturing facilities of Howard Industries are located in Jones County. The Utility Products Division of Howard Industries is a leading manufacturer of electrical distribution equipment used by electric utility companies, and by commercial and industrial companies worldwide. Its products include distribution transformers, power transformers, voltage regulators, switching/ sectionalizing cabinets, junction boxes, and transformer components.

The state offers a variety of training programs through its community/ junior college system to assist companies in preparing workers for new job opportunities within the industry. There are six Community College Systems within Southeast Mississippi offering vocational programs to meet the workforce demands. The WIRED Grant launched a consortium of three community colleges – Mississippi Gulf Coast, Pearl River and Jones County – that conducted a workforce analysis and created a development program centered on the metal working trades. The purpose was to connect future and current students to the growth and development opportunities within this sector. The training program was built on the existing demand-driven workforce development needs. The capacity and curriculum developed to meet this high demand, high growth area in South Mississippi will enable this sector of the economy to grow.

Leading Metal Fabrication Companies in Southeast Mississippi

- Howard Industries (Jones County)
- Howse Implement Company, Inc. (Laurel)
- Huntington Ingalls Industries, Inc.(Pascagoula and Gulfport)
- Laurel Machine & Foundry (Laurel)
- New Age Steel (Purvis)
- Rolls-Royce Naval Marine (Pascagoula)
- VT Halter Marine (Pascagoula)

Polymers

The huge plastics/polymer industry has found an exceptional home in Mississippi. In fact, more than 350 plastics/polymer companies are located in the state, and an additional 100+ chemical-related companies have Mississippi locations. The plastics/polymer industry currently employs more than 18,600 people in Mississippi, with persistent growth expected for the foreseeable future. Companies within the industry are found in the following six sub-clusters:

- Plastic resin and petroleum refining
- Suppliers and support services for resin production
- Plastics products (molding, extruding, compounding)

- Synthetic rubber production
- Rubber products production (foam and molding)
- Organic fiber production

Expected areas of growth within the plastics/polymer industry in Mississippi include:

- Thermoset resin production
- Composite components for transportation industry
- Wood polymer laminates
- Coatings
- Medical polymers
- Plastic plumbing fixtures
- R&D for polymer packaging

There are an estimated 7,000 employees in the chemical manufacturing industry in Mississippi, making the total estimated employment for plastics/polymers/chemicals 25,600.

Warehouse and Distribution

Even in today's technology driven economy, a solid and efficient supply chain is an important factor in the success of many industries. As our economy continues to expand globally, the warehouse and distribution services industry faces even greater challenges in moving goods around the world. Mississippi offers a prime location for storing and moving goods throughout the central United States, which is why so many companies have chosen to locate their warehouse and distribution facilities in the state.

Mississippi is in the heart of one of the fastest growing regions in the nation, which gives warehouse and distribution facilities easy access to much of their market. The state offers distributors a number of location options, including an abundance of land available in industrial and technology parks throughout the state, as well as locations in close proximity to major airports.

The Gulfport International Cargo facility includes 20,000 square feet of chiller space, 20,000 square feet of cargo sorting and distribution space, and 6,000 square feet of office space. Airside access from the runway system has been designed with safety and efficiency in mind. The ramp can facilitate two MD11s or DC10s or one B747. The area is also expandable with 120 acres reserved for air cargo.

South Mississippi is home to facilities owned by FORTUNE 500 corporations, including Graybar, a leading distributor of electrical and communications products and related supply chain management and logistics services. The company owns a 12,000- sq.-ft. distribution facility in Gulfport, Mississippi.

Warehouse and Distribution Companies in South Mississippi

- Chiquita Brands International (Gulfport)
- Dole Fresh Fruit Co. (Gulfport)
- Graybar (Gulfport)
- Saddle Creek Corporation (Hattiesburg)

- Lowe's Distribution Center (Purvis)
- Merchant's Company (Hattiesburg)

Mississippi Warehouse and Distribution

Total Employment: 56,552

Energy

Governor Bryant's administration has recently released a report calling energy an important part of the economic landscape and one with great potential. As it is a focus of the administration, it too will be a focus for South Mississippi.

Potential areas of focus within the Energy sector have been identified by economic developers in the region as:

- Biomass – forest products and other ag-related products
- Shale natural gas

The full report is available at www.governorbryant.com.

Healthcare

Following the lead of Governor Bryant, the South Mississippi region has taken a closer look at healthcare as a potential growth business sector. To grow the industry and improve healthcare in the state, the Mississippi Health Care Industry Zone Act has been adopted. Financial incentives may be extended to facilities based on location, capital investment, job creation and business services. Minimum investment requirement is 25 new full-time jobs or $10,000,000.

Other Target Sectors

With the diversity of The District, there are other sectors that are targeted:

- Tourism
- Shipbuilding
- Marine Sciences
- Advanced Manufacturing
- Food Processing

Strategic Finding

The District is well poised to grow a diverse group of existing industry clusters. The counties in the region should recognize each other's strengths and work together to target these industries for the betterment of the region as a whole. The region should work together to maintain an available skilled workforce to support the clusters, improve access to venture capital, promote research and development resources that support the clusters, create a culture of entrepreneurship and innovation, consider shared training facilities and maintain a positive, supportive business climate.

Infrastructure

Water Supply and Treatment

The quality and quantity of existing water and sewer facilities are essential for promoting economic development in the area. There must be adequate water and sewer service. All of the District's municipalities operate their own water systems. The majority of these systems utilize wells as a water source. The remaining areas use water districts, rural water associations and private water companies to serve the unincorporated areas.

Sewer facilities have seen great improvements in recent years, mostly attributable to more stringent federal regulations that have required local governments to improve sewerage treatment. Disposal is provided by municipal systems, water and sewer districts and private companies. There are some notable problem areas in the region, including the lagoon in Hattiesburg. In an attempt to encourage consolidation and in response to Hurricane Katrina, the Mississippi Legislature passed the Gulf Coast Region Utility Act. The Act was intended to result in more cooperation and more efficiency without regard to governmental boundaries. However, five separate utility authorities were created in the five participating counties.

Infrastructure improvement funds were tied to the Act in the amount of $655 million.

Strategic Finding

For the majority of the District, the unincorporated areas have numerous water districts with different policies, governing boards and regulations. There is a lack of standardization among the associations. As a result of the Act described above, five counties now have county-wide authorities, rather than one lone authority as intended in the Act. While this appears to be a move in the right direction for those counties, the positive impact from an organizational or financial standpoint is debatable. It appears that there is underutilization of the new infrastructure.

When possible, cooperation and consolidation should be considered. Counties and cities also need to be more attuned to the laws and regulations concerning wastewater treatment as it relates to their current infrastructure. System improvements are generally very costly and should be planned for if at all possible.

Solid Waste

Landfills are used by every county to dispose of solid waste. Open dumps in the region are prohibited by federal mandate. Solid waste disposal is closely monitored by the Mississippi Department of Environmental Quality.

There are some recycling and reuse programs in place throughout the region, but they are mostly focused on residential.

Strategic Finding

There are few alternatives to landfills that have been explored in the region. There could be more opportunities for recycling and reclamation that need to be better studied, similar to the services provided by the Sumrall Recycling Services in Lamar County.

Industrial Parks

See attached spreadsheet included in Appendix.

Airports

There are fifteen public airports in the District, including air carrier facilities, general aviation facilities and military facilities. Commercial airline service is available in Gulfport/Biloxi and Laurel/Hattiesburg. Though not physically located in the District, New Orleans, Mobile and Jackson all have airports that provide commercial service to the region.

The Gulfport/Biloxi International Airport is the largest in the district with moderate and competitive airfares direct to Atlanta, Charlotte, Dallas, Houston, St. Petersburg-Clearwater, and points beyond.

> **Strategic Finding**
>
> There is adequate air service in the region. The local airports have done a good job of securing money for expansions to better serve the public and have added several new destinations over the last year. However, there is no longer a low-cost carrier available.

Ports

The Mississippi State Port is located in Gulfport and can serve two-thirds of the U.S. market. Operating at limited capacity in the aftermath of Hurricane Katrina, the Port handled more than 2 million tons and 200,000 containers. The Port is the third busiest in the U.S. Gulf of Mexico.

The Mississippi State Port Authority at Gulfport is undertaking a process to rebuild and restore the damage to its facilities wrought in 2005 by Hurricane Katrina. The port is critical to the economic well-being and diversity of the Gulf Coast, as well as the entire state of Mississippi. Peak capacities at other ports in the region, the expansion of the Panama Canal and shifting international trade patterns all present opportunities for future growth.

Port Bienville in Hancock County connects directly to U.S. Highway 90 by access road and is ten miles from Interstate 10 and eighteen miles from the intersection of Interstates 10, 12 and 59. Port Bienville Industrial Park is a shallow draft port with multiple berths. A 12 foot channel connects Port Bienville to the Mississippi Sound and the Intercoastal Waterway.

The Port of Pascagoula is centrally located on the Gulf of Mexico, with convenient and efficient transportation outlets. The proximity to deep water shipping lanes requires an average pilotage time of 60 to 90 minutes. Public terminals in the West Harbor and East Harbor are geared to accommodate efficient handling of cargo --- over 35 million tons annually. Inbound cargo includes forest products, crude oil, phosphate rock, chemicals and aggregate. Outbound cargo consist of forest products, paper products, frozen poultry, petroleum products, fertilizer and chemicals.

> **Strategic Finding**
>
> The ports are one of the greatest assets to the region. Accessibility to and from the ports by rail and truck may be an issue for some of the more rural parts of the region and should be addressed. Dredging issues may also need to be addressed to improve access in Hancock County.

Railways

Seven systems serve SMPDD's 15-county service area. Comprehensive rail services include carload, trailer on flat car, container on flat car and mini-bridge shipments.

The merger of the Canadian National and Illinois Central railroads and a long-term marketing alliance with the Kansas City Southern created an efficient new rail link all along the NAFTA corridor. The agreements link together almost 25,000 miles of track stretching from both coasts of Canada through the central United States to the Gulf Coast, Texas and Mexico.

Shortline rail improvements are currently being studied in the eastern portion of the District.

Strategic Finding

The rail system is adequate in the region, though there are some problems with shortline rail service that should be addressed to better serve the more rural communities. There is also a lack of intermodal capacity with the port facilities on the Gulf Coast.

Highways, Roads and Bridges

Highways in Mississippi are continuously being improved. In 1988, the Legislature created the Economic Development Highway Fund which authorizes the Mississippi Development Authority to identify road construction necessary to make business sites accessible to other highways and road facilities. General obligation bonds are available to cover expenses incurred on the construction and improvement of highways. Companies may qualify for this program if they have aggregate assets of $1,000,000,000 and make a $20,000,000 capital investment. Businesses with capital investments of at least $50,000,000 that engage in agricultural, aquacultural, maricultural processing, distribution, warehousing, manufacturing, or research and development may also qualify for this program.

Through the Access Road Program MDA designates locations for the construction of road or highway links connecting industrial sites to existing highways. These links usually are built in tenth-of-a-mile increments but are funded through the highway fund of the Mississippi Transportation Commission, and as appropriate, reimbursed by the Mississippi Development Authority.

Individual counties in Mississippi are responsible for all county roads and bridges that are not federal, state, or state-aid designated roadways.

County	Rail Service	Highways
Covington	Canadian National/Illinois Central	US 49, US 84 MS 35, MS 37, MS 184, MS 588, MS 598, MS 590, MS 532, MS 535
Forrest	Canadian National/Illinois Central Kansas City Southern Norfolk Southern	I-59 US 11; US 49; US 98 MS 13; MS 42; MS 44
George	Canadian National/Illinois Central Mississippi Export	US 98 MS 26; MS 57; MS 63
Greene	Canadian National/Illinois Central	US 98 MS 42; MS 57; MS 63
Hancock	CSX Transportation	I-10 US 90 MS 43; MS 53, MS 603, MS 607
Harrison	CSX Transportation Kansas City Southern	I-10, I-110 US 49, US 90 MS 15, MS 53, MS 67, MS 605
Jackson	CSX Transportation Mississippi Export	I-10 US 90 MS 57; MS 63
Jeff Davis	None	US 84 MS 13; MS 35; MS 42; MS 43
Jones	Norfolk Southern	I-59 US 11; US 84 MS 15; MS 28; MS 29
Lamar	Norfolk Southern	I-59 US 11; US 98 MS 13; MS 42; MS 44
Marion	Canadian National/Illinois Central	US 98 MS 13; MS 35; MS 43; MS 44
Pearl River	Norfolk Southern	I-59 US 11 MS 13; MS 26; MS 43; MS 53
Perry	Canadian National/Illinois Central	US 98 MS 15; MS 29; MS 42
Stone	Kansas City Southern	US 49 MS 15; MS 26; MS 29
Wayne	Meridian Southern	US 45; US 84 MS 63

Strategic Finding

The region must continue to improve its network of roads, especially as it relates to access to industrial parks and the ports. Intermodal transportation options need to be further explored and funding opportunities sought to solve any immediate congestion problems. Evacuation routes are always a concern for this region and must be considered priority projects.

Strategic Finding

While Metropolitan Planning Organizations (MPOs) are charged with transportation planning in the Hattiesburg metro area and the Gulf Coast, the rural areas lack a formalized process to further their transportation goals. As is the practice in over 30 states, SMPDD could fill this role as a rural transportation planning organization.

Broadband Telecommunications

In 2010, Governor Barbour formed the Mississippi Broadband Connect Coalition (MBCC) to draft a comprehensive plan for expanding the availability and use of broadband. Understanding that broadband connectivity is both an economic development issue and a quality of life issue, the report titled *Mapping Mississippi's Digital Future* was released the following year.

Based on the report, there is a digital divide in the state that transcends income to include rural or urban settings, race, educational achievement and age. Oftentimes broadband infrastructure is a supply and demand issue --- areas with low population density are not attractive to broadband providers.

Strategic Finding

It is hard for the rural communities in the District to fund such infrastructure improvements, so they are somewhat at a competitive disadvantage. However, as recommended in the 2011 report, Mississippi State University launched a program called E-BEAT --- Extension Broadband Education & Adoption Team. The group is working at the community/county level to reach out to rural areas that are underserved by Internet providers, identify the area's needs and educate the citizenry and leadership about the benefits of Internet use. Partnerships with such groups should be a priority for rural South Mississippi.

Electricity

Prompt, reliable, and affordable electric service is essential to our modern-day society. The District has two major suppliers in Mississippi Power Company (a Southern Company) and Entergy. There are also five Electric Power Associations in the region: Coast EPA, Dixie EPA, Pearl River Valley EPA, Singing River EPA and Southern Pine EPA.

The state's electricity production overall is low given the high per capita consumption. The state imports much of its electricity from other states to feed the customer demand.

Strategic Finding

The region is fortunate to have reliable, affordable electric companies to provide power. Communities should continue to work with the companies to maintain the good service.

Natural Gas

Natural gas is supplied in the District by several major distributors: Center Point Energy, the Union Company, Wilmut Gas and Oil Company, Dixie Utilities, Atmos Energy, Walthall Natural Gas Company, Chickasawhay Natural Gas District and Jackson County Utilities. There are also eight municipal gas systems.

Natural gas consumption is relatively high in Mississippi and production is very low, less than 1% of the total U.S. output according to the U.S. Energy Information Administration. The natural gas processing industry continues to expand in Mississippi.

Economic developers note that while gas supply and demand is good, they have experienced difficulties in getting gas companies to run new lines from distribution points to new properties at an affordable cost.

Strategic Finding

There are no apparent supply or demand problems with the natural gas suppliers in the region. The region should continue to work with the companies to deliver reliable service and to plan for new developments in partnership with gas companies. Otherwise, communities may be left with undevelopable property due to the lack of natural gas access (not supply).

Renewable Energy

In Mississippi, and therefore in South Mississippi, energy policy is weak in comparison to other states. While the state has some green practices in place and has established some attractive incentive programs, Mississippi has yet to establish a Renewable Energy Standard (RES).

Governor Phil Bryant, however, recently released a report, *Energy Works: Mississippi's Energy Roadmap*. The report shies away from suggesting the adoption of a RES but does recognize the need to expand energy conservation and efficiency through some policy changes.

Strategic Finding

There are likely several factors that influence energy policy in Mississippi. First, energy policy may largely be market-driven. Since energy costs in the state are relatively inexpensive, the market has not demanded that alternative or renewable energy resources be considered. Mississippi is not yet in a position where the public and private sector fill an immediate need to pursue renewable energy projects as a means of reducing cost. Conversely, states such as California have substantially higher energy cost, thus the market dictated that other energy resources be considered.

Local developers should stay engaged regarding national and state policies affecting energy production and consumption.

Financial Resources

A chart is included on the following page that summarizes the financial resources of the 15 counties in the District based on the most recent available audit. 6 of the 15 counties had general fund revenues under expenses at the time of their audit. Harrison County had the largest deficit at $5,936,940, and Jackson County was second with a deficit of $1,680,911. The remaining 9 counties are more financially solvent, showing general fund revenues to be more than expenditures.

The total sales for the region in FY 2011, according to the Mississippi State Tax Commission, were $11,676,658,142. The revenue for the entire state was **$44,132,052,887**. The 15-county area is responsible for just over 26% of the state's retail sales.

Strategic Finding

As a region, the area has some financial weaknesses, not unlike the rest of the nation. We saw increased growth after Katrina, stabilization and then gradual decreases as the recession reached Mississippi. Local governments throughout the region saw a substantial increase in federal funding during the recovery stage after Katrina and are now having to run governments, new services, and new buildings without those same federal funding levels.

	Covington	Forrest	George	Greene	Hancock	Harrison	Jackson	Jefferson Davis	Jones	Lamar	Marion	Pearl River	Perry	Stone	Wayne
Total General Fund Assets	$ 15,562,802	$41,377,488	$6,906,481	$1,880,845	$12,021,884	$56,004,118	$69,882,054	$ 9,519,037	$13,110,170	$18,449,090	$7,506,578	$ 31,833,776	$7,758,760	$4,237,125	$ 8,450,508
Total General Fund Liabilities	$ 3,567,912	$18,982,363	$3,374,509	$2,343,497	$ 7,780,254	$36,771,660	$48,153,654	$ 3,184,518	$12,840,543	$14,074,385	$6,550,982	$ 23,414,384	$2,928,352	$5,225,852	$ 5,837,421
Reserved	$ -	$ -	$ -	$ -	$ 74,000	$ 757,215	$ 6,081,584	$ -	$ 32,460	$ -	$ 63,171	$ 281,861	$ -	$ 4,944	$ -
Unreserved	$ 11,994,890	$22,395,125	$3,531,972	$ (462,652)	$ 4,167,630	$18,475,243	$15,646,816	$ 6,334,519	$ 237,167	$ 4,374,705	$ 892,425	$ 8,137,531	$4,830,408	$ (993,671)	$ 2,613,087
Total General Fund Revenues	$ 5,991,878	$22,591,643	$5,919,514	$2,589,711	$14,569,131	$55,505,675	$57,051,631	$ 4,890,672	$15,939,813	$17,097,015	$7,689,187	$106,162,160	$4,737,372	$5,615,111	$31,781,058
Debt Service Principal	$ -	$ 495,162	$ 94,309	$ 49,828	$ 150,000	$ 452,948	$ 193,267	$ -	$ 121,293	$ 572,005	$ 261,360	$ 613,963	$ 37,488	$ 206,774	$ 21,088
Total General Fund Expenditures	$ 4,876,007	$19,551,547	$4,847,283	$2,628,614	$14,540,689	$61,442,615	$58,732,542	$ 5,061,305	$16,272,947	$15,659,240	$7,595,028	$103,173,603	$4,469,776	$5,943,400	$30,715,409
Excess of General Fund Revenues over expenses	$ 1,115,871	$ 3,040,096	$1,072,231	$ (38,903)	$ 28,442	$ (5,936,940)	$(1,680,911)	$ (170,633)	$ (333,134)	$ 1,437,775	$ 94,159	$ 460,423	$ 267,596	$ (328,289)	$ 1,065,649
Long Term Capital Debt	$ -	$ 495,162	$ 17,888	$ -	$ -	$ -	$ 325,080	$ -	$ 81,849	$ -	$ -	$ -	$ -	$ 5,306	$ -
Year of Audit	2009	2009	2008	2003	2009	2009	2010	2010	2010	2010	2009	2006	2009	2010	2006

* MS Office of State Auditor - County Audit Section

Hazards and Community Resiliency

The Economic Development Administration has revised the CEDS requirements to include a hazards or disaster component. This was a natural transition for SMPDD, since we have long-recognized the link between hazards planning and economic development planning. The previous rewrite of the CEDS in 2007 included under Goal 1 for SMPDD to "Act as a contingency hub that will ensure commerce continues to flow and expedite recovery in the event of natural, political or economic disasters or downturns." That same statement and objective remains in the new 2013-2017 CEDS document.

For many years, SMPDD has been directly involved in Hazard Mitigation Planning for our cities and counties. SMPDD writes plans under contract with counties and cities in the 15-county service area. The plans are for five year periods as mandated by the Federal Emergency Management Agency (FEMA). Planning activities include:

- Establish local mitigation council and facilitate meetings
- Coordinate participation by neighboring communities and other parties
- Lead development of goals and objectives
- Develop community profiles
- Develop risk assessments
- Develop mitigation strategies
- Develop a plan maintenance strategy
- Organize meetings for public input and place advertisement
- Coordinate plan approval and adoption

Similar to hazard mitigation planning, SMPDD participates in local, regional and statewide initiatives for floodplain management. As part of a multi-year project funded by the Mississippi Department of Marine Resources and the Mississippi-Alabama Sea Grant Consortium, SMPDD has participated in activities to increase and enhance jurisdictional participation in the Community Rating System (CRS) of the National Flood Insurance Program. An increase in activities correlates not only to safer communities but also to better insurance ratings and lower premiums.

SMPDD has also participated with EDA and the International Economic Development Organization (IEDC), the professional association for the economic development community, to perform needs assessments for communities post-disaster. SMPDD assisted the EDA-Atlanta office in making sure the appropriate stakeholders were involved in planning meetings after the Deepwater Horizon Oil Spill in April 2010. Two separate grants for EDA funding were also written by SMPDD for the State of Mississippi, Mississippi Development Authority.

With funding from Mississippi-Alabama Sea Grant Consortium, SMPDD is currently conducting a research project titled *Integrating Hazard Mitigation into Local Planning to Support Community Resiliency on the Mississippi Gulf Coast.* The project was conceived with the understanding that planning documents in most of the counties and cities in Coastal Mississippi are in two distinct categories: those that plan for future growth and those that address hazards and emergency management.

SMPDD as Project Investigators believe that the two plan groups likely have some linkages but seldom lack shared values or goals and objectives. Comprehensive planning is usually the responsibility of a planning or zoning department and hazard mitigation planning is conducted by emergency managers. If local governments are going to make sound planning decisions related to future growth, hazard impacts and coastal resiliency must be incorporated into the comprehensive planning process and the other planning documents.

The first step in moving toward this integration is to identify the connections and the gaps between the two types of planning documents. Recommendations for improved linkages must then be made to local governments. Integrating hazard mitigation principles into comprehensive planning and land use strategies will reduce future damage to property and public facilities, avoid development in hazardous areas and provide adequate public shelters and reduce hurricane evacuation times.

The hypothesis for the study is that there are definitive ways to link the hazard mitigation plans to comprehensive plans. Objectives for the investigation are as follows:

- Identify existing connections between hazard mitigation plans and comprehensive plans
- Identify existing gaps or missing connections between hazard mitigation plans and comprehensive plans
- Develop recommendations on how to specifically link hazard mitigation principles to the comprehensive plans
- Develop policy recommendations related to mandates for hazard mitigation planning and comprehensive planning in Mississippi

The investigation is underway and results will be finalized and published after February 2013. The results may be included as an addendum to this CEDS document.

In December 2012, SMPDD and the Magnolia Business Alliance will publish an action plan to develop the Gulf Disaster Alliance (GDA) --- an industry-cluster, economic-development effort focused on Gulf Coast businesses providing products and services in the disaster readiness, response, and recovery market. This program is designed to support and enhance the regional factors of production essential to the cluster's growth and development.

The program focuses broadly on industry-specific technology and business process innovation, training and workforce development, business incubation, market development, and capital formation. Industry cluster support is conveyed through an ongoing series of seminars, one-on-one mentoring sessions, and online supplier database systems. Program delivery and administration is supported by a regional network of business incubators, government facilities, and non-profit organizations.

The program will be structured, managed, and carried out by a small team of industry professionals and regional collaborators. Program investments will be measured and assessed on an ongoing basis. The planning project was funded in part by EDA.

Currently, any hazards/resiliency planning and research conducted by SMPDD is strictly on a for-fee basis. While SMPDD will consider the hazards/resiliency element in all planning activities, any specific work for a county, city or organization will be contingent upon contractual agreement and available funding.

External Forces

There are many external forces – natural, political, economic and social - that can affect the economy either negatively or positively.

Natural - The region is susceptible to natural disasters, especially hurricanes and tornadoes. Hurricane Katrina obviously has had an adverse impact on the economy with businesses closed, employees out of work and a lack of workforce housing. Insurance rates were affected as were building codes and guidelines.

Manmade – Similarly, the region is also susceptible to manmade disasters. Hazard mitigation plans help address both natural and manmade disasters, such as the 2010 Deepwater Horizon Oil Spill.

Economic – The national recession has impacted the regional economy and it has been predicted it will be 2018 before Mississippi regains pre-recession employment numbers.

Political - The State of Mississippi passed legislation after Hurricane Katrina that allows casinos to operate 800 feet inland of an approved site. Previously, they had to be water-based facilities. With the national recession on the heels of Hurricane Katrina recovery, it has been difficult to gage the impact of this change long-term.

Political - The insurance cost for both homeowners and commercial businesses saw a shocking increase after Hurricane Katrina. The cost of doing business, therefore, has increased for many businesses.

Political - The Federal Emergency Management Agency (FEMA) adopted flood elevation requirements that seem to have impacted recovery/rebuilding along low-lying areas of the Gulf Coast.

Political – In the 2012 session of the Mississippi Legislature, a bond bill was killed that provided the funds for many of the state's incentive programs, grants to small communities and road and bridge improvement programs in the counties. Without these programs, many of our communities lack the ability to make the improvements with only local resources.

Political – A new Health Care Zone Act has been passed in Mississippi to deliberately grow the health care industry. This is a priority project for the new Governor and should be considered by the region as a potential growth market.

Social - The Hispanic population has increased dramatically in the region. The workers were a great asset to the construction industry during the rebuilding efforts. However, there are some cultural and language barriers that exist and need to be addressed.

Based on the strategic findings and the goals and objectives of the current CEDS, the 2013-2017 goals and objectives were formulated. Community leaders throughout the District also submitted ideas through a formal survey and public comment was requested through a posting of a draft CEDS on the SMPDD website. Using that input, the CEDS Committee and SMPDD staff prioritized and categorized the goals and objectives.

Goal 1:

Be recognized as a region that thinks and works together regardless of geographic boundaries.

- Act as a contingency hub that will ensure commerce continues to flow and expedite recovery in the event of natural, political or economic disasters or downturns.
- Develop an effective information dissemination system that will lessen the negative impacts that may be caused by business interruption.
- Encourage cities and counties to implement cooperative marketing programs that benefit the entire region, recognizing the ability of metro and micro areas to draw more interest.

Goal 2:

Create and nurture a culture of entrepreneurship and innovation.

- Coordinate financial assistance programs and support systems for small business.
- Monitor and analyze the retail sector.
- Encourage and facilitate downtown development programs.
- Support entrepreneurship classes in the public school grades 7-12 curriculum.
- Partner with community colleges and four-year institutions to encourage new business start-ups, including the use of incubators.
- Support and develop programs that improve access to venture capital.
- Promote the research and development resources available throughout the region.

Goal 3:

Create new and expand existing economic development programs that will lead to the creation of new jobs, additional wealth, higher wages and a better quality of life for the region.

- Improve the water and sewer infrastructure necessary to support business expansion and creation.
- Support the development and growth of airports and seaports in the region including access to and from by rail and truck.
- Empower short-line railroads that serve the rural communities to improve service.
- Support road and highway programs that will improve the transportation network in the region.

- Support the standardization of policies and regulations for the water districts in the unincorporated areas.
- Explore alternatives to landfills in the region.
- Support the expansion and recruitment of cluster industries in the region.
- Develop and improve financially feasible industrial, technology and business parks in the region.
- Support tourism-related industries that not only bring outside dollars to the region but also serve as amenities that are important to the quality of life of area residents, potential new business and potential new workforce.
- Prepare comprehensive plans, strategic plans and zoning ordinances.

Goal 4:

Develop and support a long-range workforce program that will increase workforce participation rates, encourage educational excellence and train the workforce of the future.*

- Develop programs to retain and recruit a younger population to ensure a sufficient number of people of workforce age.
- Implement a parental education campaign promoting technical/vocational careers.
- Support K-12 programs that instill work ethic and a values system in the public education system in an effort to break the culture of entitlement.
- Address the engagement issue (lack of participation) that exists in current workforce training programs.
- Address cultural, language and other barriers that may exist with the in-migration of the Hispanic population into the workforce.
- Improve job training programs to reduce the potential mismatch between job skills and jobs available.

** The SMPDD workforce area is 24 counties, whereas our planning area is 15 counties. The workforce function of SMPDD is administered by its own department and the responsibilities are outside the role of the planning department. The planning department will advocate for the workforce goals and objectives established in the CEDS, even though they do not fall within the action plan outlined for the department.*

GOAL	ACTIONS	TIMELINES	ACCOUNTABILITY	MEASURES
Be recognized as a region that thinks and works together regardless of geographic boundaries.	*Coordinate the preparation, maintenance and implementation of the Comprehensive Economic Development Strategy to include all District counties.*	*Ongoing; October of each year -update*	*Semi-annual reporting to EDA; Annual review and update; 5-Year Rewrite; Bi-weekly dept meetings, Deputy Director (DD), Executive Director (ExD)*	*Approval by EDA; Endorsement by SMPDD Board (5-year re-write)*
	Provide information to the Economic Development Administration on the status of District programs, projects, activities and related needs that may qualify for EDA funding participation.	*Ongoing*	*Semi-annual reports to EDA; Bi-weekly correspondence/phone updates with EDR at EDA; Bi-weekly dept meetings, DD, ExD*	*Approval by EDA*
	Coordinate networking between federal, state, regional and local agencies as it relates to the funding of economic development projects and other planning activities.	*Ongoing*	*Semi-annual reports to EDA; Bi-weekly dept meetings, DD, ExD*	*Approval by EDA; Recognition by local governments and agencies as conveners; Inclusion/ Invitations to participate in networking activities and as speakers and presenters*
	Act as a contingency hub that will ensure commerce continues to flow and expedite recovery in the event of natural, political or economic disasters or downturns.	*Ongoing, especially pertinent during Hurricane Season*	*Ongoing communication with local governments, EOCs, MEMA and economic development allies; Bi-weekly dept meetings, DD, ExD*	*Recognition by local governments and agencies as conveners and information providers during times of need*
	Encourage cities and counties to implement cooperative marketing programs that benefit the entire region, recognizing the ability of metro and micro area to draw more interest.	*Ongoing; Participation in efforts as requested by local government and economic development allies*	*Ongoing communication with local governments; Bi-weekly dept meetings, DD, ExD*	*Increase in regional/cooperative efforts*

Create and nurture a culture of entrepreneurship and innovation.	*Support a strong retail and service entrepreneurship program that will foster downtown, commercial and tourism development.*	*Ongoing; Participation in efforts as requested by local government and economic development allies*	*Ongoing communication with local government and economic allies; Bi-weekly dept meetings, DD, ExD*	*Increased involvement in said programs*
	Provide market data and business planning data to new and existing business establishments.	*Ongoing; As requested*	*Accurate, up-to-date, and relevant data availability; Bi-weekly dept meetings, DD, ExD*	*Recognition as a provider of accurate, up-to-date and relevant data*
	Encourage and facilitate downtown development programs.	*Ongoing; As requested by local governments and economic development allies*	*Ongoing communication with local government and economic development allies; Bi-weekly dept meetings, DD, ExD*	*Increased participation in downtown development*
	Encourage use of business incubators and support creation of new facilities when warranted.	*Ongoing; As requested by local governments and economic development allies*	*Ongoing communication with local governments and economic development allies; Bi-weekly dept meetings, DD, ExD*	*Recognition as a resource for business incubation processes; funded projects for incubators*
	Support and develop programs that improve access to venture capital.	*Ongoing; As requested by local governments and economic development allies*	*Ongoing communication with local governments and economic development allies; Bi-weekly dept meetings, DD, ExD*	*Increased activity in venture program development*
	Promote and partner with research and development resources throughout the region, including IHLs.	*Ongoing; As requested by local governments and economic development allies*	*Ongoing communication with R&D resources, local governments and economic development allies; Bi-weekly dept meetings, DD, ExD*	*Increased partnerships with R&D resources*

Create new and expand existing economic development programs that will lead to the creation of new jobs, additional wealth, higher wages and better quality of life for the region.	*Inventory industrial sites/ buildings and supporting infrastructure.*	*Annual update or as needed*	*Accurate, updated information; Inclusion in CEDS; Bi-weekly dept meetings*	*Recognition as a reliable data provider*
	Assist in developing plans for site improvements, expansions and creation of new buildings and sites.	*As needed and as requested by local government and economic development allies*	*Ongoing communication with local government and economic development allies; Bi-weekly dept meetings; DD, ExD*	*Approval of construction/ infrastructure projects submitted for funding; government adopted plans*
	Work with local developers to determine their economic base, competitive position, target growth industries and potential cluster development.	*As needed and as requested by local government and economic development allies*	*Ongoing communication with local government and economic development allies; Bi-weekly dept meetings; DD, ExD*	*Approval of research/planning projects submitted for funding*
	Develop plans to have SMPDD named and funded as a rural transportation planning organization.	*Funding pending-2014*	*Ongoing communication with local government, MAS, MDOT and NADO; Bi-weekly dept meetings; DD, ExD*	*Naming of SMPDD as the RTPO; partnerships with MDOT; planning funds for RTPO; legislation*

Be a technical assistance provider, facilitator and convener of programs that enhance public health, safety and welfare of the region, thereby improving overall quality of life.	*Assist local governments in securing funds for facilities, equipment and service that will provide adequate fire and police protection.*	*As needed and as requested by local government*	*Ongoing communication with local government; Bi-weekly dept meetings; DD, ExD*	*Increase in number of funded projects*
	Develop management programs for local governments that will achieve a rational balance between economic development and environmental protection.	*As requested by local governments*	*Ongoing communication with local government; Bi-weekly dept meetings; DD, ExD*	*Approval of comp plans, ED plans and other strategies; Inclusion in local/ regional planning processes*
	Assist local governments in the development and updating of hazard mitigation plans.	*As required by law – every 5 years; varying due dates throughout the District*	*Communication as needed with local government, EOCs and MEMA; Bi-weekly dept meetings; DD, ExD*	*Approved plans by MEMA/FEMA and local government*
	Conduct topical research for governments and economic development allies	*As requested by local or state governments and economic development allies*	*Ongoing communication with local government, state government and economic development allies; Bi-weekly dept meetings; DD, ExD*	*Approval of proposed studies; Recognition as topical experts*

There are many partners involved in implementing the CEDS and who are key leaders in the economic development activities of the region and the state. Some of those partners include:

Airport Authorities

Economic Development Administration

Delta Regional Authority

Gulf Coast Business Council

Gulf Regional Planning Commission

Hattiesburg-Lamar-Forrest- Petal MPO

International Economic Development Council

Local and regional banks

Local Chambers of Commerce

Local Economic Development Offices

Jones County Junior College

Magnolia Business Alliance

Mississippi Department of Environmental Quality

Mississippi Department of Transportation

Mississippi Development Authority

Mississippi Economic Council

Mississippi Economic Development Council

Mississippi Department of Employment Security

Mississippi Enterprise for Technology

Mississippi Gulf Coast Alliance

Mississippi Gulf Coast Community College

Mississippi Manufacturers Association

Mississippi State Legislature

Mississippi State University

Mississippi Technology Alliance

National Association of Development Organizations

Office of the Governor

Pearl River Community College

Port Authorities

Small Business Administration

Southern Economic Development Council

Stennis Space Center

U.S. Congressional Delegation

University of Mississippi

University of Southern Mississippi

Utility Companies – electric, gas

USDA, Rural Development

Water Associations

A survey instrument (included in the Appendix) was developed to expand the opportunity for input beyond the CEDS Committee to local officials and community leaders throughout the region. The information was then used to help set and prioritize the Goals and Objectives and to refine the Action Plan.

A chart listing project categories by county response is included below. Some survey respondents provided more detailed project information and SMPDD will maintain that data for use as needed throughout the CEDS implementation period.

2013 CEDS Vital Projects List	Forrest County	Harrison CountY	Jefferson Davis County	Jones County	Marion County	Perry County	Bassfield	Biloxi	Gulfport	Long Beach	Moss Point	Pass Christian
New Industrial Sites/Parks	X		X		X				X		X	
New Industrial Buildings	X		X			X					X	
Public Improvements/Utilities to Support Sites	X	X	X		X	X	X		X		X	
Marketing/Utilization of Existing Sites and Buildings		X	X			X		X	X		X	
Industrial Financing Programs	X	X			X	X			X			
Job Skills Training	X					X		X			X	
Development of New Products/Markets	X											
Other Industrial Needs	X											
Downtown/Commercial Redevelopment	X					X	X	X	X	X	X	
Seed, Venture and Expansion Capital or Loans	X				X					X	X	X
Market and Business Planning Information Assistance		X				X				X	X	X
Business Incubators/Technology Transfer	X						X			X		
Tourism Development and Expansion	X	X						X		X	X	
Exporting/International Trade Assistance	X											
Other Business Development Needs									X			
Affordable/Available Housing			X			X					X	
Development of Downtown Housing	X	X			X		X	X	X	X		
Transportation Facilities				X		X	X	X		X	X	X
Education Facilities and Services	X					X			X		X	X
Cultural/Recreation Facilities and Programs	X	X		X	X	X	X	X	X		X	X
Health Care Facilities and Services												X
Environmental Protection	X										X	
Telecommunications	X				X		X		X		X	
Other Infrastructure/Public Works	X					X	X		X		X	X
Benefit Assistance												
Services for the Elderly					X						X	X
Child Care									X			
Other Community Development Needs	X											
Administrative and Financial Assistance											X	
Comprehensive and Strategic Planning					X						X	
Regional or Metropolitan Economic Development						X					X	
Local Leadership Training Program			X		X						X	
Development Controls	X		X				X				X	
Information Management/Computers									X		X	
Mapping/Geographic Information Systems					X						X	
Political Redistricting			X									
Federal/State Programs					X						X	X
Regional Planning/Intergovernmental Cooperation												
Other Planning and Management Needs												

In accordance with EDA guidelines, an annual report detailing progress achieved on economic development activities will be prepared. The report will effectively adjust the CEDS as needed, assimilating new opportunities and addressing unexpected problems throughout the region. The annual review will be conducted by SMPDD staff and the CEDS Committee. In addition to the required reporting, other accountability activities and performance measures are listed on the goal in the Planning Department Action Plan.

The SMPDD staff and the CEDS Committee will file a new, updated, or revised CEDS every 5 years; however, should unforeseen circumstances in the economic climate occur, such as a natural disaster or major economic adjustment, a new CEDS may be prepared to realign the plan with our current needs.

APPENDIX

SMPDD INDUSTRIAL SITES

	Total Acres	Available Acres	Largest Tract	Utilities on Site: Water	Sewer	Gas	Electricity	Fire Protection/ Rating Class	Accessibility: Interstate	4-Lane Rd.	Air	Waterway	Rail	Truck	% Occupied	Excess Capacity	Expansion Possible?
Covington County																	
Collins Ind. Park	200	65	65	Y	Y	Y	Y	not listed	25 mi.	Adj.	22 mi.	82 mi.	Adj.	Y	67.50%		
Forrest County																	
Hattiesburg/Forrest Co. Ind. Park	800	483	200	Y	Y	Y	Y	City, R=4	2.5 mi.	Adj.	15 mi.	70 mi.	Site	?	39.63%		
Evelyn Gardy Parkway North	610	610	610	Y	Y	Y	Y	not listed	2 mi.	Adj.	10	70 mi.	No	?	0.00%		
Evelyn Gardy Parkway South	50	50	50	Y	Y	Y	Y	not listed	2 mi	Adj	10	70 mi	No		0.00%		
The Garden - USM Innovation & Commercia	225	225	225	Y	Y	Y	Y	City, R=4	5 mi.	Adj.	20 mi.	75 mi.	No	?	0.00%		
George County																	
George Co. Ind. Park	92	26	16	Y	Y	Y	Y	County, R=8	28 mi.	2.5 mi.	35 mi.	40 mi.	Site	Y	71.74%		
Lucedale Ind. Park	128	40	40	Y	Y	Y	Y	City, R-7	25 mi.	2 mi.	35 mi.	40 mi.	Site	Y	68.75%		
MSE Regional Rail Park	1200	1200	1200	Y	Y	Y	Y	Vol., R=8	25 mi.	Adj.	40 mi.	40 mi.	Adj./spur	Y	0.00%		
Greene County																	
McLain Ind. Park	34	34	34	Y	Y	Unk	Y	City, R=10	35 mi.	3 mi.	35 mi.	52 mi.	1 mi.	Y	0.00%		
Hancock County																	
Stennis Airport Ind. Park	100	55	10	Y	Y	Y	Y	Airport, R=9	2 mi.	Adj.	site/24 mi.	12 mi.	10 mi.	Y	45.00%		
Port Bienville Ind. Park	3600	850	445	Y	Y	Y	Y	OnSite, R=10	10 mi.	5 mi.	35 mi.	Adj.	Site	Y	76.39%		
Harrison County																	
Long Beach Ind. Park	467	131	20	Adj.	Adj.	Adj.	Adj.	City, R=8	Adj.	8 mi.	11.5 mi.	4 mi.	5.5 mi.	?	71.95%		
Intraplex 10	180	68	21	Y	Adj.	Y	Y	City, R=4	Adj.	Adj.	4 mi.	3,000 ft	Site	?	62.22%		
Bernard Bayou Ind. Park	1695	347	109	Y	Adj	Y	Y	City, R=4	Adj	Adj	1/2 mi	Adj	Site	?	79.53%		
Biloxi Commerce Park	107	46	12	Adj.	Adj.	Adj.	Adj.	City, R=5	Adj.	8 mi.	11.5 mi.	4 mi.	5.5 mi.	?	57.01%		
State Port Intraplex	317	278	100	Y	Adj.	Y	Y	City, R=4	Adj.	1500'	3 mi.	Adj.	Site	?	12.30%		
Pass Christian Industrial District	245	245	245	Y	Adj.	Y	Y	City, R=8	8 mi.	2 mi.	18 mi.	2	Site	?	0.00%		
Global Axis Industrial Park	623	500	320	Y	Y	Y	Adj.	Vol., R-8	12 mi.	.1 m.	13 mi.	18 mi.	Site	?	19.74%		
Jackson County																	
Franklin Creek Industrial Park	730	730	?	Y	Y	N	Y	R=8	2 mi.	8 mi.	20 mi.	12 mi.	N	?	0.00%		
Elder Ferry Rd. Site	411	411	411	Y	Y	Unk	Y	R=7	3 mi.	.5 m.	35 mi.	Site	N		0.00%		
Sunplex Light Ind. Park	300	40	40	Y	Y	Y	Y	County, R=10	.8 mi.	Adj.	20 mi.	12 mi.	2 mi.	Y	86.67%		
Jackson County Aviation Technology Park	255	Unk.	Unk	Y	Y	Unk.	Y	R=3	1.5 mi.	.5 m.	site/30mi.	15 mi.	N	Y			
Moss Point Industrial and Technology Park	200	200	200	Y	Y	Y	N	City, R=5	4 mi.	1.5 mi.	35 mi.	Site	Y	Y			
MSF Helena Ind. Park	134	134	134	Y	Y	2 mi.	Y	Ut. Dist, R=5	5 mi.	4 mi.	30mi.	12 mi.	Site	Y	0.00%		
Saracennia Site	252	252	252	1 mi.	1.5 mi.	1.5 mi	1 mi.	not listed	1.5 mi.	Adj.	adj./30 mi.	15 mi.	Adj.	Y	0.00%		
Stillwater site	42	42	42	Y	Unk	Unk	Y	not listed	8 mi.	.5 m.	35 mi.	Adj.	Adj.	Y	0.00%		
I-10 Corridor Industrial Site	115	115	115	Unk	Unk	Unk	Unk	not listed	Adj	5 m	35 mi	8 mi	site	Y	0.00%		
Tony Parnell Marine Yard	41	41	41	Y	Unk	Unk	Y	not listed	4 mi.	2.5 mi.	28 mi.	Adj	not listed	Y	0.00%		

SMPDD INDUSTRIAL SITES

				Utilities on Site				Accessibility									
	Total Acres	Available Acres	Largest Tract	Water	Sewer	Gas	Electricity	Fire Protection/ Rating Class	Interstate	4-Lane Rd.	Air	Waterway	Rail	Truck	% Occupied	Excess Capacity	Expansion Possible?
Jefferson Davis County																	
Greenfield Site	20	20	20	Adj.	Adj.	Adj.	Adj.	City, R=8	34 mi.	Adj.	40 mi.	116 mi.	20 mi.	Y	0.00%		
Long Leaf Business Park	33.4	33.4	33.4	Adj.	1.1 mi.	Adj.	Y	County, R=7	37 mi.	Adj.	45 mi.	116 mi.	15 mi.	Y	0.00%		
Jones County																	
Ellisville Ind. Park	57	14	7	Adj.	Adj.	Adj.	Adj.	City, R=8	Adj.	Adj.	10 mi.	65 mi.	.9 mi.	Y	75.44%		
Greater Laurel Ind. Park	92	83	30	Y	Adj.	Y	Y	County, R=8	5 mi.	5 mi.	20 mi.	60 mi.	Site	Y	9.78%		
Interstate Ind. Park	133	13	13	Y	Y	Y	Y	County, R=8	1.2 mi.	1.2 mi.	22 mi.	65 mi.	2 mi.	Y	90.23%		
Pinebelt Airport Ind. Park	1400	237	147	Y	Y	Y	Y	City, R=5	Adj.	Adj.	15 mi.	60 mi.	Adj./spur	Y	83.07%		
Tech Park South	605	350	80	Y	Y	Y	Y	City, R=5	2 mi.	2 mi.	9 mi.	65 mi.	Site	Y	42.15%		
H'burg/Laurel Regional Airport	800	400	300	Y	Y	Y	Y	County, R=8	Adj.	Adj.	Site	60 mi.	7 mi.	Y	50.00%		
Howard Technology Park	504	250	90	Y	Y	Adj.	Y	City, R=5	Adj.	Adj.	9 mi.	65 mi.	Site	Y	50.40%		
Lamar County																	
Purvis/Lamar County Industrial Park	?	25	?	Y	?	Y	Y	?	4.7 mi.	11	31	57	Adj.	?			
South Lamar Industrial Park	265	265	265	Y	?	Y	Y	?	1.4 mi.	1.4 mi.	38 mi.	50	Adj.	Y	0.00%		
Sumrall Ind. Park **FULL**	64	0	?	Y	1 mi.	.5 mi.	?	?, R=8	12 mi.	8 mi.	20 mi.	90 mi.	?	?	100.00%		
Marion County																	
Marion Co. Ind. Park	120	120	60	Adj.	Adj.	Adj.	Adj.	City, R=7	35 mi.	4 mi.	45 mi.	90 mi.	?	Y	0.00%		
Pearl River County																	
Picayune Ind. Park	190	126	126	Y	Y	Y	Y	City, R=6	1 mi.	1 mi.	52 mi.	20 mi.	Adj.	Y	33.68%		
Great Southern Log Homes Site	24	24	24	?	Y	1000'	Y	City, R=??	Adj.	Adj.	49 mi.	45 mi.	1.25 mi.	Y	0.00%		
Poplarville/Pearl River Co. Ind. Park	50	9	9	Adj.	Adj.	Adj.	Adj.	City, R=8	1 mi.	1 mi.	45 mi.	46 mi.	.6 mi.	Y	82.00%		
Perry County																	
Perry Co. Ind. Park	170	170	170	100'	?	3 mi.	Adj.	County, R=8	16 mi.	Adj.	27 mi.	75 mi.	Adj.	Y	0.00%		
Stone County																	
Stone Co. Ind. Park	80	69	69	Y	Adj.	Adj.	Adj.	City, R=7	35 mi.	Adj.	35 mi.	35 mi.	Adj.	Y	13.75%		
Wayne County																	
Wayne Co. Ind. Park	262	175	40	Adj.	Adj.	Adj.	Adj.	City, R=10	30 mi.	4 mi.	60 mi.	37 mi.	Adj.	Y	33.21%		

Comprehensive Economic Development Strategy Survey
Southern Mississippi Planning and Development District

Instructions: *Please check all items below that are a development need for your community. You are encouraged to list specific projects in the space provided next to each item you check. (Use the back of the survey sheet or attach additional pages if more space is needed.) Please type or print legibly.*

Questions: *Please contact Allison Beasley or Jared Clay, 228-868-2311.*

Mail or Fax or Email: *SMPDD, 9229 Highway 49, Gulfport, MS 39503, or FAX 228-868-7094, or email abeasley@smpdd.com by* ***October 15, 2012***

Name of County/City/Town: ____

Completed by: ______________________________ **Title:** ______________________

Telephone: ______________________________ **Date:** ______________________

A. Industrial Development (Basic Manufacturers/Processors)

✓		Needs	Specific Projects
	New Industrial Sites/Parks		
	New Industrial Buildings		
	Public Improvements/Utilities to Support Sites & Buildings (access roads, water & sewer connections, rail spurs, etc.)		
	Marketing/Utilization of Existing Sites and Buildings		
	Industrial Financing Programs (loans, Grants, bonds, etc.)		
	Job Skills Training (O.J.T. or classroom)		
	Development of New Products/Markets (value-added Processing, aquaculture)		
	Other Industrial Development Needs		

SMPDD COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY SURVEY – PAGE 2

B. Business Development (Retail and Service "Entrepreneurship")

✓		Needs	Specific Projects
	Downtown/Commercial Redevelopment		
	Seed, Venture and Expansion Capital or Loans		
	Market and Business Planning Information Assistance (Census data Available to block level)		
	Business Incubators/Technology Transfer		
	Tourism Development and Expansion		
	Exporting/International Trade Assistance		
	Other Business Development Needs		

C. Community Development (Overall Quality of Life)

✓		Needs	Specific Projects
	Affordable/Available Housing		
	Development of Downtown Housing		
	Transportation Facilities (roads, streets and highways, rail service, air service, ports, harbors and waterways, etc.)		
	Education Facilities and Services (pre-school, elementary, secondary, College/university, vocational rehab., adult education, etc.)		

SMPDD Comprehensive Economic Development Strategy Survey – Page 3

C. Community Development (Overall Quality of Life) continued

✓		Needs	Specific Projects
	Cultural/Recreational Facilities and Programs (libraries, community centers, museums/arts centers, parks, etc.)		
	Health Care Facilities and Services (hospitals, clinics, health professionals)		
	Environmental Protection (solid waste management, air and water quality, Conservation of natural resources, etc.)		
	Telecommunications (software, hardware, towers, business development, employment, etc.)		
	Other Infrastructure/Public Works (public buildings, water/sewer systems, drainage, etc.)		
	Benefit Assistance (food stamps, Social Services, AFDC)		
	Services for the Elderly (home health care, home delivered meals, transportation, homemaker services, senior center activities)		
	Child Care (Job Opportunities and Basic Skills Program, Transitional Child Care Program)		
	Other Community Development Needs		

SMPDD Comprehensive Economic Development Strategy Survey – Page 4

D. Planning and Management (Local Government Capacity Building)

✓		Needs	Specific Projects
	Administrative and Financial Assistance		
	Comprehensive (Long Term) and Strategic (Near Term) Planning		
	Regional or Metropolitan Economic Development (Analysis and Planning)		
	Local Leadership Training Program		
	Development Controls (building codes/permits, zoning, subdivision regulations, historic preservation, design guidelines, impact fees, etc.)		
	Information Management/Computers		
	Mapping/Geographic Information Systems		
	Political Redistricting		
	Federal/State Programs (grant applications and administration, Technical assistance, etc.)		
	Regional (Multi-County) Planning/ Intergovernmental Cooperation		
	Other Planning and Management Needs		

SMPDD Comprehensive Economic Development Strategy Survey – Page 5

E. Priorities

Of all the development needs you have identified on the preceding pages, what are the top five priorities for your area, in order of importance?

1. ______________________________

2. ______________________________

3. ______________________________

4. ______________________________

5. ______________________________