



Annual Report

2014





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Accomplishments and Activity 2013-2014

Introduction

The Madison County Economic Development Authority (MCEDA) offers a broad array of economic development, business development, and corporate site location assistance services to new and expanding businesses and industry. One of our primary goals is to help companies and clients save time and money by helping them to get into business as quickly and as efficiently as possible. We are a primary point of contact when it comes to new business development or the expansion of an existing enterprise.

Our Duties

- E.D. Marketing and Asset Development
- Business and Industrial Recruitment
- Managing Site Selection and RFP Process
- Existing Industry
- Development and Sales of Business and Industry Sites
- Assist with Securing Project Funding
- Coordination of State and Local Incentives
- Expand High Paying Job Opportunities
- Foster growth of R&D and the Healthcare Industry
- Manage a Portfolio of Strategic Change Initiatives

Our Mission

The mission of the Madison County Economic Development Authority is to assist our existing businesses and to attract new investments and higher-paying jobs to Madison County in an effort to increase our tax base and improve the quality of life and economic wealth of our citizens.

Our Goal

Our goal is to provide economic development leadership and broaden the overall scope of economic development by continuing to implement creative, progressive economic development initiatives for Madison County.

Asset Development



Madison County is one of the fastest-growing areas in the state. It has a diverse business portfolio and workforce to support many types of industry. Madison County is experiencing an abundance of growth and prospect activity, especially from Nissan and its suppliers. Many of Madison County Economic Development Authority's industrial sites are nearly full with development. In order prepare for future prospect activity, MCEDA proactively obtained an option on nearly 2,000 acres of property located at Nissan Parkway and Highway 22. The property is referred to as the Panther Creek Commerce Center, or the Panther Creek Mega Site.

MCEDA addressed key site selection criteria, such as control of land, environmental assessments, preliminary geotechnical and wetland assessments, transportation infrastructure, zoning and annexation, and development costs. Entergy reviewed the documentation and qualified 1,076 acres of the 1,976-acre site, providing a

comprehensive assessment for large industrial prospects. These actions improved the competitive position of Madison County for economic development projects. Moving forward, MCEDA will perform additional site development documentation, which would include final wetlands delineation and application for Corps of Engineers concurrence, preliminary cultural resources survey, limited topographic surveying, additional geotechnical investigation and refinement of the previously performed preliminary engineering. Performing the additional due diligence, MCEDA and the State of Mississippi will position the Panther Creek Commerce Center site to be the most advantageous sites for industrial development in the State of Mississippi by increasing speed of permitting and reduce overall cost to prospects looking for an industrial park with utilities and transportation infrastructure in place and access to a robust, skilled and readily available workforce.

Panther Creek Value Proposition

Developing a Mega Site, while a monumental task in itself, is only part of the challenge to be competitive. Having a Value Proposition in place and knowing it by heart is critical. It's like the 3-minute elevator pitch. We spent the last nine months developing it for Panther Creek. We won't give it away because its unique and we own it, but it has everything to do with having what site selectors want and need to make their job easier. We have it.

Panther Creek Mega Site Marketing Tools

We get most excited about recruiting new business to the area when we are asked to give a presentation. You only have one shot at it when the opportunity arises so you have to be on your game and know what you are talking about. We are currently creating and updating our two most important tools for achieving success when giving a presentation. Those two tools are:



Video Production Presentation – This professionally produced video will feature some of the best video techniques including drone video and personal testimonials by our Team members and the Governor.



Computer Presentation – Entergy helped to develop our original presentation. This presentation is currently undergoing graphics enhancement and data upgrading.

\$25,000 Dollar MDA Site Development Grant Award

MCEDA was awarded a \$25,000 dollar matching grant to conduct more site assessments at Panther Creek to enhance our competitiveness for recruiting new business to Panther Creek. These assessments included a more in depth wetlands

delineation and cultural resources survey and a second phase of geotechnical analysis (soil borings).

Industrial Park Site Map Enhancements

We partnered with the Central MS Planning and Development District to produce and update several of our Industrial Park GIS files including Panther Creek, Parkway North Business Park (Partridge Property) and Parkway East.



Parkway East and Industrial Drive Properties (MCEDA owned)

With the goal of selling surplus MCEDA land, we have undertaken an effort to bring two of our sites up to grade. The Industrial Drive site behind Levis has been cleared and is ready for fill material. The Parkway East site outside of the delineated wetlands has been cleared as well.

New Airport Study (Project Phoenix)

Its been well documented that the need for a new airport, from an economic development, growth, and safety perspective, has existed in Madison County now for over thirty years. The companies that hold the keys to the jobs of the future for Madison County will compare and rate us on our quality of life, our schools, our workforce, and our infrastructure, especially as it relates to our air and interstate accessibility. To win these jobs and investment we must be at least as good as the competition. This year, MCEDA, working in partnership with the Board of Supervisors, decided to commission a new airport study. This is the first step towards developing and implementing a long-range plan to develop a new airport to increase our competitiveness and serve the future needs of Madison County.

Madison County Health Care Zone

Governor Phil Bryant signed the Mississippi Health Care Industry Zone Act into law in 2012. The legislation creates a business incentive program, known as the Mississippi Health Care Industry Zone Incentive Program, to encourage health care-related businesses to locate or expand within a qualified Health Care Zone in the state. As a result, leaders in Canton and Madison County joined together to help create the Madison County Health Care Zone located in Canton. We also presented our plan for the Health Care Zone this past year at the Governor's Health Care Summit.

During the past year since the Health Care Zone designation was established in the Canton and Gluckstadt areas, MCEDA set a plan in motion to recruit Bio-Medical and Medical technology jobs to the Health Care Zone. We captured the attention of The State of Mississippi and are receiving a huge amount of support from the Governor's Office and MDA.



The Madison County Bio-Medical Collaboratory

Over the past five years since we were shortlisted as a potential site for the Federal Governments NBAF Bio-Medical Research facility in Flora, we have been planning a way for us to take advantage of the assets that the Federal Government believed were so valuable. In particular, our healthcare assets in the field of research, training, service delivery, and technology.

It did not happen over night, but the vision and plan that has been executed is to establish an advanced facility modeled somewhat after the Hudson Alpha Genetic research facility in Huntsville, Alabama, but with a twist. We would focus on the types of healthcare companies we recruit in equal proportion to our focus on establishing a physical facility without \$80 million in funding.

We call it The Bio-Medical Collaboratory and it along with four resident companies will be announced in October.



Wal-Mart Shadow Center Development

MCEDA has teamed up with a local developer to maximize our return on the land adjacent to the New Wal-Mart in Canton. The developer plans to construct approximately 15,000 square feet of retail space in three phases. The first phase is planned to commence before the end of the year.



MCEDA partnered with Holmes Community College to offer an entrepreneurial training program this past spring. The program, called *Operation JumpStart*, is designed to help aspiring and existing entrepreneurs determine the feasibility of their business ideas while building business planning and preparation skills. All classes were lead by certified facilitator, Rob Burnham with Venture Incubator. Classes met Tuesday and Thursday evening beginning February 12-March 21 from 6:00 p.m.-9:00 p.m.



New Businesses, Projects, and Prospects

*“Over **2000** new jobs have been created this year in Madison County and are coming on line by the end of this year...our employment growth is absolutely phenomenal”*

NEW Nissan Integrated Logistics Center (ILC)

MCEDA took a lead role in assisting Nissan with its latest new venture, the ILC. See information box below. Our task was to administer the \$14 million dollars in grant money MDA provided for site work. This involved the creation of a single purpose entity to manage the budget, payments, and all associated contracts. MCEDA will close out the grant within the next few months as all the site work is finalized.

Nissan Integrated Logistics Center

The ILC:

- A 1.5 million square foot Integrated Logistics Center
 - 250 acres of MMIA land just north of Nissan parkway.
 - Building will cost approximately \$75 million dollars
-
- Mississippi is providing \$25 million to assist with the company's latest expansion in Canton. Nissan is constructing an Integrated Logistics Center near the company's Canton vehicle assembly plant. The new logistics center will support 1400 jobs, including 500 newly created supplier jobs and 1000 hires Nissan will make associated with new automobile production lines. MDA provided assistance in support of the integrated logistics center for site preparation and infrastructure. To assist with the renovation of the supplier logistics center, the agency provided assistance for building upgrades, modifications and worker training.
 - MCEDA acting through the Madison County Project Initiatives Corp will serve as the administrator of \$14 Million for site improvements.



Measured Results

Metrics

MCEDA's direct prospect-marketing efforts had tremendous results in the past eighteen months. Much of our success in our search for companies looking for a new site for their business is due to securing and certifying the Panther Creek Commerce Center. In addition to the Panther Creek site, the Sorrento buildings located on the Galleria Parkway, the Flora Industrial Park, the Central MS Industrial Center, and the Canton Commercial and Industrial Center continue to attract many high quality prospect inquiries, some of which were managed and subsequently elevated to project status.

Below are the results of our work over the past year.

<i>Metric</i>	<i>Number</i>
Qualified Prospects	65
Vetted Project Managed	42
Site proposals Submitted (RFPs	14
Site Visits	8

Existing Industry

Business Expansions

Approximately **1500+** of the new jobs mentioned are the result of expansion of our existing industries.

This past year, the automotive industry continued its rebound at a staggering rate, outpacing previously record high employment levels by over 20% in Madison County. Over There also are many companies in our services and healthcare sectors that announced or completed new projects this year as they seek to expand operations, capture market share or increase sales, or offer a more diversified product offering.

Manufacturing & Distribution Companies	New Employees
Nissan OEM	1000
IMS Autrans Suppliers	400
Tower Automotive	40
Systems Electro	30
Service and Retail Companies	New Employees
The Township at Colony Park	100+
Advanced Infusion Solutions	65

BRE Program

MCEDA manages a model Business Retention and Expansion program to help understand economic opportunities and threats that may affect our most important employers in Madison County. Our Existing Industry Team, comprised of individuals from MCEDA, MDA, MMA, and Holmes CC met with and surveyed 25 companies this year.

Existing Industry Appreciation Fish Fry

On August 22nd MCEDA, the BRE team and the MCBL hosted our first Annual Industry Appreciation event with a new format. Approximately 100 people attended the come-and-go fish fry picnic. We were able to develop many new relationships and

gather contact information for ongoing correspondence. Three potential expansion leads were generated. An even bigger and better event is planned for this spring.



MCEDA 2013-2015 Marketing Plan Implementation

Overall Marketing Strategy

The Madison County Economic Development Authority (MCEDA) markets Madison County to a targeted group of industries and corporate site location consultants around the world and in our own back yard. We employ a number of proven measureable strategies to generate leads and inquiries, which over time, can be developed into business recruitment prospects – thereby creating jobs and wealth for Madison County. MCEDA also recognizes that corporate site location consultants do not recognize municipal boundaries when conducting site searches. Hence, we take a very effective front line regional approach to economic development marketing working with our partner agencies to maximize the return on our marketing dollars. These partner agencies include the Mississippi Development Authority, Entergy, and the Greater Jackson Alliance (GJA) our primary marketing partner.

Targeted Markets Strategy

The primary market for MCEDA is corporate site selectors and relocation consultants. The geographic location of a new facility will greatly impact the success of that operation. Therefore, businesses seek the assistance of professional site selectors to manage the process and the risk associated with a new business location decision. One of MCEDA's primary missions is to establish and foster greater relationships with these individual site selectors. Many of the marketing venues in which we help to promote and attend as well are designed so we can get face to face with these consultants. This year we engaged many of these individuals at over eight marketing events or conferences.

Responding Target Industries

While certain consultants have provided us with a revised list of target industries we continue to have success with the industries for which we already knew were most likely to show an interest in what we have to offer. The industry sectors represented in our Prospect and Project Activity metrics include:

- Healthcare
- Specialized Manufacturing (Automotive Suppliers)
- Professional and Information Services
- Software and Computer Systems Design
- Logistics

Interactive Marketing and PR Outcomes and Metrics

Site Tracking Metrics for MCEDA Website – August 31, 2013 – August 31, 2014

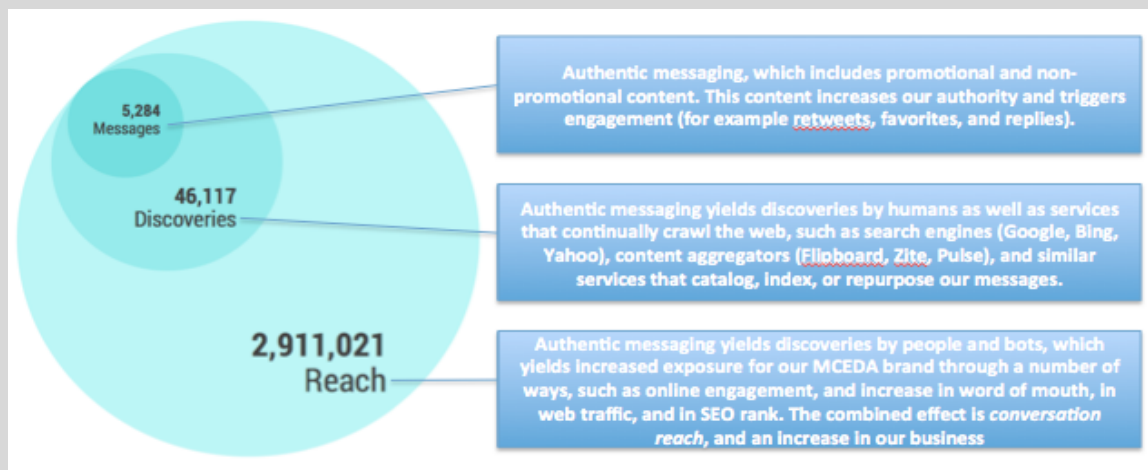
Site Visits	18,069
Visiting Companies/Organizations	775

Email Marketing

MCEDA distributed 2000 plus targeted emails to a select audience of site selectors and stakeholders. The number of these communications will rise substantially in the months and years to come since we have hired an ED Marketing Director.

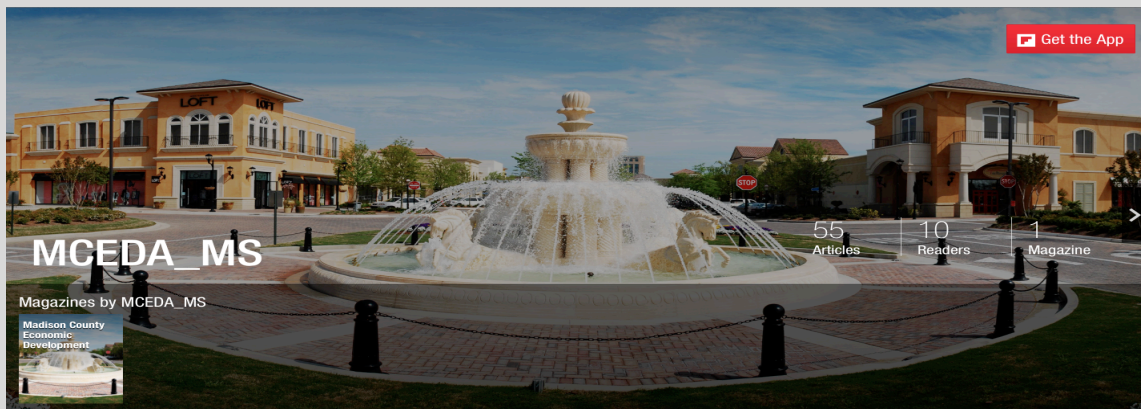
Social Media

MCEDA utilizes the Leadify platform to create conversation reach for our organization, by creating and deploying messages on social networks, measuring their effectiveness, and reporting the business intelligence to you.





MCEDA created a FlipBoard web magazine this year. Flipboard is a personal online Magazine to discover, collect and share news, pictures, and information, MCEDA believes is interesting or important for others to know about Madison County.



Talent Attraction Videos

In an effort assist our local businesses with recruiting young talented professionals; MCEDA hired the folks at MadGenius to produce two talent recruitment videos. Each video would be developed to showcase the area and the things that would be attractive to either the single young professionals (Video 1) or married young professionals (Video 2). The singles video has been completed and shared. The married couples video is nearing completion.



Financial Activity

\$10 Million Bonds Pre-Approval

With the assistance of the Board of Supervisors, the County has been pre-approved to issue bonds up to \$10 million dollars in support of any qualifying large industrial or commercial project choosing to locate in the County. The funds would be used to purchase land or to provide infrastructure.

Bonding Capacity

We were unsuccessful in our efforts to have the bonding capacity for economic development projects increased. We may try again this year because some involved did not understand that bonds are only issued on behalf of the Board of Supervisors and not MCEDA.

Annual Audit

Our 2013 audit was conducted and submitted to the MCEDA Board by CPA Phillip LeRoux. A copy of the audit is on file with the Board of Supervisors and at the MCEDA office. All procedures and expenditures were deemed in order and the audit was approved.

Incentive Model

MCEDA has engaged attorney Chris Pace to provide pro-forma numbers, in the form of an incentive model on a case-by-case basis for incentives being considered for large businesses moving to Madison County.

Outreach, Assistance, and Sponsorship

Town of Flora

MCEDA transferred approximately one acre of land in the Flora Industrial Park to the Town of Flora. The town constructed a new water well on the property.

Livingston

MCEDA sponsored the Town of Livingston's events this year with a \$5,000 dollar marketing grant. All marketing grants awarded have MCEDA requirements such as posting the MCEDA logo on materials. All grants have close out requirements as well.

Ridgeland and Business Improvement District

Our organization supported the City's drive to eliminate blighted areas. The effort required the Legislature to allow the City to vote for an increase in sales taxes. This year we also committed to assisting with funding the development of the City's Business Improvement District.

Madison the City Main Street Manager

The City of Madison hired a new Main Street manager to assist them with developing a downtown area as well as recruiting new retail businesses to the City. MCEDA agreed to fund the Main Street Manager's salary of \$60K for one year.

City of Canton Engineering Consulting

Through a contract for consulting services with Pickering Engineering, we provided the City of Canton with engineering consulting regarding the construction of a water feature near the Canton exit adjacent to I-55.

Marketing Grants

Our \$2500 dollar marketing grants were made available to all cities and towns this year. Flora and Canton were awarded funds for annual events they host each year.

Sponsorships

As part of our marketing plan and our desire to build relationships, MCEDA sponsored the SEUS Japan meeting on the Coast, the Southern Automotive Conference on the Coast and the PGA Golf Tournament last year. We did not offer to sponsor the Tournament this year.

Lost Rabbit

The Board of Supervisors decided to undertake measures to help improve the situation with the troubled Lost Rabbit development. MCEDA recommended the Board of Supervisors to engage Mr. Steve Rogers to perform an analysis and provide recommendations. MCEDA paid half of the \$25,000 dollar fee for the report. After months of negotiations it appears the bonds have been refinanced and the opportunity for the development to succeed is now in place.

BOS Marketing Plan for Parkway East

MCEDA developed a new marketing plan for the Parkway East at the request of the Board of Supervisors. However, the plan was never implemented due to legal matters involving the Parkway.

Canton Film Studio

The investments into the Film Studio that JoAnn Gordon made possible are tremendous. Over \$2.5 Million dollars has been invested in the building and new offices alone, which does not include other campus improvements. The Canton Convention and Visitors Bureau (CCVB) leased the facility from MCEDA for the past five years. During this time, MCEDA provided lease reductions to free up funds for marketing to the film industry. All the hard work is beginning to pay off. The CCVB has released the facility back to MCEDA, which in turn has completed negotiations with a private interest to operate the studio.

Internal Operations

Personnel

It has been a challenging year for our Team at MCEDA. Danielle has been out on maternity leave and long time friend and MCEDA Finance Manager, Lenita Knight, decided to move her family to Alabama when her husband received a large promotion. Lenita was with us for ten years and we will miss her dearly. MCEDA shifted some responsibilities after her departure to create a much needed new ED marketing position. This actually fulfills a goal for us.

New MCEDA Office

Our organization purchased land in the Parkway North Business Park near the CAVS Center last year. Over the last year we hired the architectural firm JH&H to develop construction plans and bid the project. All the financing was put in place and a construction award was made last month. The building is now under construction.



Watford Drive Building HVAC Systems

The HVAC Systems are over 12 years old at our Watford Drive building. Last year it was decided that we would initiate a replacement plan for many of the aging HVAC units. Three units were replaced this past year. As the building is converted into the new Bio-Medical Collaboratory, more of the units will be taken off line and replaced with more advanced and efficient systems.

Watford Drive Building Primary Tenant Lease

The lease with our tenant that leased 60,000 square feet of our Watford Drive building has had a large reduction in funding and is vacating the premises. This will leave a large revenue shortfall for MCEDA until we bring the Collaboratory fully on line.

Madison County Strategic Plan Implementation

Background

MCEDA was tasked with implementing 13 Strategic Actions as part of the Taimercia Strategic Plan. MCEDA addressed 14 Strategies and implemented all but two, which required more funding than was available.

Checklist of Strategies

Strategic Action 7.2 - MCEDA developed a three-year written marketing and promotion plan and budget with key performance indicators.

Strategic Action 7.3 - MCEDA conducted annual visits to the 25 most significant companies in the County.

Strategic Action 7.4 – MCEDA had already organized Project Jumpstart before this strategy was put in place. With the assistance of such organizations as the Kaufmann Foundation and Project JumpStart, the Education and workforce subcommittee should introduce a series of curricula for students in K-14 that encourages entrepreneurial thinking and innovation.

Strategic Action 7.5 - MCEDA will communicate with the Board of Supervisors on industrial zoning to maintain selected existing areas of the County that currently allow for manufacturing uses. This was done long ago.

Strategic Action 7.6 – MCEDA was already controlled and was in the process of qualifying Panther Creek. MCEDA also had developed plans to purchase 100 acres of the property.

Strategic Action 7.7 – This was already in process and we hired attorney Chris Pace

Strategic Action 7.8 – We have a growing database and our relationship with the GJA is ongoing.

Strategic Action 7.9 – Our website had already been updated to reflect all that the strategy recommended.

Strategic Action 7.10 – Electronic Targeted Industry pages are on our website.

Strategic Action 7.11 - MCEDA will launch a program to generate favorable publicity among national media as well as within Madison County. This was not done as no funds were provided as promised.

Strategic Action 7.12 – We collaborate with other ED agencies on a consistent basis to promote our communities to target businesses. We have to.

Strategic Action 7.13 – I speak throughout the year to many different organizations.

Strategic Action 7.14 – We hosted four FAM Tours on our own this year, exceeding the two recommended.

Strategic Action 7.15 – We provide monthly financials to the BOS and provide a monthly written report of our activities to the BOS through each MCEDA Board member. We’ve been doing this for ten years.

Financial Contributions

MCEDA contributed unbudgeted money for the following Strategic Plan efforts

- 1) Ed Bee Implementation Contracts – \$12,000 plus expenses
- 2) Strategic Plan Website - \$5,000
- 3) Conference Center report - \$5,000