Helping the Marshall County Industrial Development Authority (MCIDA) Make Data Driven Decisions

Cayce Community Project
Scope of Work
Develop highest-and-best use alternatives of approximately 682.5 acres located in the county’s Cayce Community.

1. Collect Citizen and Community Leader Input
2. Develop Two Development Options
3. For each option follow IEDC guidelines for:
   - Political Feasibility
   - Site & Engineering Feasibility
   - Market Feasibility
   - Financial Feasibility
IEDC Feasibility Study Steps

• Political Feasibility
  – Potential of support or opposition?

• Market Feasibility
  – Does the supply match the demand?

• Site and Engineering Feasibility
  – Are there physical or environmental impediments to developing the real estate?

• Financial Feasibility
  – Project is considered financially feasible when the return on the project (or investment) equals or exceeds the required return of the developer
Opportunistic Location

Source: Memphis Metropolitan Planning Organization, 2013
66% of Marshall County citizens work outside the county.

Source: U.S. Census. Residence County to Workplace County Flows
21% of Marshall Co. jobs are performed by workers who live in other counties.

Source: U.S. Census. Residence County to Workplace County Flows.
From 2010 to 2014, Marshall Co. declined slightly in population.
2015-2024, Marshall Co. is expected to decline slightly while others are gaining population.

Source: U.S. Census
2014 New House Permits Highest in DeSoto and Shelby Counties

MEMPHIS MSA: 2539
Fayette County: 235
Rossville: 34
Oakland: 99
Piperton: 33
Shelby County: 939
Collierville: 142
Germantown: 63
Memphis: 118
Marshall County: 1
Holly Springs: 65
Byhalia: 224
Desoto County: 980
Horn Lake: 310
Olive Branch: Southaven:

Source: U.S. Census. Construction Permits
Retail Trade Analysis

Marshall County has an estimated 19,089 customers with unmet retail shopping needs.

<table>
<thead>
<tr>
<th>Town/County</th>
<th>2014 Population</th>
<th>Retail Capacity to Serve (# of shoppers)</th>
<th>Estimated Annual Retail Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collierville, TN</td>
<td>47,333</td>
<td>75,000</td>
<td>$847 million</td>
</tr>
<tr>
<td>Olive Branch, MS</td>
<td>34,955</td>
<td>61,000</td>
<td>$716 million</td>
</tr>
<tr>
<td>Marshall County</td>
<td>36,234</td>
<td>17,145</td>
<td>$280 million</td>
</tr>
<tr>
<td>Byhalia, MS</td>
<td>1,290</td>
<td>2,833</td>
<td>$57 million</td>
</tr>
<tr>
<td>Holly Springs, MS</td>
<td>7,564</td>
<td>2,074</td>
<td>$88 million</td>
</tr>
</tbody>
</table>

Source: U.S. Census, Population; State of Mississippi Tax Commission, Retail Sales
Community Input
Desired Outcome for Land Development

- Pay Hourly: 7.20
- Pay Salary: 4.50
- Property Value: 7.60
- Sales Tax: 3.90
- Tour/Rec: 3.70
- Sm-Mid House: 6.00
- Large Housing: 4.10
- Retirees: 6.10
- Retail: 6.60
- Medical: 7.50
Preferences for Industrial or Commercial Development

- Light Manf.: 28.00
- Heavy Manf.: 15.00
- Logistics: 20.00
- R&D: 15.00
- Office: 18.00
- Medical: 18.00
- Speciality: 2.00
- No Indust.: 3.00
What Type of Retail Would You Like?

![Bar Chart]

- No Retail: 3.00
- Auto/Boat: 14.00
- Home Furn: 15.00
- Grocery: 29.00
- Pharmacies: 15.00
- Gas Stations: 11.00
- Clothing: 2.00
- Sporting/Toys: 10.00
- General Mchd: 16.00
- Florist/gifts: 8.00
- E-Retail: 1.00
Desired Aesthetic Future Look

1.00 1.00 15.00 5.00 12.00 5.00 7.00 10.00 1.00 4.00 5.00
Option One: Mix of Industry, Retail, and Government
Cayce Road widened to 5-lanes
Option Two: Mix of Medical, Commercial, Retail, and Recreation

Cayce Road widened to 5-lanes

Commercial
(Professional services, medical, etc)

Wetlands

Retail
Trade

Retail
Trade

Recreation
Average traffic count for Cayce Road in western Marshall County, Mississippi.
# Market Feasibility – Retail

"If I build it, will they come?"

<table>
<thead>
<tr>
<th>Retail Category</th>
<th>County Sales</th>
<th>Trade Area Capture Population</th>
<th>Pull Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>$16,608,098</td>
<td>9,068</td>
<td>0.25</td>
</tr>
<tr>
<td>Equip. and Supplies</td>
<td>7,854,468</td>
<td>7,529</td>
<td>0.21</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>51,527,667</td>
<td>20,920</td>
<td>0.57</td>
</tr>
<tr>
<td>Furniture</td>
<td>629,989</td>
<td>2,531</td>
<td>0.07</td>
</tr>
<tr>
<td>Public Utilities</td>
<td>18,674,366</td>
<td>14,659</td>
<td>0.40</td>
</tr>
<tr>
<td>Genrl Merchandise</td>
<td>39,832,450</td>
<td>17,303</td>
<td>0.47</td>
</tr>
<tr>
<td>Building Materials</td>
<td>14,675,629</td>
<td>18,836</td>
<td>0.52</td>
</tr>
<tr>
<td>Misc. Retail</td>
<td>29,281,555</td>
<td>27,032</td>
<td>0.74</td>
</tr>
<tr>
<td>Misc. Services</td>
<td>6,382,331</td>
<td>8,159</td>
<td>0.22</td>
</tr>
<tr>
<td>Contracting</td>
<td>61,357,419</td>
<td>39,314</td>
<td>1.08</td>
</tr>
<tr>
<td>Recreation</td>
<td>171,865</td>
<td>3,851</td>
<td>0.11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>246,995,837</strong></td>
<td><strong>18,415</strong></td>
<td><strong>0.50</strong></td>
</tr>
</tbody>
</table>

*Source: United States Census Bureau Population Statistics and MS Department of Revenue*
## Market Feasibility - Industrial

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4931</td>
<td>Warehousing and Storage</td>
<td>489</td>
<td>368</td>
<td>(121)</td>
<td>(25%)</td>
</tr>
<tr>
<td>2382</td>
<td>Building Equipment Contractors</td>
<td>214</td>
<td>234</td>
<td>20</td>
<td>9%</td>
</tr>
<tr>
<td>3363</td>
<td>Motor Vehicle Parts Manufacturing</td>
<td>86</td>
<td>212</td>
<td>126</td>
<td>147%</td>
</tr>
<tr>
<td>3336</td>
<td>Engine, Turbine, and Power Transmission Equipment Manufacturing</td>
<td>67</td>
<td>124</td>
<td>57</td>
<td>85%</td>
</tr>
<tr>
<td>4841</td>
<td>General Freight Trucking</td>
<td>137</td>
<td>112</td>
<td>(25)</td>
<td>(18%)</td>
</tr>
</tbody>
</table>

2015 Largest Number of Jobs by Employment Sector (4-digit NAICS)

Source: EMSI 2015, Employment by industry sector for Marshall County, Mississippi.
Market Feasibility - Medical

Commute time to hospitals within 20 minutes
Market Feasibility - Recreation

Outdoor public recreation parks within 30-minute commute of the Cayce Community.
Financial Feasibility

MDOT
88.4 acres
$626,000 total
$7,100 avg per acre

Wetlands
50 acres
$61,000
Avg. $1,200/acre

Church
12.5 acres

The Grove
42 acres
$134,000
Avg. $3,200/acre

Farmland
74.2 acres
$69,000
Avg. $900/acre

For Sale Market Price
$54,450/acre

Commercial
24.1 acres
$234,000
$9,700/acre

Residential
Approx. 125 acres

Residential
100 acres

Wetlands
50 acres
$61,000
Avg. $1,200/acre

Commercial
24.1 acres
$234,000
$9,700/acre

Residential
Approx. 125 acres

For Sale Market Price
$54,450/acre
Now the Community Has Data to Support Their Decisions

Taking part in the 2012 Roxul groundbreaking were (from left) Trent Ogilvie, Roxul Inc. President, Eelco van Heel, Rockwool CEO, Governor Phil Bryant, Ronnie Joe Bennett, president Marshall County Board of Supervisors, Peter Taksoe-Jensen, Danish Ambassador to the United States, Klaus Franz, Rockwool Senior Vice President.
Chad R. Miller, Ph.D.

Associate Professor & Graduate Coordinator of the Masters of Science in Economic Development Program

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