

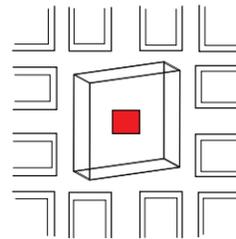


STARKVILLE, MS
HIGHWAY 182
CORRIDOR REDEVELOPMENT PLAN

Charrette: June 20-24, 2016

October 10, 2016

PLANNING · DESIGN · CONSTRUCTION



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www.farmermorgan.com

700 Church Street, Suite 101, Nashville, TN
615.424.1280 • randy@farmermorgan.com

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The Highway 182 Corridor Redevelopment Plan has been prepared for the City of Starkville, Mississippi by Farmer | Morgan, L.L.C. The funding was provided by the Environmental Protection Agency through PM Environmental. The Highway 182 Corridor Redevelopment Plan is intended to serve as a guide for future development and redevelopment of a segment of the MS HWY 182 corridor for the City of Starkville in Oktibbeha County, Mississippi. The project components that are proposed in this document are the results of a public visioning session and design charrette conducted by Farmer | Morgan with the help of PM Environmental, Inc., Gilbert|McLaughlin|Casella Architects, Common Ground Design, Neel-Schaffer, Cherry & Associates, Development Economics, Auburn University MLA Program, and Ben Johnson Illustrations.

Assisting Entities & Agencies

Farmer | Morgan, L.L.C. Planning, Design & Construction

Ben Farmer - Principal, Managing Partner

Randy Morgan - Principal, Director of Design

Will Hargrove - Associate Project Designer

Jo Beth Gleason - Associate Planner

John Hargraves & Jessica DeBone, PM Environmental

Ben Lorange, Gilbert|McLaughlin|Casella Architects

Keith Covington, Common Ground Design

Saunders Ramsey, Neel-Schaffer

Jim Jacobs, Cherry & Associates

Randall Gross, Development Economics

Jessica DeBone, PM Environmental

Ben Johnson, Ben Johnson Illustrations

Hao Wu, Lulu Yu, and Alton Zhao, Interns – Auburn University MLA Program

Special Thanks to:

Parker Wiseman, Mayor- City of Starkville

Buddy Sanders, Director of Community Development - City of Starkville

Edward Kemp, City Engineer – City of Starkville

John Hargraves, P.G. – Regional Manager / Senior Geologist, PM Environmental

Daniel Havelin, City Planner - City of Starkville

Emily Corban, Assistant City Planner - City of Starkville

Starkville Board of Aldermen:

Parker Wiseman, Mayor- City of Starkville

Roy A. Perkins, Esq. Vice-Mayor - Ward 6

Ben Carver, Alderman - Ward 1

Lisa Wynn, Alderman - Ward 2

David Little, Alderman - Ward 3

Jason Walker, Alderman - Ward 4

Scott Maynard, Alderman - Ward 5

Henry N. Vaughn, Sr., Alderman - Ward 7

Benjamin Farmer
Principal-Managing Partner
Farmer Morgan, LLC
bfarmer@farmermorgan.com
334.444.2893



John Hargraves, P.G.
PM Environmental, Inc.
Regional Manager
hargraves@pmenv.com
423.468.1105



Ben Lorange, R.A., AIA
Architect
Gilbert McLaughlin Casella
blorange@gilmc.com
615.322.9649



Saunders Ramsey, P.E.
Civil Engineer
Neel-Schaffer
saunders.ramsey@neel-schaffer.com
662.268.7966



Keith Covington
Principal, Common Ground
Urban Design + Planning
keith@commongrounddesign.com
615.525.5876



Jim Jacobs
Principal
Cherry & Associates
Commercial Real Estate Services
jjacobs@cherryandassoc.com
615.336.1098



Randall Gross
Development Economics
rangross@aol.com
202.427.3027

Ben Johnson
Ben Johnson Illustrations
info@benjohnsonillustrations.com
615.497.1799



Hao Wu
Auburn University MLA Intern
hzw0043@tigermailauburn.edu
334.524.7796

Lulu Yu
Auburn University MLA Intern
hzw0021@tigermailauburn.edu
404.451.0085

Alton Zhao
Auburn University MLA Intern
zhaoyuning2013@tigermailauburn.edu
334.332.0860

HIGHWAY 182 CORRIDOR REDEVELOPMENT PLAN

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INTRODUCTION

The Project

WHAT IS A BROWNFIELD?

“Real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” - Environmental Protection Agency (EPA)

Image top right: Map illustrating the three brownfields sites along the Highway 182 corridor (Map, 2016: Randy Morgan)

Image middle right: Map illustrating the entire 3.2-mile length of the Hwy 182 corridor (Map, 2016: Randy Morgan)

Image bottom right: Map depicting the 1.4-mile project site (between Long Street and Old West Point Road (Map, 2016: Randy Morgan)

EPA BROWNFIELDS GRANT

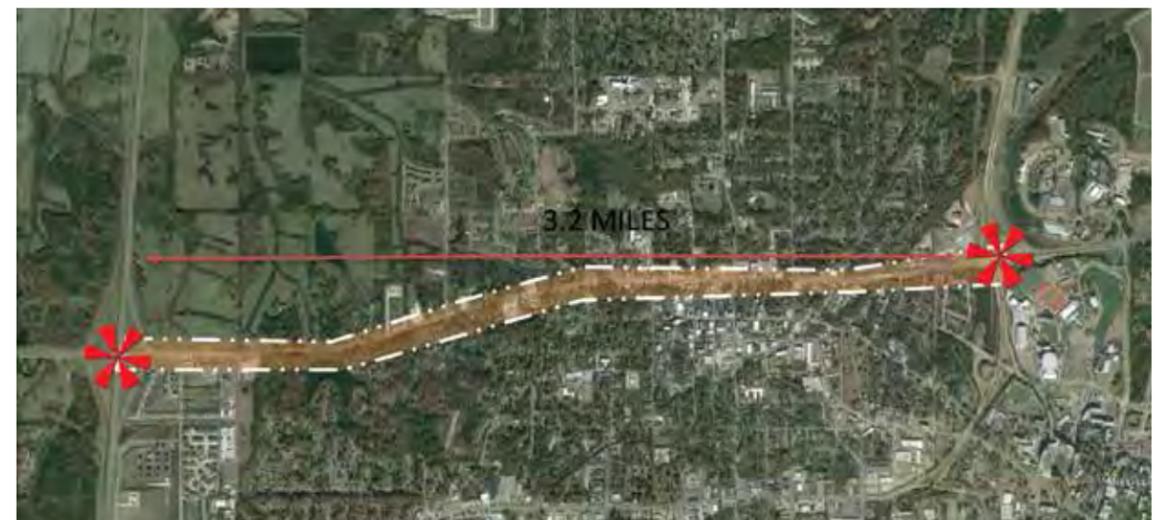
The City of Starkville, MS received an Environmental Protection Agency (EPA) Brownfields Assessment Grant in 2013. The City consulted with PM Environmental to guide them through the multiple phases of testing, analysis and redevelopment planning of potentially contaminated properties. A brownfield is defined by the Environmental Protection Agency as: real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. In 2002, the Small Business Liability Relief and Brownfields Revitalization Act was passed to help states and communities around the country cleanup and revitalize brownfields sites. Under this law, EPA provides financial assistance to eligible applicants through four competitive grant programs: assessment grants, revolving loan fund grants, cleanup grants, and job training grants.

A team of local, state and federal officials was assembled to perform an evaluation to determine the level of environmental contamination and establish a plan to move forward with the revitalization of the Mississippi Highway 182 corridor. Community-wide hazardous substances grant funds have been used to update the city’s inventory of brownfield sites and conduct approximately 10 Phase I and 7 Phase II environmental site assessments. Grant funds also have been used to support community outreach activities and develop cleanup plans.

The EPA Brownfield Grant addresses four key areas - environmental liability concerns, financial barriers, cleanup considerations and reuse planning. Public involvement was a key component in developing a vision for the 1.4 mile segment between N Long St. to the West, and Old West Point Road to the East. of the Mississippi Highway 182 Corridor. PM Environmental subcontracted with Farmer | Morgan, LLC to head the visioning component of the plan.

A series of community meetings, called a charrette, were held from June 20 to June 23, 2016 at Starkville City Hall in downtown Starkville, to address redevelopment planning for the Mississippi Highway 182 Corridor. The charrette was an opportunity for residents and stakeholders to participate in the redevelopment of the corridor. The plan will investigate opportunities for reimagining ways that this once productive area can again begin to contribute to Starkville’s growing economy. The final outcome of the charrette is outlined in this plan, which will guide development efforts for the site in relation to economic development opportunities, both public and private.

The Highway 182 Corridor Redevelopment Plan is intended to serve as a policy document for redeveloping the study area between N Long St. to Old West Point Road. There is nothing mandated or legislative in regards to this document. The recommendations are left to be implemented through investment by public and private partnerships. Municipal ordinances should be reviewed to encourage implementation of the redevelopment plan through relaxing existing standards, increasing other standards, and constantly promoting the plans intent. It is expected that public sector investment into the MDOT right-of-way will carry a set of principles and standards that increase the private sector obligations within the 1.4 mile study area.





Top left image: Randy Morgan, Farmer Morgan Director of Design, gives the opening presentation of the Highway 182 Corridor Redevelopment Plan to the charrette participants (Photo, 2016: Ben Farmer)

Top right and bottom images: Members of the Farmer-Morgan Design Team at the Highway 182 Corridor Redevelopment Plan charrette work together to come up with concepts and ideas based on the input gathered from the community visioning sessions. (Photo, 2016: Ben Farmer)

THE PLANNING & DESIGN TEAM

Benjamin B. Farmer, Principal – Managing Partner – *Farmer | Morgan, LLC.*

Randall C. Morgan, Principal – Director of Design – *Farmer | Morgan, LLC.*

William A. Hargrove, Associate Project Designer- *Farmer | Morgan, LLC.*

Jo Beth Gleason, Associate Planner - *Farmer | Morgan, LLC.*

Ben Lorance, Architect – *Gilbert | McLaughlin | Casella Architects*

Keith Covington, Architect/Urban Designer - *Common Ground Design*

Saunders Ramsey, Civil Engineer – *Neel Schaffer*

Jim Jacobs, Commercial Real Estate Consultant – *Cherry & Associates*

Randall Gross, Economist – *Development Economics*

Jessica Debone, Brownfield & Economic Incentive Consultant – *PM Environmental*

Ben Johnson, Owner – *Ben Johnson Illustrations*

Hao Wu, Lulu Yu, and Alton Zhao, Interns – *Auburn University MLA Program*





Executive Summary Section **A**

The Highway 182 Corridor Plan is the culmination of a team-led effort to analyze the existing conditions along a 1.4-mile segment of the MS 182 corridor in Starkville, Mississippi in order to apply recommendations and best management practices to achieve the vision and goals the community has for the corridor and to begin to cultivate a unique identity. Throughout the planning process, it became increasingly clear that the corridor, known locally as “The Strip,” lacked a recognizable identity, and had seen less focus over the years, competing with other thoroughfares with greater vehicular activity for commercial growth.

To fully understand its entirety, the design team examined the following conditions of the corridor: historical, cultural, physical, economic, and environmental, and then applied sound planning principles in order to achieve this vision. Community involvement was key in order for the plan to reflect the vision and values of the community. A week-long charrette working intimately with community members was conducted in order to receive as much input as possible.

To fully grasp the corridor’s character and existing functions, the design team also organized the corridor into three distinct character areas: 1) potential open space; 2) adaptive reuse; and 3) actively redeveloping. This helps to begin to identify strengths, weaknesses, opportunities and potential of the corridor. A retail market analysis was also conducted to identify the marketability and potential retail activity of the corridor. The team identified opportunities for adaptive reuse and potential infill areas capitalizing on the corridor’s mid-century modern vintage highway past, representing its heyday in the 1950s, 60s and 70s. In this way, the corridor acts as a connector linking various parts of the city and also becomes the destination, becoming an integral part of the fabric of the community.

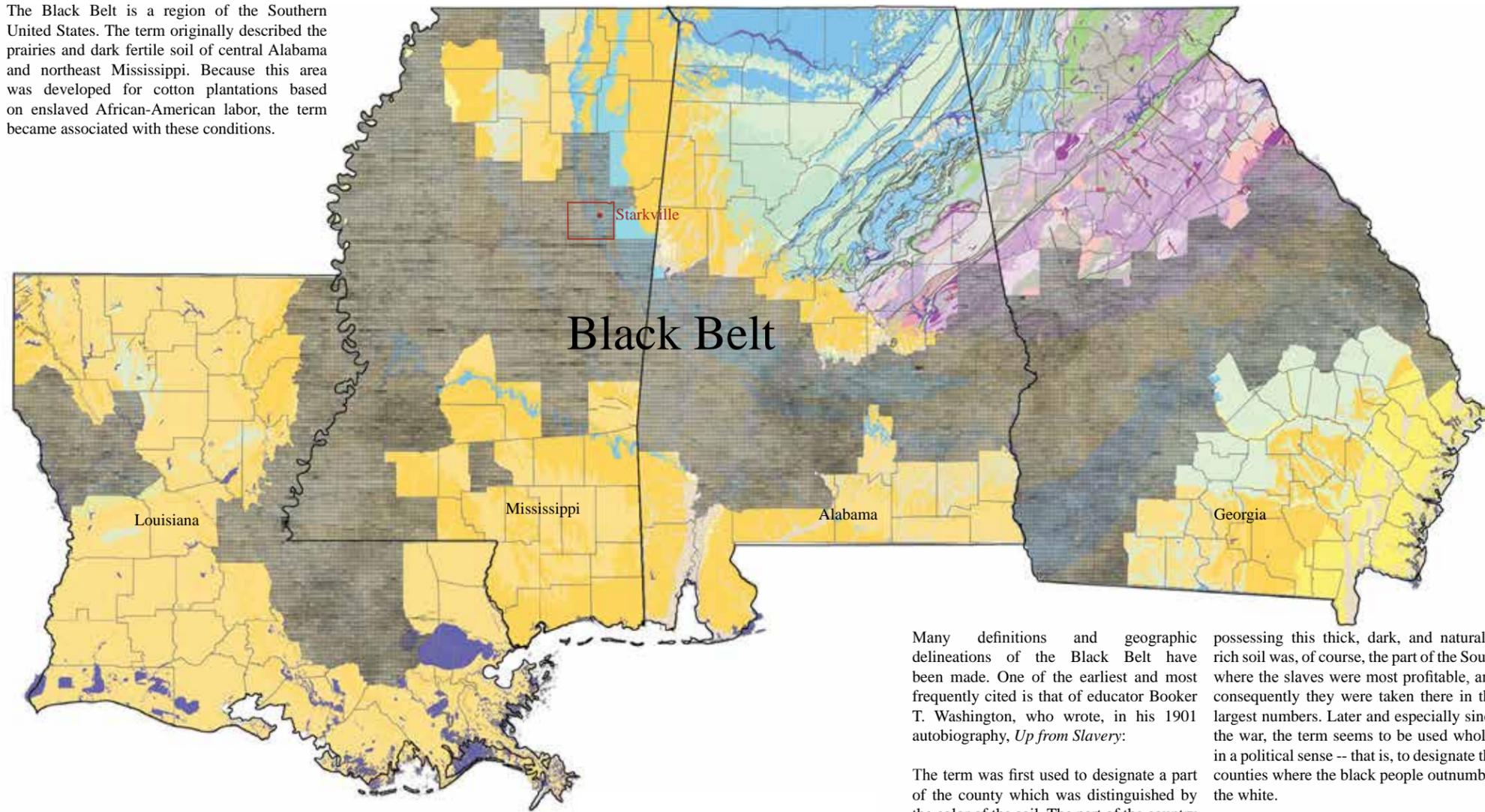
The team also analyzed the existing environmental impact of the corridor by calculating the drainage area and examining impermeable versus permeable surfaces within its reach. It became clear that the corridor lacked suitable stormwater drainage infrastructure for the significant amount of asphalt and impermeable surface area, resulting in areas of flooding and pollutant loads. In order to alleviate some of this, the team determined that the corridor offered great potential to impose best management practices (BMP’s) for green infrastructure strategies within the MDOT right-of-way. The team concluded that the corridor could regain an identity by functioning as both an economic driver and an environmental system. In order to achieve this, public-private partnerships are necessary. At the end of this document in the final recommendations sections, the plan is divided into private implementation strategies and offers numerous development scenarios, and public implementation strategies for investment in green infrastructure. Therefore the redevelopment plan is organized in a 3-5 year development term for private sector investment, and a 9-12 year development term for public sector investment, and makes recommendations on how to achieve those goals. This document serves as a reflection of the vision and values the Starkville community has for the 182 corridor and is to be used for marketing and promotional purposes to encourage private investment. It is also expected that public sector investment into the MDOT right-of-way will carry a set of principles and standards that increase the existing private sector obligations within the 1.4 mile study area, as well as encourage future investment.



Section
Site Conditions **B**

The Site

The Black Belt is a region of the Southern United States. The term originally described the prairies and dark fertile soil of central Alabama and northeast Mississippi. Because this area was developed for cotton plantations based on enslaved African-American labor, the term became associated with these conditions.



Many definitions and geographic delineations of the Black Belt have been made. One of the earliest and most frequently cited is that of educator Booker T. Washington, who wrote, in his 1901 autobiography, *Up from Slavery*:
 possessing this thick, dark, and naturally rich soil was, of course, the part of the South where the slaves were most profitable, and consequently they were taken there in the largest numbers. Later and especially since the war, the term seems to be used wholly in a political sense -- that is, to designate the counties where the black people outnumber the white.
 The term was first used to designate a part of the country which was distinguished by the color of the soil. The part of the country

The Black Belt

Starkville lies within The Black Belt, a region of the Southeastern United States, which originally described the prairies and dark fertile soil of central Alabama and Northeast Mississippi. Because this area was developed for cotton plantations based on enslaved African-American labor, the term became associated with these conditions. Many definitions and geographic delineations of the Black Belt have been made. One of the earliest and most frequently cited is that of educator Booker T. Washington, who wrote, in his 1901 autobiography, *Up From Slavery*:

“The term was first used to designate a part of the country which was designated by the color of the soil. The part of the country possessing this thick, dark, and naturally rich soil was, of course, the part of the South where the slaves were most profitable, and consequently they were taken there in the largest numbers. Later and especially since the war, the term seems to be used wholly in a political sense – that is, to designate where the black people outnumber the white.”

Race relations are still a sensitive subject in America, and especially in The Black Belt region. As the corridor is redeveloped, it should be done so in a way that unites the community within the City of Starkville, rather than dividing it, much as the corridor has served to do in the past. The Black Belt region is one of true cultural diversity that should be celebrated as an asset and promoted as an integral piece of the identity of the corridor.



Brownfields Assessment

As a part of the EPA Brownfields Assessment Grant, PM Environmental conducted Phase I and Phase II Environmental Reports on three properties within the corridor: 115 Dr. Martin Luther King, Jr. Drive West, 134 Dr. Martin Luther King, Jr. Drive, and 140 Dr. Martin Luther King, Jr. Drive, a former tire shop, former used car lot, and former gas service station, respectively. The number of auto-oriented businesses can be attributed to the corridor's history as a major East-West connector in Starkville. Due to the number of brownfields sites, and linear, auto-oriented nature of the corridor, the redevelopment plan will focus on the corridor as a whole.

The Phase I Report for 115 Dr. Martin Luther King, Jr. Drive West (former tire retreading building) revealed potential contamination from historical interior waste streams associated with tire retreading operations, as well as potential migrated contamination from the former automotive service station on the east adjoining property. The Phase II Report recommended presenting the groundwater lead concentration data to the Mississippi Department of Environmental Quality (MDEQ) to determine the site's eligibility for site closure under their closure monitoring program. An Asbestos Containing Material Survey of the above referenced site was also conducted by PM Environmental, revealing that asbestos containing materials are present and will require removal by a licensed abatement contractor.

The Phase I Report for 134 Dr. Martin Luther King, Jr. Drive (former used car lot) revealed potential migration of petroleum products from adjacent gas station / automotive service station properties. The Phase II report detected PAH and Lead contaminants above laboratory detection limits.

The Phase I Report for 140 Dr. Martin Luther King, Jr. Drive (former service station) revealed potential orphan underground storage tanks (USTs), potential subsurface contamination from historical interior waste streams, and potential release of contaminants from underground hydraulic hoists, as well as potential migration of petroleum products from adjacent gas station properties. The Phase II report detected groundwater and soil contamination of varying degrees, as well as the confirmed presence of orphan USTs. Based on this measured contamination, it was recommended that additional soil and groundwater delineation activities be conducted as a part of a Supplemental Assessment. The Supplemental Assessment was completed in May of 2016, in which soil and groundwater contaminants were found. These included lead samples found within the groundwater, although it cannot be definitively concluded that the Lead is a result of a leaded gasoline release.

Based on these findings, some remediation efforts will have to take place on all three study areas if and when they are redeveloped. This additional burden is the responsibility of the property owner of each site, and remediation efforts will need to follow applicable EPA and MDEQ regulations. The additional burden caused by environmental remediation costs adds to the already difficult circumstances of redevelopment within this aging commercial corridor. Based on these difficult circumstances, it will become especially crucial to develop a partnership between property owners and the City of Starkville to help alleviate the additional financial burden caused by environmental contamination.

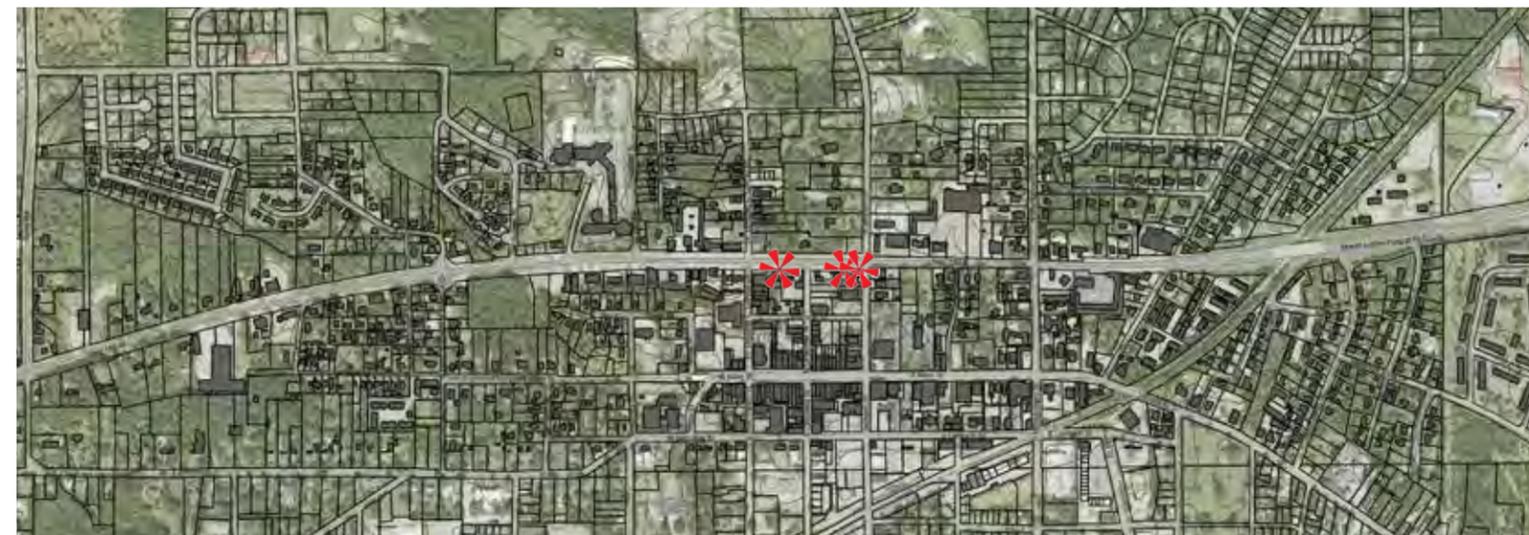


Image top left: Former Tire Retreading Building at 115 Dr. Martin Luther King, Jr. Drive West (Photo, 2016: PM Environmental)

Image middle left: Former Used Car Lot at 134 Dr. Martin Luther King, Jr. Drive (Photo, 2016: PM Environmental)

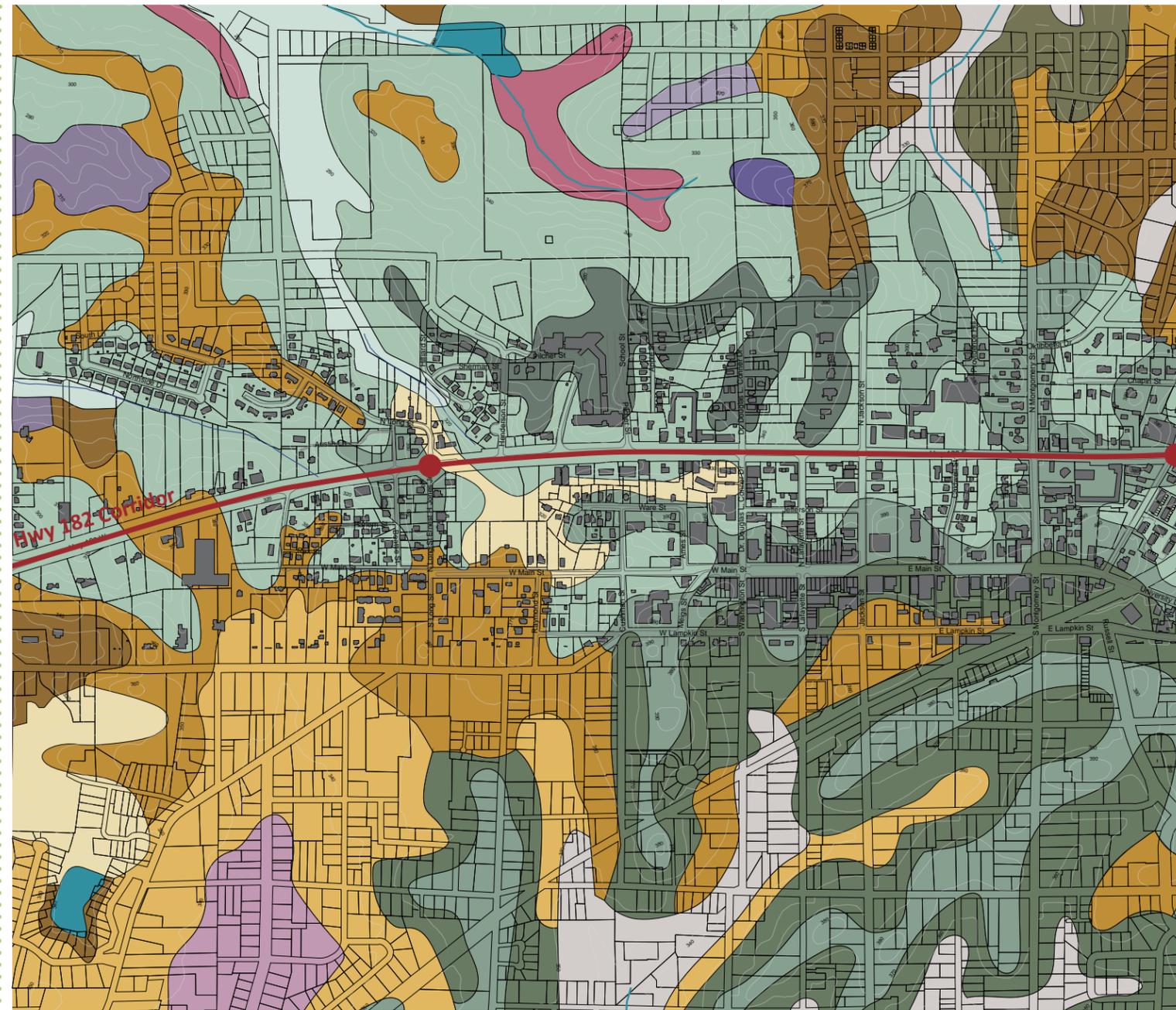
Image bottom left: Former Used Service Station at 140 Dr. Martin Luther King, Jr. Drive (Photo, 2016: PM Environmental)

Image bottom right: Map illustrating the three brownfields sites along the Highway 182 corridor (Map, 2016: Randy Morgan, Will Hargrove)

Soil Analysis

Soil Types

- Cp
Catalpa silty clay loam
- GsE
Gullied land-Sumter complex
5 to 20 percent slopes
- KIA
Kipling silty clay loam
0 to 2 percent slopes
- KIB2
Kipling silty clay loam,
2 to 5 percent slopes, moderately eroded
- KIC2
Kipling silty clay loam,
5 to 8 percent slopes, eroded
- KsF3
Kipling and Sumter soils,
17 to 40 percent slopes, severely eroded
- Le
Leeper silty clay loam,
0 to 2 percent slopes, occasionally flooded
- MeD
Maben soils,
8 to 12 percent slopes
- Mt
Marietta fine sandy loam
- OhC2
Oktibbeha fine sandy loam, thick solum
variant, 5 to 8 percent slopes, eroded
- OIB2
Oktibbeha silty clay loam,
2 to 5 percent slopes, moderately eroded
- OIC2
Oktibbeha silty clay loam,
5 to 8 percent slopes, moderately eroded
- OtE3
Oktibbeha soils,
8 to 17 percent slopes, severely eroded
- Se
Sessum silty clay loam
- SuC2
Sumter silty clay loam,
5 to 8 percent slopes, eroded
- SuD2
Sumter silty clay loam,
8 to 12 percent slopes, eroded
- Water



Mt—Marietta fine sandy loam
 National map unit symbol: c60z
 Mean annual precipitation: 53 to 62 inches
 Mean annual air temperature: 61 to 66 degrees F Frost-free period: 250 to 310 days
 Farmland classification: All areas are prime farmland
 Marietta and similar soils: 93 percent
 Minor components: 2 percent

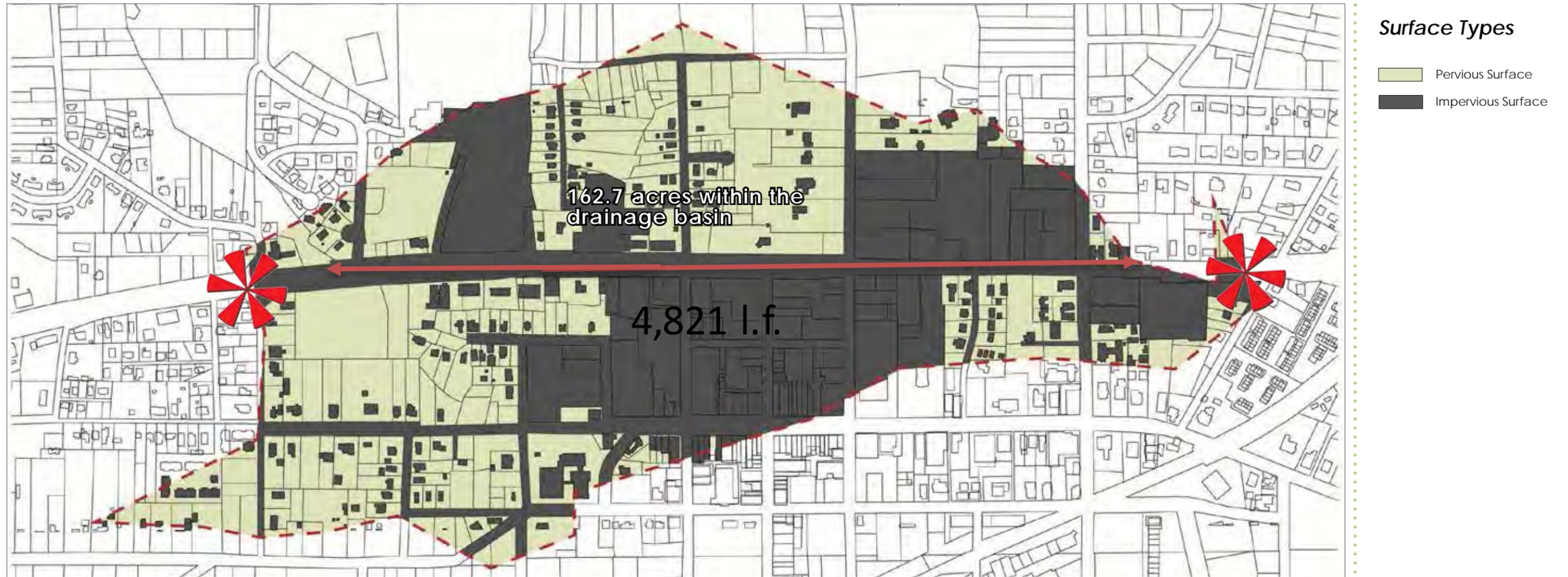
OIB2—Oktibbeha silty clay loam, 2 to 5 percent slopes, moderately eroded
 National map unit symbol: 2w9w3
 Elevation: 200 to 440 feet
 Mean annual precipitation: 53 to 62 inches
 Mean annual air temperature: 61 to 68 degrees F Frost-free period: 225 to 275 days
 Farmland classification: All areas are prime farmland
 Oktibbeha and similar soils: 90 percent
 Minor components: 10 percent

Soil Analysis

To better understand the corridor’s ability to infiltrate stormwater into the groundwater system, a soils analysis of the corridor was completed. Starkville lies within The Black Belt, a region of the Southeastern United States, which originally described the prairies and dark fertile soil of central Alabama and Northeast Mississippi. As illustrated in the adjacent soils map, most of Starkville lies on silty clay loam soils, which do not infiltrate very well. However, the corridor itself is composed mostly of Marietta Fine Sandy Loam which are moderately well drained, with slow or very slow runoff, and moderate permeability. This type of soil is ideal for integrating sustainable stormwater best management practices.

With this in mind, the team began to investigate transforming the corridor into a Green Street to begin to give the corridor an identity, while becoming a model for sustainable redevelopment practices in Mississippi. Green Street facilities manage stormwater runoff as a resource rather than a waste. These streets are landscaped with street side planters or swales that capture stormwater runoff and allow it to soak into the ground as soil and vegetation filter pollutants. This replenishes groundwater supplies that feed fresh, cool water to rivers and streams. Green Streets also make attractive streetscapes that connect business districts, neighborhoods, parks, and schools, and they can be designed to accommodate multiple modes of transportation, such as vehicles, pedestrians, and bicyclists. Through public investment in sustainable stormwater management infrastructure by implementing Green Streets strategies, the City of Starkville can catalyze future redevelopment of the corridor. This will further the public/private partnership between the City of Starkville and property owners that was initiated by the EPA Brownfield Assessment Grant.

Oktibbeha County, Mississippi (MS102)			
Map Unit Symbol	Map Unit Name	Acres in ADI	Percent of ADI
Cp	Catalpa silty clay loam	68.0	5.0%
GsE	Gullied land-Sumter complex, 5 to 20 percent slopes	5.2	0.4%
KIA	Kipling silty clay loam, 0 to 2 percent slopes	95.1	8.9%
KIB2	Kipling silty clay loam, 2 to 5 percent slopes, moderately eroded	151.3	14.0%
KIC2	Kipling silty clay loam, 5 to 8 percent slopes, eroded	103.9	7.6%
KsF3	Kipling and Sumter soils, 17 to 40 percent slopes, severely eroded	38.0	2.8%
Le	Leeper silty clay loam, 0 to 2 percent slopes, occasionally flooded	18.7	1.4%
MeD	Maben soils, 8 to 12 percent slopes	23.9	1.7%
Mt	Marietta fine sandy loam	30.9	2.7%
OhC2	Oktibbeha fine sandy loam, thick solum variant, 5 to 8 percent slopes, eroded	185.5	11.4%
OIB2	Oktibbeha silty clay loam, 2 to 5 percent slopes, moderately eroded	184.4	11.3%
OIC2	Oktibbeha silty clay loam, 5 to 8 percent slopes, moderately eroded	34.8	2.5%
OtE3	Oktibbeha soils, 8 to 17 percent slopes, severely eroded	381.2	27.8%
Se	Sessum silty clay loam	19.5	1.2%
SuC2	Sumter silty clay loam, 5 to 8 percent slopes, eroded	3.7	0.3%
SuD2	Sumter silty clay loam, 8 to 12 percent slopes, eroded	17.8	1.3%
SuV2	Sumter and Brimville soils, 5 to 8 percent slopes, eroded	3.9	0.3%
W	Water	7.2	0.5%
Totals for Area of Interest		1,389.8	100.0%



Pervious vs. Impervious Surfaces

Stormwater systems are designed based on the amount of pervious and impervious surfaces. The greater the amount of impervious surfaces, the larger the system must be, and vice versa. As a part of the existing site conditions analysis, a pervious vs. impervious surface analysis was completed for the corridor to understand existing drainage patterns. The analysis determined that almost 100% of the right-of-way inside the corridor was impervious. This means that almost all of the corridor is pavement or building, and any rainfall that touches the corridor is being immediately piped into the municipal stormwater system before it has a chance to infiltrate into the ground. Due to the lack of green space along the corridor, it has become much like the “Anywhere, USA” model of suburban strip development in a sea of asphalt and concrete. This makes it increasingly difficult for the corridor to have a true identity that sets the area apart from downtown and the bypass.

SITE CONDITIONS

Land Use

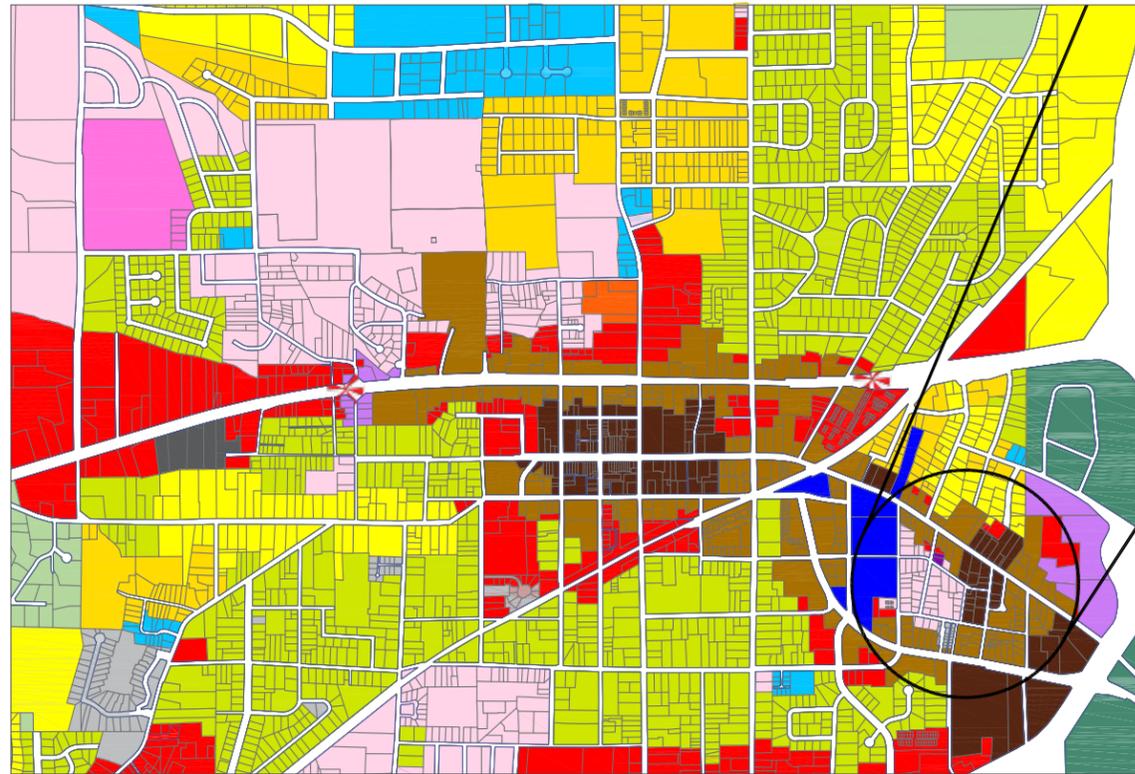
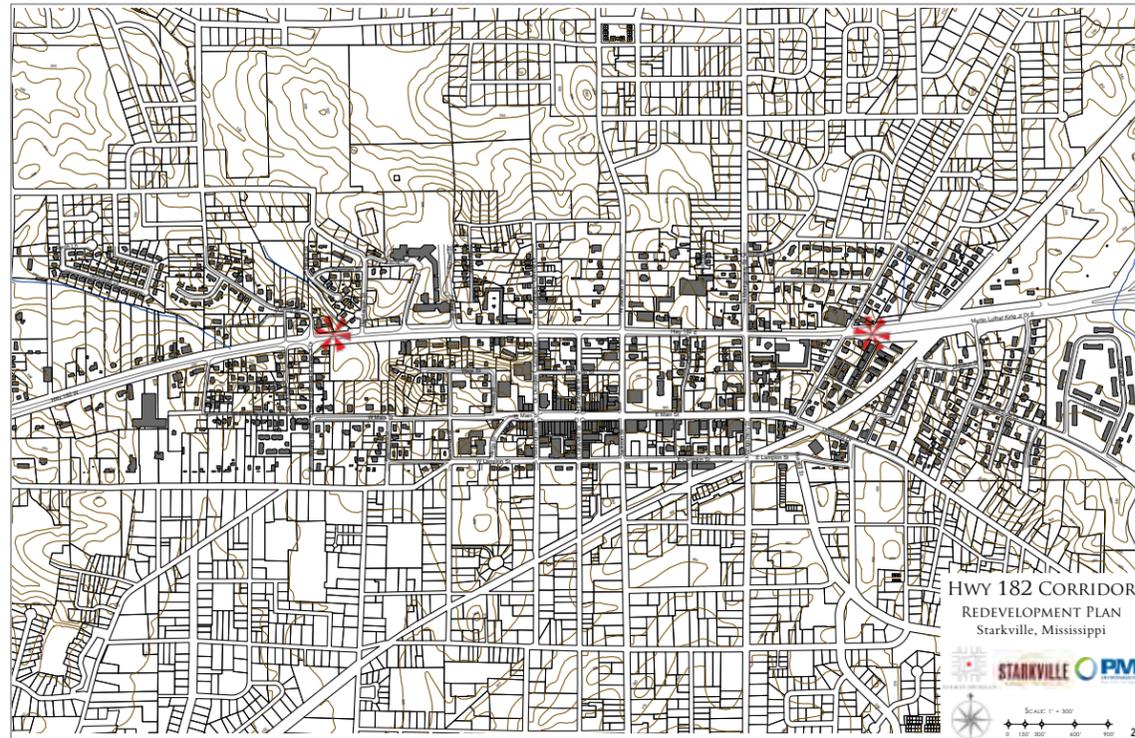
Image top left: Starkville Parcel Map along the Hwy 182 corridor (Map, 2016: Randy Morgan)

Image bottom left: Land Use map (Map, City of Starkville)

Image top right: Photo of intersection and land use along the corridor (Photo, 2016: Ben Farmer)

Image bottom right: Photo of residential land use along the corridor (Photo, 2016: Ben Farmer)

MSU	Green
A-1 AGRICULTURAL	Light Green
R-E RESIDENTIAL ESTATE	Light Green
R-1 SINGLE FAMILY	Yellow
R-2 SINGLE FAMILY /DUPLX	Light Yellow
R-3 MULTI-FAMILY	Yellow
R-3-A SINGLE FAMILY MEDIUM DENSITY	Light Brown
R-4 ZERO LOT LINE /CLUSTER DEVELOPMENT	Orange
R-4-A SINGLE FAMILY HIGH DENSITY	Orange
R-5 MULTI-FAMILY, HIGH-DENSITY	Pink
R-6 MOBILE HOMES /MHP/MHS	Pink
RM MOBILE HOME	Purple
B-1 BUFFER DISTRICT	Purple
C-1 NEIGHBORHOOD COMMERCIAL	Light Blue
C-2 GENERAL BUSINESS	Red
C-3 CENTRAL BUSINESS	Blue
M-1 MANUFACTURING	Grey
PUD PLANNED UNIT DEVELOPMENT	Grey
P-O PLANNED OFFICE DISTRICT	Grey
T4 DISTRICT	Purple
T5 DISTRICT	Brown
T6 DISTRICT	Brown
CIVIC DISTRICT	Blue





Land uses along the 1.4-mile project area segment of the Highway 182 corridor are mixed, with mostly commercial and residential uses. However, there are some civic entities, such as churches and places of worship, along the route. The residential land uses range from single-family detached homes to higher density multi-family apartment complexes. The commercial land uses range from hotels, gas stations, strip malls, small businesses, to some areas currently being developed.

The zoning categories include R-1, Single-Family Residential; R-3, Multi-Family Residential; R-3-A, Single-Family Medium Density; and C-2, General Business. Most of the structures were built during the highway's prominent growth era, during the 1950s, 1960s, and 1970s, and there remains iconic remnants of mid-century modern architecture. These structures and land uses are examined more closely in the *Understanding of the Corridor* section.

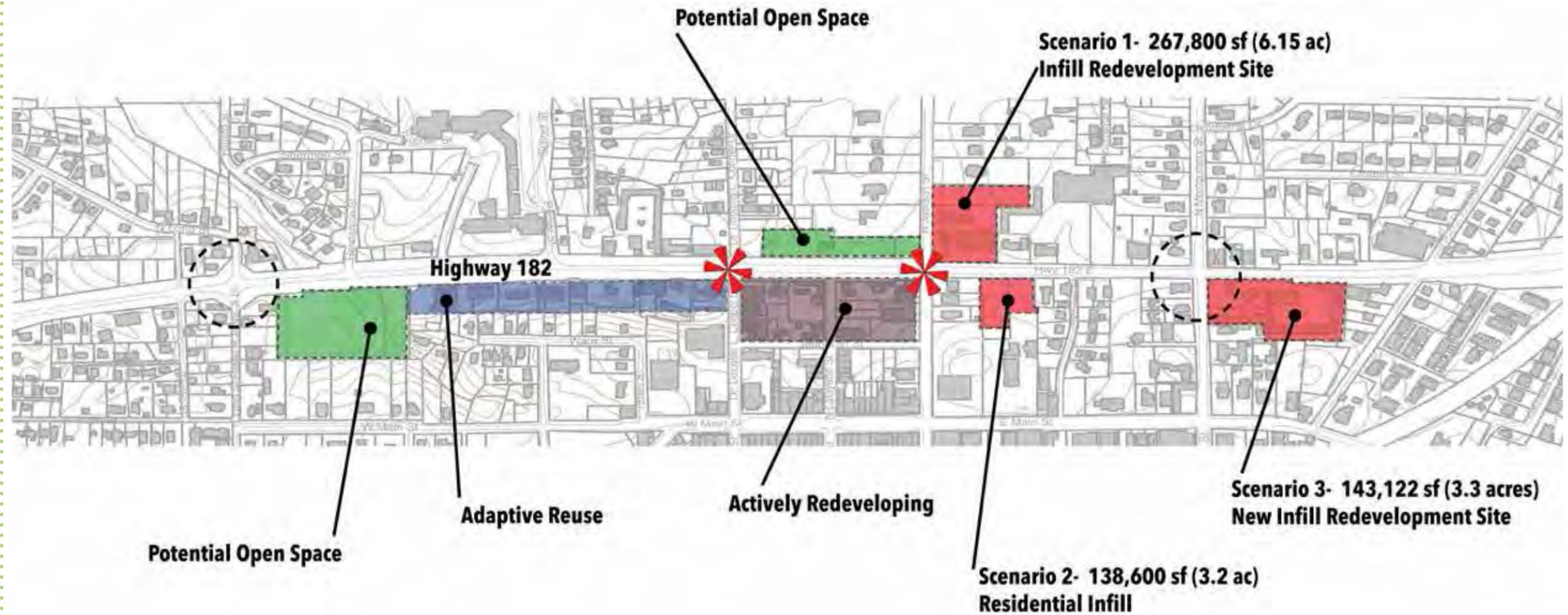
Images: Photos of various businesses and land uses along the corridor (Photos, 2016: Ben Farmer)



SITE CONDITIONS

Character of the Corridor

Image: Character Areas map (Map, 2016; Randy Morgan)

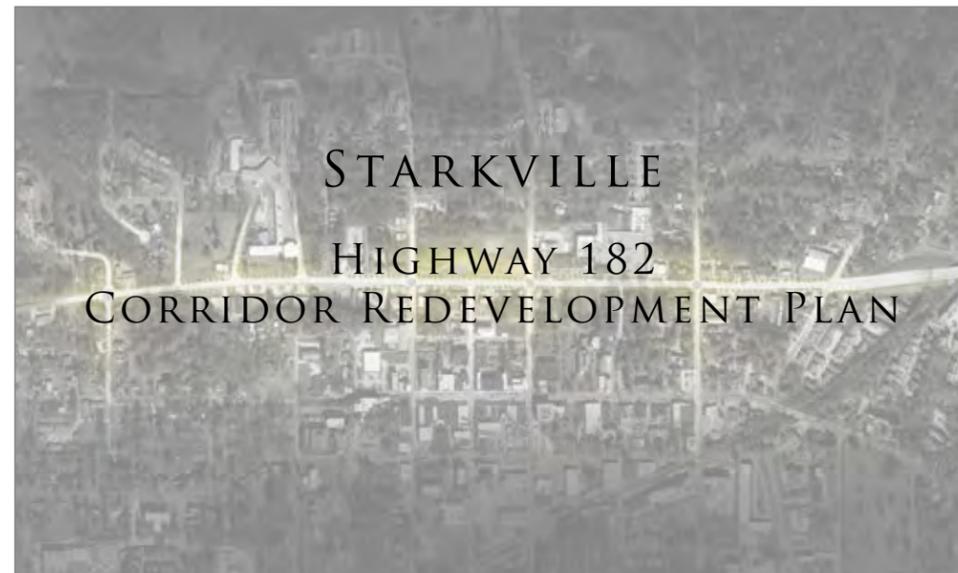


Character of the Corridor

Several site visits were made to the corridor before and during the charrette to investigate how the character of the area changes as one moves from one end to the other. This investigation revealed that there are three distinctive areas within the corridor:

1. Areas of the corridor being actively redeveloped,
2. Areas that are functioning fairly well currently, and
3. Opportunities for infill development in the large swaths of unused parking lots and excess right-of-way.

Since the corridor's character is vastly different from one side to the other, it became increasingly important to understand the history of the corridor and how it relates to the corridor's identity. The team completed a thorough historical analysis of the corridor and Starkville as a whole which is explored in depth in the following section.



SITE HISTORY

Corridor History

WHAT IS A CORRIDOR?

The road or highway right-of-way and the adjacent area that is visible from and extending along the highway. The distance the corridor extends from the highway could vary depending on adjacent intrinsic qualities.



“For many of us, the road was a new experience: freedom, new human relationships, a new awareness of the landscape. The road offered a journey into the unknown that could end up allowing us to discover who we were and where we belonged.”

John Brinckerhoff Jackson, *A Sense of Place, A Sense of Time*.

Mississippi Highway 182 designates the old two-lane highway for US 82 where the current US 82 occupies a new right-of-way. Some of the towns along this 182 segment are Winona, Kilmichael, Eupora, Mayhew, Starkville, and Columbus. U.S. Route 82 is an east–west United States highway in the southern United States. What started as a 1932 addition to the system across central Mississippi and southern Arkansas eventually became a 1,609-mile (2,589 km) route extending from the White Sands of New Mexico to Georgia’s Atlantic coast. It crosses through New Mexico, Texas, Arkansas, Mississippi, Alabama, and Georgia. The highway’s eastern terminus is in Brunswick, Georgia, at an intersection with Interstate 95. It is co-signed for its last half-mile with U.S. Route 17. Its western terminus is in Alamogordo, New Mexico at an intersection with U.S. Route 54 and U.S. Route 70.

US 82 was first requested by MDOT in part as a route that extended from Texarkana, Arkansas to Columbus. Their request was approved on July 1, 1931 after a similar request was made from AHTD. Eventually, in June 1934, an expansion to Tuscaloosa was approved and completed in the same year.

After the Joint Board on Interstate Highways released its report on October 30, 1925, the proposed network of U.S. numbered highways did not include U.S. 82. The number was set aside for later use as the network of good roads improved (FHWA archives).

It first appeared in 1932 when Mississippi State highway officials asked the American Association of State Highway Officials (AASHO), which controlled the numbering of U.S. routes, to designate a route in cooperation with Alabama. AASHO described the request:

“Mississippi has requested a U.S. Numbered route across the State from Greenville to Columbus proposing that it should be extended eastward to Birmingham, Alabama, and westward through Arkansas. We have no requests from either Alabama or Arkansas for this route but we are informed that the State Highway Department of Arkansas has consulted with the Mississippi Department favorably on this subject. It is a logical route and would provide an east and west road in a large territory not now occupied by a numbered route. No information is at hand in reference to privately owned toll bridges.”

AASHO added the reference to privately owned toll bridges because the owners of such bridges had been pressuring the Executive Committee of AASHO to add U.S. numbered roads to feed traffic to their privately owned bridges. AASHO had been rejecting such efforts for several years.

After receiving a companion application from Arkansas, AASHO’s Executive Committee approved the new two-State U.S. 82 on July 1, 1931. The description of the new route read: *United States Highway No. 82 - Total Mileage, 376*

Until the late 1930s, when 82 was completed, people used Mayhew or Artesia roads (both gravel at the time) to enter and exit the city of Starkville. Paving of the road in the late 1930s brought more people into Starkville, particularly from Columbus. Highway 82 would link Starkville via hard roads to the Gulf Coast. It is considered “The Strip” locally. Commercial growth accelerated the most during the late 1950s into the 1970s, with shopping centers and small groups of commercial buildings. Eventually it joined with the extension of the downtown to the east along Main Street. After several designations and extensions over the next 60 years, the final length of the route is now 1,625 miles long. (FHWA Archives.)

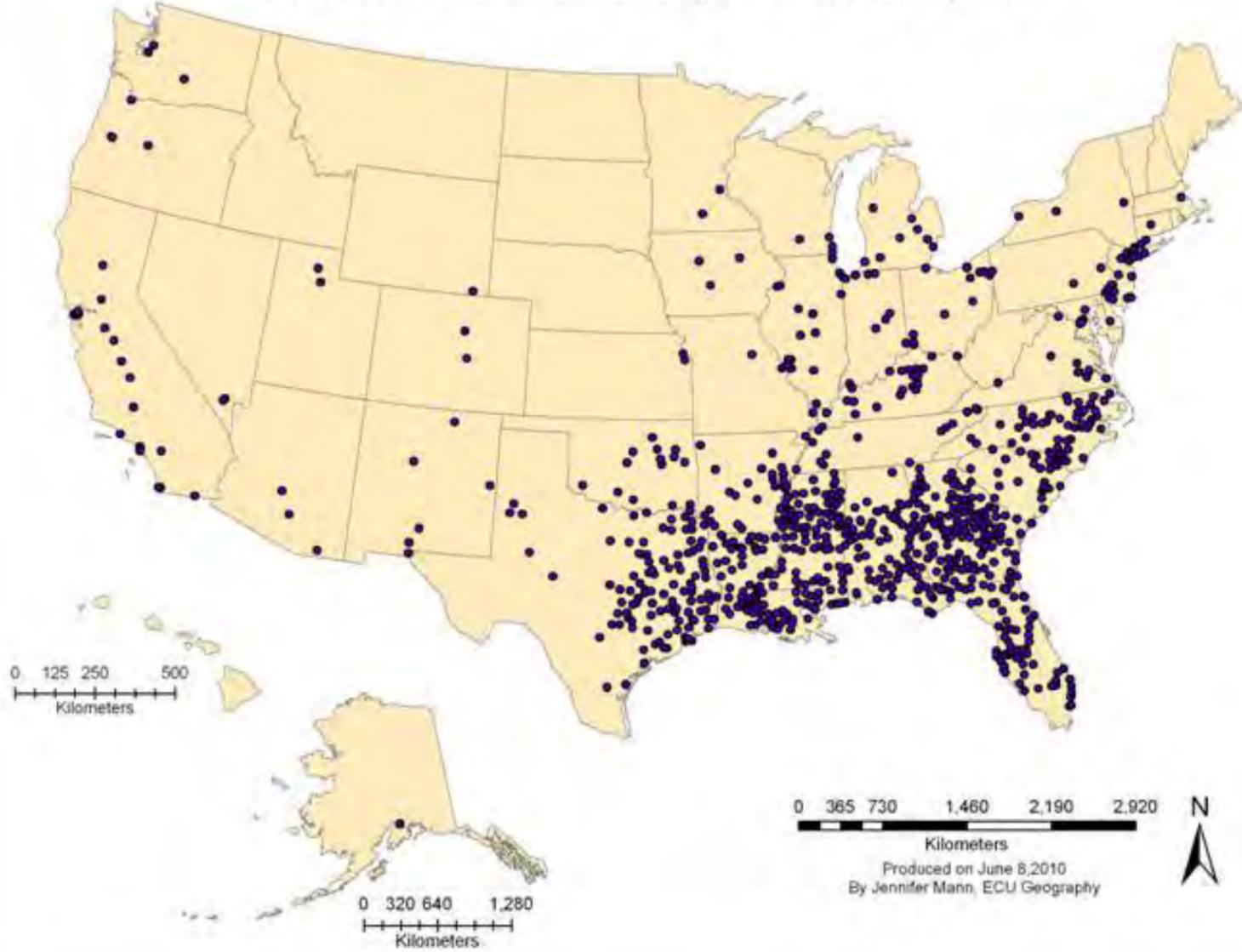
MS 182 begins at an intersection with US 82 west of Starkville in Oktibbeha County, heading southeast as a two-lane undivided road. The highway runs through forested areas with some fields and homes, passing through the community of Adaton. The road continues through rural areas and curves east. MS 182 enters Starkville and comes to an interchange with MS 25. At this interchange, the highway becomes a four-lane road called Dr. Martin Luther King, Jr. Drive West and passes commercial development before it narrows back to two lanes and runs through wooded areas with homes and businesses. The road continues east through more commercial areas as it passes to the north of downtown Starkville, with the name changing to Dr. Martin Luther King, Jr. Drive East at the Dr. Douglas L. Conner Drive intersection. MS 182 gains a center left-turn lane and intersects the southern terminus of MS 389 a short distance later. The highway passes more businesses and comes to a bridge over a Kansas City Southern Railway line. MS 182 widens into a four-lane divided highway and comes to an interchange with MS 12 on the eastern border of Starkville. After this, the road passes through the northern portion of the Mississippi State University campus. MS 182 becomes an unnamed divided highway and runs between fields to the north and residential and commercial development to the south of the road. The highway comes to an interchange with the US 82/MS 12/MS 25 freeway in Clayton Village, after which it narrows back into a two-lane undivided road that runs through rural land with some commercial development. The road passes to the south of the Mississippi State University Golf Course before it crosses under US 82/MS 12/MS 25 without an interchange. MS 182 runs through a mix of farm fields and woods with some homes as it

heads into Lowndes County. The highway becomes South Frontage Road and reaches an interchange with US 45 Alt. Following this, the road continues through rural land before it reaches the community of Mayhew, where it heads to the north of the East Mississippi Community College Golden Triangle Campus and passes under a Kansas City Southern Railway line. MS 182 runs through woods before continuing through farmland and becoming closely parallel with the US 82/MS 12 freeway to the north of the road. The road follows the freeway and dips south to intersect MS 791 a short distance south of that route’s northern terminus at an interchange with US 82/MS 12. Following this, the highway closely follows US 82/MS 12 again as it runs through rural areas with some homes and businesses. The US 82/MS 12 freeway heads further north from MS 182 as the two-lane road continues east to an intersection with US 45. Past this intersection, the road becomes Old Highway 82 West and runs through wooded areas with some fields. MS 182 comes to its terminus just west of the Tennessee–Tombigbee Waterway to the west of Columbus, where the road turns south and becomes Old Macon Road.

In 1995, the Mississippi Highway Department (now MDOT) announced it would build bypasses for US 82 and Mississippi 25 that city leaders had been working to get approved for the past 20 years. The bypass would help eliminate some of the through truck traffic in the city. The bypass project is part of the state’s four-lane highway program. When completed, the bypass system skirting the edges of Starkville will provide four lanes. There are multiple phases of the project, the Mississippi 25 bypass and the US 82 bypass. Phase 1 of the Highway 82 bypass is finished, but phases 2, 3 and 4 are incomplete.



Locations of Martin Luther King Jr. Streets By Zipcode

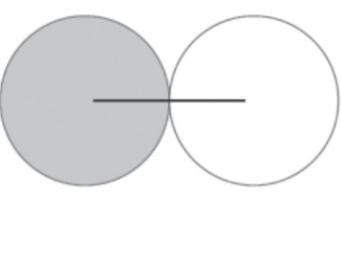


MLK Streets

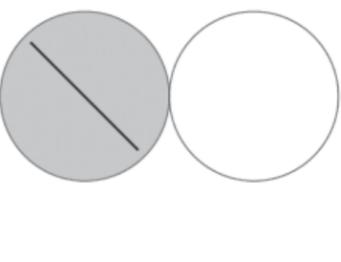
Streets named for Martin Luther King Jr., also called MLK Streets, exist in at least 777 cities across the United States primarily concentrated in the southern part of the country. The work of naming streets for Martin Luther King often takes place through highly public debate and controversy, particularly when African Americans seek to rename a major thoroughfare that cuts across business districts and through neighborhoods of various racial and ethnic groups. In our case, the 182 corridor has been renamed several times throughout its more modern lifespan. It has been called various names - Hwy 182, Formerly US 82, MLK Jr. Drive, ML King Jr Drive, and Martin Luther King Drive, to name a few.

When thinking about the potential spatial relationships that MLK Streets might be part of in a more or less segregated environment, three hypothetical spatial formats arise. As an essentially linear place, MLK streets are capable of connecting, being contained by, or dividing neighborhoods and other places within the city. Though these relationships are spatial and geometric, the spatial manifestations of race may also result in social and symbolic relationship. In many cases across the country, renaming a road can cause much contention, especially among business owners, however there is also the authority and visibility given to the traditional historical identity of a street, as it commemorates the Civil Rights Movement. Such could be the case for the MS Highway 182/MLK corridor. In observing the 182 corridor, One can see how it serves as both a connector as well as a divider.

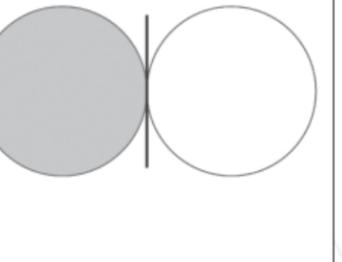
Martin Luther King Jr. Drive Allentown, Pennsylvania
MLK Street as a Connective Space



Martin Luther King Jr. Way Seattle, Washington
MLK Street as a Central Space



Martin Luther King Jr. Boulevard El Paso, Texas
MLK Street as a Boundary Space



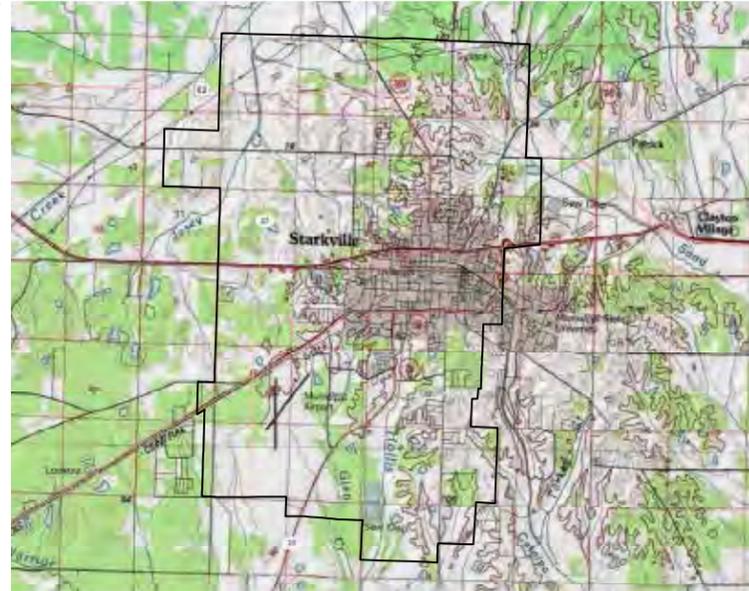
SITE HISTORY

Starkville History

Image top left: Starkville, Mississippi USGS map (Map, 2016: Will Hargrove)

Image bottom: Cotton District, Starkville (Photo, 2016: Internet)

Image bottom right: Johnny Cash mugshot (Photo, 2016: Internet)



Starkville is a city in and the county seat of Oktibbeha County, Mississippi. The Starkville Micropolitan Statistical Area includes all of Oktibbeha County. The population was 23,888 at the 2010 census. Starkville is an anchor of the Golden Triangle region of northeast Mississippi which consists of Starkville, Columbus, and West Point. US Highway 82 and Mississippi Highways 12 and 25 are major roads running through Starkville.

The campus of Mississippi State University is located adjacent to and partially within the east of Starkville. As of the fall of 2011, MSU has over 20,000 undergraduate students, more than 4,000 graduate students, and more than 1,300 staff. The university is also the largest employer of Starkville. Many students attend the Magnolia Film Festival every February, the oldest film festival in the state. Other major events held in Starkville and heavily supported by the MSU Student Body are the Dudy Gras Parade, Cotton District Arts Festival, Super Bulldog Weekend, Old Main Music Festival, Ragtime & Jazz Music Festival, and Bulldog Bash.

The Starkville area has been inhabited for over 2100 years. Artifacts in the form of clay pot fragments and artwork dating from that time period have been found east of Starkville at the Herman Mound and Village site, a National Historic Register site that can be accessed from the Indian Mound Campground. Shortly before the American Revolutionary War period, the area was inhabited by the Choctuma (or Chakchiuma) tribe, who were annihilated about that time by a rare alliance between the Choctaw and Chickasaw. The modern early settlement of the Starkville area was started after the Choctaw

inhabitants of Oktibbeha County surrendered their claims to land in the area in the Treaty of Dancing Rabbit Creek in 1830. White settlers were drawn to the Starkville area because of two large springs. A mill southwest of town provided clapboards which gave the town its original name, Boardtown. In 1835, Boardtown was established as the county seat of Oktibbeha County and its name was changed to Starkville in honor of Revolutionary War hero General John Stark.

Starkville boasts over 80 places of worship, accommodating almost all religious traditions, largely due to the presence of Mississippi State University, which attracts people with a diverse range of nationalities.

The Cotton District

The Cotton District is a community located in Starkville and was the first new urbanism development in the world. It was founded by Dan Camp, who is the developer, owner and property manager of much of the area. The Cotton District has elements of Greek Revival mixed with Classical or Victorian. The Cotton District is a walkable neighborhood that contains many restaurants and bars in addition to thousands of unique residential units.



Starkville in Popular Culture

Famous American pilot Charles Lindbergh made a successful landing on the outskirts of Starkville in 1927 during his famous Guggenheim Tour and stayed at a boarding house in the Maben community. Lindbergh later wrote about that landing in his autobiographical account of his barnstorming days, titled "WE."

Johnny Cash was arrested for public drunkenness (though he described it as being picked up for picking flowers) in Starkville and held overnight at the city jail on May 11, 1965, which was the inspiration for his song Starkville City Jail:

*They're bound to get you,
Cause they got a curfew,
And you go to the Starkville city jail.*

From November 2 to November 4, 2007, the Johnny Cash Flower Pickin' Festival was held in Starkville, the city where Cash had been arrested over 40 years earlier. The festival, where he was offered a symbolic posthumous pardon, honored Cash's life and music, and is expected to become an annual event. The festival was started by Robbie Ward, who urged the town to hold it annually based on the premise that: "Johnny Cash was arrested in seven places, but he only wrote a song about one of those places."

Another notorious personality, American gangster Machine Gun Kelly, lived in Starkville for two years when he attended Mississippi State University. He enrolled in the university to study agriculture in 1917. From the beginning, Kelly was considered a poor student, having been awarded his highest grade (a C+) for good physical hygiene. He was constantly in trouble with the faculty and spent much of his academic career attempting to work off the demerits he had earned.





Downtown Reinvestment

The City of Starkville has made recent reinvestment into its downtown Central Business District. As a recently named Main Street community, the Starkville Convention and Visitors Bureau (CVB) & Main Street Association promote the greater Starkville area as a tourist destination and Mississippi Main Street Association community by: sponsoring events such as the Downtown Block Party, Christmas Open House, Starkville Holiday Bazaar, and Pumpkinpalooza; offering tourism grants for events that lead to an economic impact; and applying for grants for workshops and events to improve the community and the downtown area. The Downtown Business District is located just two blocks from the Hwy 182 corridor project area, and can serve as a destination anchor to connect with the corridor.

Images: Downtown Starkville (Photo series, 2016: Ben Farmer)





Section **D**
The Charrette

THE CHARRETTE

The Charrette

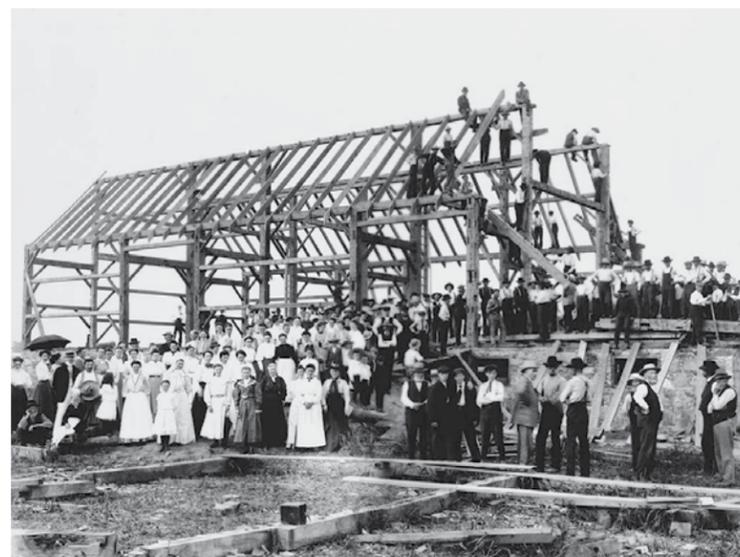
Images: Charrette team members and participants work together during the community visioning sessions (Photo, 2016: Ben Farmer)

Image bottom: *Barn Raising*
(Photograph, 1900: Alexander W. Galbraith)

What is a Charrette?

A charrette is an intensive planning session where citizens, designers and others collaborate on a unified vision. The term “Charrette” is the French word for “little cart.” The Charrette collected final work from students in the Ecole des Beaux-Arts school in Paris, France. Unwilling to stop their work, students would jump on the cart to put final touches on their final designs. Much like the arts students in Paris, the charrette team worked intently to produce a collection of thoughtful, community driven redevelopment solutions for the Highway 182 Corridor. By bringing the community together to reach a shared vision, the charrette is much like a historic barn raising. A barn raising, also historically called a “raising bee” describes a collective action of a community, in which a barn for one of the members is built or rebuilt collectively by members of the community. Raising bees, quilting bees, and even spelling bees, were intentional acts of community building. The Charrette is also an intentional act of community building that embraces community participation as a means of creating a unified vision. The Charrette synthesizes many potentially differing opinions into a collective vision that can be leveraged to benefit the community as a whole.

All parties develop a vested interest in the project through hands-on involvement in the creation of a shared vision for the Highway 182 Corridor Redevelopment Plan. This intense process allows for the efficient exchange of ideas between the community and the planning/ design team. Additionally, the collaborative process and compressed time frame eliminates the typical delays of conventional planning strategies. Real time feedback garnered during the charrette process gives a sense of authorship to those who participate, resulting in a better end product. Trust is created among the community, its leaders and the charrette team as a result of the charrette being open to the public.



The Highway 182 Corridor Redevelopment Plan Community Design Charrette was held from Monday June 20, 2016 to Thursday, June 23, 2016 in downtown Starkville. The design team was headquartered in the Starkville City Hall where the Opening Presentation and Visioning Workshop were held on Monday night. The design team conducted additional Visioning Workshops throughout the week to garner public input from various citizens and stakeholders throughout the community. Wednesday was an open door policy, where anyone could come in and give their input at any time throughout the day. A visual preference survey was also conducted presenting images of what the corridor could look like. Photos of various character places were pinned up along the wall for participants to rank as desirable and highly desirable visual appeal. This helped the design team understand in visual terms what the community prefers for the look and feel, or character, of the corridor.

The Opening Presentations and Visioning Sessions involved a PowerPoint presentation on the background research and mapping that went into the initial development of the Redevelopment Plan. Small group visioning sessions were conducted to discuss the site's strengths and weaknesses, and potential opportunities and constraints for development of the corridor as an economic driver. The visioning sessions were led by the design team, consisting of planners, urban designers, landscape architects, a civil engineer, and a brownfields and

economic incentives consultant. These Visioning Sessions guided the rest of the week by providing the design team with valuable insight into the local culture. By understanding the way the community sees itself and the proposed redevelopment of the corridor, the design team was able to balance wants and needs of the community with sound planning principles to guide redevelopment efforts in a sustainable way, both fiscally and environmentally.

On Tuesday, the design team condensed the comments from Monday night's visioning session into a set of consolidated visioning comments and a consolidated vision map that balances the community's vision with sound planning principals. This conceptual diagram served to guide further decisions for the redevelopment plan. In order to separate the corridor into manageable pieces, an area breakdown map was created to show sites for development scenario exploration as well as parceling the corridor into areas being actively redeveloped, areas that are functioning well currently, and areas of opportunity for infill development. The sites and areas chosen for development scenario exploration came directly from comments received in the Visioning Session on Monday night. An informal public pin-up and review was conducted Tuesday night to share the work completed to that point with local residents and stakeholders. Opinions and ideas that were voiced during this review were integrated into the concept plans on Wednesday and Thursday.

Wednesday and Thursday, the design team worked diligently to distill the broad range of information gathered during the Visioning Sessions and concept plan presentation. A set of concept plans, renderings, floor plans and elevations, and pro formas for the three development scenario sites were developed, as well as suggestions for green space development and façade improvements. Additionally, transportation and regional context, economic and demographics analyses, and environmental analyses were completed to add to the initial background research that had taken place earlier in the redevelopment plan process.

Thursday night, the design team gathered all of the work completed during the week and presented it in the form of concept plans, analysis maps, renderings and conceptual drawings of the various redevelopment scenarios. At this point, the people who had input their opinions earlier in the week were able to interact with the plans and critique whether the scenarios matched their vision. Comments on the plans and process were documented to be addressed in the additional development of the Highway 182 Corridor Management Plan. At this point, the charrette process comes full circle, where the ideas that guided the plan are presented back to the community from which those ideas came.

Image left: Front of promotional postcard that was passed out in Starkville to market the charrette (Postcard, 2016: Will Hargrove)

Image right: Back of promotional postcard that was passed out in Starkville to market the charrette (Postcard, 2016: Will Hargrove)

HIGHWAY 182 CORRIDOR REDEVELOPMENT PLAN

Community Design Charrette

06.20.2016 - 06.24.2016

Starkville City Hall - 2nd Floor Conference Room
110 West Main Street, Starkville, MS 39759

...a series of community design workshop meetings to address redevelopment planning for the Dr. Martin Luther King, Jr. Drive/ Mississippi Highway 182 Corridor. The design workshops are an opportunity for residents of the region to participate in the redevelopment of this vital corridor. The plan will investigate opportunities for reimagining ways that the corridor can redevelop in a way that contributes to Starkville and the region. The final outcome of the design workshop efforts will be the Highway 182 Corridor Redevelopment Plan, which will guide development efforts for the corridor in relation to economic development opportunities.



HIGHWAY 182 CORRIDOR REDEVELOPMENT PLAN PUBLIC MEETING SCHEDULE

MONDAY	06.20.2016	6:00 PM - 8:00 PM
Opening Presentation and Visioning Design Workshop Public Meeting		
TUESDAY	06.21.2016	6:00 PM - 7:30 PM
Concept Plan Presentation Public Pin-Up & Review		
WEDNESDAY	06.22.2016	
Doors Open All Day for Community Input		
THURSDAY	06.23.2016	6:00 PM - 7:30 PM
Closing Presentation Public Pin-Up & Review		

THE CHARRETTE

The Charette

Image left: Participants of the Highway 182 community charrette in a visioning session (Photo, 2016: Ben Farmer)



Image right: Residential housing sketch generated during the Charrette (Sketch, 2016: Ben Johnson)



Image bottom left: Charrette participants engage in a Visual Preference Study of the corridor (Photo, 2016: Ben Farmer)



Image bottom middle: Charrette participants discuss the project during the Visioning Session (Photo, 2016: Ben Farmer)



Image bottom right: Ben Farmer, managing partner of Farmer | Morgan, L.L.C. presents the opening presentation of the visioning session of the Highway 182 Corridor Redevelopment Plan (Photo, 2016: Will Hargrove)



THE CHARRETTE

Visioning Maps

Image right: Visioning Map Team 1. (Map, 2016: Starkville Community Charrette participants)

SWOT Analysis

A SWOT analysis is a commonly used method for taking a deeper look at an organization's or a community's assets and to identify new marketing initiatives. Short for Strengths, Weaknesses, Opportunities and Threats, this allows communities to identify all of the positive and negative elements that may affect new actions. During the first day of the charrette, the Farmer | Morgan Design Team conducted a Visioning Session, breaking participants up into several groups, one group per table. At each table, a consultant led a SWOT Analysis to assess the strengths, weaknesses, opportunities, and threats, or needs of the site and of the community. The consultant asked the team what they like, or value most about Starkville, and what they don't like. They also asked what they would like to see for their community, as well as for the Highway 182 corridor. Participants were also asked to draw out their thoughts on the maps. The teams listed the following attributes:

1. Decide the strengths, weaknesses, and needs of the Hwy 182 Corridor?

What are the things you like MOST about the corridor?

- Accessibility / Ease of Traffic (4)
- Good Sidewalk Connections (3)
- Diversity of Services / Array of Businesses (3)
- Existing Restaurants (3)
- Partial Redevelopment / Reuse of Buildings (2)
- School (2)
- East-West Connector
- Proximity to Downtown / Main Street
- Walk to Family Dollar
- Historical
- Planters
- Church
- Small-town feel
- Safe, but aesthetics make it feel unsafe
- Unique Architecture
- LEDs





What types of businesses, services, public facilities, or residential opportunities would you like to have along the corridor?

- Grocery Store (5)
- Additional Quality Housing Options (4)
- Restaurants / Outdoor Cafés (3)
- Green Spaces / Parks (2)
- Banks (2)
- Specialty Shops (2)
- Large Scale Event Space
- Food Truck Rodeo
- 3-4 Star Hotel
- Anchor Business
- Cemetery Improvements
- Bike Lanes
- Pharmacy

Image left: Visioning Map Team 2. (Map, 2016: Starkville Community Charrette participants)

Image left: Visioning Map Team 3. (Map, 2016: Starkville Community Charrette participants)

What are the things you like LEAST about the corridor?

- Not Walkable / No Bike Lanes (5)
- Aesthetics / Uncleanliness (4)
- Abandoned Buildings / Buildings in Poor Repair (3)
- No Lighting (2)
- Drainage Issues near Cemetery (2)
- Newer development
- Intersection With Montgomery
- No Guardrails
- MDOT owned property
- Sinkhole
- Sewer Issues (by church)
- Arteries off corridor need improvement
- No signage
- Lack of retail / banking
- Lack of Fresh Food
- Existing Businesses do not draw many people
- Jail
- Above Ground Utilities
- Downfall of Family Dollar Site (important corner)
- Sanitation Area North o
- Large hole drainage area near Family Dollar
- No continuity in building typology / materials

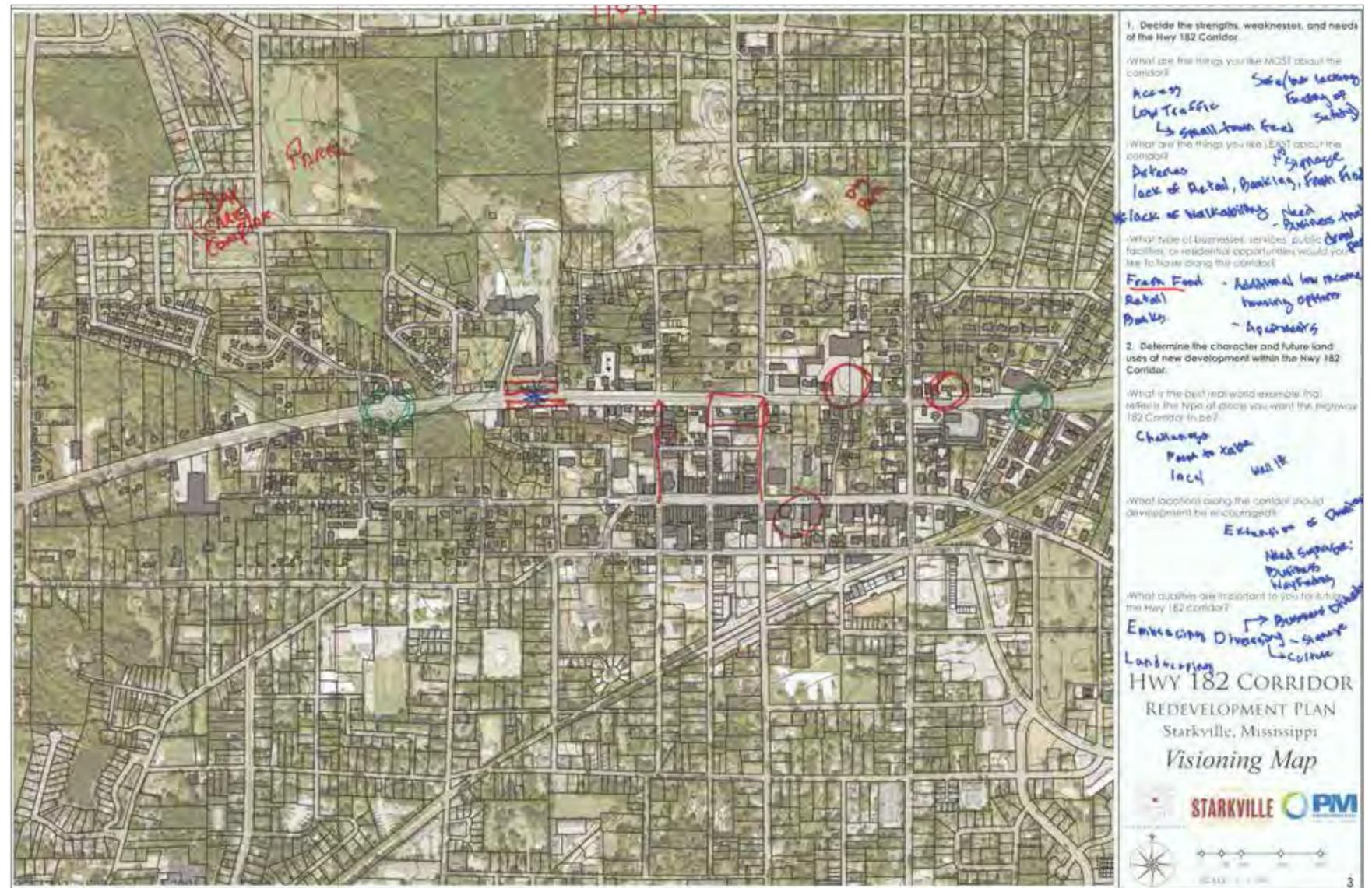




Image left: Visioning Map Team 3. (Map, 2016: Starkville Community Charrette participants)

2. Determine the character and future land uses of new development within the Hwy 182 Corridor.

What is the best real world example that reflects the type of place you want the Hwy 182 Corridor to be?

- 12 South- Nashville (2)
- East Atlanta Village
- Little 5 Points - Atlanta
- Russell St. (scaled back example)
- Boulevards
- Chattanooga downtown
- Omaha Warehouse District
- Highlands - Louisville
- Main St - Starkville
- Seaside
- Tupelo (Main Street)

Image left: Visioning Map Team 5. (Map, 2016: Starkville Community Charrette participants)

What qualities are important to you for future development of the Hwy 182 Corridor?

- Green / Landscaping (4)
- Walkability (4)
- Branding / Signage (3)
- Diversity of Businesses & Culture (2)
- Lighting (2)
- Parking (2)
- More Events
- Unique
- Nice Aesthetics
- Contiguous
- Public/Private Investment
- Community
- Access to Healthy Food
- Tourism
- Local / Farm-to-Table Vibe
- Relaxed
- Sustainable
- Value the School
- Flow of Traffic

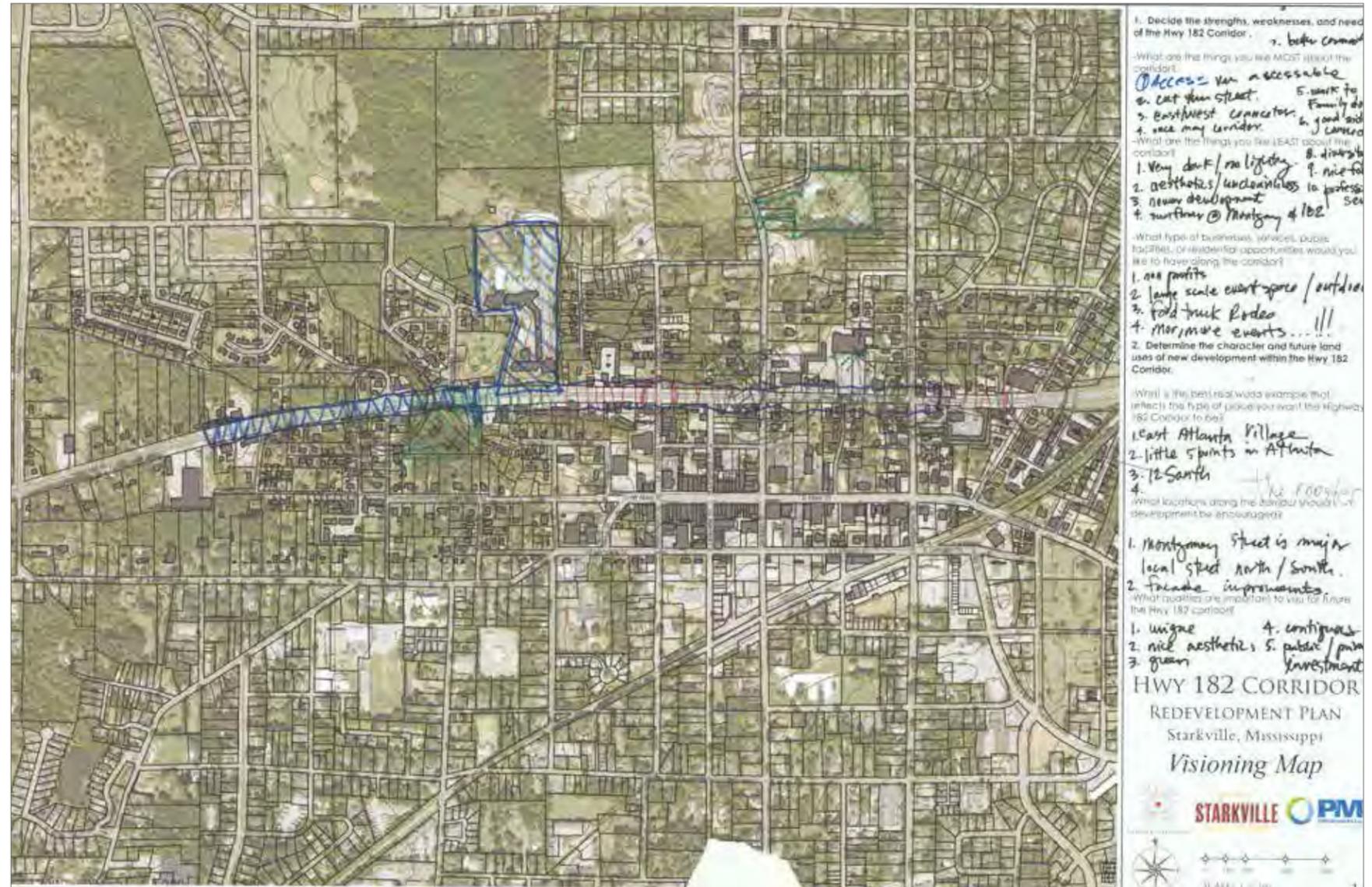
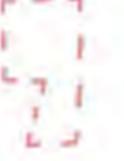
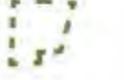
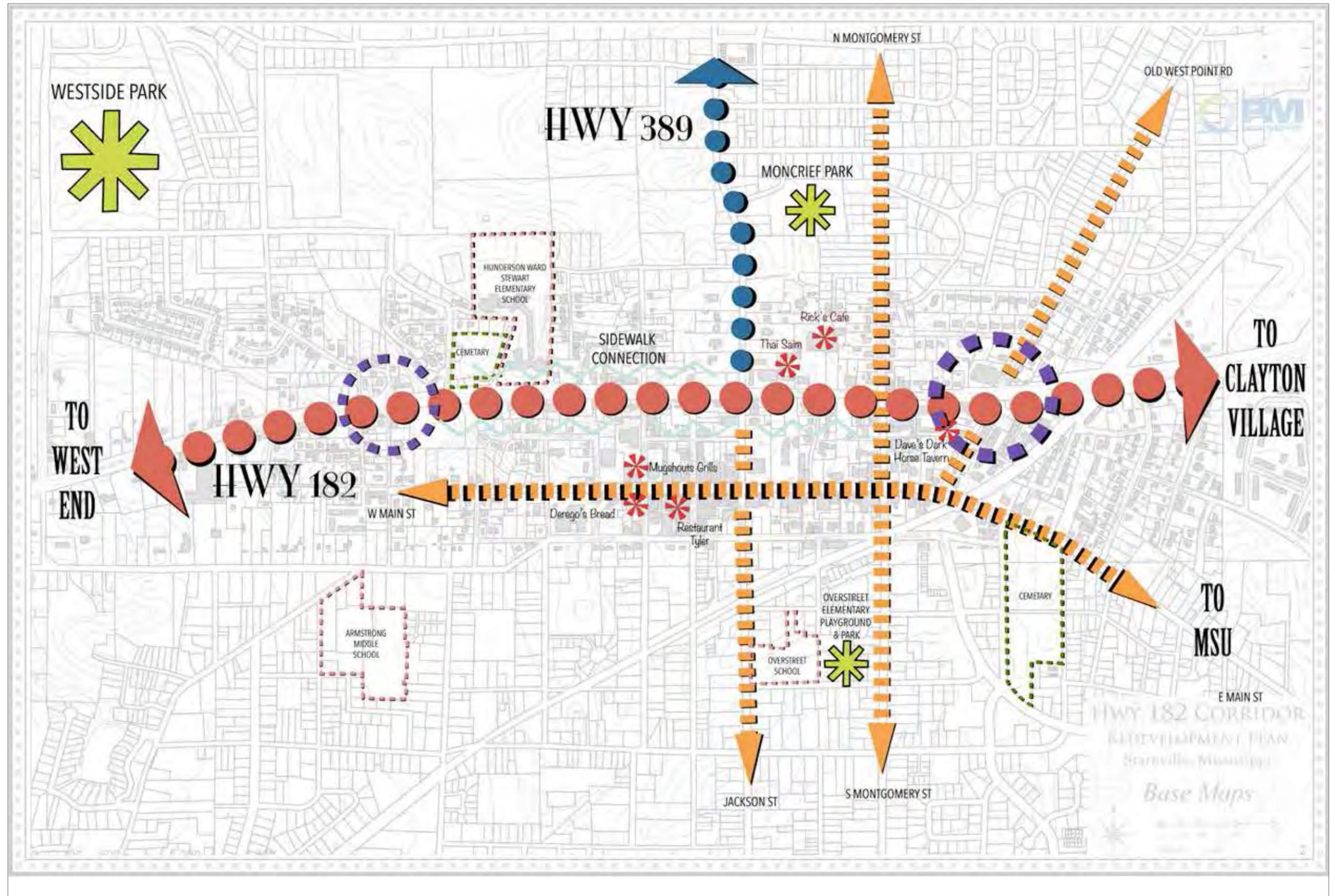


Image right: Consolidated Visioning Map
(Map, 2016: Farmer | Morgan Design Team)

LEGEND

-  Restaurants
-  Parks
-  Highway 182
-  Highway 389
-  Corridor Termini
-  Secondary Streets
-  Schools
-  Cemeteries
-  Sidewalk Connections





Understanding of the Corridor Section **E**

UNDERSTANDING OF THE CORRIDOR

Market Analysis

Chart top right: Educational Attainment, Starkville. (Table, 2016: Randall Gross Development Economics)

Chart bottom right: Building Use by Category, Hwy 182 Corridor, Starkville. (Table, 2016: Randall Gross Development Economics)

As a part of the redevelopment planning process, a Retail Market Analysis was conducted by Randall Gross Development Economics. The foundation of this market analysis was an exploration into understanding the corridor's existing functions. The site analysis was based on information gleaned from field reconnaissance and an inventory of existing uses, as well as from documentation and interviews with selected businesses, real estate professionals, and property owners in the area.

Location and Access

The Highway 182 Corridor is located on the north side of Starkville, Mississippi, extending east to U.S. Highway 82 and west to MS Highway 25. The full length of Highway 182 extends from Winona in Montgomery County east to U.S. Highway 51. As such, the road provides access east and west via Highway 82 and U.S. 51 to several of the smaller communities in the region.

Starkville is home to Mississippi State University, with 21,000 students and 1,300 employees, the largest university in the state of Mississippi. Much of the city's local economy is oriented to the university, with the largest share of employment in the education sector. Many area businesses are dependent on the university for supplying goods and services to the students, faculty, staff and the institution itself.

Functional Change

MS 182 originally operated as Highway 82 until a new four-lane divided highway right-of-way was established around Starkville and the old Highway 82 became MS 182. Thus, 182 was superseded as a regional highway and lost much of its capacity for inter-city travel to the new Highway 82. The highway's original function for providing regional connectivity afforded it visibility for travel-related services including motels, restaurants, filling stations, towing companies, car washes, and automotive repair garages, among others.

Even today, remnants of the road's past as a conduit for regional travel remain. There are two operating motels plus at least one or two other former motels that have been converted to office/service space. One of the existing facilities, University Motel, has some unique history having accommodated Johnny Cash when he stayed in Starkville before being arrested for public drunkenness. He wrote the song "Starkville City Jail" about his experience in town. The motel has created somewhat of a shrine around Cash's room, which has its own status as the Johnny Cash Suite. The motel also offers an exceptionally good example of mid-century modern design and signage. Several towing and auto repair businesses also continue to operate in the corridor.

Table 5.	EDUCATIONAL ATTAINMENT, STARKVILLE & OKTIBBEHA VERSUS MISSISSIPPI		
Level Attained	Starkville	Oktibbeha	Mississippi
Bachelors	23.0%	22.1%	12.9%
Graduate	24.6%	20.5%	7.5%
TOTAL	47.6%	42.6%	20.4%
Source:	U.S. Bureau of the Census and Randall Gross / Development Economics.		

Table 1.	BUILDING USE BY CATEGORY, HIGHWAY 182 CORRIDOR, STARKVILLE, 2016		
Category	Number	Sq. Feet	Share
Retail	46	129,900	42%
Office	25	76,000	24%
Industrial/Service	8	46,000	15%
Religious	5	34,500	11%
Accommodation	2	26,400	8%
Education	4	N/A	N/A
Residential (Bldgs)	43	N/A	N/A
TOTAL	133	312,800	92%
Sources:	Oktibbeha County Assessor, businesses, and Randall Gross / Development Economics.		

Table 2. RETAIL BUSINESS SPACE BY CATEGORY, HIGHWAY 182 CORRIDOR, STARKVILLE, 2016			
Category	Number	Square Feet	Percent
Convenience	8	21,475	16.5%
Shoppers Goods	9	56,493	43.5%
Eating & Drinking	6	12,769	9.8%
Entertainment	2	4,569	3.5%
Personal Services	11	17,150	13.2%
Vacant	10	17,400	13.4%
TOTAL	46	129,855	100.0%
Sources:	Oktibbeha County Assessor, businesses, and Randall Gross / Development Economics.		

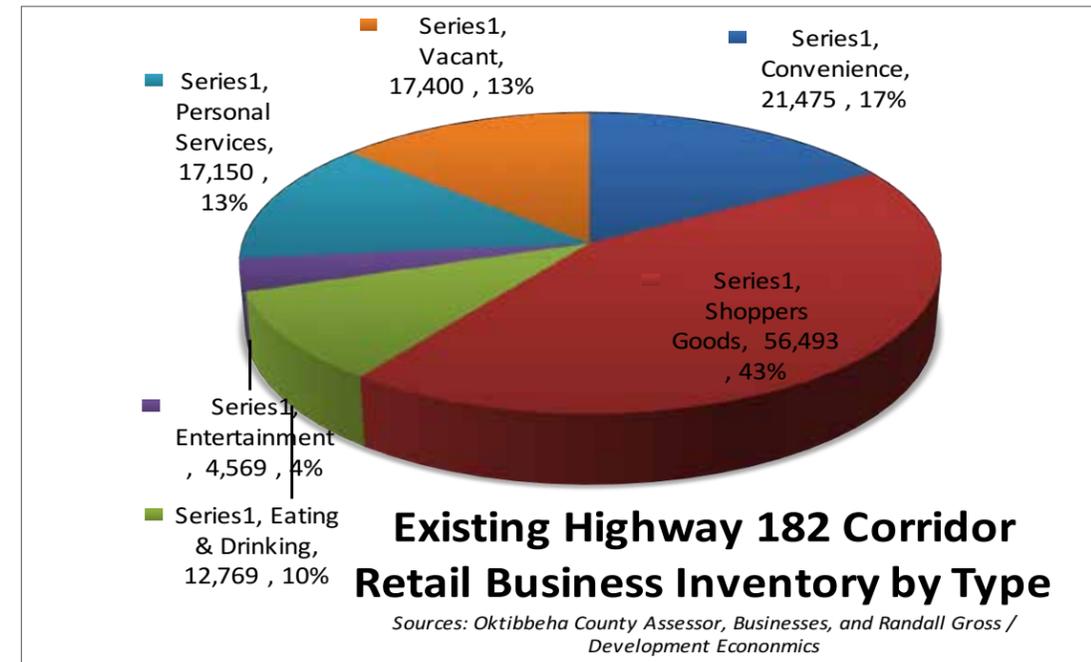


Table top left: Retail Business Space by Category, Hwy 182 Corridor, Starkville. (Table, 2016: Randall Gross Development Economics)

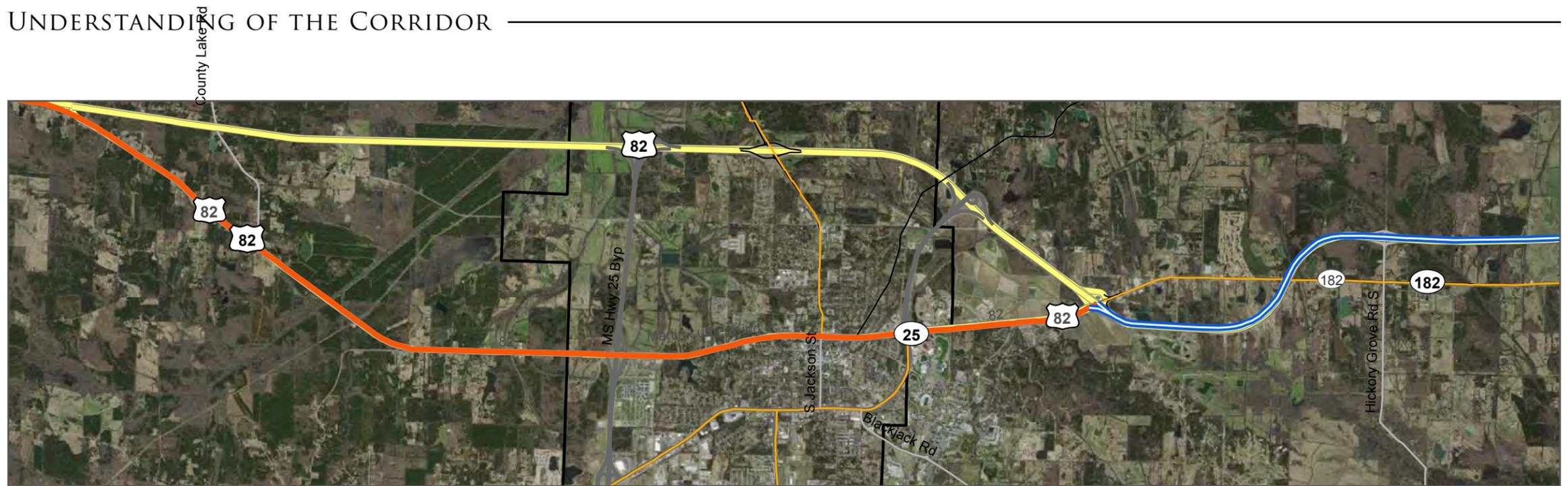
Pie Graph top right: Existing Hwy 182 Corridor Retail Business Inventory by type. (Table, 2016: Randall Gross Development Economics)

Among the corridor's eight gas station buildings and their current uses are the following:

- Dees Oil (vacant)
- Butler Motor Company (used car dealer)
- Happy Tails (animal grooming)
- Chevron Gas Station / B-Quik
- Wholesale Auto Center (tires and auto parts)
- Rose, Kelly, Martin (law firm offices)
- Vacant former gas station at 290 MS182
- Texaco Gas Station / Hunt Bros Pizza

Several businesses, like real estate firm Chesteen Properties, operate out of former garages or other auto-related businesses.

Image left: Regional Transportation Map (Map, 2016: Randy Morgan)



Traffic and Visibility

Highway 182 carries an average 18,000 vehicles per day, which is sufficient to afford some exposure for commercial uses along the length of the corridor. The road also has carrying capacity that probably affords it the opportunity for further growth. The corridor is located only two blocks from Downtown Starkville, which offers potential for better integration with downtown and for securing more of a destination draw. At this stage, however, there is very little interface between Main Street and Highway 182, which has a completely different character and commercial mix despite being only a short walk away.

Even with its traffic and carrying capacity, MS 182 cannot compete for exposure with some of the more heavily-traveled corridors in the area. Highway 12, for example, carries an average of 53,000 vehicles per day or about three times as much as Highway 182. Therefore, it is not surprising that most of Starkville’s name-brand commercial chains are concentrated along Highway 12.

Physical Conditions

The 182 Corridor has typical highway conditions with two and four lanes of moving traffic plus a turning lane. The study area would not, however, qualify as a “walkable” urban district, despite its location two blocks from Main Street. The quality of pedestrian streetscape varies in different sections of the corridor, since there have been recent improvements providing greater pedestrian accessibility.

New sidewalks and trash receptacles in the center-west portion of the corridor help accommodate pedestrians that otherwise cannot maneuver along the roadway without walking up hills and through private yards and parking lots on the eastern portion of the corridor. There is no street tree or planting program along the street, exposing pedestrians directly to the heat and reducing the overall walkability of the study area.

While the corridor definitely has a highway commercial character, many of the buildings can be associated with a vintage 1950s-1960s (Mid-century) era of American highway travel. Two-story motels, vintage gas stations, and clusters of small block buildings help convey a story associated with travel from that era. Several of the older gas stations and motels, in particular, provide opportunities for reuse and rehabilitation as vintage destination restaurants, lodging, and retail establishments. As noted earlier, the University Motel in particular holds architectural and historical value in part because of its association with Johnny Cash and the mid-century travel era. Similar mid-century motels in iconic locations like Route 66 have been refurbished and reconfigured to accommodate modern hotel uses while maintaining their historic character.

Brand and Identity

The Highway 182 Corridor is not currently branded or promoted in a consistent, pro-active way in terms of marketing materials, social media, web sites, urban design and streetscape, gateway signage or other tools used to market urban commercial districts. In fact, the very name of the corridor as expressed in County records, street signs, advertising materials, and physical business addresses is inconsistent. Addresses are listed variously as any and all of the following:

1. Highway 182
2. MS Highway 182 West or East
3. Dr. Martin Luther King, Jr. Drive
4. Highway 82
5. MLK Drive
6. Martin Luther King Drive
7. Martin Luther King Drive West or East
8. Dr. Martin Luther King

In addition to inconsistencies in naming, the road also presents some inconsistencies in numbering, particularly on the western side, where numbers skip ahead and fail to align with those across the street. The numbering issue has led to confusion in GPS and for consumers trying to locate business. There are also sections of the corridor with identity signage associated with the “Old Main District,” which encompasses a broader area of downtown. Several businesses use the historic “Boardtown” name associated with old Starkville. Overall, the inconsistencies in street name, numbering, and identity impact negatively on the corridor’s overall brand and name recognition.

Existing Uses

The central portion of the corridor bounded roughly by Henderson Street (on the west) and Old West Point Road (on the east) is characterized by commercial uses dominated by suburban retail and strip center formats. Some of the commercial space has been converted to office use. There are also several motels, religious institutions, schools or day care facilities, and industrial service uses. There are also residential uses scattered throughout the corridor, including single-family homes and apartment buildings. Areas further west are dominated by residential uses although there are medical office complexes just south of the corridor along Stark Road.

Overall, the corridor is estimated to have a total 312,000 square feet of inventoried non-residential building use, of which about 40% is in retail, 25% in office, and 15% in industrial/service use. About 10% of the space is in religious buildings and associated educational facilities, while 8% is in accommodation facilities (namely, two motels).

The inventory conducted by RGDE identified nearly 50 retail businesses, 25 office uses, and a handful of other non-residential uses. There are more than 40 residential properties in or near the corridor including six apartment buildings.

Retail

The retail uses include a mix of shoppers' goods stores, convenience goods businesses, eating & drinking establishments, entertainment venues, and personal services businesses. About 43% of the estimated square footage is concentrated in shoppers' goods stores, with about 17% in convenience, 13% in personal services, 10% in eating and drinking, and 4% in entertainment.

Overall, the inventory identified about 130,000 square feet of retail business space in the corridor, which (if consolidated onto one site) would be about the size of a large neighborhood shopping center or small community center (using ISIC standards). There is less than 60,000 square feet in shoppers' goods, about 20,000 GLA in convenience goods, and 17,000 in personal services.

The shopper's goods space is dominated by Spillers Furniture and Mattress, a 15,000 square-foot furniture store which, along with an entertainment venue and bar (Rick's Café) occupies a former 20,550 square-foot big box store. There is also about 27,000 square feet in three general merchandise stores including the new Family Dollar, the AAA Pawn Shop, and a Dollar General Store. There are three auto-related shopper's goods businesses including a used car dealer and two automotive supply shops, plus several automotive repair businesses that are included under industrial service. The remaining

shoppers' goods stores include a couple of antique/used furniture and garden businesses. Thus, while shoppers' goods represent the largest share of retail space, the corridor is by no means a shopping "district," since the retail is dominated by one large furniture store and several dollar stores.

The corridor has about eight convenience businesses, including three gas stations & convenience marts. As noted earlier, this corridor has served as a gateway into Starkville for travelers who purchased fuel and stayed at nearby motels. There is one small grocery (Mac's Meat Market and Car Wash), which is actually a convenience store that also happens to sell fresh meat. But there is no supermarket within the corridor or nearby. There is also a small pharmacy as part of the medical complex, a florist, liquor store, and some miscellaneous business space comprising the total 21,500 square feet of convenience retail use.

There are six eating and drinking establishments operating in the corridor, including two full-service restaurants: Flavors Cuisine of India and Thai Siam Restaurant. There is also Subway and Hunt Bros Pizza. Drinking and entertainment is provided at Rick's Café and Dave's Dark Horse Tavern. Rick's Café is somewhat of a destination, offering a full schedule of live music, karaoke, and other entertainment for college students and others throughout the area.

Finally, there are eleven personal services establishments including six barber and beauty shops. Some of these shops serve not only as places to get a haircut but also as community institutions. There are also tattoo parlors, several large cleaners/laundries (Magnolia Cleaners and Spin City), shoe repair, and other personal service establishments in the corridor. The detailed retail inventory is provided in the Appendix of this report.

Retail Occupancy

Retail occupancy in the corridor is estimated at 86.6%. A vacancy rate of 13.4% is relatively high, given normal shopping center standards generating a healthy pro forma vacancy rate of 5.0%. However, a high vacancy rate is not unusual in an aging commercial corridor on the edge of a downtown, where some of the commercial space may be functionally obsolete or otherwise not marketable for modern retail uses.

Commercial Rents

Starkville Downtown-area rents are generally averaging \$11.50 per square foot, with older space generating rents as low as \$7.00 per foot. New, Class A space in prominent downtown locations is asking \$18-20.00 per foot, Triple-Net. However, rents in the Highway 182 Corridor are averaging closer to \$7.00 per foot gross, and generally range from \$6.00 to \$8.00 per square foot for existing space. Again, much of this space may be functionally obsolete and is often in poor condition, less marketable for bankable retail uses. Family Dollar will occupy completely new space being constructed less than one block from its current location. The company's investment in move-up space suggests that the location itself is profitable and that new investment could generate sufficient income stream to justify higher rents in the corridor.

Vacant Land

A large 2.1-acre redevelopment site is located at the intersection of Highway 182 and Jackson Street. The site was originally slated for housing development but that plan has since been relinquished. Currently, a new Family Dollar is relocating from its present location on Highway 182 and is under construction on a portion of the site. There are also several small undeveloped parcels in the central portion of the study area as well as large, undeveloped tracts on the western end of the corridor. None of these parcels are currently available for development but they do represent future infill opportunities.

Corridor Zone Breakdown

Based on the design team’s understanding of the corridor in its existing condition, the 1.4 miles of corridor was broken into three corridor zones:

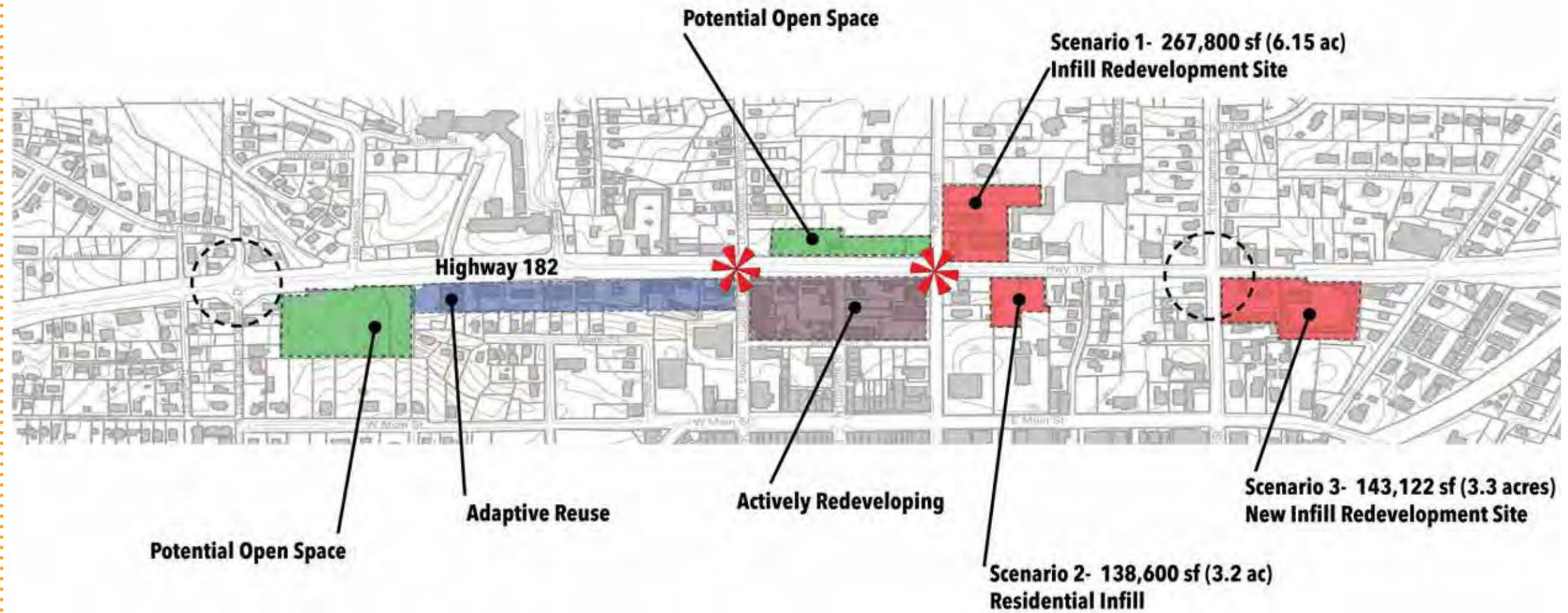
1. Areas of the corridor being actively redeveloped,
2. Areas for adaptive reuse of existing buildings
3. Areas with opportunities for infill development.

Three specific sites were chosen to explore infill development scenarios, based on comments received from the community in Monday night’s visioning session.

1. Scenario 1 – NE corner of Jackson Street & Highway 182 – Infill Redevelopment
2. Scenario 2 – S side of Corridor between Jackson St. & Montgomery St. – Residential Infill
3. Scenario 3 – SE corner of Montgomery St. & Highway 182 – New Infill Development

See the adjacent map for additional information on the redevelopment strategies for the corridor.

Image top: Character Areas Map (Map, 2016: Randy Morgan)



Potential Open Space

Two areas were chosen to explore potential open space via public plazas and parks. These areas were chosen based on their suitability for stormwater management and their central proximity near commercial and residential areas. In the Visioning Session, both of these sites were mentioned as potential for open space by the community. The area near Pilcher Street is across the street from the Henderson Ward Stewart Elementary School, making it a prime location for green space. The area between Dr. Douglas L. Conner Drive and Jackson Street is adjacent to the newly constructed Family Dollar. This site has been an area of contention along the corridor, and a public park space could help to soften this area while retaining the required sightlines for the Family Dollar building.

Adaptive Reuse

The South side of the corridor between Pilcher Street and Dr. Douglas L. Conner Drive has been designated as an adaptive reuse zone, where the existing building shells will remain. Façade improvements and access management strategies will be employed to provide for a more cohesive corridor. This provides an opportunity to begin to brand the corridor as a funky and vibrant mixed-use area that can exist as a complement to Downtown Starkville and the Route 12 commercial corridor, without having to compete with those areas. Since the businesses operating within this area are functioning fairly well on their own, there is no need to recommend fully redeveloping this area. By adaptively reusing the existing buildings, this area can begin to support desirable businesses with little capital investment.

Actively Redeveloping

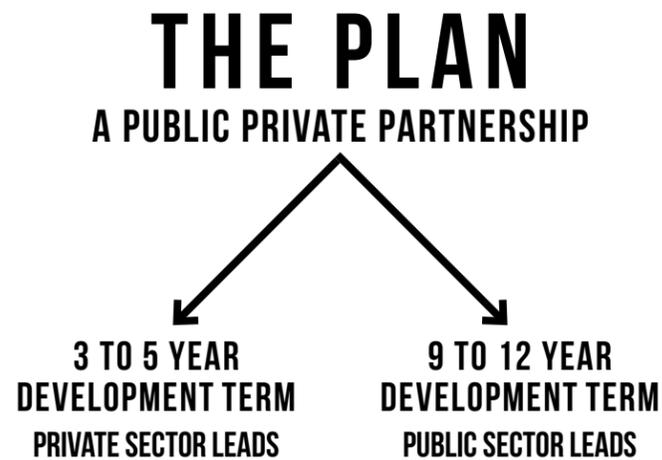
The South side of Highway 182 between Dr. Douglas L. Conner Drive and Jackson Street has been the most successful at redevelopment within the corridor. In particular, two buildings along this portion of the corridor have been successfully redeveloped into a landscape architecture firm and a law office. In addition to the existing redevelopment, several other existing buildings in this part of the corridor are in the process of being redeveloped by current property owners. Since this portion of the corridor seems to be functioning and redeveloping successfully currently, a floor plan and a perspective rendering were developed for one of the parcels within this area to show the potential for adaptive reuse of an existing auto-oriented business into a local destination restaurant, playfully named “The Rooster” in honor of the legendary neighborhood rooster that formerly roamed the corridor.



3 TO 5 YEAR DEVELOPMENT TERM - PRIVATE SECTOR LEADS

Image middle: Summary Retail Demand by Use (Table, 2016: Randall Gross)

Image right: Overall Recommended Retail Mix (Table, 2016: Randall Gross)



The redevelopment plan is organized in a 3 to 5 year development term and a 9 to 12 year development term. The fundamental premise of this plan is that the team market analysis is driving the 3 to 5 year development period and strong public sector infrastructure investment is to drive the 9 to 12 year period.

In the proposed 3 to 5 year development term, the private sector is intended to be nimble and be able to undertake individual investments that are not substantial in relation to business cash flow.

The 9 to 12 year development term is less flexible and requires a longer development period for the public sector to identify funding, design, and construct supporting infrastructure within the MDOT R.O.W.

Market Potentials

Table 7. SUMMARY RETAIL DEMAND BY USE
ROUTE 182 CORRIDOR, STARKVILLE, 2016-2021

Type of Good	Gross Demand (SF)		Existing Uses	Warranted Demand
	2016	2021		
Convenience	39,247	42,988	21,475	21,513
Shoppers Goods	160,193	166,692	52,993	113,700
Eating/Drinking	29,653	37,167	12,769	24,398
Limited Service	11,506	12,422	1,200	11,222
Full-Service	13,503	18,869	7,000	11,869
Entertainment	8,045	8,935	4,569	4,367
Personal Services	13,793	15,231	17,150	(1,919)
TOTAL	250,931	271,013	108,955	162,058
Existing Vacant			17,400	
Net New Space				144,658

Source: Randall Gross / Development Economics.

Highway 182 Corridor Market Capture

There is potential to capture demand for about 145,000 square feet of net new retail use within the Highway 182 Corridor over the next five years. This potential includes demand for about 114,000 square feet of shoppers' goods, 23,000 square feet of convenience use, 25,000 square feet in eating & drinking establishments, and about 5,000 square feet of entertainment use. There will be a nominal oversupply of personal service uses, such as barber shops and beauty salons, given forecasted demand and supply for such uses.

Recommended Retail Mix

Table 8. OVERALL RECOMMENDED RETAIL MIX, "ROUTE ONE-EIGHT-TWO DISTRICT," STARKVILLE, 2021

Type of Business	Square Feet
Convenience/Specialty Food Store-BBQ	7,500
Personal Care	3,800
Sports/University-Related Apparel & Goods	5,600
Funky/Vintage Mid-Century Home Furnishings	4,800
Specialty Vehicle Supplies-"Moto"	3,200
Electronics, New/Used	3,500
Music-Vinyl/Retro	2,500
Musical Instruments/Repairs/Lessons	1,200
Novelties-"Road Trip"	4,200
Hobby/Toy/Games-Destination	5,000
Restaurant-Retro/Limited Service ('50s Drive-in Hop)	3,800
Restaurant(s)-Full Service Destination	10,500
Live Music Club	3,500
Total	59,100

Recommended Retail Mix

Development of a targeted retail business mix of 50,000 to 70,000 square feet is recommended for development and leasing based on the market findings.

While there is potential for more square footage, some businesses require a higher minimum floor-plate than what is forecasted within the specific retail categories. For example, there may be demand for 19,000 square feet of department store goods, but there are few full-scale department stores operating within that floor-plate parameter. Given the changing market requirements and declining profit margins for department stores even in large markets, such businesses are not recommended for this corridor. Similarly, there is warranted demand for perhaps 6,000 to 12,000 square feet of grocery store space, but the typical operating floor plate for supermarket chains cannot be captured within that footprint. As a result, the recommended business mix includes a concept food store that incorporates groceries and convenience goods as well as specialty foods that will help create destination appeal beyond the Highway 182 grocery trade area.

PRIVATE IMPLEMENTATION STRATEGY: DEVELOPMENT SCENARIOS

3 TO 5 YEAR DEVELOPMENT TERM - PRIVATE SECTOR LEADS - Adaptive Reuse

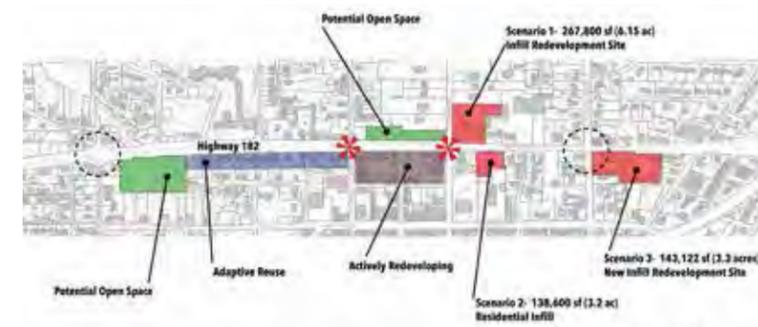


Image left: Proposed rendering of West Corridor (Rendering 2016, Ben Johnson)

Image right: Character Area Map. (Map, 2016: Randy Morgan)

Image bottom: Proposed elevation rendering of west corridor. (Rendering, 2016: Ben Lorange)

West Corridor Adaptive Reuse Study - Private Sector Leads

There is potential to capture demand for about 145,000 square feet of net new retail use within the Highway 182 Corridor over the next five years. This potential includes demand for about 114,000 square feet of shoppers' goods, 23,000 square feet of convenience use, 25,000 square feet in eating & drinking establishments, and about 5,000 square feet of entertainment use. There will be a nominal oversupply of personal service uses, such as barber shops and beauty salons, given forecasted demand and supply for such uses.



PRIVATE IMPLEMENTATION STRATEGY: DEVELOPMENT SCENARIOS

3 TO 5 YEAR DEVELOPMENT TERM - PRIVATE SECTOR LEADS - *Adaptive Reuse*

Image top right: Rendering of proposed "Roosters" restaurant (Rendering, 2016: Ben Johnson)

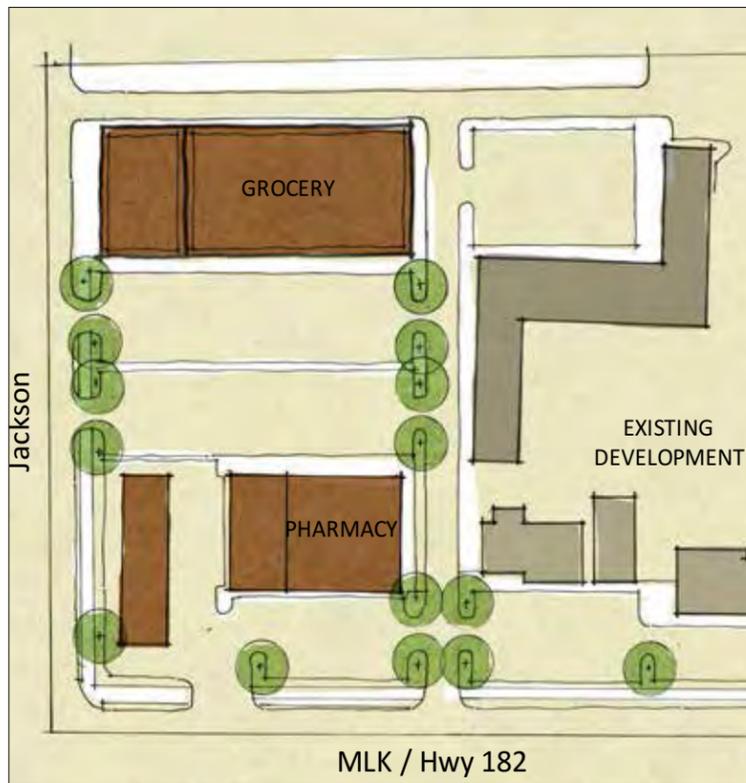
Image top right: Floor plan rendering of proposed "Roosters" restaurant (Rendering, 2016: Ben Lorance)

West Corridor Adaptive Reuse Study - Private Sector Leads

Development of a targeted retail business mix of 50,000 to 70,000 square feet is recommended for development and leasing based on the market findings.

While there is potential for more square footage, some businesses require a higher minimum floor-plate than what is forecasted within the specific retail categories. For example, there may be demand for 19,000 square feet of department store goods, but there are few full-scale department stores operating within that floor-plate parameter. Given the changing market requirements and declining profit margins for department stores even in large markets, such businesses are not recommended for this corridor. Similarly, there is warranted demand for perhaps 6,000 to 12,000 square feet of grocery store space, but the typical operating floor plate for supermarket chains cannot be captured within that footprint. As a result, the recommended business mix includes a concept food store that incorporates groceries and convenience goods as well as specialty foods that will help create destination appeal beyond the Highway 182 grocery trade area.

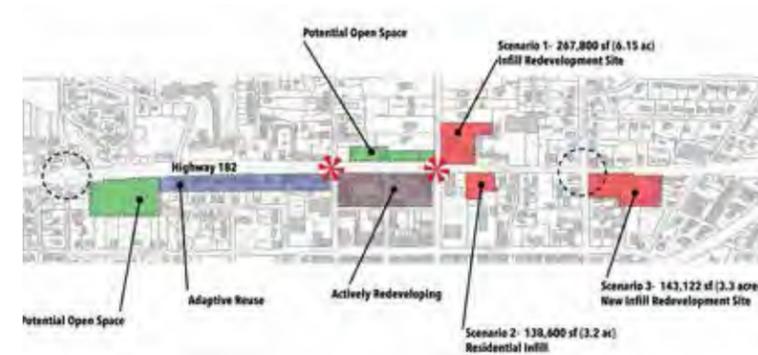




Site 1: Eighty-Two Plaza (“Infill Redevelopment Site”)
 Site 2 combines several parcels including the current Eighty-Two Plaza shopping center to form a stronger retail node on the northeast corner of Highway 182 and Jackson Street. For all intents and purposes, the concept for this node utilizes the existing retail anchors (Spiller’s Furniture & Mattress and Rick’s Café) and outparcels to leverage a larger and broader retail mix.

A new specialty grocery store would be integrated into this mix as a key convenience anchor to help attract a broad demographic from north and south Starkville and beyond. If the merchandise mix for this store includes personal care products (e.g., shampoo, bathing products, etc) then a 12,500 to 14,800 square foot space would be appropriate. Other businesses to integrate with this mix include a mid-century specialty home furnishings store, sport/university-related shoes and apparel store, and an electronics business, for a total of about 28,700 square feet of new retail use.

Altogether, the existing Eighty-Two Plaza center, out-parcels, and new space would total approximately 72,000 to 80,000 square feet (not including the office/service space in the former motel building). By consolidating uses into one centrally-managed and marketed neighborhood shopping center, there is greater opportunity to improve performance and improve aesthetics.



Development Scenario 1 - Infill Redevelopment Site

22,000 S.F. added new construction consisting of the following:

1. Grocery Store (13,500 S.F.)
2. Personal Care Services (4,500 S.F.)
3. Outparcel – Home furnishings (4,000 S.F.)
4. Adaptive Reuse of the Family Dollar (7,000 S.F.)

Assumptions:

1. Assuming retail market rents between \$10–11 NNN
2. Assuming a cap rate of 10%
3. Loan (4.5% interest, 20 year AMO, 80% LTV)

Financial Analysis Interpretation

- The 29,000 S.F. project would cost an estimated \$3.3 Million
- NOI of \$301,000 and annual debt service of \$173,670
- Cash Flow After Debt Service of \$127,000

This would be an approximate 12.7% return on \$1,000,000 loan amount. Due to the risk associated with the investment, we assumed a cap rate of 10% which values the building \$431,350 less than it cost to build it. With incentives, improved infrastructure and increased development in the area, the cap rate could decrease thus increasing the property value.

Image top left: Rendering of proposed Plaza Infill Redevelopment Site (Rendering 2016, Ben Johnson)

Image bottom left: Site plan of proposed plaza. (Map, 2016: Randy Morgan)

Tenant Outreach

Outreach was conducted to potential tenants for this redeveloped site, with a particular focus on ascertaining the requirements for attracting a specialty grocery store. That outreach determined that there are prospective grocery store chains in Mississippi and surrounding states with an interest in entering the Starkville market. In particular, several of those specialty chains look for locations near university communities with high education levels as are found in Starkville. Those stores typically operate with a footprint that could be accommodated within the 18,000 to 30,000 square-foot range.

However, the expectation for smaller stores (at the bottom end of that range) is that they generate higher margins for high-value products and/or higher overall sales volumes. Given the forecasted demographics and assumptions built into the market analysis, it is unlikely that such operators would be willing to take the risk to locate an 18,000 to 20,000 square-foot store in such a project without some assurance of higher volume sales. The market analysis conservatively forecasted grocery/pharmacy demand for about 15,000 square feet supportable at this site. So, there would be a gap between what is supportable in the market and the floor-plate requirements of chains operating in this realm.

PRIVATE IMPLEMENTATION STRATEGY: DEVELOPMENT SCENARIOS

3 TO 5 YEAR DEVELOPMENT TERM - PRIVATE SECTOR LEADS - Scenario 1: Infill Redevelopment Site

Table right: Income and Value Breakdown (Table, 2016)

Table bottom left: Existing businesses and new uses for site 1 (Table, 2016)

Development Scenario 1 - Infill Redevelopment Site

Landscape:

This particular site was home to a former Sunflower grocery store and a few other neighboring parcels extending to Jackson St. behind the Shell station and subway. Today the site includes Spiller's furniture and Rick's café at 319-B on Hwy 182. There is also a bank and a church on the outparcel of the site along with a vacant Family Dollar store. The total combined building square footage of the parcels exceeds 60,000 S.F. This site is likely to be best suited for adaptive reuse and new construction. The adaptive reuse is currently happening as Spiller's and Rick's Café are fully occupying their respective premises. The functionality of the development could be enhanced through redirecting the ingress/egress to the site and also potentially adding another point of entry/exit to Jackson. Furthermore, an upgrade of the uses would also greatly enhance this area. A specialty grocery store could further the development potential of the site by attracting more foot traffic on a daily basis which the surrounding retail uses could all benefit from. This could be achieved by a hybrid of adaptive reuse and new construction by using the former Family Dollar footprint and adding additional square footage as necessary to accommodate a specialty grocer.

Redevelopment Feasibility:

The market rental rates for site #2 are very similar for site #1. Because of this, an adaptive reuse makes the most sense. However, there is available land to be able to develop in the parking lot of Spiller's and Rick's Café. This would be better realized by the existing owner since the owner could put his basis in at a value of \$0. It would be difficult for an investor to pay a land value and make the numbers pencil given the market rates between \$6-\$8 but definitely more for new construction. But even if new construction is in the low teens PSF, then it still only makes sense for the owner of the property. An adaptive reuse of the Family Dollar with the potential for new construction could be a hybrid scenario that could pencil. This would add value to the site, thus over a period of 4-5 years with other development in the area could raise the market rental rates allowing an investor to potentially make money on a new construction development for an outparcel of this site.

SITE 1 - Eighty-Two Plaza	
Existing Businesses	
Spiller's Furniture	
Rick's Café	
Shell Sprint Mart	
Subway	
Boardtown Insurance	
Lavishing Locks	
Vintage Tattoo	
Thai Siam Restaurant	
Love City Church	
Motel Office/Service	
New Uses	
Specialty Food Store and Personal Care	14,800
Mid-Century Furnishings	4,800
Sports/University-Related Apparel/Shoes	5,600
Electronics New & Used	3,500
	<u>28,700</u>

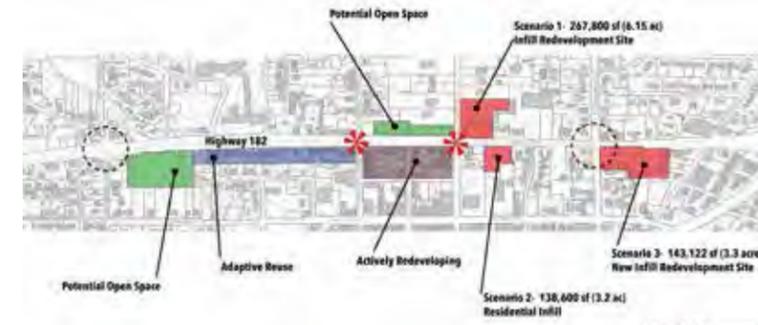
Site 1 - Grocery Anchored / Ricks / Spillers - 2.6 acres			
Costs			
Land Cost			\$0.00
Construction Costs			-\$3,195,000.00
Development Fee		3.0%	-\$95,850.00
Total Cost (Hard & Soft)			-\$3,290,850.00
Rental Income Breakdown			
Location	Net SF	Rate	Gross Rents
Retail - Grocery	13,500	10.00	\$135,000.00
Retail - personal care	4,500	10.00	\$45,000.00
Retail - outparcel	4,000	11.00	\$44,000.00
Retail - Family Dollar	7,000	11.00	\$77,000.00
Total Net Rentable SF	29,000		
NNN Annual Income			\$301,000.00
Construction Cost Breakdown			
Retail (Cold Shell)	22,000	\$ 85.00	-\$1,870,000.00
Retail (TI)	29,000	\$ 30.00	-\$870,000.00
Site/Infrastructure			-\$455,000.00
Sub Total	29,000		-\$3,195,000.00
Total Construction Costs			-\$3,195,000.00
Cash Flow Hold			
Loan Amount (80% Value)			\$2,287,600.00
Equity Required			-\$1,003,250.00
Annual Debt Service			\$173,670.00
Cash Flow after debt service			\$127,330.00
Cash on Cash Return			12.7%
Income & Value			
Gross Annual Income			\$301,000.00
Income adjusted for 95% Occupied			\$285,950.00
CAM'S, Taxes, Insurance (NNN Leases) NA			\$0.00
Net Operating Income			\$285,950.00
Value Based on x Cap Rate	10.0%		\$2,859,500.00
Net Proceeds from Sale			-\$431,350.00

Assumptions:

- 1) Landowner self develop's the property thus assuming \$0 land value
- 2) Assuming market rents on new construction between \$10-\$11 S.F.
- 3) Assuming a cap rate of 10%
- 4) Assume 4.5% loan, 20yr Amo, 80% LTV

PRIVATE IMPLEMENTATION STRATEGY: DEVELOPMENT SCENARIOS

3 TO 5 YEAR DEVELOPMENT TERM - PRIVATE SECTOR LEADS - Scenario 2: Residential Infill Site



Scenario 2: Residential Infill

It was determined by the stakeholders and the consulting team that Scenario 2 would be focused on residential infill. The Site Assessment for the Retail Market Analysis also determined that this area is better suited for residential uses and that infill development would help strengthen the existing residential component of the corridor. By integrating additional residential use, overall walk-ability and access to market base is enhanced.

Development Scenario 2 - Residential Infill Redevelopment Site

10 residential townhome Units on .70 acres
1,600 S.F. – 2-Stories – 40 X 20 Floor plates

Assumptions:

1. Vertical Construction Costs: \$105 / S.F.
2. Sales Price: \$225,000.00
3. Land Purchase: \$75,000

Financial Analysis Interpretation

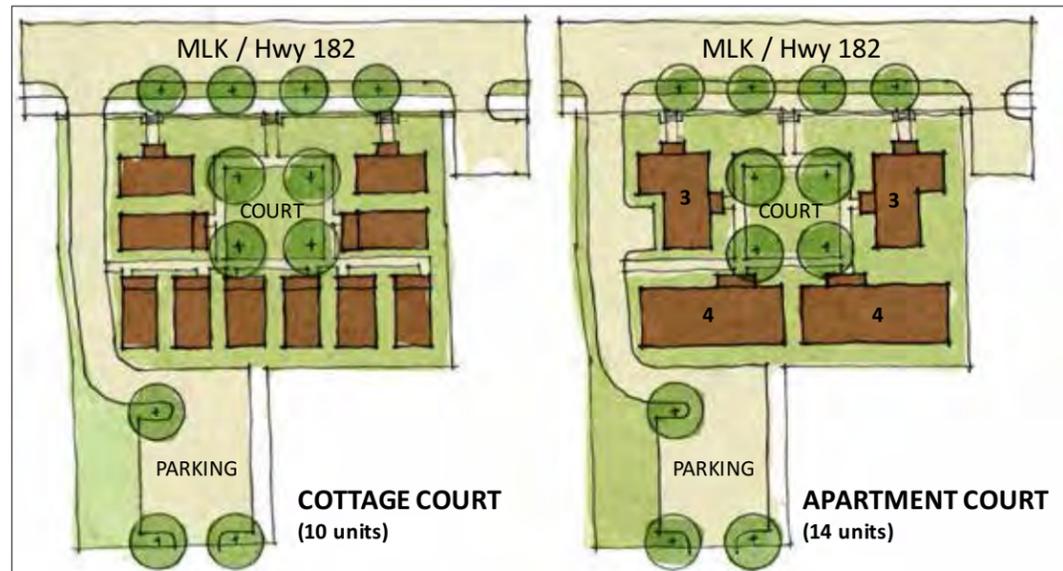
- Total project costs of \$2.15 Million
- Profit of \$197,250
- Project Return of 9.2%
- Sales Price of \$225,000.00

Assuming a Sales price of \$225,000 per unit, it is very difficult to risk constructing this development given the 9.2% project return. A more typical project return would need to be around 20%.

Image top left: Rendering of residential infill development (Rendering 2016, Ben Johnson)

Image bottom left: Site plan of residential infill development. (Rendering, 2016: Randy Morgan)

Table bottom right: Table, residential houses. (Table, 2016)



Site 2 - 10 Residential Houses				
Houses	SF	Sales Price	PSF	Vertical Construction- PSF
Units: 10	1,600	\$225,000	\$0	\$105
Total:	16,000	\$225,000	\$0	\$105
Land	\$75,000	Revenue		\$2,250,000
Survey	\$1,500			
Architectural	\$10,000	Construction Costs		\$1,984,800
Interior Design	\$2,500	Commissions		\$135,000
Construction	\$1,680,000	Closing Costs		\$33,750
Construction Mgmt	\$50,400	Total Cost		\$2,153,550
Developer Overhead	\$50,400			
Interest Expense	\$65,000	Profit		\$96,450
Contingency	\$50,000			
Total	\$1,984,800	Profit + mgmt & overhead		\$197,250
		Project Return		9.2%

*Development Scenario 3 -
New Infill Development Site*

10 residential townhome Units on .70 acres
1,600 S.F. – 2-Stories – 40 X 20 Floor plates

Assumptions:

1. Vertical Construction Costs: \$105/SF
2. Sales Price: \$225,000.00
3. Land Purchase: \$75,000

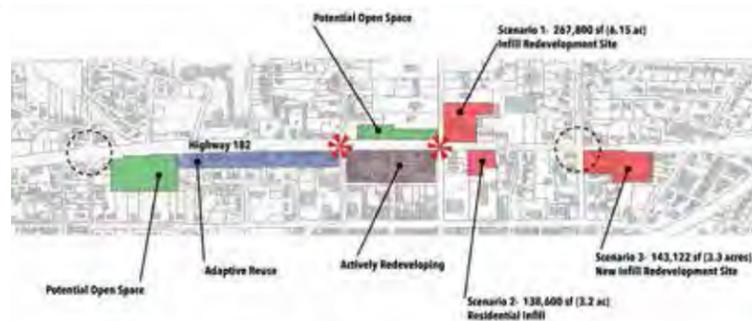
Financial Analysis Interpretation

- Total project costs of \$2.15 Million
- Profit of \$197,250
- Project Return of 9.2%
- Sales Price of \$225,000.00

Assuming a Sales price of \$225,000 per unit, it is very difficult to risk constructing this development given the 9.2% project return. A more typical project return would need to be around 20%.

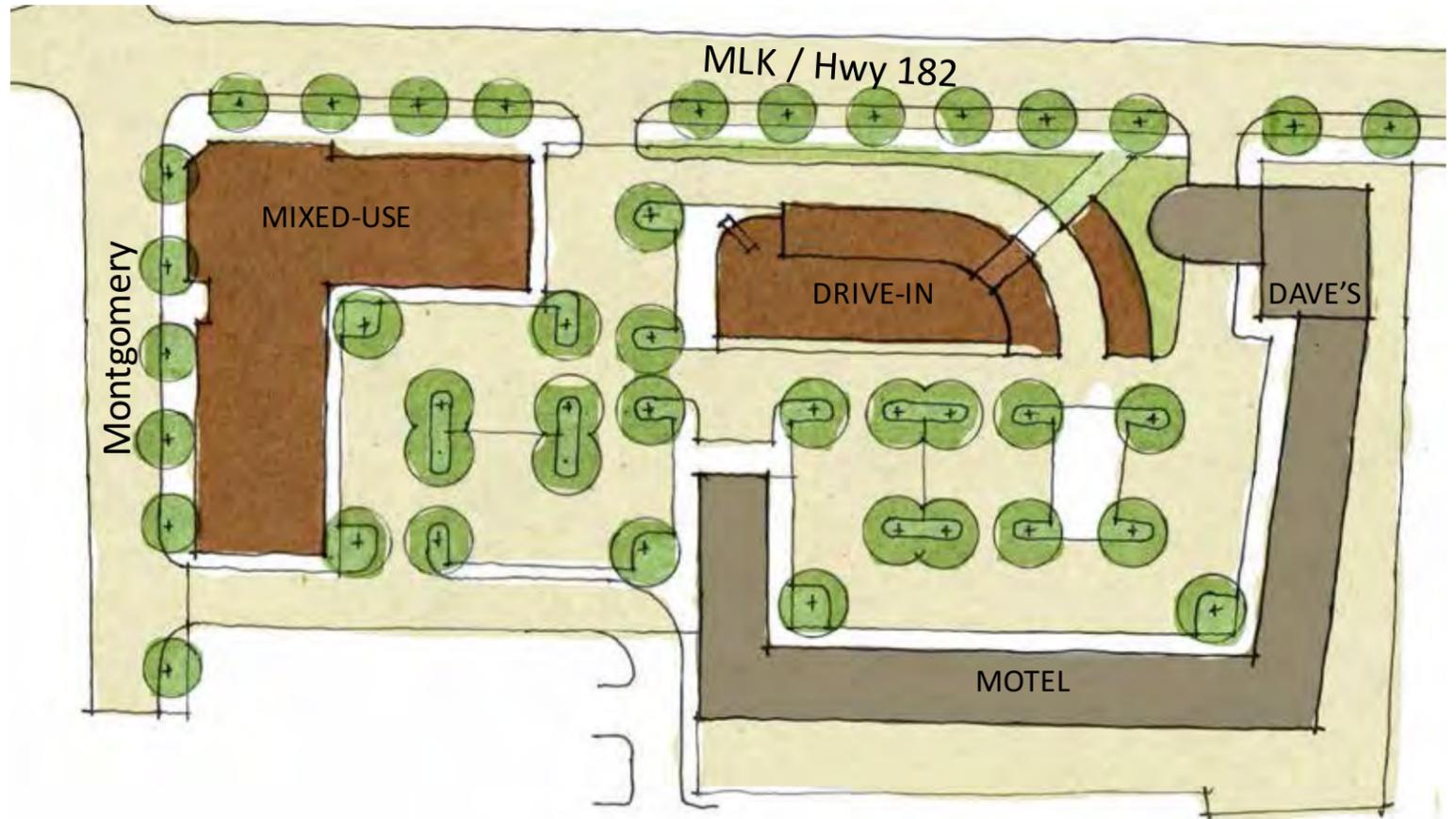
Image top right: Rendering of new infill development site (Rendering, 2016: Ben Johnson)

Image bottom right: Site plan rendering of new infill development site (Rendering, 2016: Randy Morgan)



Scenario 3: Red Roof ‘Sock Hop’ Inn

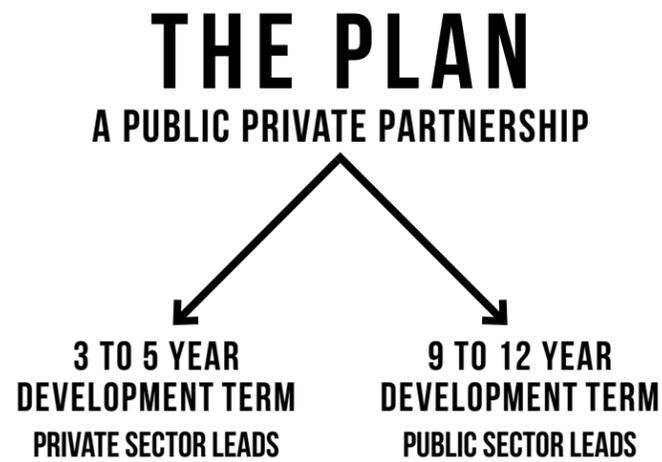
Site 4 incorporates two separate marketing opportunities. The Chevron B-Quik gas station site would be redeveloped for residential, which is more consistent with surrounding residential uses at the intersection of Highway 182 and Montgomery Street. The Red Roof Inn presents some opportunities for capturing retail demand. Dave’s Blackhorse Tavern is a popular community destination. To build on the success of this location as an entertainment node, it is recommended that the business mix incorporate a theme restaurant, such as a 4,000 square-foot “car hop” (or “sock hop” dance) drive-in restaurant of a style popular in the 1950s and 1960s. This concept would be consistent with the overall marketing themes for the corridor and help provide an anchor and gateway for the eastern edge of the study area. However, for the restaurant to succeed, it would have to be marketed and co-branded as part of the overall corridor destination concept.





Public Implementation Strategy: Green Infrastructure Section **G**

Green & Complete Streets



The redevelopment plan is organized in a 3 to 5 year development term and a 9 to 12 year development term. The fundamental premise of this plan is that the team market analysis is driving the 3 to 5 year development period and strong public sector infrastructure investment is to drive the 9 to 12 year period.

In the proposed 3 to 5 year development term, the private sector is intended to be nimble and be able to undertake individual investments that are not substantial in relation to business cash flow.

The 9 to 12 year development term is less flexible and requires a longer development period for the public sector to identify funding, design, and construct supporting infrastructure within the MDOT R.O.W.

GREEN STREET:

Green Street facilities manage stormwater runoff as a resource rather than a waste. Green Streets are landscaped streetside planters or swales that capture stormwater runoff and allow it to soak into the ground as soil and vegetation filter pollutants. This replenishes groundwater supplies that feed fresh, cool water to rivers and streams. Green Streets also make attractive streetscapes that connect business districts, neighborhoods, parks and schools, and they can be designed to accommodate the diverse traffic needs of cars, trucks, pedestrians and bicyclists.

Green Highways Characteristics (Green Highways Partnership):

- Provides net increase in environmental functions and values of the watershed.
- Goes beyond minimum standards set forth by environmental laws and regulations.
- Identifies and protects important historical and cultural landmarks.
- Maps all resources in the area in order to identify, avoid, and protect critical resource areas.
- Uses innovative natural methods to reduce imperviousness, and cleanse all runoff within the project area.
- Maximizes use of existing transportation infrastructure, provides multi-modal transportation opportunities, and promotes ride-sharing / public transportation.
- Uses recycled materials to eliminate waste and reduce the energy required to build the highway.
- Links regional transportation plans with local land use through partnerships.
- Controls populations of invasive species, and promotes growth of native species.
- Incorporates post project monitoring to ensure environmental results.
- Protects the hydrology of wetlands and streams channels through restoration of natural drainage paths.
- Results in a suite of targeted environmental outcomes based upon local environmental needs.
- Reduces disruptions to ecological processes by promoting wildlife corridors and passages in areas identified through wildlife conservation plans.
- Encourages smart growth by integrating and guiding future growth and capacity building with ecological constraints.

COMPLETE STREET:

a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets allow for safe travel by those walking, cycling, driving automobiles, riding public transportation, or delivering goods.

Great Streets Characteristics (American Planning Association):

- Provides orientation to its users, and connects well to the larger pattern of ways.
- Balances the competing needs of the street - driving, transit, walking, cycling, servicing, parking, drop-offs, etc.
- Fits the topography and capitalizes on natural features.
- Is lined with a variety of interesting activities and uses that create a varied streetscape.
- Has urban design and architectural features that are exemplary in design.
- Relates well to its bordering uses - allows for continuous activity, doesn't displace pedestrians to provide access to bordering uses.
- Encourages human contact and social activities.
- Employs hardscape and/or landscape to great effect.
- Promotes safety of pedestrians and vehicles and promotes use over the 24-hour day.
- Promotes sustainability through minimizing runoff, reusing water, ensuring groundwater quality, minimizing heat islands, and responding to climatic demands.
- Is well maintained, and capable of being maintained without excessive costs.
- Has a memorable character.

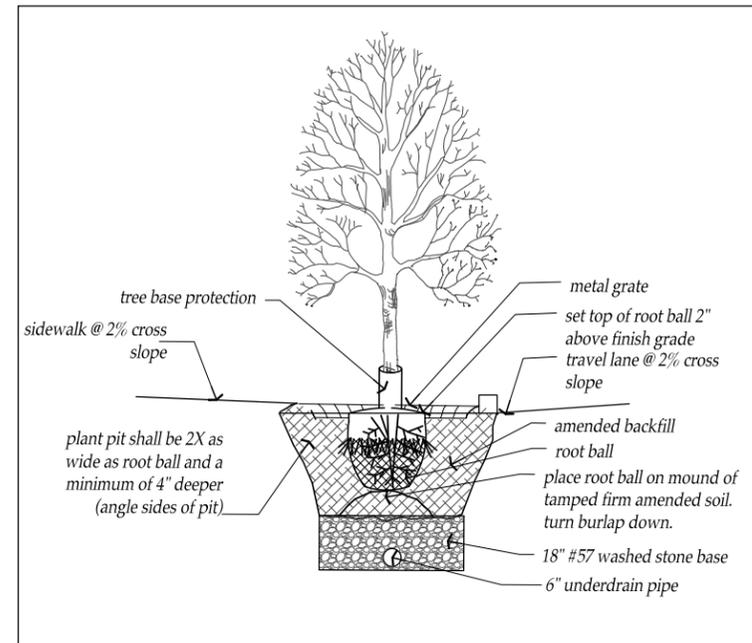
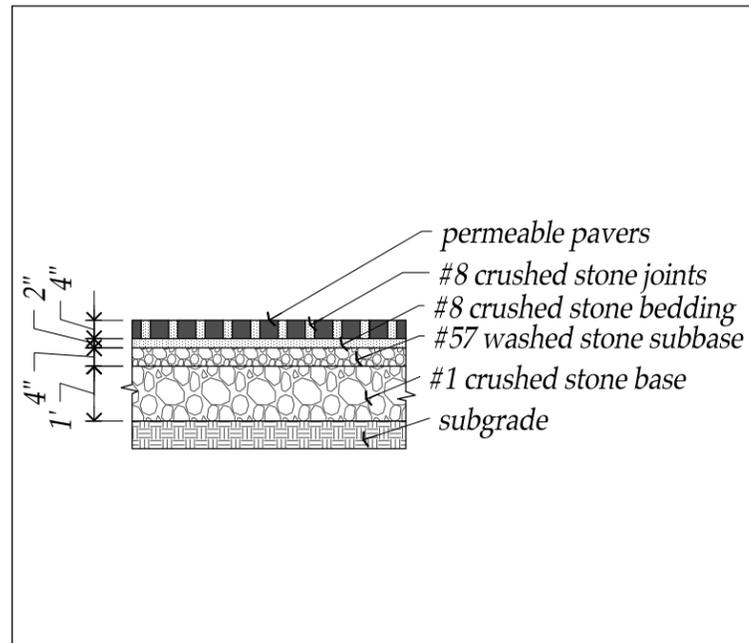
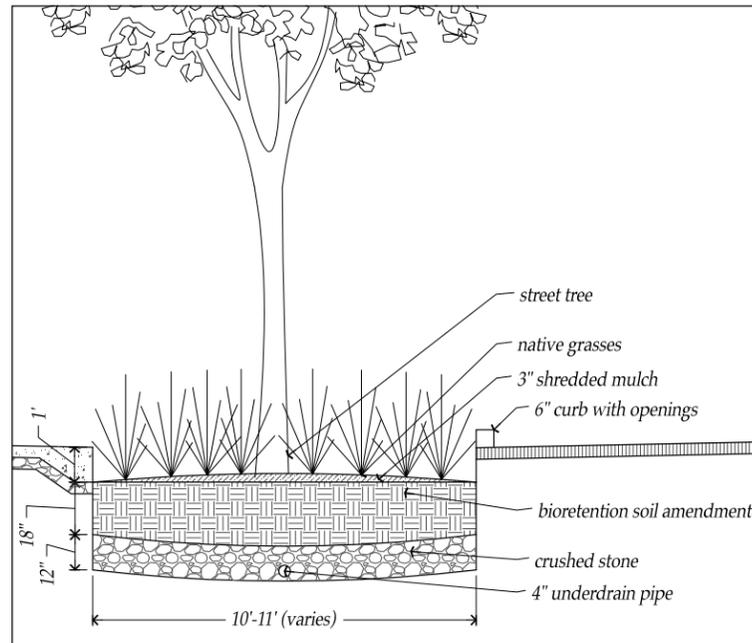
Green Infrastructure Opportunities

The following pages explores strategies for public investment and implementation to introduce best management practices along the Highway 182 corridor. The recommended green infrastructure interventions will not only create a strong identity for the corridor, but will provide stormwater management solutions to mitigate area drainage problems and redefine the 182 corridor into a fully functioning drainage system. Furthermore, green design elements, such as street trees, continuous sidewalk, crosswalks, and bike lanes, have been introduced that will transform the corridor from an automobile- oriented highway to a more pedestrian- focused thoroughfare, adding comfort for the pedestrian, increasing foot traffic and exposure to area businesses and stimulating economic activity.

The images below illustrate what the corridor can begin to look like while accomplishing these goals.

Image top: Plan of Hwy 182 corridor w/ proposed green infrastructure strategies implemented (Digital rendering 2016, AU MLA Interns)
Image bottom: Proposed plan. (Digital rendering, 2016: Randy Morgan)





Bioretention Cells

Bioretention cells are depressed areas in the landscape that captures and stores stormwater for a short period of time, while providing habitat for native vegetation. The bioretention cells proposed for the Highway 182 Corridor will be arranged as multiple connected cells with a ponding depth and structured soil to promote infiltration. The bioretention cells will be planted with street trees and native grasses, providing both shade and beauty to the streetscape while encouraging the process of transpiration.

Permeable Pavement

Permeable pavement is a pervious surface used to infiltrate stormwater in place of traditional concrete or asphalt surfaces. Permeable pavement temporarily holds stormwater in a gravel base layer so it can gradually infiltrate into the groundwater table. Permeable pavement will be used on the Highway 182 Corridor as crosswalks, on-street parking (where allowed), and at intersections with cross streets. In addition to providing stormwater storage & infiltration, the permeable pavement surface will cue motorists to a change in use (i.e., parking, pedestrians, etc.).

Tree Wells

Tree box filters are mini bioretention areas installed beneath trees. The system consists of a container filled with a soil mixture, a mulch layer, under-drain system and a shrub or tree. Stormwater runoff drains directly from impervious surfaces through a filter media. Treated water flows out of the system through an under drain connected to a storm drainpipe / inlet or into the surrounding soil. Tree wells will be utilized along the length of the corridor.



9 to 12 Year Development Term - Long Street Intersection



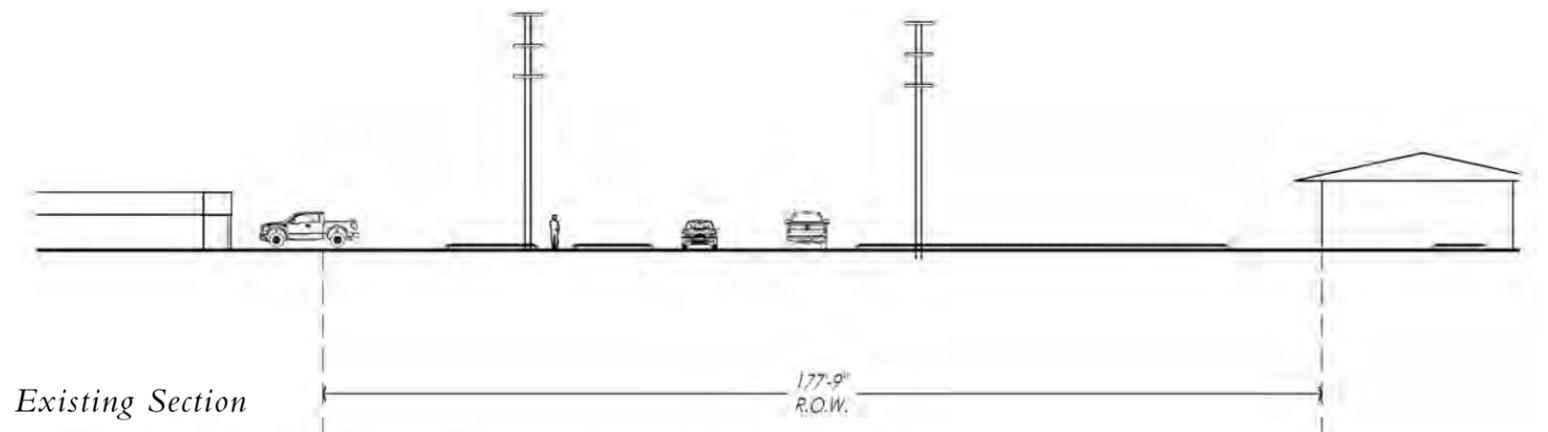
The following design elements are proposed for the Long Street intersection: Identifiable gateway signage, to denote the beginning of the corridor and provide a sense of place, belonging, and identity. Street trees would provide shade, walkability, and comfort for the pedestrian, encouraging more foot traffic along the corridor. Permeable pavers are introduced at the intersection and as crosswalks and bump-outs to capture excess stormwater and allow for infiltration through the paver system before absorbing into subsoil, cleansing the water and removing contaminants before entering pipes or nearby water bodies. Crosswalks and sidewalks are added to provide safety and enhance the pedestrian experience along the corridor. Bike lanes have also been added to provide an alternative mode of transportation. Pedestrian lighting and seating is also made available for safety and comfort, as well as tree wells for added stormwater capture. These design elements not only provide value to the user, but also increase property values along the corridor for adjacent businesses. Furthermore, these green design elements would also serve as street calming devices to help reduce speeding and make the corridor more community and pedestrian-focused, rather than just vehicular-oriented. The pedestrian would stop and experience the amenities along the corridor.



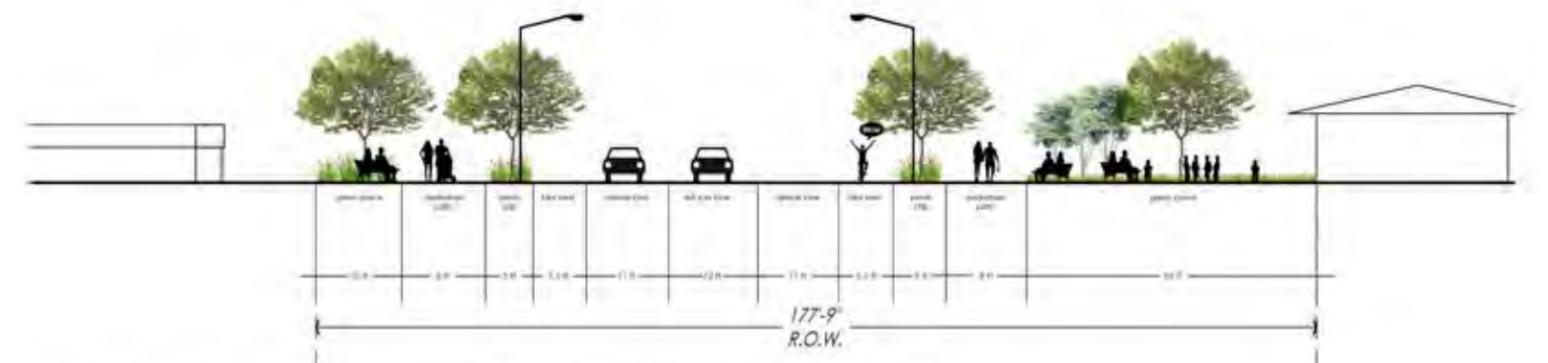
Proposed Plan



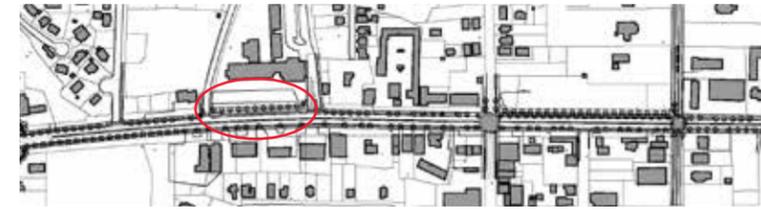
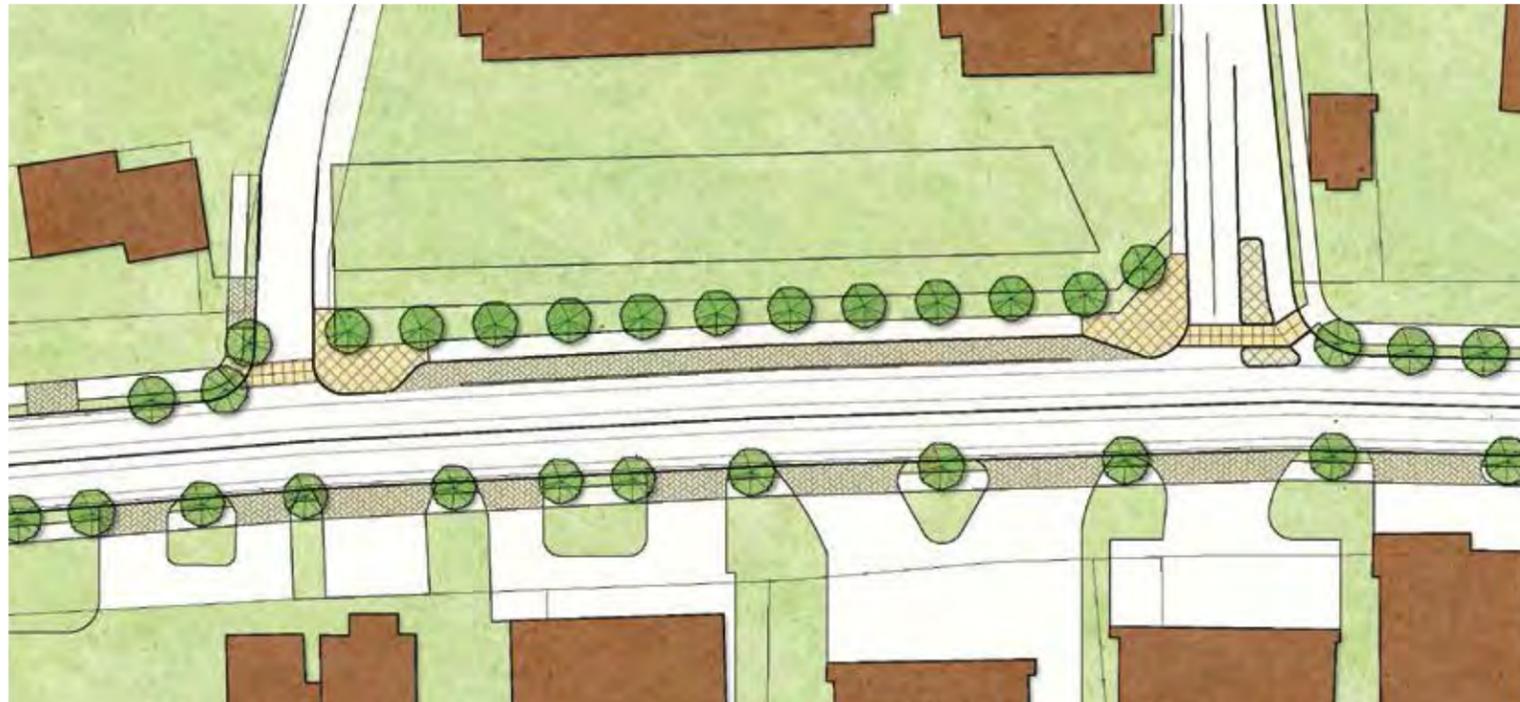
Proposed Perspective



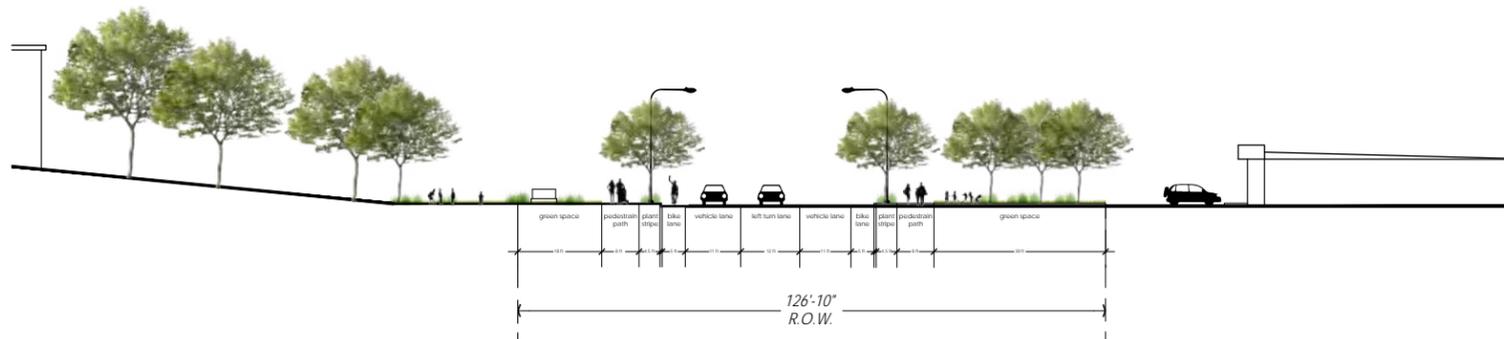
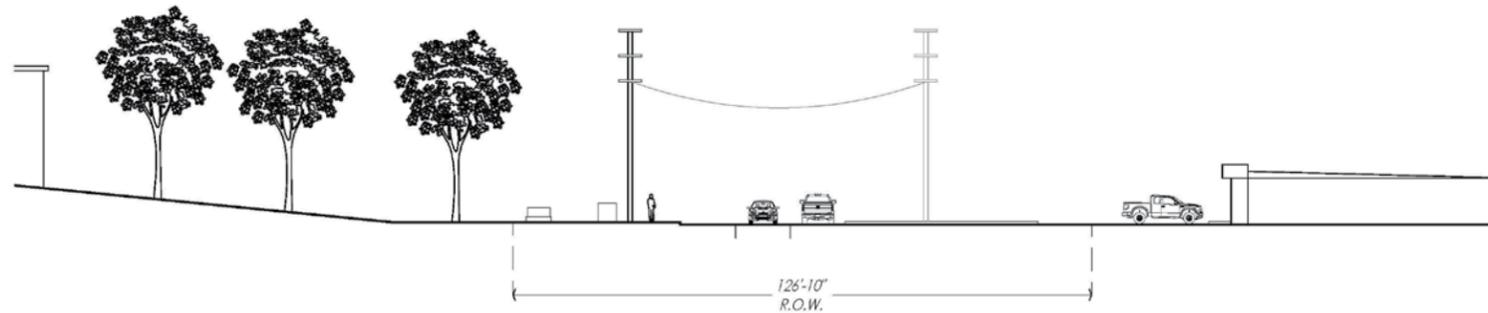
Existing Section



Proposed Section



The following design elements are proposed for the Henderson Ward Stewart Elementary school: permeable paver parking strip located in front of the school, and on the opposite side of the street to capture excess stormwater; street trees to provide shade and comfort for pedestrian schoolchildren; crosswalks providing ease of movement and added safety for pedestrians; permeable bump-outs to provide added comfort to the pedestrian; lighting for added safety; and continuous sidewalks and bike lanes added for alternative modes of transportation for pedestrians and school traffic. These design elements also served as vehicular traffic calming devices for added safety to accommodate schoolchildren and the pedestrian user.



9 to 12 Year Development Term - Dr. Douglas L. Conner Drive Intersection



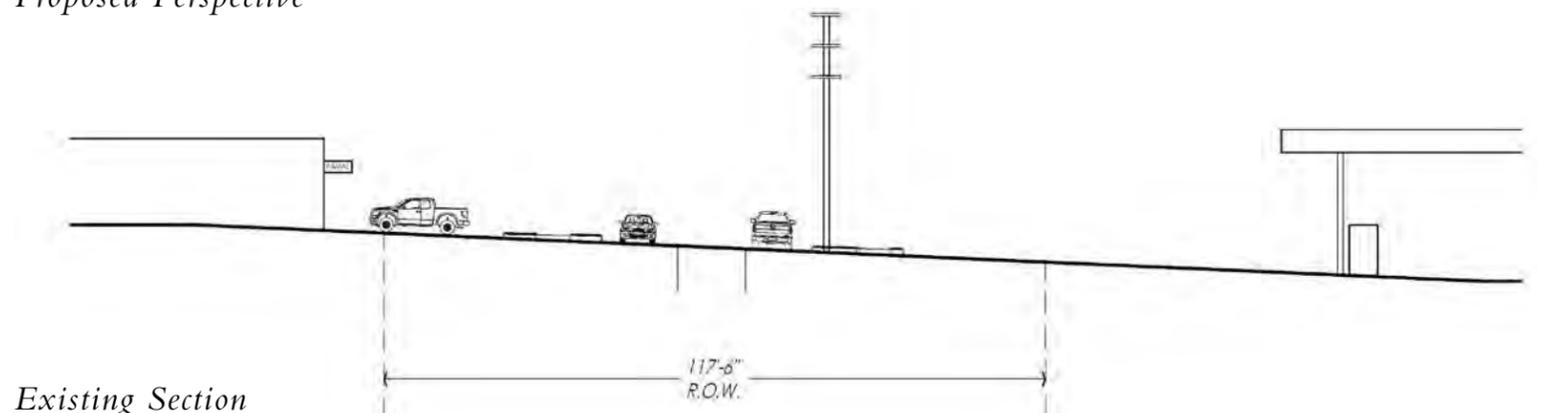
The following design elements are proposed for the Dr. Douglas L. Conner Drive intersection: permeable paver systems located at the intersection and within parking areas on the south side of the corridor to accommodate adjacent businesses; Street trees and continuous sidewalks for pedestrian comfort and shade to encourage foot traffic and exposure for adjacent businesses; bike lanes added for alternative modes of transportation; and seating and lighting for added comfort and safety.



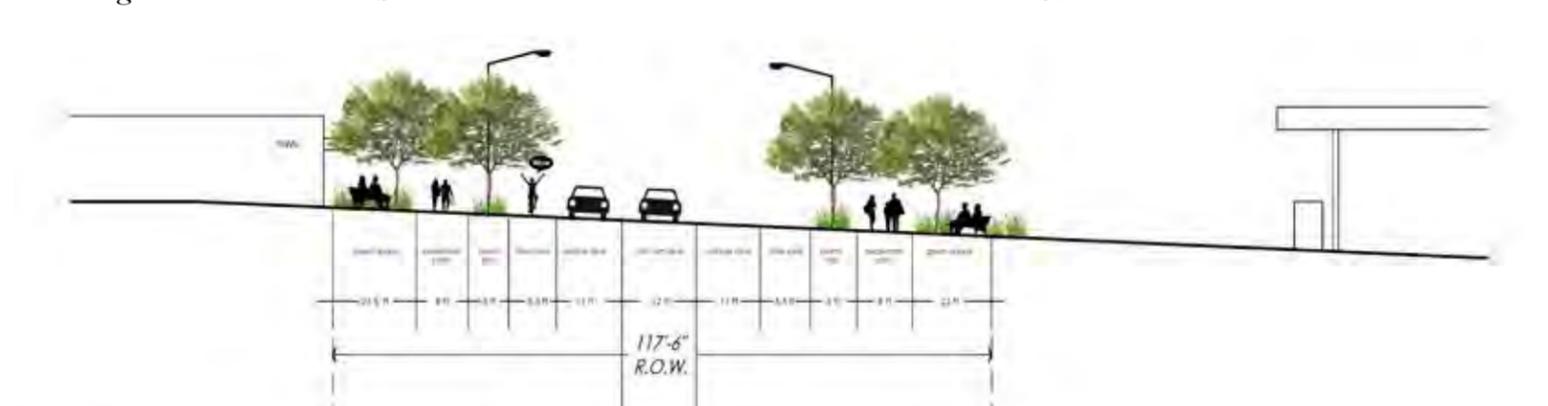
Proposed Perspective



Proposed Plan



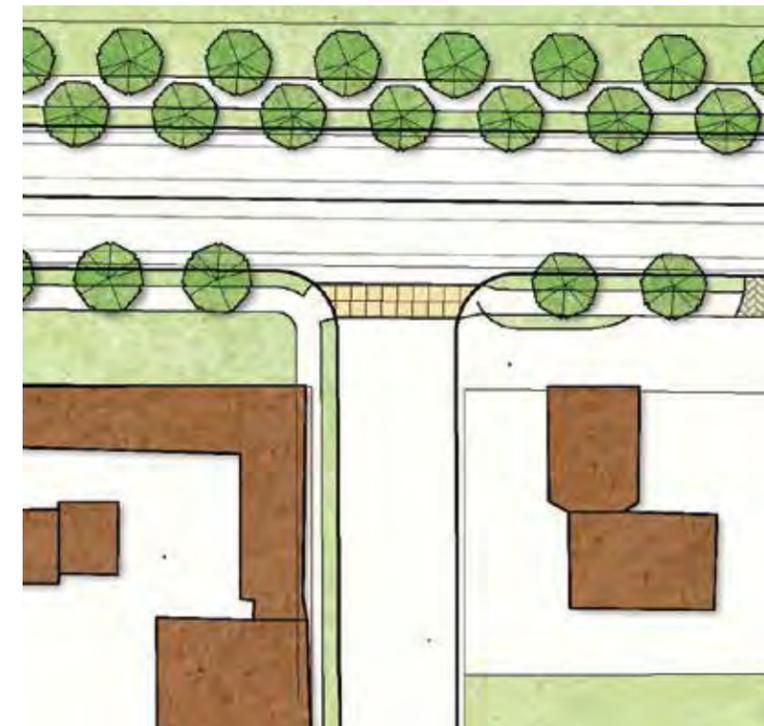
Existing Section



Proposed Section



The following design elements are proposed for the Conner-Jackson Park design: this particular block between Dr. Douglas L. Conner Drive and N. Jackson St. serves as an ideal location for a constructed wetland/bioretention pond to act as a neighborhood drainage system for the surrounding properties which include heavy percentages of asphalt/impermeable surfaces. Continuous sidewalk and street trees lead the pedestrian to the park, which also serves as a soft reprieve along an active commercial corridor. Bike lanes and walking/biking paths also connect to the park and carry the pedestrian into the park from the corridor. Striping and crosswalks are also added for walkability, connectivity and safety. Multiple public and private properties are included in this conceptual park design to illustrate the potential for making an impactful public space that succeeds in providing both passive recreation and sustainable stormwater management.



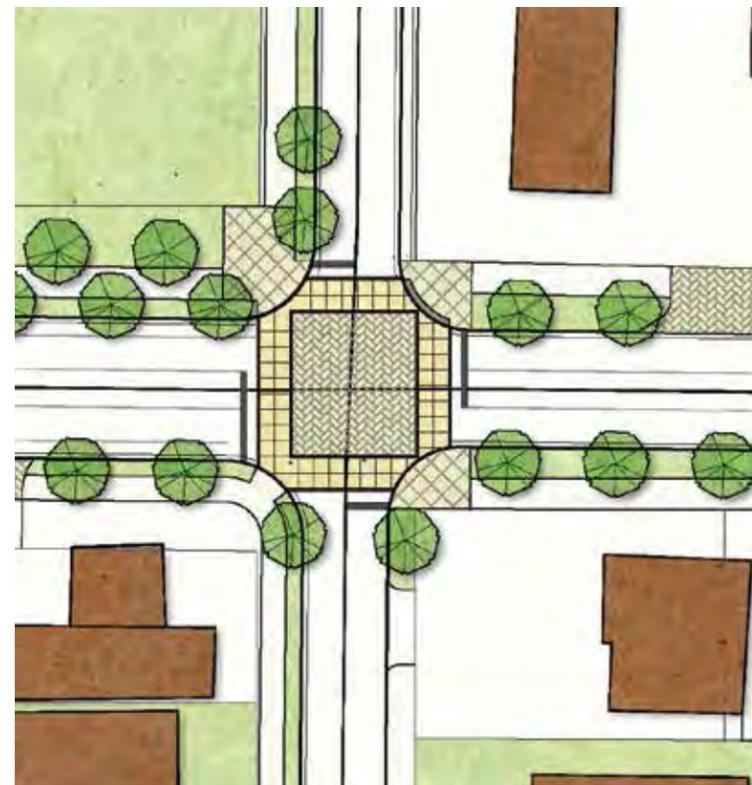
9 to 12 Year Development Term - Jackson Street Intersection



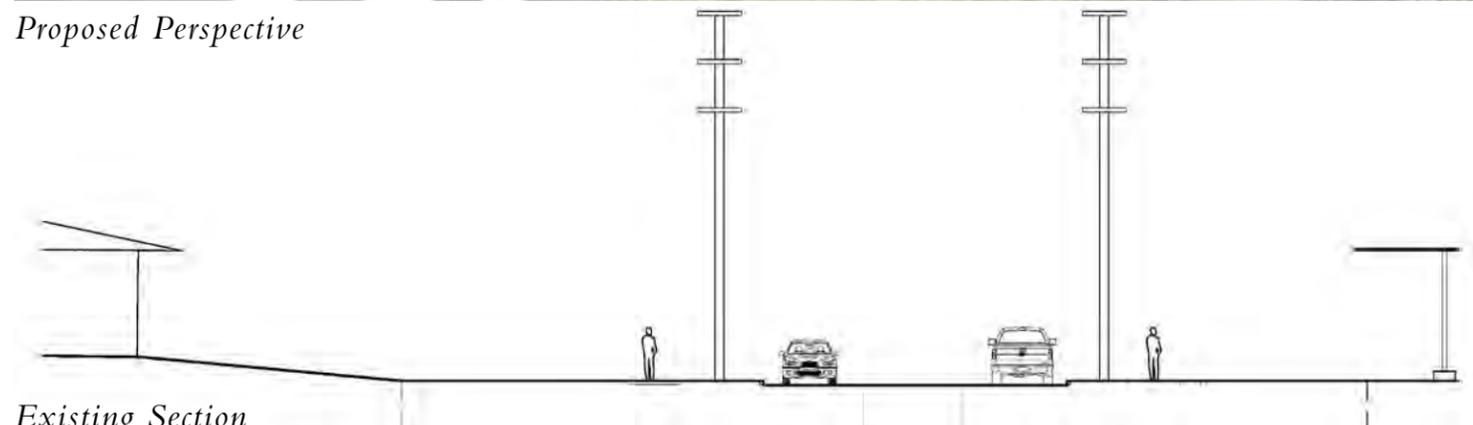
For the Jackson Street intersection, the following design and green infrastructure elements are proposed: permeable paver system located at the intersection for excess stormwater capture; continuous sidewalk, crosswalks, and street trees for pedestrian shade, comfort and safety; bioretention cells and native plant landscaping for added stormwater absorption and beautification; pedestrian seating and lighting for comfort and safety; a neighborhood pocket park/meeting place, to include an event pavilion and stage for community picnics and events.



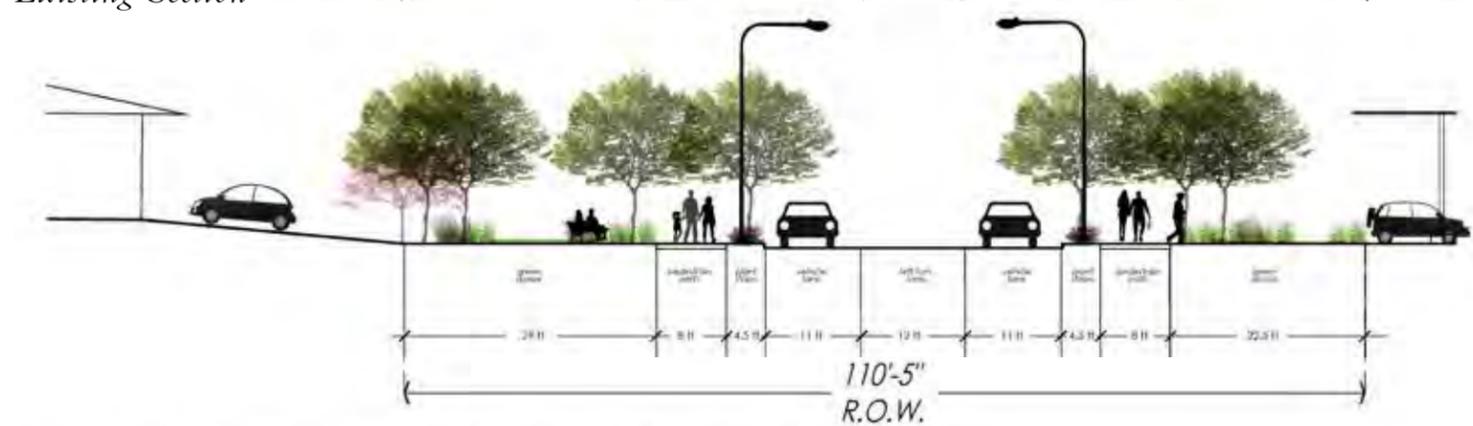
Proposed Perspective



Proposed Plan



Existing Section



Proposed Section



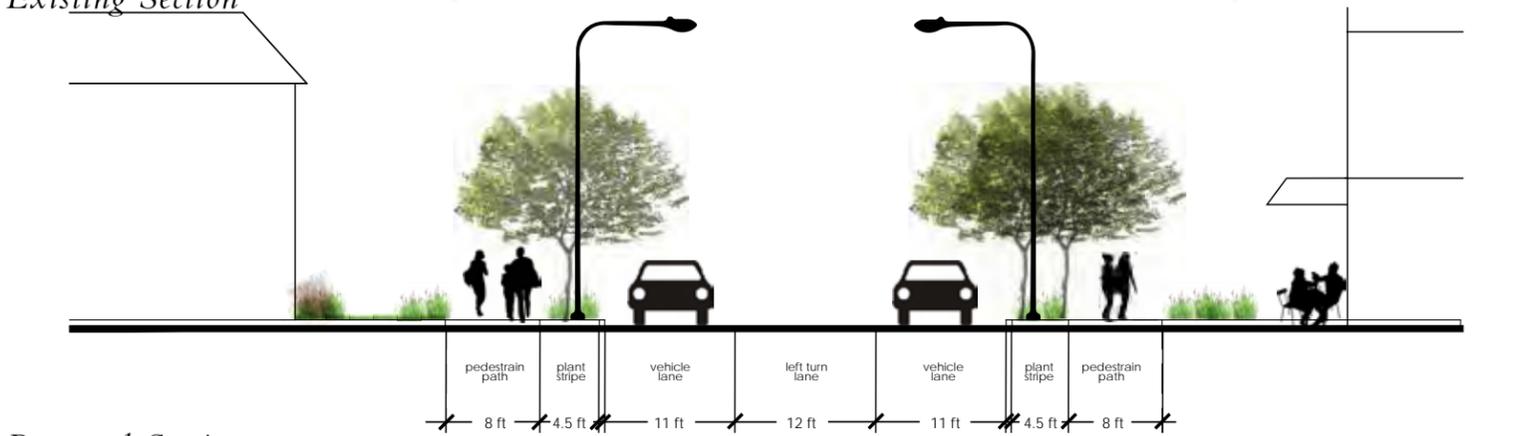
Proposed Perspective



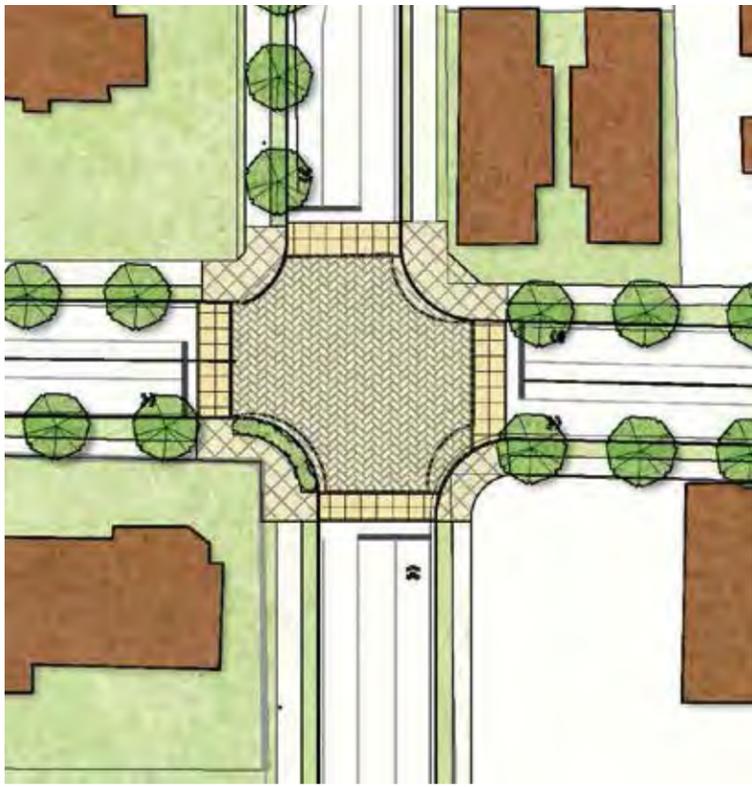
For the Montgomery Street intersection, the following design elements are proposed: this particular area retains a more urban character as commercial properties are developed. Permeable pavers are added at the intersection for stormwater retention crosswalks and continuous sidewalks are added for increased connectivity; Street trees/tree wells and bio retention cells are proposed for added drainage facilitation and beautification; and pedestrian lighting is included for safety and to accommodate area businesses.



Existing Section



Proposed Section



PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

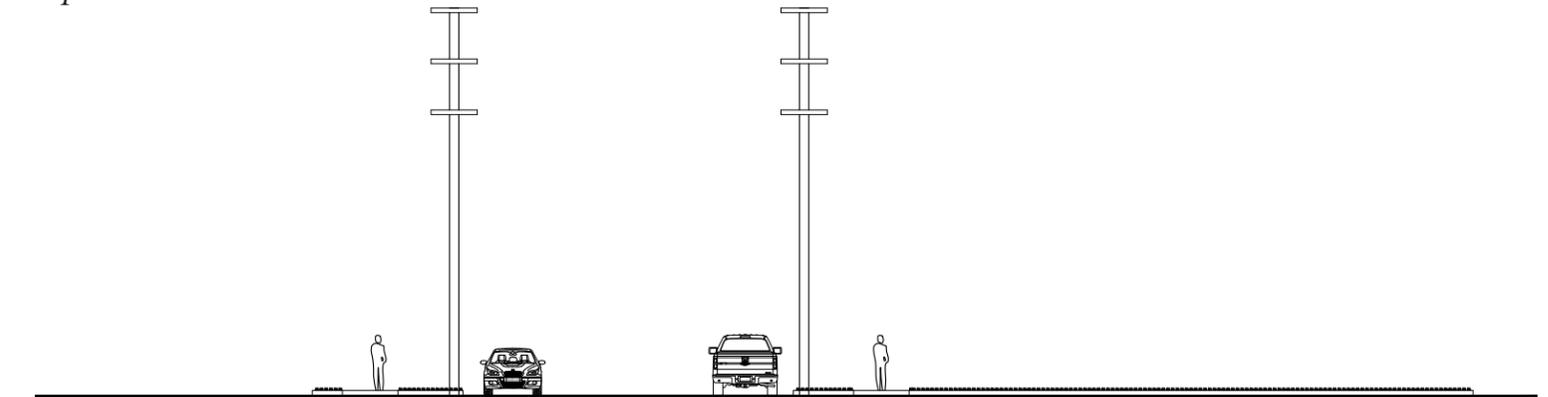
9 to 12 Year Development Term - Adjacent to Dave's Dark Horse Tavern



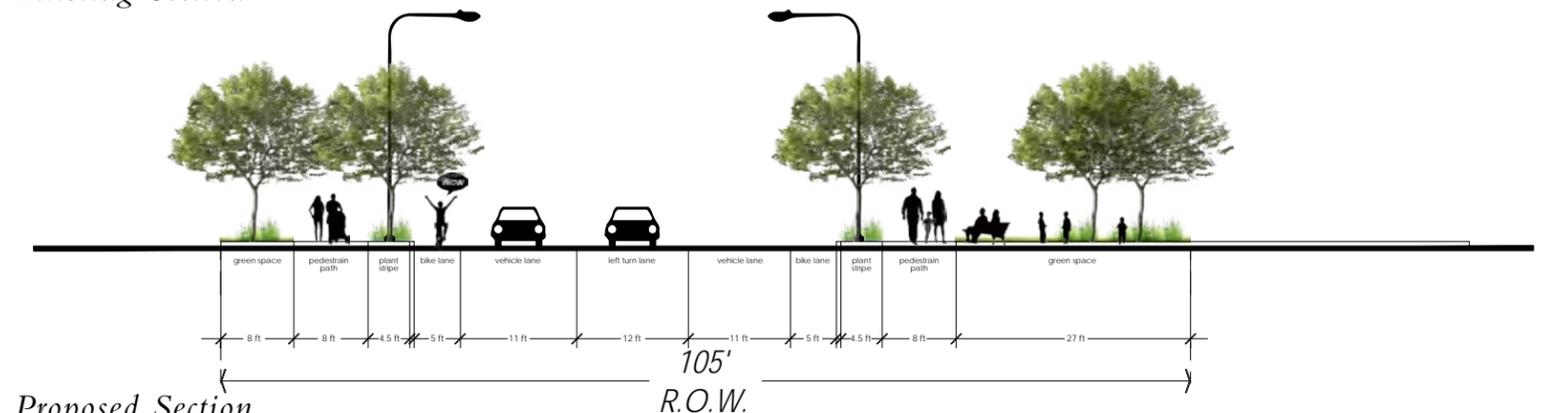
The following design elements are proposed for the corridor segment located adjacent to Dave's Dark Horse Tavern: permeable pavers within parking strip adjacent to businesses; Street trees/tree wells for shade, comfort and stormwater retention; pedestrian lighting and seating for safety and comfort; and bike lanes for additional modes of transportation.



Proposed Plan



Existing Section

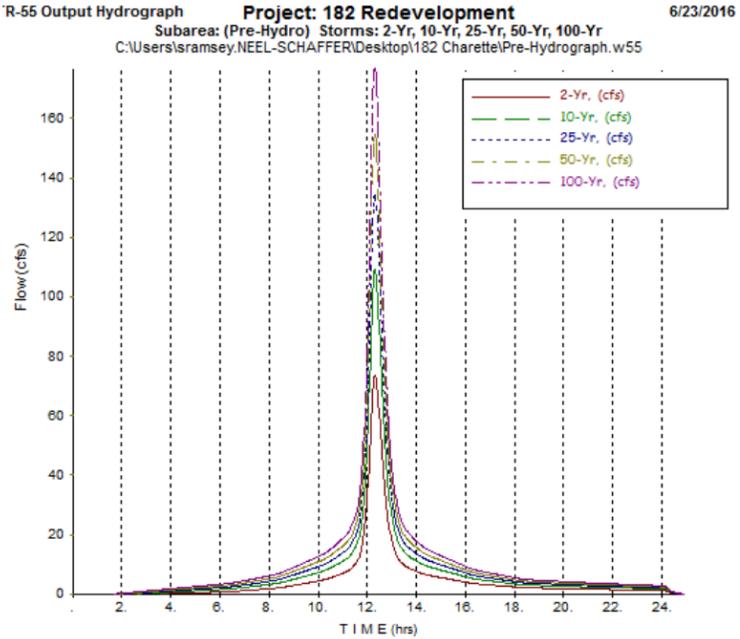


Proposed Section

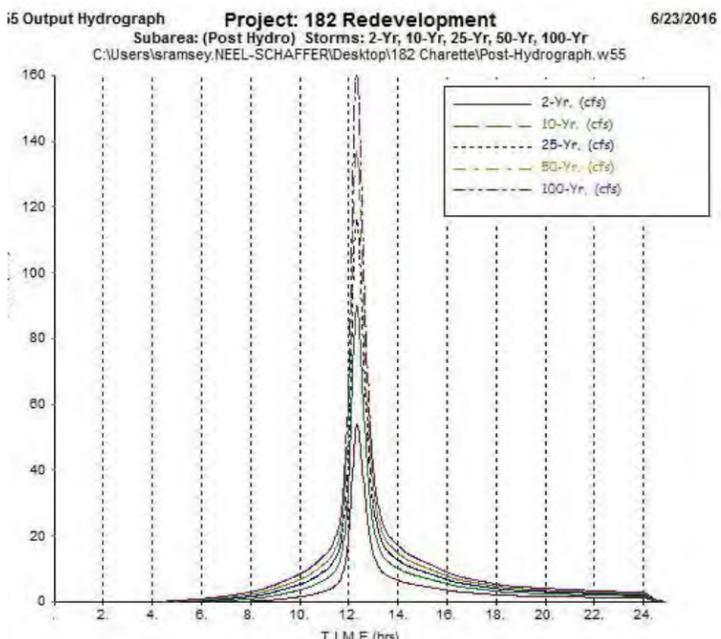
9 to 12 Year Development Term - Stormwater Calculations

Project Summary								
Sub-Drainage ID	Total Disturbed Area (ft ²)	Total Disturbed Impervious Area (ft ²)	Sub-Drainage Area SOV (ft ²)	Volume Credit (ft ³)	Net Sub-Drainage Area SOV (ft ²)	Loading Ratio	BMP Capture Volume (ft ³)	Capture > SOV?
1	291,920	0	5,109	367	4,742	N/A	20,572	YES
2	1,127,321	1,127,321	92,065	1,200	90,865	17	91,616	YES
Totals	1,419,242	1,127,321	97,173	1,567	95,607		112,188	YES

Stormwater calculations were completed by the design team. The table below illustrates the total capture volume for two sub-drainage areas along the corridor. The two output hydrographs represent pre-development and post-development calculations for flow (in cubic feet per second/cfs) and time (in hours) for 2-year, 10-year, 25-year, 50-year, and 100-year storm events.



Pre-Development Hydrograph



Post-Development Hydrograph

9 to 12 Year Development Term - Cost-Benefit Analysis

In order for the City of Starkville to begin to invest in the public infrastructure of the corridor, a cost-benefit analysis should be calculated to give the city an idea of benefit versus cost of the proposed public sector recommendations. The design team stresses the importance of public-private partnerships in order to achieve the desired results. It is expected that public sector investment into the MDOT right-of-way will carry a set of principles and standards that increase the private sector obligations within the 1.4 mile study area, as well as attract future private sector investment. The table above represents an initial undertaking of a TIGER Discretionary Grant Benefit-Cost Analysis for this project. TIGER grants are awarded to innovative transportation projects, including multi-modal and multi-jurisdictional projects, which are difficult to fund through traditional federal programs. Awards focus on capital projects that generate economic development and improve access to reliable, safe and affordable transportation for communities, both urban and rural. Projects can be awarded up to \$100 million.

Calendar Year	Project Year	Affected Drivers ¹	Travel Time Saved (Hours) ²	Total Value of Time Saved (\$2013) ³	Injuries Per Year ⁴	Injuries Prevented by Project ⁵	Total Value of Injuries Prevented ⁶	Crashes Causing Property Damage ⁷	Property Damage Crashes Prevented by Project ⁵	Total Value of Property Damage Crashes Prevented ⁸	Additional Bicycles Utilizing Project Site ⁹	Health Benefits of Additional Bicycling ¹⁰	Additional Pedestrians Utilizing Project Site ¹¹	Health Benefits of Additional Walking ¹²
2017	1	10,000		\$ -	10	0	\$ -	45	0	\$ -	0	\$ -	0	\$ -
2018	2	10,230		\$ -	17	0	\$ -	46	0	\$ -	0	\$ -	0	\$ -
2019	3	10,465		\$ -	17	0	\$ -	47	0	\$ -	0	\$ -	0	\$ -
2020	4	10,706		\$ -	17	0	\$ -	48	0	\$ -	0	\$ -	0	\$ -
2021	5	10,952		\$ -	18	0	\$ -	49	0	\$ -	0	\$ -	0	\$ -
2022	6	11,204	48,551	\$ 776,820	18	5	\$ 866,026	50	14	\$ 55,438	17	\$ 2,121	90	\$ 28,581
2023	7	11,347	49,171	\$ 786,740	18	5	\$ 877,085	51	14	\$ 56,146	34	\$ 4,270	180	\$ 57,526
2024	8	11,492	49,799	\$ 796,786	19	5	\$ 888,285	52	14	\$ 56,863	51	\$ 6,445	272	\$ 86,842
2025	9	11,639	50,435	\$ 806,961	19	5	\$ 899,629	52	15	\$ 57,589	69	\$ 8,649	365	\$ 116,532
2026	10	11,787	51,079	\$ 817,266	19	5	\$ 911,117	53	15	\$ 58,325	86	\$ 10,881	460	\$ 146,600
2027	11	11,938	51,731	\$ 827,703	19	5	\$ 922,752	54	15	\$ 59,070	104	\$ 13,141	555	\$ 177,053
2028	12	12,090	52,392	\$ 838,272	20	5	\$ 934,536	54	15	\$ 59,824	122	\$ 15,430	652	\$ 207,895
2029	13	12,245	53,061	\$ 848,977	20	6	\$ 946,470	55	15	\$ 60,588	141	\$ 17,748	750	\$ 239,131
2030	14	12,401	53,739	\$ 859,819	20	6	\$ 958,556	56	16	\$ 61,362	159	\$ 20,096	849	\$ 270,765
2031	15	12,560	54,425	\$ 870,799	20	6	\$ 970,797	57	16	\$ 62,145	178	\$ 22,474	950	\$ 302,803
2032	16	12,720	55,120	\$ 881,919	21	6	\$ 983,194	57	16	\$ 62,939	197	\$ 24,882	1,051	\$ 335,251
2033	17	12,882	55,824	\$ 893,181	21	6	\$ 995,749	58	16	\$ 63,742	216	\$ 27,321	1,154	\$ 368,113
2034	18	13,047	56,537	\$ 904,587	21	6	\$ 1,008,465	59	16	\$ 64,556	236	\$ 29,791	1,259	\$ 401,394
2035	19	13,214	57,259	\$ 916,138	21	6	\$ 1,021,343	59	17	\$ 65,381	256	\$ 32,293	1,365	\$ 435,101
2036	20	13,382	57,990	\$ 927,837	22	6	\$ 1,034,386	60	17	\$ 66,216	276	\$ 34,826	1,472	\$ 469,238
TOTALS				\$ 12,753,805			\$ 14,218,390			\$ 910,184		\$ 270,366		\$ 3,642,826

¹ 2015 AADTC applied to 2017. 2018-2022 are based on a 2.3% increase in traffic/population. 2023-2036 are based on a 2.3% increase in traffic with a 1% per year decrease based on transfer of mode of transportation from automobile to pedestrian/bicycle.

² Number of Drivers * one minute per day (1/60 hours) over 260 workdays based on ability of cutting travel time from approximately 3 minutes to approximately 2 minutes (30% reduction) in the project area through a more efficient streetscape and access management strategies.

³ Hours at \$16.00 per hour for an average of All Purpose Intercity Travel (\$19.00) and All Purpose Local Travel (\$13.00). From TIGER Benefit-Cost Analysis (BCA) Resource Guide.

⁴ Injuries per year projected based on 2010-2015 Local Data of a 0.162% chance of injury per car. (81 injuries/10,000 AADTC/5 years)

⁵ Injuries & Property Damage crashes prevented are based on a 28% reduction in pedestrian risks noted by Smart Growth America, the industry's leading expert on Complete Streets (shown rounded to nearest whole number)

⁶ Value of Injury is based on KABCO-AIS Data Conversion Table that shows one accident with unknown severity with a value of \$170,403.96. See appendix for table.

⁷ Crashes causing Property Damage were based on 2010-2015 Local Data of a 0.45% chance of property damage per car. (225 property damage crashes/10,000 AADTC/5 years)

⁸ Total Value of Property Damage Crashes Prevented was based on a \$3,927 value per vehicle. From TIGER Benefit-Cost Analysis (BCA) Resource Guide.

⁹ Bicycles utilizing project based on an addition of 0.15% per year, cumulatively. So 2022 is Affected Drivers * 0.0015 and 2023 is the 2022 value + (affected drivers * 0.0015).

¹⁰ Health Benefits of Additional Bicycling = Bicycles Utilizing Project * 1.82 miles/day (total new bike lanes) * \$0.19/mile (Incorporating Health Objectives Into Transportation Planning by Todd Litman.) * 365 days/year

¹¹ Additional pedestrians utilizing the project based on an addition of 0.8% per year, cumulatively. So, 2022 is Affected Drivers * 0.008 and 2023 is the 2022 value + (affected drivers * 0.008)

¹² Health Benefits of Additional Walking = Pedestrians Utilizing Project * 1.82 miles/day (total new sidewalks) * \$0.48/mile (Incorporating Health Objectives Into Transportation Planning by Todd Litman) * 365 days/year

¹³ Social Cost of Carbon (3%) from TIGER Benefit-Cost Analysis (BCA) Resource Guide

¹⁴ Average Tree absorbs 910 lb CO2/year / 2205 lb/metric ton = 0.4 metric tons absorbed per tree per year * 238 additional trees

¹⁵ 3% Social Cost of Carbon * Metric Tons of CO2 Removed by Project

¹⁶ Undiscounted CO2 Costs @ 3% Avg SCC / (1.03^Project Year)

¹⁷ see cost estimates on sheet 3

¹⁸ 2022-2026=Initial Costs * 0.005; 2027-2031= Initial Costs * 0.01; 2032-2037 = Initial Costs * 0.03

¹⁹ Total Value of Time Saved + Total Value of Injuries Prevented + Total Value of Property Damage Crashes Prevented + Health Benefits of Additional Cycling + Health Benefits of Additional Walking

²⁰ Undiscounted Non-CO2 Benefits/(1.07^Project Year)

PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

9 to 12 Year Development Term - Cost-Benefit Analysis

3% Social Cost of Carbon per Metric Ton ¹³	Value of Metric Tons of CO ₂ Removed by Project ¹⁴	Undiscounted CO ₂ Costs @ 3% Avg SCC ¹⁵	NPV CO ₂ Costs @ 3% Avg SCC ¹⁶	Initial Costs (\$2015) ¹⁷	Operations & Maintenance Costs (\$2015) ¹⁸	Undiscounted Non-CO ₂ Net Benefits ¹⁹	7% NPV Non-CO ₂ Benefits ²⁰	3% NPV Non-CO ₂ Benefits ²¹	7% NPV Total Benefits ²²	3% NPV Total Benefits ²³	Low Impact Design - Lifecycle Savings ²⁴	Total Gross Benefits (No Discount) ²⁵
\$47	0	\$ -	\$ -	\$ 18,319,800		\$ (18,319,800)	\$ (17,121,308)	\$ (17,786,214)	\$ (17,121,308)	\$ (17,786,214)		\$ -
\$49	0	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
\$51	0	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
\$52	0	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
\$52	0	\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
\$54	95	\$ 5,141	\$ 4,305		\$ 91,599	\$ 1,637,387	\$ 1,091,060	\$ 1,371,286	\$ 1,095,365	\$ 1,375,591	\$ 39,649	\$ 1,772,941
\$55	95	\$ 5,236	\$ 4,257		\$ 91,599	\$ 1,690,168	\$ 1,052,552	\$ 1,374,261	\$ 1,056,809	\$ 1,378,519	\$ 39,649	\$ 1,825,674
\$56	95	\$ 5,331	\$ 4,208		\$ 91,599	\$ 1,743,623	\$ 1,014,805	\$ 1,376,432	\$ 1,019,013	\$ 1,380,641	\$ 39,649	\$ 1,879,080
\$57	95	\$ 5,426	\$ 4,159		\$ 91,599	\$ 1,797,761	\$ 977,863	\$ 1,377,834	\$ 982,022	\$ 1,381,993	\$ 39,649	\$ 1,933,168
\$58	95	\$ 5,522	\$ 4,109		\$ 91,599	\$ 1,852,590	\$ 941,763	\$ 1,378,501	\$ 945,871	\$ 1,382,610	\$ 39,649	\$ 1,987,947
\$60	95	\$ 5,712	\$ 4,126		\$ 183,198	\$ 1,816,520	\$ 863,016	\$ 1,312,293	\$ 867,142	\$ 1,316,419	\$ 39,649	\$ 2,043,494
\$61	95	\$ 5,807	\$ 4,073		\$ 183,198	\$ 1,872,759	\$ 831,527	\$ 1,313,515	\$ 835,600	\$ 1,317,588	\$ 39,649	\$ 2,099,679
\$62	95	\$ 5,902	\$ 4,019		\$ 183,198	\$ 1,929,715	\$ 800,763	\$ 1,314,042	\$ 804,782	\$ 1,318,061	\$ 39,649	\$ 2,156,582
\$63	95	\$ 5,998	\$ 3,965		\$ 183,198	\$ 1,987,399	\$ 770,748	\$ 1,313,905	\$ 774,713	\$ 1,317,870	\$ 39,649	\$ 2,214,212
\$63	95	\$ 5,998	\$ 3,850		\$ 183,198	\$ 2,045,820	\$ 741,499	\$ 1,313,134	\$ 745,349	\$ 1,316,983	\$ 39,649	\$ 2,272,517
\$65	95	\$ 6,188	\$ 3,856		\$ 549,594	\$ 1,738,590	\$ 588,921	\$ 1,083,432	\$ 592,777	\$ 1,087,288	\$ 39,649	\$ 2,331,690
\$66	95	\$ 6,283	\$ 3,801		\$ 549,594	\$ 1,798,512	\$ 569,363	\$ 1,088,130	\$ 573,164	\$ 1,091,931	\$ 39,649	\$ 2,391,557
\$68	95	\$ 6,474	\$ 3,803		\$ 549,594	\$ 1,859,200	\$ 550,070	\$ 1,092,084	\$ 553,873	\$ 1,095,886	\$ 39,649	\$ 2,452,246
\$69	95	\$ 6,569	\$ 3,746		\$ 549,594	\$ 1,920,662	\$ 531,079	\$ 1,095,327	\$ 534,825	\$ 1,099,073	\$ 39,649	\$ 2,513,651
\$71	95	\$ 6,759	\$ 3,742		\$ 549,594	\$ 1,982,909	\$ 512,421	\$ 1,097,889	\$ 516,164	\$ 1,101,631	\$ 39,649	\$ 2,575,895
		\$ 88,346	\$ 60,021	\$ 18,319,800	\$ 4,121,955	\$ 9,353,815	\$ (5,283,859)	\$ 1,115,850	\$ (5,223,839)	\$ 1,175,871	\$ 594,741	\$ 32,450,332
				\$ 22,441,755								

²¹ Undiscounted Non-CO2 Benefits/(1.03^Project Year)

²² 7% NPV Non-CO2 Benefits + NPV CO2 Costs @3% Avg SCC

²³ 3% NPV Non-CO2 Benefits + NPV CO2 Costs @3% Avg SCC

²⁴ Green Values Stormwater Calculator

²⁵ Total Gross Benefits = Total Value of Time Saved + Total Value of Injuries Prevented + Total Value of Property Damage Crashes Prevented + Health Benefits of Additional Cycling + Health Benefits of Additional Walking + NPV CO2 Costs @ 3% Avg SCC

BENEFIT	
Travel Time Savings	\$ 12,753,805
Safety Savings	\$ 14,218,390
Property Damage Prevention Saving	\$ 910,184
Bicycling Health Savings	\$ 270,366
Walking Health Savings	\$ 3,642,826
Emissions Savings	\$ 60,021
LID Lifecycle Savings	\$ 594,741
TOTAL BENEFIT	\$ 32,450,332

COST	
TIGER Funding Request	\$ 16,487,820
Local Match (10%)	\$ 1,831,980
TOTAL COST	\$ 18,319,800

Benefit : Cost = 1.8 : 1

Cost Estimates	Linear Feet	Cost	Total
Construction/Street Improvements	4821	\$ 1,500	\$ 7,231,500
Utility Improvements	4821	\$ 2,300	\$ 11,088,300
Total			\$ 18,319,800

PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

9 to 12 Year Development Term - Public Sector Proforma

Image: Public sector proforma, 9 to 12 year development term (Table, 2016: Ben Farmer)

Cash Flow Analysis Estimates	At Completion of Construction									
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Transaction Costs										
City of Starkville Contribution	\$ 1,831,980									
REVENUE - Current										
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Municipal	\$ 22,802	\$ 23,030	\$ 23,260	\$ 23,492	\$ 23,727	\$ 23,965	\$ 24,204	\$ 24,446	\$ 24,691	\$ 24,941
Property Tax - County	\$ 52,429	\$ 52,953	\$ 53,483	\$ 54,018	\$ 54,558	\$ 55,103	\$ 55,654	\$ 56,211	\$ 56,773	\$ 57,341
Property Tax - School	\$ 68,498	\$ 69,183	\$ 69,875	\$ 70,573	\$ 71,279	\$ 71,992	\$ 72,712	\$ 73,439	\$ 74,173	\$ 74,913
Total Revenue Current	\$ 143,728	\$ 145,166	\$ 146,617	\$ 148,083	\$ 149,564	\$ 151,060	\$ 152,570	\$ 154,096	\$ 155,637	\$ 157,193
New Revenue Current	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE -10% Increase										
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Municipal	\$ 25,082	\$ 25,332	\$ 25,586	\$ 25,842	\$ 26,100	\$ 26,361	\$ 26,625	\$ 26,891	\$ 27,160	\$ 27,431
Property Tax - County	\$ 57,672	\$ 58,249	\$ 58,831	\$ 59,419	\$ 60,014	\$ 60,614	\$ 61,220	\$ 61,832	\$ 62,450	\$ 63,073
Property Tax - School	\$ 75,348	\$ 76,101	\$ 76,862	\$ 77,631	\$ 78,407	\$ 79,191	\$ 79,983	\$ 80,783	\$ 81,591	\$ 82,406
Total Revenue 10% Increase	\$ 158,101	\$ 159,682	\$ 161,279	\$ 162,892	\$ 164,521	\$ 166,166	\$ 167,828	\$ 169,506	\$ 171,201	\$ 172,913
New Revenue 10% Increase	\$ 14,373	\$ 14,517	\$ 14,662	\$ 14,808	\$ 14,956	\$ 15,106	\$ 15,257	\$ 15,410	\$ 15,564	\$ 15,719
REVENUE - 20% Increase										
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Municipal	\$ 27,362	\$ 27,635	\$ 27,912	\$ 28,191	\$ 28,473	\$ 28,758	\$ 29,045	\$ 29,336	\$ 29,629	\$ 29,924
Property Tax - County	\$ 62,915	\$ 63,544	\$ 64,179	\$ 64,821	\$ 65,469	\$ 66,124	\$ 66,785	\$ 67,453	\$ 68,128	\$ 68,809
Property Tax - School	\$ 82,197	\$ 83,019	\$ 83,850	\$ 84,688	\$ 85,535	\$ 86,390	\$ 87,254	\$ 88,127	\$ 89,008	\$ 89,896
Total Revenue 20% Increase	\$ 172,474	\$ 174,199	\$ 175,941	\$ 177,700	\$ 179,477	\$ 181,272	\$ 183,085	\$ 184,915	\$ 186,765	\$ 188,633
New Revenue 20% Increase	\$ 28,746	\$ 29,033	\$ 29,323	\$ 29,617	\$ 29,913	\$ 30,212	\$ 30,514	\$ 30,819	\$ 31,127	\$ 31,437
REVENUE - 30% Increase										
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Municipal	\$ 30,826	\$ 30,629	\$ 30,936	\$ 31,245	\$ 31,557	\$ 31,873	\$ 32,192	\$ 32,514	\$ 32,839	\$ 33,166
Property Tax - County	\$ 69,730	\$ 70,428	\$ 71,132	\$ 71,843	\$ 72,562	\$ 73,287	\$ 74,020	\$ 74,761	\$ 75,508	\$ 76,261
Property Tax - School	\$ 91,102	\$ 92,013	\$ 92,933	\$ 93,863	\$ 94,801	\$ 95,749	\$ 96,707	\$ 97,674	\$ 98,651	\$ 99,637
Total Revenue 30% Increase	\$ 191,159	\$ 193,070	\$ 195,001	\$ 196,951	\$ 198,920	\$ 200,910	\$ 202,919	\$ 204,948	\$ 206,997	\$ 209,066
New Revenue 30% Increase	\$ 47,430	\$ 47,905	\$ 48,384	\$ 48,868	\$ 49,356	\$ 49,850	\$ 50,348	\$ 50,852	\$ 51,361	\$ 51,875
REVENUE -40% Increase										
Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax - Municipal	\$ 33,746	\$ 34,084	\$ 34,425	\$ 34,769	\$ 35,116	\$ 35,468	\$ 35,822	\$ 36,181	\$ 36,542	\$ 36,906
Property Tax - County	\$ 77,595	\$ 78,371	\$ 79,154	\$ 79,946	\$ 80,745	\$ 81,553	\$ 82,368	\$ 83,192	\$ 84,024	\$ 84,861
Property Tax - School	\$ 101,377	\$ 102,391	\$ 103,415	\$ 104,449	\$ 105,493	\$ 106,548	\$ 107,614	\$ 108,690	\$ 109,777	\$ 110,874
Total Revenue 40% Increase	\$ 212,718	\$ 214,845	\$ 216,994	\$ 219,163	\$ 221,355	\$ 223,569	\$ 225,804	\$ 228,062	\$ 230,343	\$ 232,647
New Revenue 40% Increase	\$ 68,990	\$ 69,679	\$ 70,376	\$ 71,080	\$ 71,791	\$ 72,509	\$ 73,234	\$ 73,966	\$ 74,706	\$ 75,453
Operating Expenses*										
Operation & Maintenance Costs	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 183,198	\$ 183,198	\$ 183,198	\$ 183,198
Total Operating Expenses	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 91,599	\$ 183,198	\$ 183,198	\$ 183,198	\$ 183,198

PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

9 to 12 Year Development Term - Public Sector Proforma

Image: Public sector proforma, 9 to 12 year development term (Table, 2016: Ben Farmer)

Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 24,938	\$ 25,187	\$ 25,439	\$ 25,693	\$ 25,950	\$ 26,210	\$ 26,472	\$ 26,737	\$ 27,004	\$ 27,274	\$ 27,547	\$ 592,066
\$ 57,341	\$ 57,914	\$ 58,493	\$ 59,078	\$ 59,669	\$ 60,266	\$ 60,868	\$ 61,477	\$ 62,092	\$ 62,713	\$ 63,340	\$ 1,154,433
\$ 74,915	\$ 75,664	\$ 76,421	\$ 77,185	\$ 77,957	\$ 78,737	\$ 79,524	\$ 80,319	\$ 81,122	\$ 81,934	\$ 82,753	\$ 1,508,255
\$ 157,194	\$ 158,765	\$ 160,353	\$ 161,957	\$ 163,576	\$ 165,212	\$ 166,864	\$ 168,533	\$ 170,218	\$ 171,920	\$ 173,639	\$ 3,164,754
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 27,431	\$ 27,706	\$ 27,983	\$ 28,263	\$ 28,545	\$ 28,831	\$ 29,119	\$ 29,410	\$ 29,704	\$ 30,001	\$ 30,301	\$ 552,273
\$ 63,075	\$ 63,706	\$ 64,343	\$ 64,986	\$ 65,636	\$ 66,292	\$ 66,955	\$ 67,625	\$ 68,301	\$ 68,984	\$ 69,674	\$ 1,269,876
\$ 82,407	\$ 83,231	\$ 84,063	\$ 84,904	\$ 85,753	\$ 86,610	\$ 87,476	\$ 88,351	\$ 89,235	\$ 90,127	\$ 91,028	\$ 1,659,080
\$ 172,913	\$ 174,642	\$ 176,388	\$ 178,152	\$ 179,934	\$ 181,733	\$ 183,551	\$ 185,386	\$ 187,240	\$ 189,112	\$ 191,003	\$ 3,481,230
\$ 15,719	\$ 15,877	\$ 16,035	\$ 16,196	\$ 16,358	\$ 16,521	\$ 16,686	\$ 16,853	\$ 17,022	\$ 17,192	\$ 17,364	\$ 316,475
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 29,925	\$ 30,224	\$ 30,527	\$ 30,832	\$ 31,140	\$ 31,452	\$ 31,766	\$ 32,084	\$ 32,405	\$ 32,729	\$ 33,056	\$ 602,480
\$ 68,809	\$ 69,497	\$ 70,192	\$ 70,894	\$ 71,603	\$ 72,319	\$ 73,042	\$ 73,772	\$ 74,510	\$ 75,255	\$ 76,008	\$ 1,385,319
\$ 89,898	\$ 90,797	\$ 91,705	\$ 92,622	\$ 93,548	\$ 94,484	\$ 95,429	\$ 96,383	\$ 97,347	\$ 98,320	\$ 99,303	\$ 1,809,906
\$ 188,632	\$ 190,519	\$ 192,424	\$ 194,348	\$ 196,291	\$ 198,254	\$ 200,237	\$ 202,239	\$ 204,262	\$ 206,304	\$ 208,367	\$ 3,797,705
\$ 31,439	\$ 31,753	\$ 32,071	\$ 32,391	\$ 32,715	\$ 33,042	\$ 33,373	\$ 33,707	\$ 34,044	\$ 34,384	\$ 34,728	\$ 632,951
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 33,167	\$ 33,499	\$ 33,834	\$ 34,172	\$ 34,514	\$ 34,859	\$ 35,208	\$ 35,560	\$ 35,915	\$ 36,274	\$ 36,637	\$ 110,455
\$ 76,263	\$ 77,026	\$ 77,796	\$ 78,574	\$ 79,360	\$ 80,153	\$ 80,955	\$ 81,764	\$ 82,582	\$ 83,408	\$ 84,242	\$ 253,975
\$ 99,637	\$ 100,633	\$ 101,640	\$ 102,656	\$ 103,688	\$ 104,720	\$ 105,767	\$ 106,824	\$ 107,893	\$ 108,972	\$ 110,061	\$ 331,816
\$ 209,067	\$ 211,158	\$ 213,270	\$ 215,402	\$ 217,556	\$ 219,732	\$ 221,929	\$ 224,149	\$ 226,390	\$ 228,654	\$ 230,940	\$ 4,209,123
\$ 51,874	\$ 52,393	\$ 52,917	\$ 53,446	\$ 53,980	\$ 54,520	\$ 55,065	\$ 55,616	\$ 56,172	\$ 56,734	\$ 57,301	\$ 1,044,369
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 36,908	\$ 37,277	\$ 37,650	\$ 38,026	\$ 38,406	\$ 38,790	\$ 39,178	\$ 39,570	\$ 39,966	\$ 40,365	\$ 40,768	\$ 120,496
\$ 84,864	\$ 85,713	\$ 86,570	\$ 87,436	\$ 88,310	\$ 89,193	\$ 90,085	\$ 90,986	\$ 91,896	\$ 92,815	\$ 93,743	\$ 277,064
\$ 110,874	\$ 111,983	\$ 113,103	\$ 114,234	\$ 115,376	\$ 116,530	\$ 117,695	\$ 118,872	\$ 120,061	\$ 121,262	\$ 122,474	\$ 361,981
\$ 232,646	\$ 234,973	\$ 237,323	\$ 239,696	\$ 242,093	\$ 244,514	\$ 246,959	\$ 249,428	\$ 251,923	\$ 254,442	\$ 256,986	\$ 4,683,836
\$ 75,453	\$ 76,207	\$ 76,969	\$ 77,739	\$ 78,517	\$ 79,302	\$ 80,095	\$ 80,896	\$ 81,705	\$ 82,522	\$ 83,347	\$ 1,519,082
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 183,198	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 6,869,925
\$ 183,198	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 549,594	\$ 6,869,925

PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

9 to 12 Year Development Term - Public Sector Proforma

Image: Public sector proforma, 9 to 12 year development term (Table, 2016: Ben Farmer)

Cash Flow - Pre Operating Expenses	\$	-	\$	143,728.31	\$	145,165.59	\$	146,617.25	\$	148,083.42	\$	149,564.25	\$	151,059.89	\$	152,570.49	\$	154,096.20	\$	155,637.16
Cash Flow - 10% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	158,101.14	\$	159,682.15	\$	161,278.97	\$	162,891.76	\$	164,520.68	\$	166,165.88	\$	167,827.54	\$	169,505.82	\$	171,200.88
Cash Flow - 20% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	172,473.97	\$	174,198.71	\$	175,940.69	\$	177,700.10	\$	179,477.10	\$	181,271.87	\$	183,084.59	\$	184,915.44	\$	186,764.59
Cash Flow - 30% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	191,158.65	\$	193,070.23	\$	195,000.94	\$	196,950.95	\$	198,920.45	\$	200,909.66	\$	202,918.76	\$	204,947.94	\$	206,997.42
Cash Flow - 40% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	212,717.89	\$	214,845.07	\$	216,993.52	\$	219,163.46	\$	221,355.09	\$	223,568.64	\$	225,804.33	\$	228,062.37	\$	230,343.00
NEW Cash Flow - Pre Operating Expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
NEW Cash Flow - 10% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	14,372.83	\$	14,516.56	\$	14,661.72	\$	14,808.34	\$	14,956.43	\$	15,105.99	\$	15,257.05	\$	15,409.62	\$	15,563.72
NEW Cash Flow - 20% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	28,745.66	\$	29,033.12	\$	29,323.45	\$	29,616.68	\$	29,912.85	\$	30,211.98	\$	30,514.10	\$	30,819.24	\$	31,127.43
NEW Cash Flow - 30% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	47,430.34	\$	47,904.64	\$	48,383.69	\$	48,867.53	\$	49,356.20	\$	49,849.77	\$	50,348.26	\$	50,851.75	\$	51,360.26
NEW Cash Flow - 40% Increase - Pre Operating Expenses	\$	(1,831,980.00)	\$	68,989.59	\$	69,679.48	\$	70,376.28	\$	71,080.04	\$	71,790.84	\$	72,508.75	\$	73,233.84	\$	73,966.18	\$	74,705.84
Cash Flow - Current - Post Operating Expenses **	\$	-	\$	143,728.31	\$	145,165.59	\$	146,617.25	\$	148,083.42	\$	149,564.25	\$	151,059.89	\$	152,570.49	\$	154,096.20	\$	155,637.16
Cash Flow - 10% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	66,502.14	\$	68,083.15	\$	69,679.97	\$	71,292.76	\$	72,921.68	\$	(17,032.12)	\$	(15,370.46)	\$	(13,692.18)	\$	(11,997.12)
Cash Flow - 20% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	80,874.97	\$	82,599.71	\$	84,341.69	\$	86,101.10	\$	87,878.10	\$	(1,926.13)	\$	(113.41)	\$	1,717.44	\$	3,566.59
Cash Flow - 30% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	99,559.65	\$	101,471.23	\$	103,401.94	\$	105,351.95	\$	107,321.45	\$	17,711.66	\$	19,720.76	\$	21,749.94	\$	23,799.42
Cash Flow - 40% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	121,118.89	\$	123,246.07	\$	125,394.52	\$	127,564.46	\$	129,756.09	\$	40,370.64	\$	42,606.33	\$	44,864.37	\$	47,145.00
NEW Cash Flow - Current - Post Operating Expenses**	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
NEW Cash Flow - 10% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	(77,226.17)	\$	(77,082.44)	\$	(76,937.28)	\$	(76,790.66)	\$	(76,642.57)	\$	(168,092.01)	\$	(167,940.95)	\$	(167,788.38)	\$	(167,634.28)
NEW Cash Flow - 20% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	(62,853.34)	\$	(62,565.88)	\$	(62,275.55)	\$	(61,982.32)	\$	(61,686.15)	\$	(152,986.02)	\$	(152,683.90)	\$	(152,378.76)	\$	(152,070.57)
NEW Cash Flow - 30% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	(44,168.66)	\$	(43,694.36)	\$	(43,215.31)	\$	(42,731.47)	\$	(42,242.80)	\$	(133,348.23)	\$	(132,849.74)	\$	(132,346.25)	\$	(131,837.74)
NEW Cash Flow - 40% Increase - Post Operating Expenses	\$	(1,831,980.00)	\$	(22,609.41)	\$	(21,919.52)	\$	(21,222.72)	\$	(20,518.96)	\$	(19,808.16)	\$	(110,689.25)	\$	(109,964.16)	\$	(109,231.82)	\$	(108,492.16)

20 Year IRR Estimates

NEW Cash Flow - 10% Increase - Pre Operating Expenses	-13%
NEW Cash Flow - 20% Increase - Pre Operating Expenses	-8%
NEW Cash Flow - 30% Increase - Pre Operating Expenses	-5%
NEW Cash Flow - 40% Increase - Pre Operating Expenses	-2%
NEW Cash Flow - 10% Increase - Post Operating Expenses	#NUM!
NEW Cash Flow - 20% Increase - Post Operating Expenses	#NUM!
NEW Cash Flow - 30% Increase - Post Operating Expenses	#NUM!
NEW Cash Flow - 40% Increase - Post Operating Expenses	#NUM!

* Operating Expenses based on TIGER Grant calculation of: YR 1-5=Initial Costs * 0.005; YR 6-10= Initial Costs * 0.01; YR 11-20 = Initial Costs * 0.0

**assumes no operating expenses if improvements are not made

PUBLIC IMPLEMENTATION STRATEGY: GREEN INFRASTRUCTURE

9 to 12 Year Development Term - Public Sector Proforma

\$ 157,193.53	\$ 158,765.47	\$ 160,353.12	\$ 161,956.65	\$ 163,576.22	\$ 165,211.98	\$ 166,864.10	\$ 168,532.74	\$ 170,218.07	\$ 171,920.25	\$ 173,639.45	\$	3,164,754
\$ 172,912.88	\$ 174,642.01	\$ 176,388.43	\$ 178,152.32	\$ 179,933.84	\$ 181,733.18	\$ 183,550.51	\$ 185,386.02	\$ 187,239.88	\$ 189,112.28	\$ 191,003.40	\$	8,481,230
\$ 188,632.24	\$ 190,518.56	\$ 192,423.75	\$ 194,347.98	\$ 196,291.46	\$ 198,254.38	\$ 200,236.92	\$ 202,239.29	\$ 204,261.68	\$ 206,304.30	\$ 208,367.34	\$	3,797,705
\$ 209,067.40	\$ 211,158.07	\$ 213,269.65	\$ 215,402.35	\$ 217,556.37	\$ 219,731.94	\$ 221,929.26	\$ 224,148.55	\$ 226,390.03	\$ 228,653.93	\$ 230,940.47	\$	4,209,123
\$ 232,646.43	\$ 234,972.89	\$ 237,322.62	\$ 239,695.85	\$ 242,092.80	\$ 244,513.73	\$ 246,958.87	\$ 249,428.46	\$ 251,922.74	\$ 254,441.97	\$ 256,986.39	\$	4,683,836
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
\$ 15,719.35	\$ 15,876.55	\$ 16,035.31	\$ 16,195.67	\$ 16,357.62	\$ 16,521.20	\$ 16,686.41	\$ 16,853.27	\$ 17,021.81	\$ 17,192.03	\$ 17,363.95	\$	816,475
\$ 31,438.71	\$ 31,753.09	\$ 32,070.62	\$ 32,391.33	\$ 32,715.24	\$ 33,042.40	\$ 33,372.82	\$ 33,706.55	\$ 34,043.61	\$ 34,384.05	\$ 34,727.89	\$	632,951
\$ 51,873.87	\$ 52,392.60	\$ 52,916.53	\$ 53,445.70	\$ 53,980.15	\$ 54,519.95	\$ 55,065.15	\$ 55,615.81	\$ 56,171.96	\$ 56,733.68	\$ 57,301.02	\$	1,044,369
\$ 75,452.90	\$ 76,207.42	\$ 76,969.50	\$ 77,739.19	\$ 78,516.59	\$ 79,301.75	\$ 80,094.77	\$ 80,895.72	\$ 81,704.67	\$ 82,521.72	\$ 83,346.94	\$	1,519,082
\$ 157,193.53	\$ 158,765.47	\$ 160,353.12	\$ 161,956.65	\$ 163,576.22	\$ 165,211.98	\$ 166,864.10	\$ 168,532.74	\$ 170,218.07	\$ 171,920.25	\$ 173,639.45	\$	3,164,754
\$ (10,285.12)	\$ (374,951.99)	\$ (373,205.57)	\$ (371,441.68)	\$ (369,660.16)	\$ (367,860.82)	\$ (366,043.49)	\$ (364,207.98)	\$ (362,354.12)	\$ (360,481.72)	\$ (358,590.60)	\$	(8,388,895)
\$ 5,434.24	\$ (359,075.44)	\$ (357,170.25)	\$ (355,246.02)	\$ (353,302.54)	\$ (351,339.62)	\$ (349,357.08)	\$ (347,354.71)	\$ (345,332.32)	\$ (343,289.70)	\$ (341,226.66)	\$	(3,072,220)
\$ 25,869.40	\$ (338,435.93)	\$ (336,324.35)	\$ (334,191.65)	\$ (332,037.63)	\$ (329,862.06)	\$ (327,664.74)	\$ (325,445.45)	\$ (323,203.97)	\$ (320,940.07)	\$ (318,653.53)	\$	(2,660,802)
\$ 49,448.43	\$ (314,621.11)	\$ (312,271.38)	\$ (309,898.15)	\$ (307,501.20)	\$ (305,080.27)	\$ (302,635.13)	\$ (300,165.54)	\$ (297,671.26)	\$ (295,152.03)	\$ (292,607.61)	\$	(2,186,089)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
\$ (167,478.65)	\$ (533,717.45)	\$ (533,558.69)	\$ (533,398.33)	\$ (533,236.38)	\$ (533,072.80)	\$ (532,907.59)	\$ (532,740.73)	\$ (532,572.19)	\$ (532,401.97)	\$ (532,230.05)	\$	(6,553,450)
\$ (151,759.29)	\$ (517,840.91)	\$ (517,523.38)	\$ (517,202.67)	\$ (516,878.76)	\$ (516,551.60)	\$ (516,221.18)	\$ (515,887.45)	\$ (515,550.39)	\$ (515,209.95)	\$ (514,866.11)	\$	(6,236,974)
\$ (131,324.13)	\$ (497,201.40)	\$ (496,677.47)	\$ (496,148.30)	\$ (495,613.85)	\$ (495,074.05)	\$ (494,528.85)	\$ (493,978.19)	\$ (493,422.04)	\$ (492,860.32)	\$ (492,292.98)	\$	(5,825,556)
\$ (107,745.10)	\$ (473,386.58)	\$ (472,624.50)	\$ (471,854.81)	\$ (471,077.41)	\$ (470,292.25)	\$ (469,499.23)	\$ (468,698.28)	\$ (467,889.33)	\$ (467,072.28)	\$ (466,247.06)	\$	(5,350,843)

Image: Public sector proforma, 9 to 12 year development term (Table, 2016: Ben Farmer)

Tax Revenue Estimates - Contributing Parcels

Finally, the adjacent map represents the return on investment for the city in revenue-producing parcels. The parcels within the yellow boundary would be those whose property values would benefit from the recommendations made in the Highway 182 Corridor Redevelopment Plan. The increase in revenue the City of Starkville would receive could be injected back into the community for other infrastructure or economic development projects. The added cost-savings benefit to the community in green infrastructure implementation and water quality standards would be felt for generations to come.



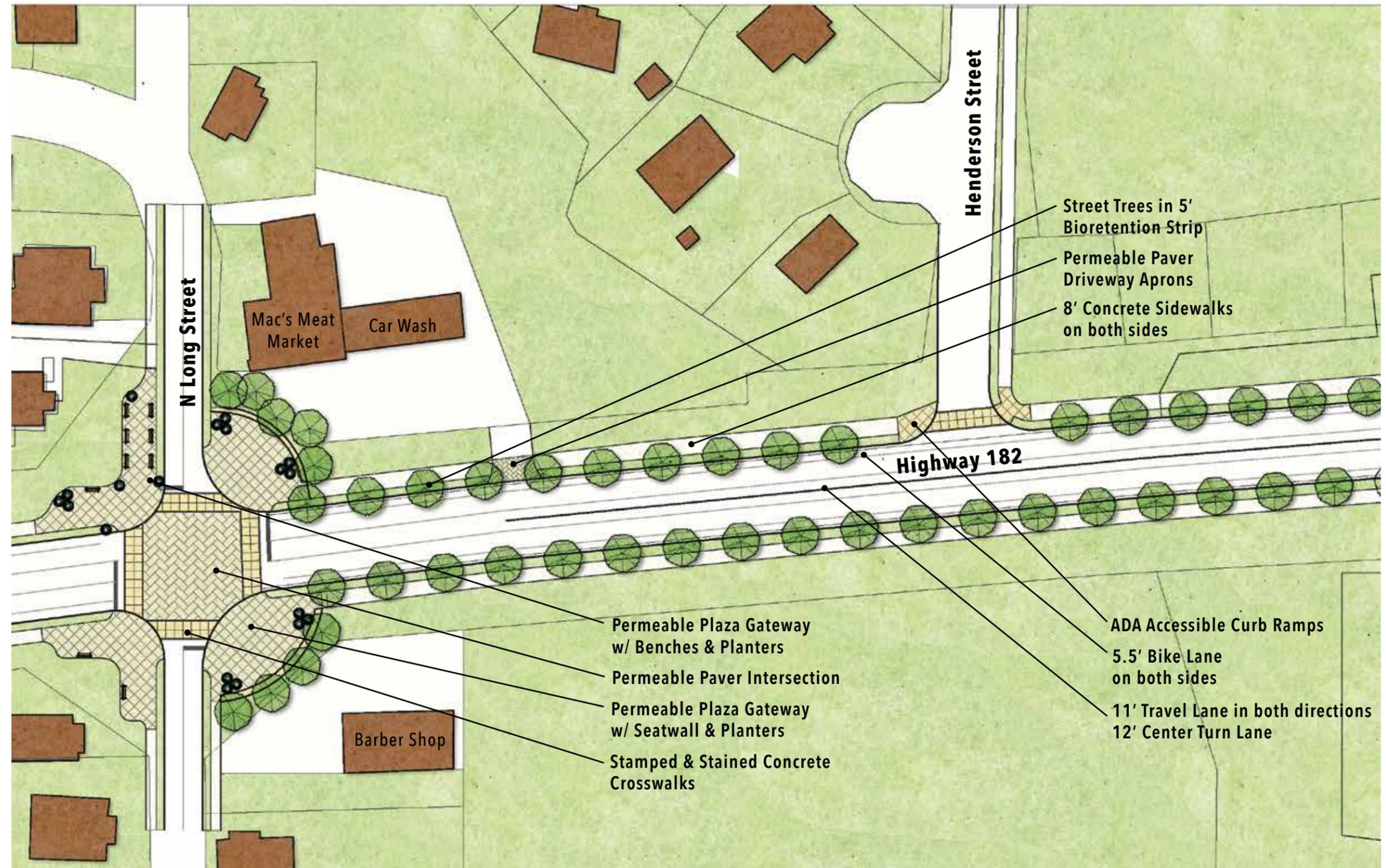


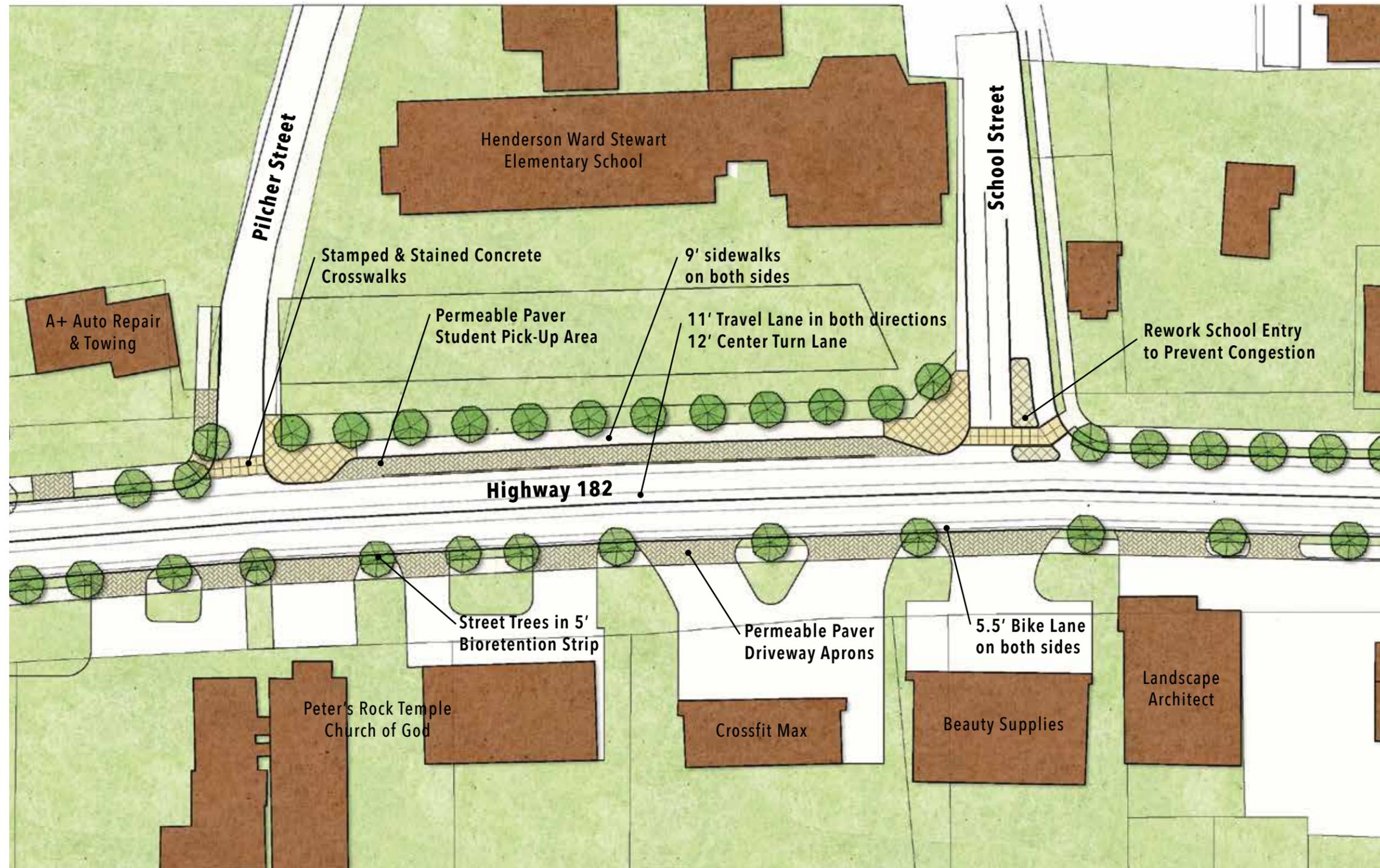
Section
Closing **H**

In closing, the Farmer | Morgan design team would like to thank the City of Starkville and its citizens and PM Environmental, Inc. for allowing us to contribute to the Highway 182 corridor revisioning through the creation of this Corridor Redevelopment Plan. This is a tremendous opportunity for the community to capitalize on the breadth of intrinsic qualities that make Starkville unique and what it is today. By using this document to leverage additional investment for the redevelopment project, this plan can become a model for sustainable economic development, all while preserving the qualities that make this community so unique.

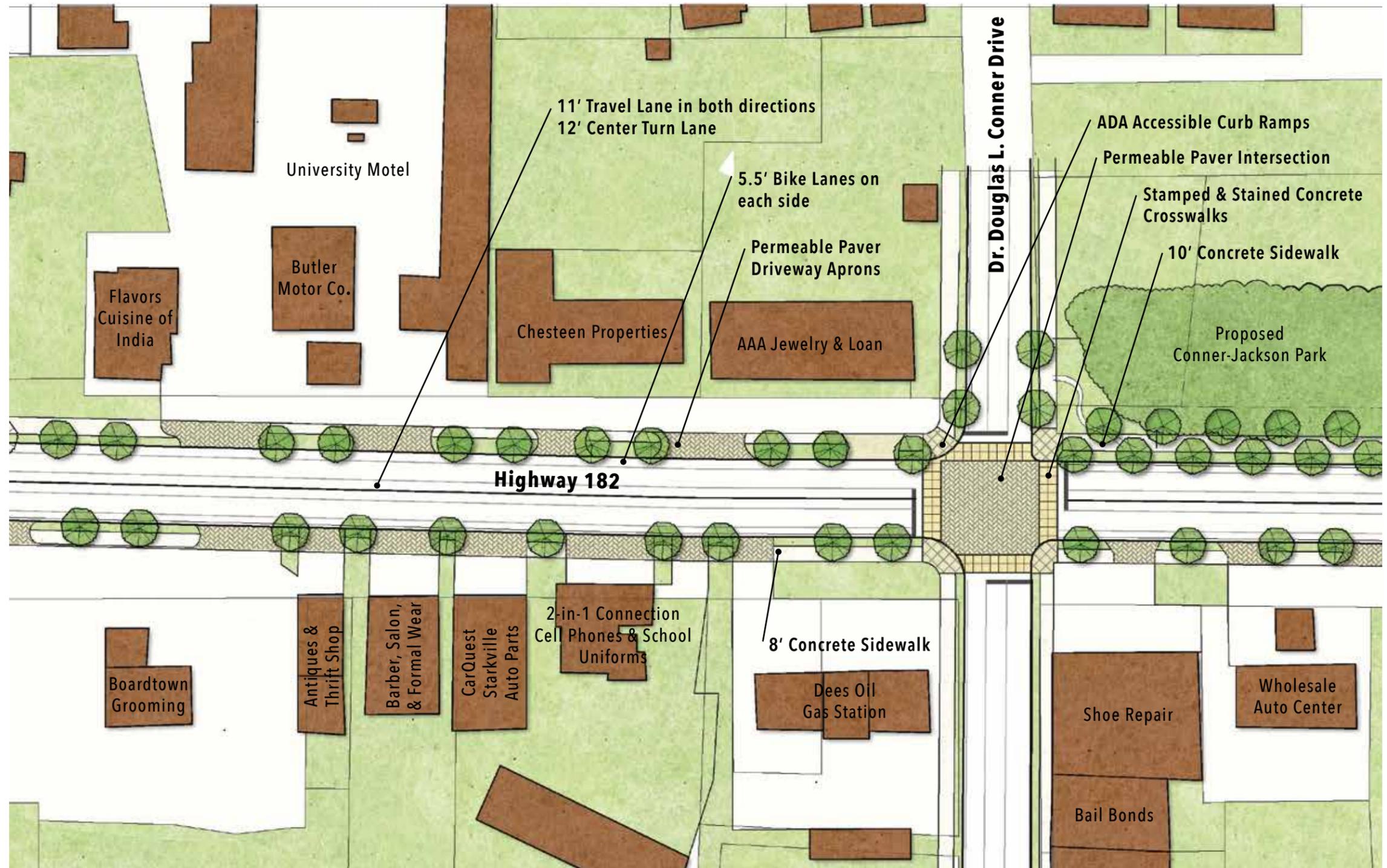


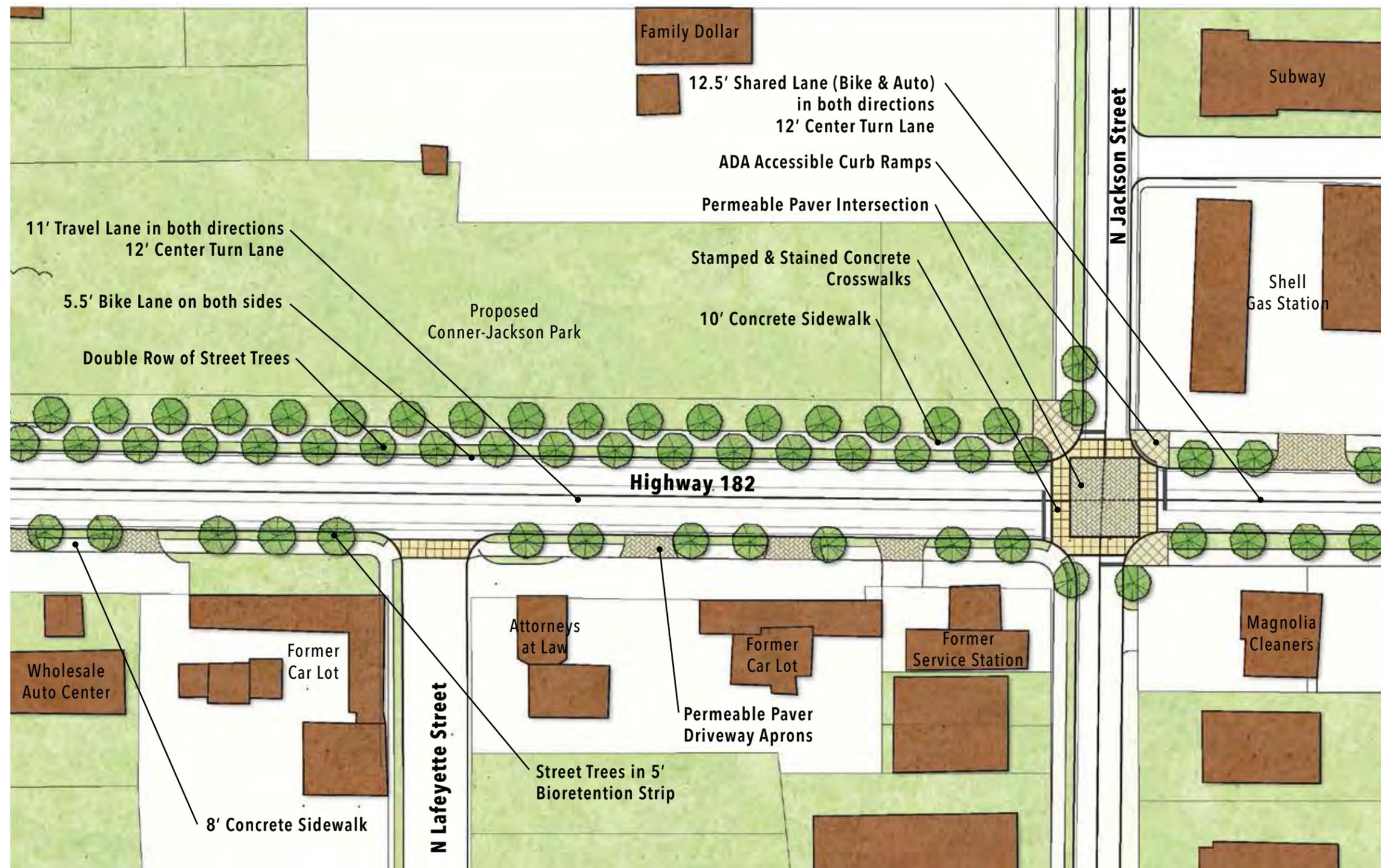




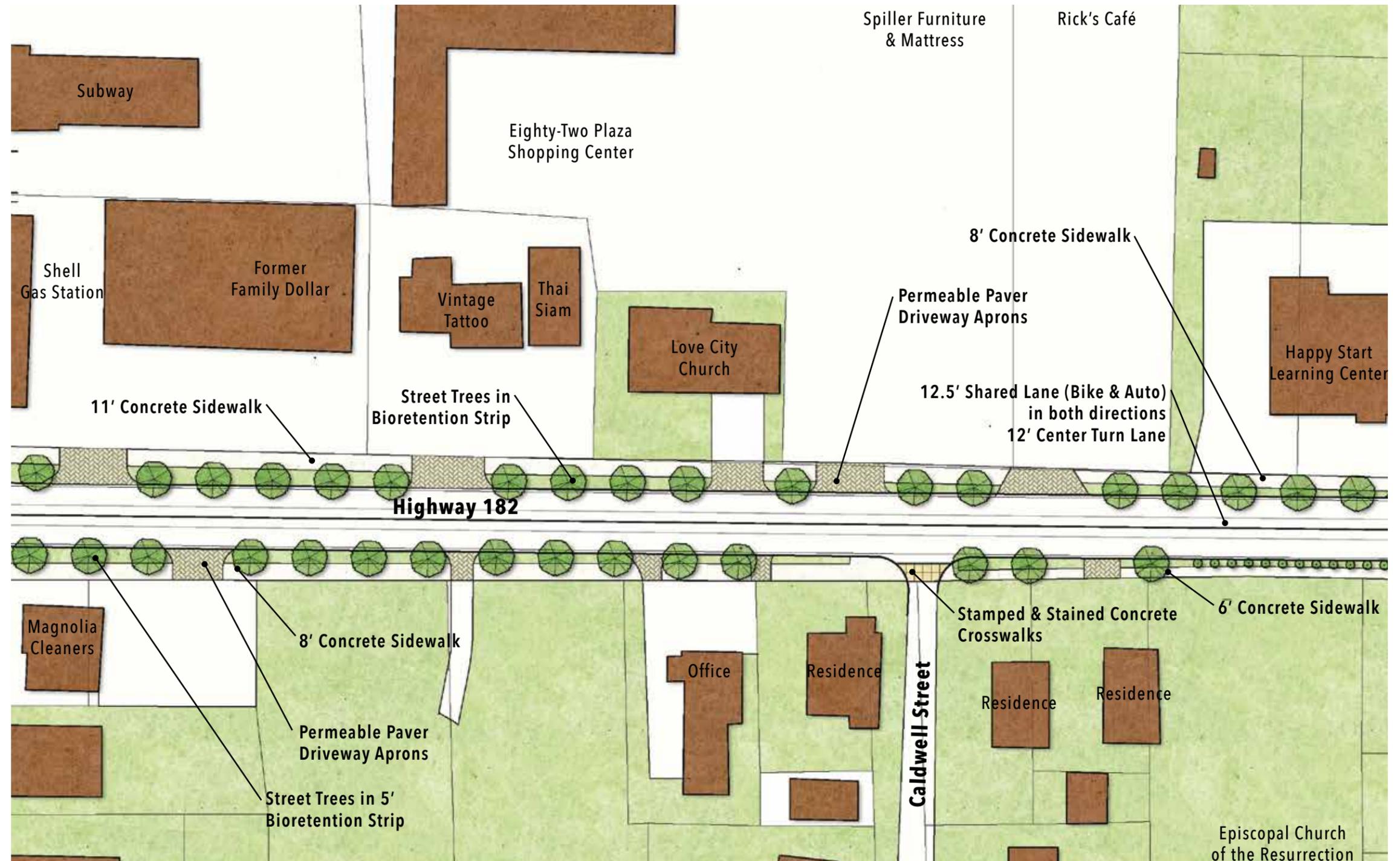


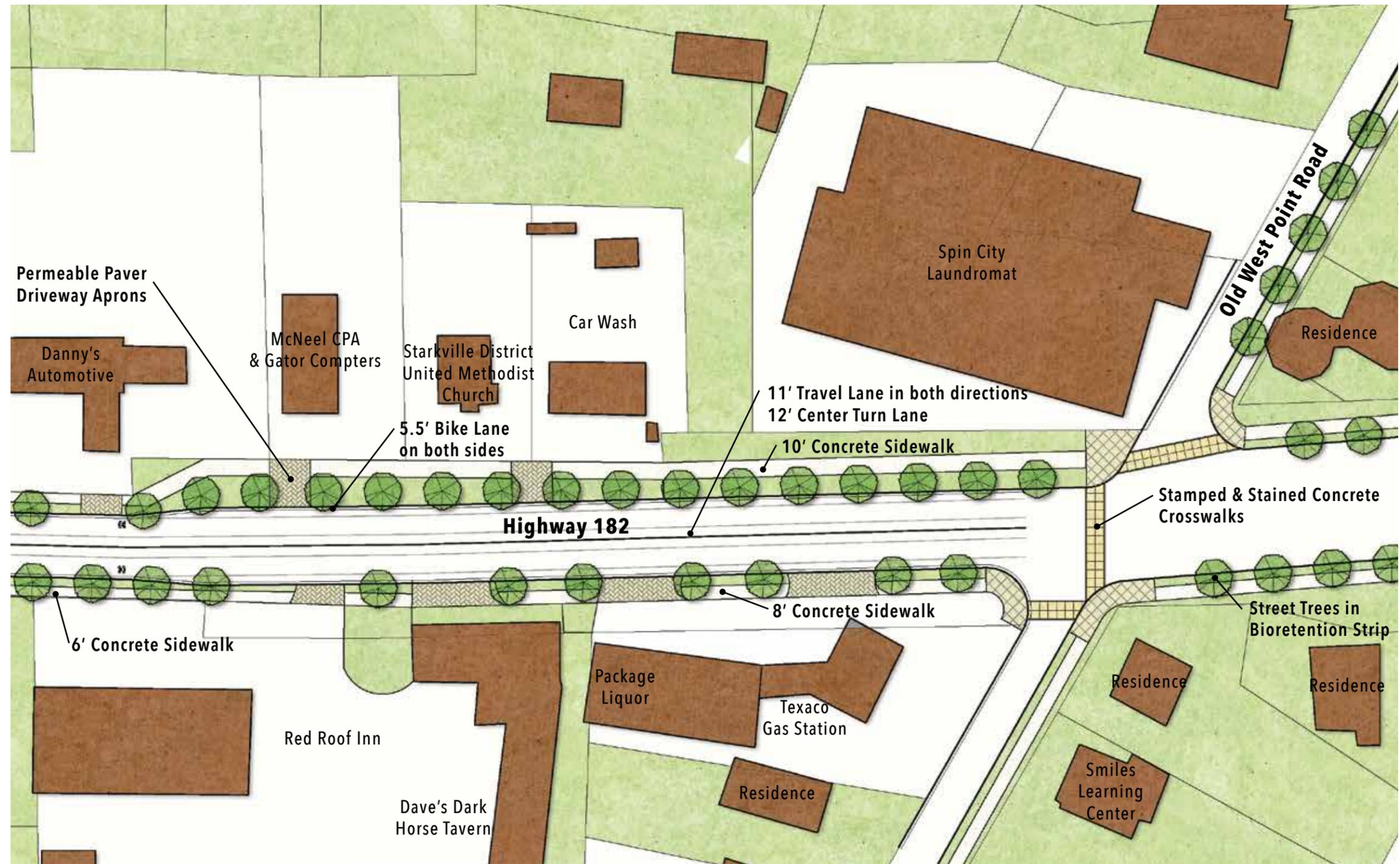
Highway 182 Green Infrastructure Master Plan - Sheet 3





Highway 182 Green Infrastructure Master Plan - Sheet 5





*Retail Market Analysis: Highway 182 Corridor - Part 1***Randall Gross / Development Economics**

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Part 1 Report
**RETAIL MARKET ANALYSIS:
 HIGHWAY 182 CORRIDOR**



Prepared for Farmer / Morgan LLC
 On behalf of the City of Starkville
 June 20, 2016

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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INTRODUCTION

This Part 1 Report provides a summary of findings from a Retail Market Analysis for the Highway 182 Corridor in Starkville, Mississippi. Ultimately, the objective of the Highway 182 Corridor Plan is to spark the revitalization of the corridor. The commercial business base along Highway 182 languished after the road was replaced by newer highways that created an east-west travel corridor around Starkville. Highway 182 (or Dr. Martin Luther King, Jr. Drive) is now an urban corridor between Downtown Starkville and the city's north-side neighborhoods. This market analysis examined the economic potential for retail uses as a spur for revitalization of the corridor.

The market analysis reviewed existing conditions and forecasted demand for retail business space within the corridor. A recommended mix for tenancing space within the corridor is also provided, based on the findings of the market analysis. A Part 2 Report will provide strategic recommendations for marketing, development, management, and financing within the corridor, based on the retail market analysis as well as on input gleaned from a design charrette, potential investors, and community stakeholders.

Section 1 of this report includes a Site Analysis, summarizing information about the physical conditions and overall marketability of the study area corridor for retail and commercial uses. Section 2 provides an analysis of Demographic Trends and Forecasts for the corridor's retail trade area, and Section 3 provides an analysis of the corridor's Retail Market Potentials within the competitive context. Section 3 also presents the recommended retail tenant mix and initial marketing concepts for the corridor. As noted above, further strategic recommendations following the inputs gathered through the design charrette and other sources.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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*Retail Market Analysis: Highway 182 Corridor - Part 1***Randall Gross / Development Economics****Section 1. SITE ANALYSIS**

Section 1 provides a summary of existing physical conditions and other factors impacting on the overall marketability of the Highway 182 Corridor for retail and commercial revitalization. The Site Analysis was based on information gleaned from field reconnaissance and an inventory of existing uses, as well as from documentation and interviews with selected businesses, real estate professionals, and property owners in the area.

Location and Access

The Highway 182 Corridor is located on the north side of Starkville, Mississippi, extending east to U.S. Highway 82 and west to MS Highway 25. The full length of Highway 182 extends from Winona in Montgomery County east to U.S. Highway 51. As such, the road provides access east and west via Highway 82 and U.S. 51 to several of the smaller communities in the region.

Starkville is home to Mississippi State University, with 21,000 students and 1,300 employees, the largest university in the state of Mississippi. Much of the city's local economy is oriented to the university, with the largest share of employment in the education sector. Many area businesses are dependent on the university for supplying goods and services to the students, faculty, staff and the institution itself.

Functional Change

MS 182 originally operated as Highway 82 until a new four-lane divided highway right-of-way was established around Starkville and the old Highway 82 became MS 182. Thus, 182 was superceded as a regional highway and lost much of its capacity for inter-city travel to the new Highway 82. The highway's original function for providing that regional access afforded it visibility for travel-related services including motels, restaurants, filling stations, towing companies, car washes, and automotive repair garages, among others.

Even today, remnants of the road's past as a conduit for regional travel remain. There are two operating motels plus at least one or two other former motels that have been converted to office/service space. One of the existing facilities, University Motel, has some unique history having accommodated Johnny Cash when he stayed in Starkville before being arrested for public drunkenness. He wrote the song "Starkville City Jail" about his experience in town. The motel has created somewhat of a shrine around Cash's room, which has its own status as the Johnny Cash Suite. The motel also offers an exceptionally good example of mid-century modern design and signage. Several towing and auto repair businesses also continue to operate in the corridor.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Most telling are the two existing gas stations plus six (6) former gas stations that are either vacant or have been converted to other uses. Among the corridor's eight gas station buildings and their current uses are the following:

- Dees Oil (vacant)
- Butler Motor Company (used car dealer)
- Happy Tails (animal grooming)
- Chevron Gas Station / B-Quik
- Wholesale Auto Center (tires and auto parts)
- Rose, Kelly, Martin (law firm offices)
- Vacant former gas station at 290 MS182
- Texaco Gas Station / Hunt Bros Pizza

Several businesses, like real estate firm Chesteen Properties, operate out of former garages or other auto-related businesses.

Traffic and Visibility

Highway 182 carries an average 18,000 vehicles per day, which is sufficient to afford some exposure for commercial uses along the length of the corridor. The road also has carrying capacity that probably affords it the opportunity for further growth. The corridor is located only two blocks from Downtown Starkville, which offers potential for better integration with downtown and for securing more of a destination draw. At this stage, however, there is very little interface between Main Street and Highway 182, which has a completely different character and commercial mix despite being only a short walk away.

Even with its traffic and carrying capacity, MS 182 cannot compete for exposure with some of the more heavily-traveled corridors in the area. Highway 12, for example, carries an average of 53,000 vehicles per day or about three times as much as Highway 182. It is not surprising then that most of Starkville's name-brand commercial chains are concentrated along Highway 12.

Physical Conditions

The 182 Corridor has typical highway conditions with two and four lanes of moving traffic plus a turning lane. The study area would not, however, qualify as a "walk-able" urban district, despite its location two blocks from Main Street. The quality of pedestrian streetscape varies in different sections of the corridor, since there have been recent improvements providing greater pedestrian accessibility.

New sidewalks and trash receptacles in the center-west portion of the corridor help accommodate pedestrians that otherwise cannot maneuver along the roadway without walking up hills and through private yards and parking lots

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 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Retail Market Analysis: Highway 182 Corridor - Part 1

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on the eastern portion of the corridor. There is no street tree or planting program along the street, exposing pedestrians directly to the heat and reducing the overall attractiveness of the study area.



While the corridor definitely has a highway commercial character, many of the buildings can be associated with a vintage 1950s-1960s (Mid-century) era of American highway travel. Two-story motels, vintage gas stations, and clusters of small block buildings help convey a story associated with travel from that era. Several of the older gas stations and motels, in particular, provide opportunities for reuse and rehabilitation as vintage destination restaurants, lodging, and retail establishments. As noted earlier, the University Motel in particular holds architectural and historical value in part because of its association with Johnny Cash and the mid-century travel era. Similar mid-century motels in iconic locations like Route 66 have been refurbished and reconfigured to accommodate modern hotel uses while maintaining their historic character.

Brand and Identity

The Highway 182 Corridor is not currently branded or promoted in a consistent, pro-active way in terms of marketing materials, social media, web sites, urban design and streetscape, gateway signage or other tools used to market urban commercial districts. In fact, the very name of the corridor as expressed in County records, street signs, advertising materials, and physical business addresses is inconsistent. Addresses are listed variously as any and all of the following:

- Highway 182
- MS Highway 182 West or East
- Dr. Martin Luther King, Jr. Drive
- Highway 82
- MLK Drive
- Martin Luther King Drive
- Martin Luther King Drive West or East
- Dr. Martin Luther King

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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In addition to inconsistencies in naming, the road also presents some inconsistencies in numbering, particularly on the western side, where numbers skip ahead and fail to align with those across the street. The numbering issue has led to confusion in GPS and for consumers trying to locate business. There are also sections of the corridor with identity signage associated with the “Old Main District,” which encompasses a broader area of downtown. Several businesses use the historic “Boardtown” name associated with old Starkville. Overall, the inconsistencies in street name, numbering, and identity impact negatively on the corridor’s overall brand and name recognition.

Existing Uses

The central portion of the corridor bounded roughly by Henderson Street (on the west) and Old West Point Road (on the east) is characterized by commercial uses dominated by suburban retail and strip center formats. Some of the commercial space has been converted to office use. There are also several motels, religious institutions, schools or day care facilities, and industrial service uses. There are also residential uses scattered throughout the corridor, including single-family homes and apartment buildings. Areas further west are dominated by residential uses although there are medical office complexes just south of the corridor along Stark Road.

Overall, the corridor is estimated to have a total 312,000 square feet of inventoried non-residential building use, of which about 40% is in retail, 25% in office, and 15% in industrial/service use. About 10% of the space is in religious buildings and associated educational facilities, while 8% is in accommodation facilities (namely, two motels).

Table 1. BUILDING USE BY CATEGORY, HIGHWAY 182 CORRIDOR, STARKVILLE, 2016			
Category	Number	Sq. Feet	Share
Retail	46	129,900	42%
Office	25	76,000	24%
Industrial/Service	8	46,000	15%
Religious	5	34,500	11%
Accommodation	2	26,400	8%
Education	4	N/A	N/A
Residential (Bldgs)	43	N/A	N/A
TOTAL	133	312,800	92%
Sources:	Oktibbeha County Assessor, businesses, and Randall Gross / Development Economics.		

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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Retail Market Analysis: Highway 182 Corridor - Part 1

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The inventory conducted by RGDE identified nearly 50 retail businesses, 25 office uses, and a handful of other non-residential uses. There are more than 40 residential properties in or near the corridor including six apartment buildings.

Retail

The retail uses include a mix of shoppers' goods stores, convenience goods businesses, eating & drinking establishments, entertainment venues, and personal services businesses. About 43% of the estimated square footage is concentrated in shoppers' goods stores, with about 17% in convenience, 13% in personal services, 10% in eating and drinking, and 4% in entertainment, as illustrated below.

Chart 1



Overall, the inventory identified about 130,000 square feet of retail business space in the corridor, which (if consolidated onto one site) would be about the size of a large neighborhood shopping center or small community center (using ISIC standards). There is less than 60,000 square feet in shoppers' goods, about 20,000 GLA in convenience goods, and 17,000 in personal services. The summary of retail space by category is provided below.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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Category	Number	Square Feet	Percent
Convenience	8	21,475	16.5%
Shoppers Goods	9	56,493	43.5%
Eating & Drinking	6	12,769	9.8%
Entertainment	2	4,569	3.5%
Personal Services	11	17,150	13.2%
Vacant	10	17,400	13.4%
TOTAL	46	129,855	100.0%
Sources:	Oktibbeha County Assessor, businesses, and Randall Gross / Development Economics.		

The shopper's goods space is dominated by Spillers Furniture and Mattress, a 15,000 square-foot furniture store which, along with an entertainment venue and bar (Rick's Café) occupies a former 20,550 square-foot big box store. There is also about 27,000 square feet in three general merchandise stores including the new Family Dollar, the AAA Pawn Shop, and a Dollar General Store. There are three auto-related shopper's goods businesses including a used car dealer and two automotive supply shops, plus several automotive repair businesses that are included under industrial service. The remaining shoppers' goods stores include a couple of antique/used furniture and garden businesses. Thus, while shoppers' goods represent the largest share of retail space, the corridor is by no means a shopping "district," since the retail is dominated by one large furniture store and several dollar stores.

The corridor has about eight convenience businesses, including three gas stations & convenience marts. As noted earlier, this corridor has served as a gateway into Starkville for travelers who purchased fuel and stayed at nearby motels. There is one small grocery (Mac's Meat Market and Car Wash), which is actually a convenience store that also happens to sell fresh meat. But there is no supermarket within the corridor or nearby. There is also a small pharmacy as part of the medical complex, a florist, liquor store, and some miscellaneous business space comprising the total 21,500 square feet of convenience retail use.

There are six eating and drinking establishments operating in the corridor, including two full-service restaurants: Flavors Cuisine of India and Thai Siam Restaurant. There is also Subway and Hunt Bros Pizza. Drinking and entertainment is provided at Rick's Café and Dave's Dark Horse Tavern. Rick's

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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Café is somewhat of a destination, offering a full schedule of live music, karaoke, and other entertainment for college students and others throughout the area.

Finally, there are eleven personal services establishments including six barber and beauty shops. Some of these shops serve not only as places to get a haircut but also as community institutions. There are also tattoo parlors, several large cleaners/laundries (Magnolia Cleaners and Spin City), shoe repair, and other personal service establishments in the corridor. The detailed retail inventory is provided in the Appendix of this report.

Retail Occupancy. Retail occupancy in the corridor is estimated at 86.6%. A vacancy rate of 13.4% is relatively high, given normal shopping center standards generating a healthy pro forma vacancy rate of 5.0%. However, a high vacancy rate is not unusual in an aging commercial corridor on the edge of a downtown, where some of the commercial space may be functionally obsolete or otherwise not marketable for modern retail uses.

Commercial Rents. Starkville Downtown-area rents are generally averaging \$11.50 per square foot, with older space generating rents as low as \$7.00 per foot. New, Class A space in prominent downtown locations is asking \$18-20.00 per foot, Triple-Net. However, rents in the Highway 182 Corridor are averaging closer to \$7.00 per foot gross, and generally range from \$6.00 to \$8.00 per square foot for existing space. Again, much of this space may be functionally obsolete and is often in poor condition, less marketable for bankable retail uses. Family Dollar will occupy completely new space being constructed less than one block from its current location. The company's investment in move-up space suggests that the location itself is profitable and that new investment could generate sufficient income stream to justify higher rents in the corridor.

Vacant Land

A large 2.1-acre redevelopment site is located at the intersection of Highway 182 and Jackson Street. The site was originally slated for housing development but that plan has since been relinquished. Currently, a new Family Dollar is relocating from its present location on Highway 182 and is under construction on a portion of the site. There are also several small undeveloped parcels in the central portion of the study area as well as large, undeveloped tracts on the western end of the corridor. None of these parcels are currently available for development but they do represent future infill opportunities.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Randall Gross / Development Economics**Section 2. TRADE AREA RETAIL DEMAND**

This section provides output from an analysis of demographic trends and forecasts within the Highway 182 Corridor Retail Trade Area. Demand for retail goods and services is also forecasted for the trade area as a basis for determining the potentials for retail uses and development within the study area.

Trade Area Definition

The Highway 182 Corridor benefits from its location near the heart of Starkville, the largest city within Oktibbeha County and surrounding areas. Starkville also forms the south-western point in the Golden Triangle, an urban region with a population of 128,000 that also includes Columbus and West Point, Mississippi. Because of this central location, Starkville and the corridor draw potential retail demand from within a broad fan-shaped region including Starkville and Oktibbeha County as well as from neighboring rural counties to the west and south including Webster, Choctaw and Winston.

For the purposes of this market analysis, this broad area is disaggregated into five retail trade areas, as follows:

- Trade Area A1: North Starkville (census tracts 9503, 9504 and 9505)
- Trade Area A2: South Starkville (census tracts 9506.01 and 9506.02)
- Trade Area B: Remainder of Oktibbeha County (outside of Starkville)
- Trade Area C: Webster and Choctaw counties
- Trade Area D: Winston County

Ultimately, retail businesses within the Corridor should be able to draw at least 80 to 90% of their household market base from within this trade area.

Demographic Trends

The population of the Highway 182 Corridor Retail Trade Area totals 86,200, and the trade area has a household base of 34,300. Overall, the trade area's demographics have remained relatively stable since 2010, with population growth of about 520 (or just 0.6%) and household growth of about 500 (1.5%). However, growth has been uneven within the trade area, with areas of Starkville and Oktibbeha County growing while surrounding portions of the trade area in Webster, Choctaw, and Winston counties declining.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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Retail Market Analysis: Highway 182 Corridor - Part 1

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Table 3. DEMOGRAPHIC TRENDS, RETAIL TRADE AREA, 182 CORRIDOR, STARKVILLE, 2010-2016				
Factor	2010	2016	2010-2016 Change	
			Number	Percent
Trade Area A1				
Population	14,850	15,062	212	1.4%
Households	5,891	5,947	56	1.0%
HH Income	\$ 43,054	\$ 43,040	\$ (14)	0.0%
Trade Area A2				
Population	10,366	10,938	572	5.5%
Households	4,092	4,321	229	5.6%
HH Income	\$ 57,595	\$ 64,273	\$ 6,678	11.6%
Trade Area B				
Population	22,455	23,903	1,448	6.4%
Households	8,837	9,585	748	8.5%
HH Income	\$ 56,221	\$ 55,927	\$ (294)	-0.5%
Trade Area C				
Population	18,800	18,134	(666)	-3.5%
Households	7,506	7,343	(163)	-2.2%
HH Income	\$ 46,669	\$ 47,949	\$ 1,280	2.7%
Trade Area D				
Population	19,198	18,158	(1,040)	-5.4%
Households	7,494	7,130	(364)	-4.9%
HH Income	\$ 46,906	\$ 45,410	\$ (1,496)	-3.2%
Note:	Income expressed in constant 2016 dollars.			
Sources:	Nielsen and Randall Gross / Development Economics.			

Trade Area A1 (northern Starkville) saw population growth of 1.4% and household growth of 1.0% since 2010. The southern part of Starkville and the rest of Oktibbeha County saw much more rapid growth, however. Trade Area A2 (southern Starkville) saw population growth of 5.5% and household growth of 5.6%. Meanwhile, population in the remainder of Oktibbeha County increased by 6.4% and households increased by 8.5%.

Within Trade Area C (Webster and Choctaw counties, to the north and west of Starkville), population fell by 3.5% and households by 2.2% since 2010. Within Trade Area D (Winston County, south of Starkville), population fell by 5.4% and households by 4.9%. In essence, the steady growth seen in south

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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Starkville and Oktibbeha County was balanced by a decrease in population and households in surrounding rural counties that form part of the trade area.

Household incomes increased rapidly in south Starkville (Trade Area A2), rising from \$57,600 to \$64,300, an increase of 11.6% (in 2016 dollars, adjusted for inflation). While incomes increased modestly in Trade Area C (Webster and Choctaw counties), household incomes stagnated in the rest of the trade area. Even during a period of economic recovery, household incomes fell by 3.2% in constant dollars in Winston County.

Demographic Forecasts

Over the next five to seven years, the Trade Area will add about 600 residents (0.7%) and gain about 330 households (1.0%).

Table 4. DEMOGRAPHIC FORECASTS, RETAIL TRADE AREA, ROUTE 182, STARKVILLE, 2016-2021				
Factor	2016	2021	2014-2019 Change	
			Number	Percent
Trade Area A1				
Population	15,062	15,258	196	1.3%
Households	5,947	5,971	24	0.4%
HH Income	\$ 43,040	\$ 46,232	\$ 3,192	7.4%
Trade Area A2				
Population	10,938	11,365	427	3.9%
Households	4,321	4,498	177	4.1%
HH Income	\$ 64,273	\$ 71,364	\$ 7,091	11.0%
Trade Area B				
Population	23,903	24,778	875	3.7%
Households	9,585	9,999	414	4.3%
HH Income	\$ 55,927	\$ 60,024	\$ 4,098	7.3%
Trade Area C				
Population	18,134	17,844	(290)	-1.6%
Households	7,343	7,284	(59)	-0.8%
HH Income	\$ 47,949	\$ 52,411	\$ 4,462	9.3%
Trade Area D				
Population	18,158	17,541	(617)	-3.4%
Households	7,130	6,909	(221)	-3.1%
HH Income	\$ 45,410	\$ 48,756	\$ 3,346	7.4%
Note:	Income expressed in constant 2016 dollars.			
Sources:	Nielsen & Randall Gross / Development Economics.			

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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On an annualized basis, population growth will increase (from 0.10% to 0.14%) while household growth will slow (from 0.20% to 0.25%). Again, growth will be uneven throughout the trade area. Population and households will continue to increase fastest in south Starkville (Trade Area A2) and Oktibbeha County (Trade Area B), with some marginal growth in north Starkville (Trade Area A1) and continued decreases in the surrounding counties.

Household incomes will continue to swell, especially in Starkville and other parts of Oktibbeha County. Incomes will also begin to increase in surrounding areas as the economy continues to improve in the near future. The increase in incomes will help reduce the impacts of a declining population and household base in the surrounding counties on retail demand.

Education Levels and Consumer Behavior

As the home to a major educational institution, it is not surprising that Starkville and Oktibbeha County have a highly-educated population. In fact, the area's education achievement levels are among the highest in the state. Educational achievement in the area is compared with the state as a whole, below:

Level Attained	Starkville	Oktibbeha	Mississippi
Bachelors	23.0%	22.1%	12.9%
Graduate	24.6%	20.5%	7.5%
TOTAL	47.6%	42.6%	20.4%
Source:	U.S. Bureau of the Census and Randall Gross / Development Economics.		

Overall, roughly one-half of all adults (over age 25) in Starkville have achieved either a Bachelors or Graduate-level degree. This compares with just one out of five Mississippians as a whole. Nearly 25% of Starkville adults have a master's, professional or doctoral degree, as compared with just 7.5% statewide. These numbers do not account for the 21,000 college and graduate students enrolled at Mississippi State University, the largest in the state. Thus, there is a significant base of highly-educated students and adults in the area.

This population of highly-educated consumers impacts on the market for retail because there tend to be preferences for higher-quality products, more amenity value in their shopping experience, and more premium and specialty goods. Highly-educated consumers tend to prefer shopping at locally-owned

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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businesses rather than national chains, and claim to shop less at "big box" stores, although they indicate preferences for certain chains (e.g., Target) with perceived high-value products over others (Wal-Mart) that are perceived to be geared to the mass market.

Household TPI

The total personal income (TPI) in the trade area is about \$1.75 billion and is expected to increase to \$1.92 billion within the next five to seven years. The increase of \$170 million represents total personal income growth of 9.8%. The largest share of TPI is found in Oktibbeha County, outside of Starkville (\$536.1 million). TPI within Starkville totals \$533.7 million. Not surprisingly, the fastest growth in TPI will be in south Starkville (Trade Area A2) and other parts of Oktibbeha County (Trade Area B), at 15.6% and 12.0%, respectively. South Starkville will also see the largest dollar amount of growth, with an increase in TPI of \$64.2 million by 2021.

Trade Area	TPI (000)		2016-2021 Change	
	2016	2021	Amount	Percent
A1	\$ 255,959	\$ 276,041	\$ 20,083	7.8%
A2	\$ 277,724	\$ 321,007	\$ 43,283	15.6%
B	\$ 536,057	\$ 600,212	\$ 64,156	12.0%
C	\$ 352,090	\$ 381,775	\$ 29,686	8.4%
D	\$ 323,773	\$ 336,854	\$ 13,080	4.0%
Total	\$ 1,745,602	\$ 1,915,890	\$ 170,288	9.8%
Notes:	Total personal income (TPI) expressed in thousands of constant 2013 dollars.			
Source:	Randall Gross / Development Economics.			

Household Expenditure Potentials (Demand)

Retail expenditure potentials total about \$1.0 billion within the trade area, and are forecasted to increase to \$1.15 billion by 2021, an increase of \$150 million (13.8%) or \$30 million per year. The trade area will gain about \$31.6 million in convenience store expenditure potentials, \$61.3 million in shoppers' goods expenditures, \$13.3 million in eating/drinking and entertainment expenditures, and \$32.8 million in personal services expenditures.

As a whole, the trade area would be over-supplied by about \$70.7 million for retail goods and services, if based solely on a comparison of household retail

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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expenditures versus current supply. Starkville alone would be oversupplied by about \$128 million, although there is a “gap” in the supply of automotive dealers, department stores and other general merchandise businesses, and several other types of retail establishments (again, if based solely on a “gap analysis” of supply and demand). In reality, the retail market is more complex than a simple gap analysis would project, since it does not account for students, tourists and other “inflow” expenditures. Nor does a gap analysis account for outflow to competing markets like Columbus that have attracted big box retail for reasons other than direct local demand. Gap analyses do not account for the complexities of the real estate market, rent structures, zoning, and available land. Finally, a gap analysis cannot account for destination markets or the specific market parameters and demand at a specific location like the Highway 182 Corridor.

Student and Inflow Expenditures

Since Starkville is also a major university town, Mississippi State University (MSU) also forms an important market base for the corridor. Other demand is generated by alumni and other visitors to Starkville and surrounding areas of the Golden Triangle that generate “inflow” to the market base.

Mississippi State University Enrollment

MSU faculty and staff are already included in the trade area household base, but on-campus students form a separate part of the market. Students in institutional housing tend to have limited potential purchasing power in the corridor if they are on meal plans and take advantage of other on-campus retail and services. Enrollment at the university has increased by nearly 30% over the past 16 years, to nearly 21,000. The 2015 academic school year saw a record 17% increase in the number of incoming first-time freshmen. Enrollment growth is expected to continue in the near future.

There are about 7,100 full-time freshmen and sophomores at MSU, most of whom live on campus. These students typically spend about \$3,000 per year on retail goods and services outside of tuition, room & board, and books, for a total annual expenditure potential of \$21,300,000 in the local market.

Tourism and Market Inflow

MSU alumni also form part of the market base as tourists and other visitor “inflow” to the community. Alumni tend to visit on game days about seven times during the course of the academic year. Starkville also has potential to attract more regional tourism not only for special events but also for tourist attractions and destinations relating to the city’s history, music and culture.

Overall, Oktibbeha County had an estimated 338,500 visitors in 2015, up by 27,600 or 8.9% over 2014 based on figures supplied by the Visit Mississippi

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Research Program. Overall travel expenditures to Oktibbeha County totaled \$93,477,550 in 2015, up by nearly \$7.5 million over 2014 numbers. Most of this impact was felt within Starkville, where hotels and restaurants are located. Ultimately, tourism is expected to continue increasing by an average of 7% to 9% per year over the next five years.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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*Retail Market Analysis: Highway 182 Corridor - Part 1***Randall Gross / Development Economics****Section 3. HIGHWAY 182 RETAIL POTENTIALS**

Potential for retail use and development was determined for the Highway 182 Corridor specifically based on the study area's capture of demand in the overall trade area within the competitive market. Existing and planned retail development within the area was inventoried and assessed, with a focus on key nodes and corridors that compete directly with the study area for certain retail uses, eating & drinking expenditures, and personal service businesses. A "recommended retail business mix" is provided based on the findings of the market analysis.

Competitive Framework

There are several commercial areas or sub-markets that compete with the Highway 182 Corridor, primarily Downtown Starkville, the Cotton District, and the Route 12 Corridor. There is also competitive regional retail located in the Columbus area and other retail nodes throughout the Golden Triangle. Some retail categories are already well-represented in the market, such as the eight dollar stores (Dollar General (5), Family Dollar, Fred's, and Dollar Tree) located within Starkville itself.

Downtown Starkville

While the Highway 182 Corridor is two blocks off of Main Street, it could be considered a part of Downtown Starkville. For the purposes of this Market Analysis, it is considered a separate "sub-market" with a different marketing strategy, tenant mix, and brand from downtown. That being said, the strategies developed for the 182 Corridor should not in any way lead to competition with downtown. Rather, the marketing of the 182 Corridor should complement that of downtown and help create a mutually-beneficial destination for a broad market base.

Downtown naturally has a diverse mix of retail, office, residential, government, and other uses that characterize the heart of any city. An inventory of downtown conducted by RGDE has identified about 200,000 square feet of commercial space, including 76,700 square feet in retail and 97,700 square feet in non-government office space. Thus, downtown Starkville has less retail space than the Highway 182 Corridor overall. This may seem odd, given that downtown has such a concentration of retail uses in small businesses. But the Highway 182 Corridor is more spread out, with retail uses distributed throughout the six or seven block area. Highway 182 also has a 21,000 square-foot retail "box" as well as 27,000 square feet in three general merchandise retail stores.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
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Starkville City Hall, the Greater Starkville Partnership, and the Oktibbeha County Courthouse provide public anchors for downtown. Region's Bank and the Chester Hotel are also important anchors. Among the commercial anchors is the State Theatre, a former historic cinema that serves as a live concert venue and appeals to the college crowd. Until recently, the Dawg House operated as the F&B vendor for the venue but it will soon be replaced. Other notable downtown commercial businesses are Sullivan's Office Supply, the Book Mart Bookstore and Café, Mug Shots, and Restaurant Tyler, among others. The Playhouse on Main houses the Starkville Community Theatre. The average age of downtown retail spaces is close to 100 years (with an average year built of 1920).

There is some new development underway in the downtown area, namely the Depot at Jackson Square, a mixed-use project at Jackson and Lampkin streets to include 12,000 square feet of residential space plus 6-12,000 square feet of restaurant and retail space, with a 1,932 square foot commercial unit. Lease rates are likely to be in the \$17 range.

Downtown Starkville presents itself as a clean, attractive and walk-able downtown district that is fully-occupied with a mix of shopping and dining options. That being said, downtown seems to lack the kind of college-town excitement that is generated in some similar communities. Starkville is lucky enough to have two vibrant, walk-able mixed-use commercial districts with downtown and the Cotton District. But the Cotton District is located on the university's "doorstep" and tends to absorb more of the street activity that otherwise might have migrated downtown.

Cotton District

Starkville's Cotton District is widely praised as an early example of "New Urbanism" that influenced such notable architects as Andres Duany and others. Small, local developers have succeeded in building a walk-able mixed-use district near the MSU campus that captures the essence of a college town while blending in old world charm. Some of the local developers themselves bring craftsmanship to the design of the buildings because of their own backgrounds in art, sculpture and design.

The Cotton District includes apartments and for-sale housing. Some of the mid-rise buildings include ground-floor restaurants and retail, which has helped to establish streetlife and an urban context for the area. Rents are relatively high in this district, both for housing and commercial space, matching demand for the limited available spaces. Retail/commercial spaces rent for \$14 (gross) to \$17 or \$18 (Triple Net) per square foot, based on information supplied by several of the area's property owners. Located on the edge of the Cotton District near Route 12 is The Mill at MSU, an historic mill complex that has been successfully restored and houses a conference center, offices, and restaurant (coming soon).

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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Retail Market Analysis: Highway 182 Corridor - Part 1

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Route 12 Corridor

Route 12 operates as Starkville’s traditional suburban highway commercial corridor, where most of the community’s chains and big box stores are located, including the city’s two large supermarkets. Wal-Mart and Kroger are both located in this southwest sub-market along with CVS, McDonald’s (2), Hardee’s, Denny’s, Starbuck’s, Sonic (2), Fred’s, Domino’s, Wendy’s, Ruby Tuesday, KFC, Chilli’s, Newk’s, Vowell’s Marketplace, Taco Bell, Pizza Hut, Walgreen’s, Advance Auto, Applebee’s, Huddle House, Popeye’s, Zaxby’s, Auto Zone, Baskin Robbins, Pizza Hut, Waffle House, Tractor Supply Company, etc. Hollywood Cinemas is located just off the corridor.

Aside from the Wal-Mart Supercenter, shopping centers in this corridor include Starkville Crossing (Lowe’s Home Improvement, JC Penney, Hibbett Sports and Kroger), Village Mall Shopping Center (Babcock’s Furniture, Army-Navy Pawn Shop), State Shopping Center (Sport Center, Umi Japanese Steakhouse, Lost Pizza), and University Square Shopping Center (Boardtown Crossfit). Altogether, there is an estimated 1.65 million square feet of retail space within this corridor. Commercial rents range from \$15 to \$23 per square foot (NNN) within the Route 12 Corridor, with \$15 more typical for much of the older space in the corridor. Some buildings “off the beaten path” can rent for as low as \$13 per foot. Newer spaces in prime locations rent for \$19 to a high of \$23 per foot for maximum highway exposure.

Also located within this corridor are several hotels (Hampton Inn Starkville, America’s Best Value Inn, Holiday Inn & Suites, and Days Inn & Suites), manufacturing businesses, automotive dealerships, and offices for commercial banks and insurance companies among others.

Among the key retail uses under development in competing nodes is the new 62,000 square-foot Academy Sports complex, which will include the sporting goods retailer plus a 4,600 square-foot restaurant. Other newly developed retail includes a car dealership on the east side of Starkville and several other new businesses.

Highway 182 Corridor Market Capture

There is potential to capture demand for about 145,000 square feet of net new retail use within the Highway 182 Corridor over the next five years. This potential includes demand for about 114,000 square feet of shoppers’ goods, 23,000 square feet of convenience use, 25,000 square feet in eating & drinking establishments, and about 5,000 square feet of entertainment use. There will be a nominal oversupply of personal service uses, such as barber shops and beauty salons, given forecasted demand and supply for such uses. A summary of retail potentials by major category within the corridor is provided below.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Type of Good	Gross Demand (SF)		Existing Uses	Warranted Demand
	2016	2021		
Convenience	39,247	42,988	21,475	21,513
Shoppers Goods	160,193	166,692	52,993	113,700
Eating/Drinking	29,653	37,167	12,769	24,398
Limited Service	11,506	12,422	1,200	11,222
Full-Service	13,503	18,869	7,000	11,869
Entertainment	8,045	8,935	4,569	4,367
Personal Services	13,793	15,231	17,150	(1,919)
TOTAL	250,931	271,013	108,955	162,058
Existing Vacant			17,400	
Net New Space				144,658
Source:	Randall Gross / Development Economics.			

Recommended Retail Business Mix

Development of a targeted retail business mix of 50,000 to 70,000 square feet is recommended for development and leasing based on the market findings.

While there is potential for more square footage, some businesses require a higher minimum floor-plate than what is forecasted within the specific retail categories. For example, there may be demand for 19,000 square feet of department store goods, but there are few full-scale department stores operating within that floor-plate parameter. Given the changing market requirements and declining profit margins for department stores even in large markets, such businesses are not recommended for this corridor. Similarly, there is warranted demand for perhaps 6,000 to 12,000 square feet of grocery store space, but the typical operating floor plate for supermarket chains cannot be captured within that footprint. As a result, the recommended business mix includes a concept food store that incorporates groceries and convenience goods as well as specialty foods that will help create destination appeal beyond the Highway 182 grocery trade area.

The retail mix recommended here accommodates a broad range of convenience, shoppers’ goods and eating & drinking establishments that could help to strengthen the retail/commercial character of the corridor.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Table 8. OVERALL RECOMMENDED RETAIL MIX, "ROUTE ONE-EIGHT-TWO DISTRICT," STARKVILLE, 2021	
Type of Business	Square Feet
Convenience/Specialty Food Store-BBQ	7,500
Personal Care	3,800
Sports/University-Related Apparel & Goods	5,600
Funky/Vintage Mid-Century Home Furnishings	4,800
Specialty Vehicle Supplies-"Moto"	3,200
Electronics, New/Used	3,500
Music-Vinyl/Retro	2,500
Musical Instruments/Repairs/Lessons	1,200
Novelties-"Road Trip"	4,200
Hobby/Toy/Games-Destination	5,000
Restaurant-Retro/Limited Service ('50s Drive-in Hop)	3,800
Restaurant(s)-Full Service Destination	10,500
Live Music Club	3,500
Total	59,100

The business mix includes a number of small and medium-sized retailers but there is a lack of anchor uses as normally required to generate spin-off for line shops in a typical shopping center or district. As such, the marketing strategies must focus on creating destination value, such as through novelty streetscaping and urban design elements, corridor-wide marketing strategies, annual events, and creation/incorporation of a management entity to oversee marketing and business recruitment efforts within the corridor.

Initial Branding and Marketing Themes

Ultimately, concepts for these businesses are beginning to emerge from the demographic and economic analyses that suggest overall branding and marketing themes relating to the highway's "vintage" role as a travel corridor (temporarily branded here as "Route One-Eight-Two"). Some of the character of the business mix is also meant to appeal to university students, staff, and alumni who visit Starkville on a regular basis. There is the consideration, however, that every effort be made not to compete with Downtown but rather, to complement Downtown businesses.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Wildwood, New Jersey, which has marketed itself as a vintage "Doo-Wop" Music hub centered around its mid-century modern travel architecture

The business mix includes "retro" and "vintage" themed marketing concepts relating to a range of products, from auto parts to records, restaurants, and novelties. Strengthening these overall themes help broaden the market base from the "natural" trade area to the north and west, to include south Starkville, the Golden Triangle, students, alumni, and tourists.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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APPENDIX

Category	Number	Square Feet	Percent	of Total
Convenience Goods	8	21,475	17%	7%
Shoppers Goods	9	56,493	44%	18%
Eating & Drinking	5	12,769	10%	4%
Entertainment	2	4,569	4%	1%
Personal Services	11	17,150	13%	5%
Vacant	10	17,400	13%	6%
Sub-Total	45	129,855	100%	42%
Non-Retail Use	Number	Square Feet	Percent	of Total
Auto Service	2	5,300	3%	2%
Religious	5	34,500	19%	11%
Office	25	76,000	42%	24%
Finance/Insurance/RE	5	20,200	11%	6%
Professional	8	28,500	16%	9%
Business Services	5	13,000	7%	4%
Non-Profit	4	7,300	4%	2%
Vacant	3	7,000	4%	2%
Accommodation	2	26,400	14%	8%
Warehouse/Ind	6	40,700	22%	13%
Education	4	N/A	N/A	N/A
Residential-SF Units	(37)	N/A	N/A	N/A
Residential-Apt Bldgs	(6)	N/A	N/A	N/A
Sub-Total	44	182,900	100%	58%
TOTAL	89	312,755	100%	
Source:	Randall Gross / Development Economics.			

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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Category	Number	(Percent)	Sq. Ft.	(Percent)
Convenience				
Grocery	1	2%	4,575	4%
Convenience	-	0%	-	0%
Specialty Food	-	0%	-	0%
Health/Pers Care	1	2%	900	1%
Gas/Convenience	3	7%	10,600	8%
Florist	1	2%	900	1%
Liquor	1	2%	3,000	2%
Misc	1	2%	1,500	1%
Sub-Total	8	17%	21,475	17%
Shoppers Goods				
Apparel	-	0%	-	0%
Accessory	-	0%	-	0%
Jewelry	-	0%	-	0%
Shoes	-	0%	-	0%
Furniture	1	2%	15,413	12%
Home Furnishings	1	2%	1,800	1%
Appliances	-	0%	-	0%
Hardware/Paint	-	0%	-	0%
Garden Supply	1	2%	3,500	3%
Home Centers	-	0%	-	0%
Department Store	-	0%	-	0%
Non DS GM, Used, Misc	3	7%	26,680	21%
Auto Dealers	1	2%	3,500	3%
Auto Supply	2	4%	5,600	4%
Electronics	-	0%	-	0%
Books/Music	-	0%	-	0%
Musical Instruments	-	0%	-	0%
Gift, Novelty, Svr	-	0%	-	0%
Hobby/Toy/Game	-	0%	-	0%
Luggage/Leather	-	0%	-	0%
Office Supply/Sta	-	0%	-	0%
Sewing/Piece	-	0%	-	0%
Sporting Goods	-	0%	-	0%
Sub-Total	9	20%	56,493	44%
Dining & Entertainment				
Restaurant-LS	1	2%	1,200	1%
Restaurant-FS	2	7%	7,000	5%
Drinking Estab.	2	4%	4,569	4%
Entertainment	2	4%	4,569	4%
Sub-Total	7	17%	17,338	13%
Personal Svces	11	24%	17,150	13%
TOTAL	36	78%	112,455	87%
Existing Vacant	10	22%	17,400	13%
GRAND TOTAL	46	100%	129,855	100%
Sources:	Oktibbeha County Assessor, various businesses, and Randall Gross / Development Economics.			

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Strategic Recommendations: Highway 182 Corridor - Part 2

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Part 2 Report
**STRATEGIC RECOMMENDATIONS:
 HIGHWAY 182 CORRIDOR**



Prepared for Farmer / Morgan LLC
 On behalf of the City of Starkville
 June 23, 2016

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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INTRODUCTION

This Part 2 Report provides strategic recommendations for revitalization of the Highway 182 Corridor in Starkville, Mississippi. Recommendations for marketing, development, financing, and management are provided based on the findings of the Part 1 Report (Retail Market Analysis) and input from the consultant team, stakeholders, and potential investors in the area.

Section 1 of this report provides a marketing strategy, with information on the recommended tenant mix for the corridor and specific sites. Section 2 provides a development and financing strategy, based in part on input from potential investors and tenants, as well as management recommendations relating to implementation for revitalization of the corridor.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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Strategic Recommendations: Highway 182 Corridor - Part 2

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Section 1. MARKETING STRATEGIES

This section provides strategies for marketing and branding for the Highway 182 Corridor. A broad retail/commercial business mix is recommended for the corridor, and more specific tenant mix for several of the designated sites based on the market analysis. Overall branding and marketing themes are recommended, along with concepts for integrating these themes into design, development, programming, and marketing.

Recommended Corridor Business Mix

An overall retail business mix was recommended for the Corridor based on the Market Analysis in Report 1. The recommended mix includes about 60,000 square feet of net new retail uses in the corridor. As noted previously, these uses primarily function as smaller, independent and local businesses rather than larger “big box” stores or national franchised chains.

Table 1. OVERALL RECOMMENDED RETAIL MIX, "ROUTE ONE-EIGHT-TWO DISTRICT," STARKVILLE, 2021	
Type of Business	Square Feet
Convenience/Specialty Food Store-BBQ	7,500
Personal Care	3,800
Sports/University-Related Apparel & Goods	5,600
Funky/Vintage Mid-Century Home Furnishings	4,800
Specialty Vehicle Supplies-"Moto"	3,200
Electronics, New/Used	3,500
Music-Vinyl/Retro	2,500
Musical Instruments/Repairs/Lessons	1,200
Novelties-"Road Trip"	4,200
Hobby/Toy/Games-Destination	5,000
Restaurant-Retro/Limited Service ('50s Drive-in Hop)	3,800
Restaurant(s)-Full Service Destination	10,500
Live Music Club	3,500
Total	59,100

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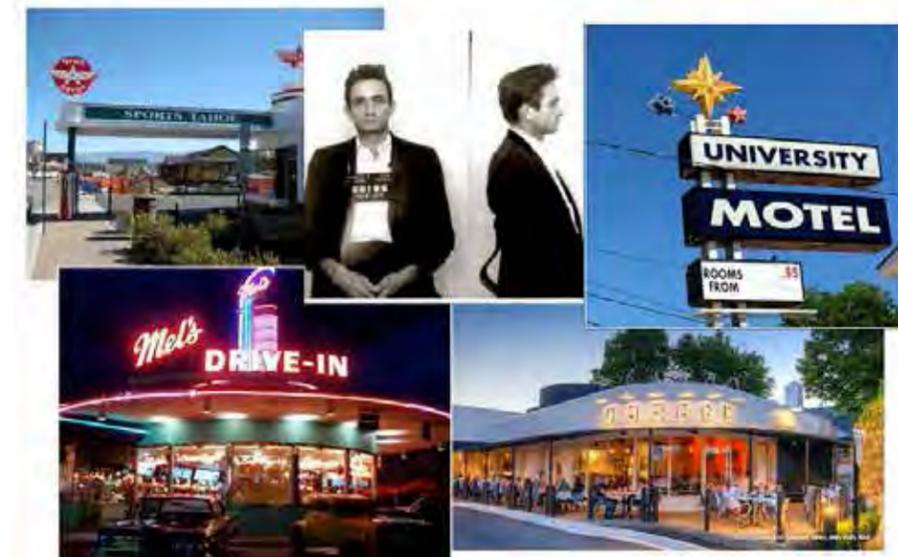
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Overall Marketing Themes

It is recommended that the Corridor be marketed and promoted collectively as a destination. When working collectively, the businesses have much stronger destination marketing power and the district itself can establish a stronger identity and brand. Similar to the way that a shopping center has centralized marketing and management, a commercial district can benefit from collective efforts that help reduce the marginal costs of marketing and operations while enhancing market penetration.

“Highway One-Eight-Two”

A marketing theme was developed based on the demographics of the potential market base as well as the historical context and physical character of the area. This theme builds on the vintage 1950s and 1960s American highway travel era when iconic musician Johnny Cash stayed at the Starkville Motel (now University Motel) and was arrested for “picking flowers” from Dr. Copeland’s yard in the corridor. As a result of his experiences in the Highway 182 Corridor, Johnny Cash wrote “Starkville City Jail,” one of his many well-known hits.



“Funky” Mid-Century Modern. Overall, there is the opportunity to celebrate the mid-century modern physical character of the highway and its buildings, especially through reuse and restoration of the vintage gas stations

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 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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(there are ten overall, including three operating stations), motels (three), and assorted auto-related uses (auto repair garages, car wash, etc).

Johnny Cash and the Starkville City Jail. The theme also builds on opportunities to celebrate and create destination attractions for residents and visitors. First and foremost among these opportunities is the retelling of Johnny Cash’s Starkville story through use of the Johnny Cash suite (at a refurbished University Motel), his cell at Starkville City Jail, and public art and gardens in the linear park (Dr. Copeland’s former yard) where Cash picked “daisies and dandelions.” There are also opportunities to celebrate local African-American heritage through the corridor’s locally-owned businesses and historic Odd Fellows Cemetery.



Wildwood, New Jersey, which has marketed itself as a vintage “Doo-Wop” Music hub centered around its mid-century modern travel architecture

Destination appeal would be established through the mix of existing and new live music venues, local businesses like Legacy Barber and One of Each Antiques, and new restaurants and specialty retailers (vinyl record store, “Moto” vintage auto parts, mid-century furnishings, “road-trip” novelties, toys and games; “sock hop” drive in and specialty grocery, among others). Thematic streetscape and urban design would tie these businesses and elements together.

Business Mix for Specific Sites

The stakeholders and consulting team have determined that there are four primary “sites” or sub-areas for redevelopment or revitalization within the corridor. The tenanting strategies for each of these areas are defined below, based on their specific marketing character, development context, and opportunities for clustering.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Reuse Scenario: HIGHWAY 1-8-2 (West of Conner Drive, South side of MLK)

The area of the Corridor west of Jackson Street would be marketed based on the vintage 1950s/1960s “Mid-century modern” highway design landscape and history associated with Johnny Cash and his song “Starkville City Jail.” The African-American business base is also an important part of the heritage of this area. Celebrating this rich cultural and architectural heritage is critical for marketing the corridor as a destination for residents, students, alumni and tourists to Starkville. As such, the recommended business mix for Site 1 and adjacent blocks builds on the mid-century character and theme for the area west of Jackson Street.

Existing heritage assets in the area west of Jackson include the University (formerly Starkville) Motel and its Johnny Cash room. The Starkville City Jail is also located in this area, off of Conner Drive. Existing businesses that serve niche markets important to the corridor include One of Each Antiques, The Legacy Beauty and Barber Shop, and Boardtown Animal Grooming (Happy Tails), among others. The Chesteen Building, the University Motel and other buildings have particularly relevant architectural value.

SITE 1 & Adjacent Area: Highway 1-8-2	
Existing Assets	
Rehab Starkville (University) Motel w/Johnny Cash Suite	
Chesteen Building	
One of Each Antiques	
The Legacy Beauty & Barber	
Boardtown Animal Grooming	
Starkville City Jail	
Daisies and Dandelions (Open Space)	
New Uses	
"Moto" Vehicle Specialty Supplies	3,200
"Road Trip" Hobby, Toys, Games	5,000
"Daisies and Dandelions" Vintage/Gifts	4,200
Johnny Cash Music - Vinyl/Retro	2,500
Musical Instruments/Lessons/Repairs	1,200
Full-Service Destination Restaurant	4,200
Live Music Venue	3,500
BBQ Restaurant	6,300
	30,100

It is recommended that about 30,000 square feet of potential new uses would be integrated with the business mix as listed above. These include BBQ and other destination restaurants (e.g., “Roosters” or other restaurant including a live music venue), Johnny Cash-themed vinyl record/music store, vintage/gift

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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stores, a “road-trip” themed hobby or toy store, a specialty “Moto” vehicle supply store (i.e., supplying vintage car parts or motorcycles); and a musical instrument store that also offers lessons, practice rooms, and instrument repairs.

Site 1: EIGHTY-TWO PLAZA (“Infill Redevelopment Site”)

Site 2 combines several parcels including the current Eighty-Two Plaza shopping center to form a stronger retail node on the northeast corner of Highway 182 and Jackson Street. For all intents and purposes, the concept for this node utilizes the existing retail anchors (Spiller’s Furniture & Mattress and Rick’s Café) and outparcels to leverage a larger and broader retail mix.

SITE 2-Eighty-Two Plaza	
<u>Existing Businesses</u>	
Spiller’s Furniture	
Rick’s Café	
Shell Sprint Mart	
Subway	
Boardtown Insurance	
Lavishing Locks	
Vintage Tattoo	
Thai Siam Restaurant	
Love City Church	
Motel Office/Service	
<u>New Uses</u>	
Specialty Food Store and Personal Care	14,800
Mid-Century Furnishings	4,800
Sports/University-Related Apparel/Shoes	5,600
Electronics New & Used	3,500
	<u>28,700</u>

A new specialty grocery store would be integrated into this mix as a key convenience anchor to help attract a broad demographic from north and south Starkville and beyond. If the merchandise mix for this store includes personal care products (e.g., shampoo, bathing products, etc) then a 12,500 to 14,800 square foot space would be appropriate. Other businesses to integrate with this mix include a mid-century specialty home furnishings store, sport/university-related shoes and apparel store, and an electronics business, for a total of about 28,700 square feet of new retail use.

Altogether, the existing Eighty-Two Plaza center, out-parcels, and new space would total approximately 72,000 to 80,000 square feet (not including the office/service space in the former motel building). By consolidating uses into one centrally-managed and marketed neighborhood shopping center, there is greater opportunity to improve performance and improve aesthetics.

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 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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Tenant Outreach. Outreach was conducted to potential tenants for this redeveloped site, with a particular focus on ascertaining the requirements for attracting a specialty grocery store. That outreach determined that there are prospective grocery store chains in Mississippi and surrounding states with an interest in entering the Starkville market. In particular, several of those specialty chains look for locations near university communities with high education levels as are found in Starkville. Those stores typically operate with a footprint that could be accommodated within the 18,000 to 30,000 square-foot range.

However, the expectation for smaller stores (at the bottom end of that range) is that they generate higher margins for high-value products and/or higher overall sales volumes. Given the forecasted demographics and assumptions built into the market analysis, it is unlikely that such operators would be willing to take the risk to locate an 18,000 to 20,000 square-foot store in such a project without some assurance of higher volume sales. The market analysis conservatively forecasted grocery/pharmacy demand for about 15,000 square feet supportable at this site. So, there would be a gap between what is supportable in the market and the floor-plate requirements of chains operating in this realm.

Site 2: RESIDENTIAL INFILL

It was determined by the stakeholders and the consulting team that Site 3 would be focused on residential infill. The Site Assessment for the Retail Market Analysis also determined that this area is better suited for residential uses and that infill development would help strengthen the existing residential component of the corridor. By integrating additional residential use, overall walk-ability and access to market base is enhanced.

Site 3: RED ROOF “SOCK HOP” INN

Site 4 incorporates two separate marketing opportunities. The Chevron B-Quik gas station site would be redeveloped for residential, which is more consistent with surrounding residential uses at the intersection of Highway 182 and Montgomery Street. The Red Roof Inn presents some opportunities for capturing retail demand. Dave’s Blackhorse Tavern is a popular community destination. To build on the success of this location as an entertainment node, it is recommended that the business mix incorporate a theme restaurant, such as a 4,000 square-foot “car hop” (or “sock hop” dance) drive-in restaurant of a style popular in the 1950s and 1960s. This concept would be consistent with the overall marketing themes for the corridor and help provide an anchor and gateway for the eastern edge of the study area. However, for the restaurant to succeed, it would have to be marketed and co-branded as part of the overall corridor destination concept.

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*Strategic Recommendations: Highway 182 Corridor - Part 2***Randall Gross / Development Economics****Marketing & Recruitment Program**

In order to achieve the market potential forecasted for this corridor, it will be imperative that a pro-active marketing and branding program be established to promote the businesses to residents and tourists; and to recruit new development and tenants to the corridor.

Urban Design and Streetscape

Just as a shopping center is developed with consistent branding, signage and design elements; and as a downtown offers urban design improvements that help to tie individual businesses together in a walk-able format, there will be a need for streetscaping and design improvements to strengthen the identity and walkability of the Highway 182 Corridor. Urban design elements such as gateways, identity signage, special lighting, pavers, sidewalks, landscaping, and façade improvements are being formulated as part of the overall plan. Integration of elements and design that highlight and celebrate the corridor's brand and identity are strongly recommended.

Use of public art and civic space is encouraged, where those elements provide a direct tie-in to the corridor's assets and thematic branding. The linear "park," for example, provides an important opportunity for use of public art to help tell the story of the local business base and of the events that have helped shape the city's and the corridor's history. Since the park happens to be the location of Johnny Cash's famous "flower-picking" episode that landed him in Starkville City Jail, there is the opportunity to use this space not just to interpret this history but to embrace it.

Oversized "dandelions and daisy" sculptures, "fresh for the picking," may be the kind of public art that could help make a bold statement in this open space. Maybe there is a comic opportunity to relate Cash's flower picking to his guitar picking somehow through public art or other civic interaction with this space. Regardless of the specific design, it will be important to activate this linear park rather than ignoring it or letting it languish as a "no man's land" of vacant and underutilized space. Since the intersection of Jackson and Highway 182 could be considered the "100% Corner" (in terms of commercial exposure) for the corridor, every effort should be made to ensure that each corner of this intersection is activated either by commercial or civic uses.

Programming

In addition to physical improvements, there will be the need for civic programming of the corridor such as through regular festivals, events or community gatherings. Perhaps an annual music festival that highlights Cash's style of music, Mississippi Hills Blues, or Rockabilly might be appropriate here.

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Use of the linear park to program events should be considered. A fundraiser for prisoner education or another cause that would interest Cash could also be an appropriate annual event.

It is also recommended that the CVB consider adding printed and virtual tour guides for a Cash-themed "Starkville City Jail" walking tour that incorporates the various elements of the corridor relating to Cash but also other area history including the Odd Fellows Cemetery, local businesses and mid-century architecture. While the County has labeled the cell where Cash stayed, the old prison remains active as a short-term holding facility (and 9-11 center, which is moving out). The City should make an effort to coordinate with the County on relocating some of this temporary holding capacity and opening the vintage prison as a tourism attraction. Many other prisons around the world have become major tourism attractions (Alcatraz, or Robben Island, which held Nelson Mandela). While Starkville City Jail is not nearly the scale of these facilities, it is forever enshrined in American culture thanks to the experience of one of our most famous musicians.

Marketing Entity

In order to carry out joint marketing for the corridor on behalf of the existing businesses, to attract and recruit development and new businesses, and to market to tourism, there would need to be an entity or staffing assigned to the task. A management strategy that incorporates marketing is included later in this section.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
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*Strategic Recommendations: Highway 182 Corridor - Part 2***Randall Gross / Development Economics****Section 2. DEVELOPMENT AND FINANCING STRATEGIES**

The physical restoration and development of retail/commercial space is necessary to help accommodate the recommended business mix and associated marketing strategies in the corridor. The planning team has worked iteratively to establish concepts for development at the designated sites and elsewhere within the corridor. These concepts are described below, along with findings from baseline indicative development financial pro forma run as a basis for financing strategies that can help fill the “gaps” to leverage new development.

Site 1: INFILL REDEVELOPMENT SITE (“Eighty-Two Plaza”)

As noted earlier, the Eighty-Two Plaza shopping center site would be redeveloped to include existing anchors (Spiller Furniture and Rick’s Café) along with new specialty grocery store and shopping space. The site would potentially incorporate land from the old Family Dollar store, which is relocating. Redevelopment is likely to require incentives for redevelopment and for recruiting tenants. Broader design improvements along 182 will enhance circulation, aesthetic value, and marketability for the site.

RGDE and the design team have established a redevelopment program for this site to include 22,000 square feet of net new retail space, consisting of the grocery store including a pharmacy/personal care (18,000sf minimum) and a home furnishings out-parcel of at least 4,000 square feet. The 7,000 square-foot Family Dollar would also be adaptively reused as part of this overall 29,000 square-foot program (above and beyond existing space in Spiller Furniture and Rick’s Café).

Based on the market analysis, the financial pro forma produced by Cherry & Associates has assumed retail rents of \$10 to \$11 per square foot NNN, a CAP rate of 10%, and a development loan requiring 80% LTV (amortized over 20 years at 4.5%). The design team has determined that the 29,000 square-foot development would cost \$3.3 million. Given the high risk associated with this development (as expressed through a 10% CAP rate), the net cash flow from the project will yield a residual value that is \$431,350 less than the cost of construction. As noted elsewhere, incentives, improved infrastructure and concurrent development in the area will help reduce risk and capitalization rates, and increase potential value.

Incentives & Recruitment Strategies. As noted earlier, there would be a gap between the square footage supportable in the market for a new grocery store and the floor-plate requirements for prospective tenants that may want to enter this market. Thus, there are market-related constraints for anchor business recruitment to this site. In addition, the financial pro forma indicates a negative

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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return-on-investment given the risk factors for this location. As a result, there is a clear argument for pro-active incentives to help recruit anchor tenants and investment interest in the site.

Broad-based marketing for the corridor and infrastructure improvements will surely make a difference in how the study area is perceived in the market. Beyond those, there are several opportunities for leveraging development that are required if the City wishes to see change occur more quickly than it is happening at present. These incentives include the following, either considered individually or in some combination for “packaging” the site:

1. **Site Assembly & Facilitation.** While not a direct “financial” or fiscal incentive, the City’s role in facilitating site assembly is valuable. Without the intervention of the City, a private developer would have to negotiate independently with several property owners and existing businesses to garner support for the broad-based master planned redevelopment envisioned for the site. That effort takes substantial time and money, and does not guarantee success. More importantly, the risks associated with site assembly factor into the overall risks for capitalization of the project, thereby reducing financial returns. If the City takes a more pro-active and direct (if “quiet”) role in working with existing property owners and tenants at this site to buy into the vision, and perhaps representing the property owners through the issuance of an RFP for developers, there are more opportunities for attracting the attention of an investor.
2. **Investor Recruitment.** As noted above, the City could play an active role in redevelopment by working with the property owners to issue an RFP for developers. By pro-actively engaging with investors, the City is able to have some control over the redevelopment process while also representing existing property owners.
3. **Equity Partnerships.** The City might also encourage the existing property owners to participate in this process as equity investors. Rather than looking at redevelopment as an opportunity sell their property (which the financial pro forma suggests is unlikely), owners would be better served financially to consider the income opportunities as equity investors with an outside developer. Such a partnership could again help reduce the costs of assembly, reduce the capital required by outside investors, and reduce risk to make returns more profitable.
4. **Business Recruitment.** The City of Starkville is completing its comprehensive plan, which includes an Economic Development vision and strategy focused on enhancing amenity value. It has been stated explicitly in the plan that economic development for Starkville is not just about large-scale industrial development (which is part of broader, regional recruitment efforts) but also about efforts to attract the kind of

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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amenities and business base that add to the city's amenity base. Thus, pro-active efforts undertaken by the City to attract a specialty grocery that serves a niche market in the community while also anchoring revitalization of 182 are consistent with the Comprehensive Plan.

5. Financial Incentives for Businesses.

a. *Operating Subsidies.* Certainly the recruitment efforts can include dedicated funding for short-term operating or capital subsidies and loans to target anchor businesses like a grocery store in this corridor and other areas targeted by the City for revitalization. Many private developers (and a growing number of municipal governments) provide subsidies for retail businesses. In fact, most TND (traditional neighborhood development) developers now subsidize their "town center" retail for an average of 5 to 7 years in order to offer a walk-able retail environment in support of housing sales. Thus, developers see such retail as a "loss leader" in selling houses. However, many cities have difficulty gaining approval for such programs because of push-back from existing businesses. If this concept is definitely off the table, then the two following options are often implemented by many communities.

b. *Citywide Low-Interest Loan Program.* Where it may not be able to provide direct subsidies to private businesses, the City can provide low-interest business loan programs for capital improvements and other financing assistance as an investment in the revitalization of the area. Often, these loan programs are offered through a loan pool program with area banks. If offered on a city-wide basis, then existing businesses throughout the city are more likely to support the concept.

c. *Citywide Loan Guarantee Program.* City-backed loan guarantees can help reduce the cost of financing without requiring the direct outlay and risk of providing loans through the municipal budget or bank pools. Loan guarantees help reducing the risk, and therefore the underwriting costs, of loans to recipients. The City is mainly required to establish a pool of funds available in the event of default. Small loan guarantees pose nominal risk to the City and to lenders.

6. Regulatory Incentives. The City can provide accelerated "fast track" approvals processes for planned redevelopment of the site, particularly where developers have entered the process through an RFP mechanism. Again, fast tracking can help reduce costs and risk.

7. Fiscal Incentives for Development. There are also fiscal incentives such as PILOTs (payment in lieu of taxes) that are often used to reduce the tax

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com 13
 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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burden (and therefore increase the financial returns) of certain types of development so long as key public objectives are met. PILOT and mechanisms like tax increment financing can provide fiscal incentives that also help to reduce up-front capital costs.

8. Site Infrastructure Improvements. As part of broader streetscape and infrastructure improvements on 182, site improvements could be programmed to help leverage redevelopment, depending on allowances provided through the sources of financing.

Site 2: RESIDENTIAL INFILL SITE

A residential infill scenario has been generated through the planning process for the Chevron B-Quik gas station site, with two alternatives. The first alternative is based on development of 10 detached, 1,600 square-foot town homes in a "cottage court" style development and the other based on development of a 14-unit apartment "court." While the market analysis did not test the potential for residential development, the scale of this project site is so small that there should not be a problem generating demand for 10 to 14 units. That being said, the economic viability of a 14-unit apartment project is questionable, given the overhead and management costs for small rental projects. Condominium ownership may be more viable for this scale of development, from an operational efficiency perspective.

The financial pro forma focused on the returns generated by the 10-unit cottage home development. This analysis assumed construction costs of \$105 per square foot, sale prices of \$225,000 and land purchase price of \$75,000. Under these assumptions, the total project cost would be \$2.15 million, with profits generated at sale of \$197,250. The relatively low 9.2% return generated by this scenario compares with an expected 20% return in the market, given the risk of development at this location.

Incentives and Recruitment Strategies. Here again, there is an opportunity for the City to provide some leveraging to help spur revitalization. That being said, the public returns on investment would need to be calculated to ensure that any investment in a 10-unit project yields positive results for the community. Without a full analysis, it can be stated with some certainty that 10 units will have nominal impact on sales or commercial leveraging in this corridor. However, high-quality investment and redevelopment of any kind can help change perceptions of the study area to help attract larger-scale commercial reinvestment.

The City can assist by working with the existing property owner to help facilitate opportunities to recruit an investor. The City can offer fast-tracking and other regulatory incentives to help ease development. If this or other sites have underlying environmental issues, then the City can help leverage brown-field

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 WASHINGTON DC: 2311 Connecticut Ave Ste 206 20008. Tel 202-427-3027. Fax 332-1853. Rangross@aol.com
 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

*Strategic Recommendations: Highway 182 Corridor - Part 2***Randall Gross / Development Economics**

rehabilitation through this overall grant process. Finally, the City might also consider acquisition of the site to help write down land costs, thereby improving overall returns to the investor. That type of direct intervention is unlikely, however, given that the public ROI from a 10-unit residential project will probably be relatively low.

Site 3: NEW INFILL REDEVELOPMENT SITE (Red Roof “Sock Hop” Inn)

The third scenario examines opportunities for redevelopment with a new infill project at the site of the Red Roof Inn. As noted earlier, this site incorporates the Red Roof Inn, Dave’s Blackhorse Tavern, and a new 4,000 square-foot “sock hop” or similarly-themed restaurant in keeping with the marketing approach for the corridor.

The financial viability of this concept was not tested but it is likely that this concept may be among the more viable redevelopment opportunities in the corridor. For one, a high-volume, high-exposure commercial business would replace just one portion of motel rooms that is currently under-utilized and under-valued in the market. With motel rack rates in the \$40 range, it is not surprising that the entire property is valued at only \$398,570 (including \$150,000 for the land). Secondly, the addition of another destination anchor can help increase the value of the motel and entertainment portions of the site.

It can be assumed that there would be some viable financial return from redevelopment and infill in this concept, but that there may still be a need to fill “gaps” in financing. Again, the City could play a role in leveraging the project by 1) working with the existing property owner on developing the concept and recruiting a potential co-investor/operator (with the current owner retaining an equity position), 2) fast-tracking approvals to reduce lead-in costs, 3) providing business assistance to the restaurant operator in the form of personal property tax benefits for purchase of capital equipment (or similar assistance as possible), and 4) low-interest loans or other business assistance, assuming that direct subsidies are not possible. Ultimately, the City would help “package” the project along with streetscape and infrastructure improvements and a marketing strategy that builds synergies for the site.

Reuse & Redevelopment Scenario:**HIGHWAY 1-8-2** (West of Conner Drive, South side of MLK)

The concept of reuse and redevelopment of other buildings and sites, such as those located west of Conner Drive on the south side of Martin Luther King, would also help to spur redevelopment of the overall corridor. Smaller-scale rehabilitation and redevelopment provides a smaller-scale short-term opportunity for affecting change within the corridor. These short-term opportunities may prove to be “low-hanging fruit” that are easier and more financially palatable to implement.

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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 AFRICA: African Development Economic Consultants (ADEC). 27-11-728-1965. Fax 728-8371. Randall@ADEC1.com
 UK: 118 Hampstead House, 176 Finchley Road, NW3 6BT London. Tel 44-79 0831 6890. rangross@aol.com

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1. **Business Improvement Loan Assistance.** The City could work to establish a city-wide program for business improvement assistance including capital improvement loan programs (with reduced interest and accelerated approval) through bank loan pools of municipal capital and discretionary funds. Such programs could assist with aesthetic and more substantial improvements to commercial buildings in the corridor and elsewhere, adding to the amenity value of the city.
2. **Loan Guarantee Program.** Aside from direct loans, the City could work within a framework described previously of providing a loan guarantee program, which would not require direct outlay from City budget but rather, a pool of funds available to back up the loans.
3. **Technical Assistance.** The City can also provide technical assistance to property owners and businesses to determine the best approaches for tenancing, merchandising, rehabilitation, additional development, and marketing to meet a higher standard for operations within the corridor and as part of a broader effort to create destination appeal. Some technical assistance can be funded through state and federal grant programs.
4. **Broad-based Destination Marketing.** The City could work on establishing a marketing entity (see below) responsible for establishing the destination appeal of the corridor for both tenant recruitment and consumer marketing. Such efforts can help build market support for businesses within the corridor that would not otherwise have the resources for marketing their individual businesses. Such coordinated marketing is needed for a corridor of disparate businesses just like it is used in a centrally-managed shopping mall: to help attract tenants and customers while reducing the overhead marketing costs for individual businesses.

Management Strategy for Implementation

It is highly recommended that a management entity or authority be established to help with responsibility for implementation of destination marketing, business and tenant recruitment, business advocacy (through City agencies), incentives development, and coordination on infrastructure improvements. This entity could take many forms, and the specific mechanism would need to be tested through stakeholders both within the corridor and in City government.

Use of Existing Framework

Several viable options include incorporating the corridor into the Greater Starkville Development Partnership, under the purview of Starkville Main Street. That option benefits from use of existing staffing and resources but could also

NASHVILLE: 4416 Harding Place, Belle Meade 37205. Tel 202-427-3027 / Rangross@aol.com
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stretch those resources more thinly. It does, however, recognize that the 182 corridor is, in fact, an extension of downtown and is critical to the overall marketing and development of the downtown area.

Establishing a New Entity

Another option is the establishment of a new entity which would be funded primarily by existing businesses and property owners to engage in marketing, business recruitment, and coordination. The strength of this option is that the organization can be controlled more directly by the stakeholders, but there are inherent weaknesses in that businesses and property owners typically lack the resources and time to participate fully in these efforts. A BID (business improvement district) could be established if approved by the required number of business and property owners to fund the efforts of the organization.

Brand Strategy for Redevelopment of Starkville’s Highway 182



Research Summary – Branding Starkville Hwy 182 Redevelopment	
DELIVERY DATE:	8 August, 2016
AUDIENCE:	Farmer Morgan and City of Starkville
PROJECT TIMELINE:	5 July – 8 August, 2016
PROJECT NAME:	A Brand Identity and Strategy for Starkville Hwy 182 Redevelopment

BACKGROUND:

- Starkville’s Highway 182 represents an underutilized and underdeveloped area of a city that is experiencing strong growth otherwise.
- A recent brownfield identification grant has allowed the city to focus some resources on improving the property along the highway, specifically the section from Old West Point Road and Long Street.
- The community came together during the summer of 2016 to discuss ideas, preferences, and concerns regarding redevelopment of the area.
- Farmer | Morgan developed a plan for the visual, economic, and logistic elements that should define the redeveloped area.

OBJECTIVES:

- Develop a brand identity that is consistent with the recommendations of Farmer | Morgan as well as the Starkville stakeholders.
- Recommend a strategic plan that will effectively and efficiently disseminate the brand.

BRAND IDENTITY SUMMARY:

- Brand Name: UpTown
- Brand Personality: Spirited, imaginative, progressive, self-expressive, entrepreneurial, casual sophistication
- Brand Essence: Come in, We’re OPEN
- Brand Vision: UpTown Starkville will be a vibrant celebration of the diverse, entrepreneurial spirit that embodies much of Starkville’s past and that will ensure a dynamic future filled with well-managed growth.

STRATEGY SUMMARY:

- Development of an Uptown Redevelopment Association
- Design of a logo and other brand elements
- Establish ongoing partnership with professors at Mississippi State University and the MSU E Center
- Initiate actions such as grant applications to communicate the city’s commitment to the brand

RESEARCH METHODS:

- Primary/Qualitative Research
 - Multiple focus groups with Starkville residents, both long-term and MSU students
 - Interviews with local historians
- Primary/Quantitative Research
 - Survey of MSU student body regarding perceptions and preferences
- Secondary Research
 - Review of existing information regarding Starkville, past and present

BRAND STRATEGY FOR REDEVELOPMENT OF STARKVILLE’S HIGHWAY 182 – 8 August, 2016



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BRAND STRATEGY FOR REDEVELOPMENT OF STARKVILLE’S HIGHWAY 182 – 8 August, 2016

Brand Strategy for Redevelopment of Starkville's Highway 182



Why Brand the Highway 182 Redevelopment?

A brand is essentially a story that implies a promise and a set of expectations. A strong brand creates rich and textured associations with the product it signifies, while differentiating the product from all others. Strong brands evoke powerful feelings and provide consumers the basis for a relationship with the product. Through these relationships, consumers can develop loyalty and advocacy behaviors that make them evangelists for the brand.

Just about anything can be branded – goods, services, organizations, people, ideas, experiences, and even places. Place brands serve the same functions as more traditional product brands, but they also present unique challenges. In many cases – this project included – marketers are building a brand identity around a product that doesn't yet exist. Also, place brands require a focus on multiple distinct target markets. First, potential investors/developers will be the parties that must believe in the promise of the branded place so that they will actually contribute to and help build the intended product. Second, without buy-in from the community, the brand can never be realized fully. And third, visitors to the area must see the value that the brand delivers as marketers strive to maintain a consistent and authentic brand image.

In the case of Starkville's Highway 182, a brand will serve as a unifying vision for what the area can be for all stakeholders. The brand is where the community can place their expectations and dreams for the project. The brand allows community leaders to make appropriate decisions that are consistent with the brand identity they have created. The brand also serves as a means for the city to communicate the value of the newly redeveloped area to all stakeholders.

Highway 182: Past and Present

The Highway 182 corridor was initiated in 1931 and served as the primary gateway to the city for out-of-town visitors until the construction of Highway 12. The area was well-traveled and saw its heyday in the mid 1950s to the mid 1970s, with several shopping centers, a Sunflower grocery store, and groupings of commercial buildings populating the highway. Yet the commercial mix of the highway was never carefully planned to create a destination area for local residents despite the fact that the road serves as the only route that runs all the way through Starkville from east to west. Indeed, interviews with long-time Starkville residents reveal that the highway has always represented a fairly utilitarian mix of businesses with service stations, auto part stores, and a few restaurants. When the Sunflower closed its doors, these informants suggest that there was nothing left to draw Starkville residents to the area, and a decline began. This decline continued until recently when area residents began to re-invest in the area and make small-scale improvements. These improvements were enhanced by some preliminary investments by the city in the form of sidewalk improvements and enhanced street lighting. While focus group findings suggest that many younger residents of Starkville perceive the area to be unsafe, longer-term residents of the city unanimously agreed that the Highway 182 corridor looks better maintained and safer than they have ever seen it. Regardless



of their feelings about the safety and aesthetics of the Highway 182 area, the consensus of both groups was that the area is overdue for a revitalization effort and that they would embrace any such attempts with their hearts and wallets.

Historic Quality of the Highway 182 Corridor

Historic quality encompasses legacies of the past that are distinctly associated with physical elements of the landscape, whether natural or manmade, that are of such historic significance that they educate the viewer and stir an appreciation for the past. The historic elements reflect the actions of people and may include buildings, settlement patterns, and other examples of human activity. The corridor possesses many qualities that serve as historic markers for the city of Starkville. Any redevelopment branding efforts should ensure that the racial and cultural diversity of the area are acknowledged and honored.

- Henderson Ward Stewart Elementary and Henderson Intermediate School stands on the original location of the Rosenwald School, one of 20 one-room schoolhouses designated for the education of African American children.
- The corridor intersects with Dr. Douglas L. Conner Drive, a road named after the first African American physician to open a practice in Starkville (1950). Dr. Conner also founded the first chapter of the NAACP in Oktibbeha county and was instrumental in leading boycotts and marches that would lead to the desegregation of Starkville schools (1970). Dr. Conner's office was located just off of Highway 182.
- Oddfellows Cemetery, a three-acre plot listed on the National Register of Historic Places, is one of the oldest African American cemeteries in Mississippi.
- The University Motel is located on Highway 182. The Johnny Cash suite commemorates the arrest of musical performer Johnny Cash in 1965. After being arrested for picking flowers at the Oktibbeha County Courthouse, Mr. Cash paid his own \$36 bail and then walked to the University Motel, where he would spend the night in Room 22. While he had been arrested in many other towns during his early career, *Starkville City Jail* was the only song he wrote to memorialize such occasions. The Johnny Cash Flower Pickin' Festival briefly celebrated the event in 2007.
- Long-time local residents and MSU alumni report strong connections to a barbeque restaurant that was located on Highway 182 in the 1970s. They exclusively referred to it as the House of Death due to the fact that it was a popular destination for students who had been drinking all night and hoped to sober up at this all-night establishment.
- An actual house of death still resides on Highway 182 across the street from Rick's Café. The "murder house" as it is called by long-time residents was the scene of a double murder during the Labor Day weekend of 1990. This case, which was featured on an episode of *America's Most Wanted*, remains unsolved and is one of the most brutal crimes ever to occur in the city.
- Sriracha the rooster was a well-known resident of the Highway 182 corridor for several years. His owner was a student at Mississippi State University, and Sriracha was allowed to freely roam Highway 182 most days. When his owner graduated and took Sriracha to a new home, many Starkville residents expressed concern for the unofficial mascot of the area.

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BRAND STRATEGY FOR REDEVELOPMENT OF STARKVILLE'S HIGHWAY 182 – 8 August, 2016

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BRAND STRATEGY FOR REDEVELOPMENT OF STARKVILLE'S HIGHWAY 182 – 8 August, 2016

Brand Strategy for Redevelopment of Starkville's Highway 182



Scenic Quality of the Highway 182 Corridor (Current)

Scenic quality is the heightened visual experience derived from the view of natural and manmade elements of the visual environment of the corridor. The characteristics of the landscape are strikingly distinct and offer a pleasing and most memorable visual experience. Currently the corridor represents a relatively flat horizon with very little to distinguish it from many neglected commercial streets that dot the map in small towns across the south. While some improvements to sidewalks and lighting have enhanced the perception of the safety of the area for some residents, the landscape still remains visually unappealing to most residents interviewed. Several facets of the visual landscape will need to be addressed in order for the area to be rebranded as a destination area.

- Overhead utilities are not uncommon in the Starkville area, but the presence of them along the Highway 182 corridor serves to greatly diminish the visual appeal of the strip. Due to the flat topography of the strip and the relatively straight nature of the road, the utilities take on even more visual significance than they would on a street that was curved or on rolling land.
- Sidewalks do serve much of the area being redeveloped, but they are fairly narrow and lack continuity through the entire area.
- The presence of several vacant buildings along Highway 182 give the appearance of an underutilized commercial district that has seen better days. The 13% vacancy rate contributes to this perception.
- The majority of the buildings along the strip are metal buildings that were constructed or renovated prior to the city's passage of an ordinance that would require more attractive facades. The handful of buildings that have been renovated since that ordinance went into effect do serve as bright spots.
- The new Family Dollar location that is under construction at the time of this report does little to enhance the visual appeal of the area, and several local residents have been quite vocal about their displeasure with the "sink hole" that runs alongside that structure. At the time of this report, that hole – a drainage culvert – has been filled in and is in the process of returning to what is essentially a large dirt-covered vacant lot.
- The parking for most businesses on the strip is located in front of the businesses they serve. While this may be efficient for the businesses located along the strip, it serves to isolate the vitality that the businesses can create from the street itself.
- Along major portions of the strip, trees and treetops are visible to motorists on Highway 182, but very few are located adjacent to the highway.
- Henderson Ward Stewart School and Peter's Rock Temple on Highway 182 serve as anchors on the western end of the strip. Their presence on the strip serves to create a feeling of permanence that might otherwise be lacking. Dave's Dark Horse Tavern anchors the east end of the strip. While the building does not represent architectural excellence, the business is a longtime fixture in the area and serves as a landmark to many residents. In the center of the strip, University Motel serves as a landmark as well. The 1950s atomic-style neon sign in front of the motel is a well-maintained visual marker that tends to remind passersby that the strip does have a history.
- Overall, the architecture along the strip lacks any kind of cohesiveness that would create a sense of harmony. The diversity of the structures currently represents the diverse



nature of the people who have populated the area but fails to convey any sense of purpose or unity that the city would like the area to represent.

Cultural Quality of the Highway 182 Corridor

Cultural quality is evidence and expressions of the customs or traditions of a distinct group of people. Cultural features include, but are not limited to, crafts, music, dance, rituals, festivals, speech, food, special events, or vernacular architecture. The highway 182 strip does not host any current festivals or events, but spillover from events held in the downtown area and Cotton District certainly impact the number of people on the strip during those events.

- While not necessarily contained to the Highway 182 corridor, several ongoing festivals call Starkville home. The Magnolia Film Festival is the first film festival organized in the state of Mississippi; Bulldog Bash celebrates the city's most notable employer Mississippi State University every year with musical performances and street vendors; and the Cotton District Arts Festival each year is a celebration of art and life honoring artisans, culinary arts, music, dance, literature, and theater.
- Another annual festival honors the late musician, Del Rendon. Rendon was an art teacher at Starkville High School and well-known musician throughout the southeast until his death in 2005. A scholarship in his honor helps college students pursuing careers in the arts at Mississippi State University.
- Henderson Ward Stewart School, as the traditionally African American elementary school in the area serves to tie in the racial diversity of the surrounding community, as does Oddfellows Cemetery. Peter's Rock Temple, a COGIC church, ties in the spiritual diversity of the area, and several other smaller churches reside along the strip.
- Several African American-owned businesses that primarily serve the African American market dot the highway 182 landscape. It would be a mistake for any redevelopment attempts to give the impression that the removal of these businesses was an intentional outcome. The preservation of the racial, ethnic, and spiritual diversity of the area should be a priority as these qualities contribute much to the richness of the area's culture.
- Perhaps the most recognizable architectural landmark on the strip is the neon sign of the University Motel. A throwback to the 1950s, a time when the area was experiencing its peak in terms of utilization and popularity, the sign is a vibrant reminder of the best of the area. The design of this sign should guide future design efforts for the redevelopment.
- Several focus group members – both younger and older – report that they feel that this area itself signifies the kind of progressive self-expression that they would like to be a hallmark of Starkville in general.

Recreational Quality of the Highway 182 Corridor (Potential)

Recreational quality involves outdoor recreational activities directly associated with and dependent upon the natural and cultural elements of the corridor's landscape. The recreational activities provide opportunities for active and passive recreational experiences. They include, but are not limited to, passive and active recreation as well as more intense adventure tourism activities like downhill skiing, rafting, boating, fishing, and hiking. Driving or walking the corridor

Brand Strategy for Redevelopment of Starkville’s Highway 182



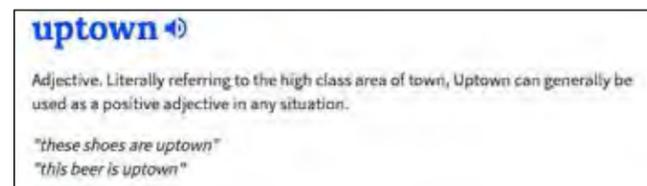
itself may qualify as a pleasurable recreational experience. The recreational activities may be seasonal, but the quality and importance of the recreational activities as seasonal operations must be well recognized. Currently the Highway 182 strip lacks any characteristics that lend themselves to recreational activity. Perhaps the ability to ride bikes on a street that is less traveled than other east-west connectors is appealing to some. Skateboarders also seem to like the largely underutilized sidewalks along the strip. The flat topography of the area does lend itself to the development of recreational opportunities for the community, however. Some possibilities suggested by focus groups and charrette participants include the following:

- Wider sidewalks that would facilitate walking in the area
- Designated bike lanes that would encourage more traffic in the area
- A small park space that would draw people to the area
- Historical markers that tell the story of the city and its people that would draw both residents and tourists

Brand Recommendations

While the name, The Corridor, has been suggested for this area during the planning phase, I think it would be a mistake to promote that identity for this area. A corridor is a throughway. One passes *through* a corridor. The redeveloped Highway 182 area should be a *destination*, somewhere that draws people and encourages them to linger.

The Highway 182 corridor needs a brand identity that will serve as a unifying force for all stakeholders. The brand should excite stakeholders about the potential of the area while we are in the process of developing it. The brand should encourage stakeholders to invest in the future of the area. The brand should energize stakeholders to strive for the improvement of the area. The brand should unify the various stakeholders. The brand should accurately represent the past while providing a vision of the future. And, most of all, the brand should be authentic. It must ring true for all stakeholders in the way it describes an area in a city as diverse, progressive, and energized as Starkville. For these reasons I recommend that the redeveloped Highway 182 strip between Old West Point Road and Long Street be called UpTown.



www.UrbanDictionary.com



Brand Name

Several alternatives were explored for the brand identity of the redeveloped Highway 182 corridor. Among those tested with focus groups were The Strip, Off Main, The Row, Row 182, and the Renaissance District. Each had fans as well as those who did not care for them. Some thought that using The Strip to play off of the Starkvegas nickname given to Starkville could be seen as making fun of the city. Also online search for the words “strip” and “Starkville” together primarily pulled up The Pony, a strip club located just outside of town. The Row was popular with older residents of Starkville, but some of the younger informants thought it reminded them too much of fraternity/sorority row and stirred images of skid row. Off Main was popular with many of the younger informants as it provided a basis for describing the area as “a bit off”, consistent with similar movements in larger cities that ask residents to “Keep It Weird”.

Ultimately, the name that survived each test group was UpTown. They felt that it projects an image of success while referencing the fact that the area actually is north of Starkville’s thriving downtown. Used in African American vernacular to describe anything that is high-class, the term also is used to describe high-end residential neighborhoods and entertainment districts in many cities across North America. This blending of cultures is an important part of the UpTown brand and should convey similarly positive meanings to any stakeholder.

Brand Vision

UpTown Starkville will be a vibrant celebration of the diverse, culturally rich, entrepreneurial spirit that embodies much of Starkville’s past and that will ensure a dynamic future filled with well-managed growth.

The brand should speak to each resident, business owner, visitor, and customer of Starkville, serving as a reminder of the vibrancy that comes with a university town. While the University is not directly associated with the brand, it would be a mistake to ignore the university culture that the city is built around. The diversity of thought, ethnic background, spiritual belief, and artistic expression that flows from a university is a hallmark of the UpTown brand. The brand should remind people that all are welcome on Highway 182.

Starkville is also a city of entrepreneurs, from Dr. Conner’s practice to the owners of small boutiques lining Main Street to the budding entrepreneurs just getting their starts at the MSU Center for Entrepreneurship and Innovation. The UpTown brand needs entrepreneurial thinkers who recognize that much of the development on Highway 182 will likely need to come from investors who understand the potential of the Starkville market and who want to create smaller businesses with a local focus or flavor. Big box stores and large national chains will not likely be the commercial residents of Highway 182.

Brand Essence

The essence of any brand is the core vision element that concisely conveys the driving force of the brand. The essence can evolve over time, but it serves as a quick reminder of what the

Brand Strategy for Redevelopment of Starkville's Highway 182



brand stands for. For instance, Nike's brand essence is conveyed by the phrase "Just Do It". Coca-Cola's current brand essence is conveyed by one word, "Share". The essence of the UpTown brand should be the core value that can drive the brand in its early stages and still serve to describe the brand once it is well established. I believe that value is conveyed by the tag,

Come in, We're OPEN

This phrase, most often found on the signs that hang on the doors of small businesses across America, conveys multiple meanings. First, it says that the area is open for business. It invites investors who believe in the promise of UpTown; it beckons shoppers and visitors who are hungry for entertainment, shopping, and dining venues; and it sends the important message to all stakeholders that UpTown is an area that values diversity – diversity in thought, in background, in culture, and even in product/retail mix.

Brand Personality

The personality of UpTown is described by the following words/phrases:

- Diverse
- Spirited
- Inclusive
- Progressive
- Imaginative
- Self-expressive
- Entrepreneurial
- Casual sophistication

As one of the core values of UpTown, **diversity** suggests a great deal of variety. This personality trait can be conveyed through the retail mix of the area, the owners of the businesses along the strip, the kinds of promotions that take place in the businesses along the strip, and in the customer/visitor mix that comes to the area for whatever reason.

Spirited refers to the enthusiasm and determination that will be necessary to develop a brand from the bottom up. With place brands such as commercial streets, the best way to disseminate a new brand identity is through the internal and external communications of all stakeholders. This bottom-up branding strategy requires that all stakeholders appreciate and believe in the brand and all it stands for.

Inclusive refers to the ability that consumers of the space will have to find everything they need in this new urban development as well as the fact that all who come are welcome. The word also serves as a reminder to brand managers and developers that several roads lead to Highway



182 from the downtown area. Improvement of these roads should represent a natural progression as UpTown becomes more established and more saturated with businesses, residences, and public-use spaces. These paths should be embraced as important parts of the UpTown brand.

Progressive has a couple of different meanings, but both are relevant to UpTown. Progressive can describe a process that evolves over time, yet it can also imply a desire for change and innovation. UpTown as a brand will take time to develop and reach its potential, and it will represent the kind of change and innovation that many Starkville residents who attended the charrettes this summer suggested that they crave.

Imaginative people are those who display creativeness and inventiveness in thought and action. A good imagination will be required at the beginning of the branding process as we ask stakeholders to believe in the UpTown brand. Once the brand is established, the imaginations of all stakeholders will drive the evolution of UpTown.

Self-expressive acts are those that allow an individual the opportunity to express feelings, thoughts, or ideas. This is often carried out through writing, art, music, or dance, but anything that allows a stakeholder to demonstrate who they are to others is still self expression. My own research has developed a term, *customer chemistry*, to describe the way that consumers convey their identities to others via their favorite brands. Much of that research specifically examines close consumer connections with beloved retailers.

Entrepreneurial people are those who identify opportunities, evaluate them as viable, and then decide to capitalize on them, whereas others do not. Entrepreneurial thinking is also a core value for UpTown as it typifies the kinds of investors and consumers that will be early adopters of the brand. The UpTown brand will allow entrepreneurial thinkers to find a home for their own entrepreneurial visions and will also resonate with consumers who like to think that they have uncovered something new and unique on the Starkville landscape.

And finally, **casual sophistication** describes the relaxed but stylish nature of UpTown, from its buildings and facades to the products being sold along the street. Visitors to UpTown will feel comfortable as they explore the well-designed buildings, green spaces, and other common areas that line the street.

Brand Logo Brief

The visual logo for UpTown should embody the personality characteristics and vision for the area. Based on one of the street's most recognizable landmarks, the University Motel sign, I believe that the logo should be consistent with a mid-century modern look. The logo should harken back to the easier times of the 1950s and 60s that represent the area's heyday, but it should also include clean lines and colors that describe a more modern aesthetic. Signs and fonts of that earlier era could serve as guiding principles for the updated design of this logo.

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A rough mockup of one option, seen below, includes the kind of rounded shapes that were popular during the target time period. The fonts are updated versions of those that would be found on signage of the era. The colors give a nod to the University by including maroon, but the addition of blue to the arrow and atomic starbursts (both common elements in signs of that era) reminds viewers that this is a vibrant new brand that can be trusted. The color blue in logos today conveys trust, professionalism and loyalty. This color is often used for software, financial, and pharmaceutical brands. The tag, “Come in, We’re OPEN” is located at the bottom of this logo to demonstrate that the open design provides sufficient room for customization of the logo for various uses.



A variation of the same logo presented below removes the upward-pointing arrow in the interest of simplicity. It also replaces the tag with the name of the city, a version that could be useful when promoting the brand to out-of-town developers, investors, and visitors.



A totally different version of the logo seen below adds more vibrancy to the design while still capturing the mid-century vibe of signage of the era. The multi-color lettering of the name of the area signifies the diversity that is a cornerstone of the brand’s personality. The green of the box below the brand name is green to represent not only the commitment of city planners and developers to make this area eco-friendly and sustainable but also the green spaces that will be a valuable part of the visual landscape of UpTown. While this version uses the name of the city in the box, it would also be easy to place the brand tag there instead.



These sample logos are included to provide a graphic designer with the basic visual cues that I believe are important to convey the UpTown brand.

Brand Elements

Brand elements are the tangible elements that convey the personality and vision of the brand to stakeholders. They can be visual (i.e., logo, color palette, shapes, signs, packaging, and letterhead), auditory (i.e., music, messages via TV, radio, or word of mouth, and even sounds that represent the brand such as the distinct roar of a Harley-Davidson), or olfactory (i.e., scents that remind the brand user that they are having a unique experience, such as the smell of popcorn in a movie theater or freshly baked bread in a bakery). Colors from the logo should be selected to represent the brand and should be extended to the building codes for any development or renovation projects.

Wherever possible, the brand elements of Uptown should be used to convey a consistent and authentic brand identity. Some recommended ways that the logo specifically could be used include the following:

- Signage for the area – wayfinding, welcome, and commemorative
- Branded trash receptacles in the area
- Letterhead for the recommended Uptown Development Board
- Stickers in the windows of area merchants
- Website and other social media identifiers
- All integrated marketing communications
- Grant applications and communications with other investor types

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Strategy, Objectives and Related Tactics

The strongest brand is only as effective as its related strategy. It is only when stakeholders perceive value in the brand that they will begin to select it. The tactical recommendations below represent a thorough yet manageable roadmap that should allow brand managers to make consistent decisions and to efficiently navigate the process of developing and maintaining a brand that resonates with all intended stakeholders.

The objectives for the UpTown strategy are as follows:

- Obtain funding for public sector improvements to the area
- Initiate private sector investment in the area
- Gain ongoing community support for the improvements
- Establish the UpTown brand firmly in the hearts and minds of all stakeholders
- Attract consumers from the local and tourist communities
- Develop an area that will be fairly self-sustaining when managed appropriately
- Maintain Uptown in a manner that will allow it to serve as a tourist destination

Each of these objectives can be achieved within a ten-year timeframe, with the immediate initiation of the tactics that are outlined below:

Suggested Pre-Launch Tactics

- Brand advocates in City Hall, the greater Starkville community, and on MSU campus
 - All brands need champions. Often these champions evolve as stakeholders begin to develop relationships with the brand. In this instance, it is necessary to recruit champions before the brand is fully realized. Brand advocates will not only spread positive word-of-mouth about UpTown, but will also defend it from detractors.
 - Advocates should be easily recruited within city government. There are already quite a few individuals who have a strong affinity for this project. Keep these individuals well informed about the ongoing process through timely communications and regular updates on the status of branding efforts.
 - Advocates from the greater Starkville community have already made their presence known as well. Anyone who attended the charrettes is a prime candidate for the role of brand advocate. They have already shown an interest in the project and a willingness to give of their time to make it happen. The contact information that was obtained for these individuals should be used to create a database that will receive regular progress updates and will be asked for their ongoing input. When community members feel they have a voice in the project, they will begin to take ownership and will promote and defend the brand because of that connection. I also recommend recruiting advocates from local civic organizations. A representative of the Starkville Rotary Club participated in



one of my focus groups and was highly enthusiastic about the amount of commitment that could be obtained from that group.

- Similarly, the MSU community represents an important internal audience for the UpTown brand due to the size and diverse makeup of that community. MSU faculty, staff, and students should be allowed to feel ownership of the UpTown brand using the same methods described for the previously mentioned stakeholders. This group also presents a unique opportunity for buy-in through inclusion in the planning phases of the project. Faculty in various departments of the university should be approached with the possibility of student projects that will advance the UpTown brand. Even if the work product of these student partnerships does not produce a great deal of usable information, the UpTown brand is being introduced to a large target audience in the process. I have seen from my own experience that students take a great sense of ownership in the subject of projects such as these. These students will advocate for the brand during their time in Starkville and will return to Starkville years later to observe "their UpTown". Many departments across campus represent partnership opportunities.

- Marketing, Management, and Real Estate courses could be approached to provide insights that will guide the development and branding of UpTown.
- Communications courses could be approached for their help in designing both internal and external communications that promote UpTown to various stakeholder groups.
- Engineering courses could be recruited for their ideas regarding the design and infrastructure improvements necessary for UpTown to be fully realized.
- Landscape courses could be utilized for their input and labor in the design and implementation phases of the project.
- Art courses could be tasked with development of art installations that would be a hallmark of the UpTown brand. Murals, sculptures, and a variety of other media will be essential in conveying the UpTown brand personality to all stakeholders.
- Sociology and psychology courses could be asked with preparing demographic and psychographic profiles of the UpTown target markets.

• Internal communications

- All internal communications within City Hall should begin using the UpTown name to describe the area. Internal stakeholders can serve as the strongest brand champions when they believe in the brand. It should be clearly communicated to these stakeholders that the success of UpTown translates more broadly to the overall success of Starkville. The infusion of revenues that follow a development project such as this one can fund many improvements in

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other parts of the city.

- These same communications can be used to keep brand advocates abreast of the progress in UpTown.

- UpTown Development Board

- Just as a target audience that believes in the brand's authenticity is vital, a brand manager is an equally important component of any brand's success. It is unrealistic to expect a project of this size to succeed fully without someone to manage its development and maintain its reality. Redevelopment projects such as this one on other cities and towns across the US all have boards that manage them. Community members, current 182 business owners, and campus representatives should be leveraged to build a board that would manage the branding of UpTown and all components of the brand moving forward. The importance of this board to the development cannot be overstated.

- This board should also be tasked with developing and enforcing codes related to the appearance of all structures located in UpTown. Consistency of appearance is a vastly important component of any brand.

- Concept art on website and social media accounts as well as teaser signage

- The concept drawings that were prepared during the charrette provide excellent material to promote UpTown and energize stakeholders. Once the completed report has been delivered and accepted, those drawings should be posted on the existing City of Starkville website along with information about the project. It should also be a priority to develop a dedicated website and social media accounts for UpTown. A fairly inexpensive means of legitimizing the brand, these social media would need to be regularly updated to ensure that they are providing value to their audiences. Internet Marketing and Communications courses could be recruited to do much of this work. MSU student interns could be tasked with the ongoing maintenance of these media. (All Communications students are highly encouraged to obtain internships, and a local position such as this one would be a much prized opportunity each semester.)

- Side grants for existing business renovation

- Current business owners along the Highway 182 strip are already invested in the success of the area. Funding sources for small side grants that would facilitate improvements to existing spaces that would be consistent with the new UpTown brand should be located as soon as possible. If the existing businesses in UpTown can begin to tease the public with what is to come, then the brand can begin to take foothold even before the larger public sector improvements begin.



- Zoning enhancements

- In order for a project such as this one to succeed, it is imperative that zoning ordinances for the area are consistent with the UpTown brand. The existing sign regulations for the area are woefully contrary to the needs of UpTown, as the signage that is most consistent with the brand would be interior-lit and neon options. Standard interior-lit box signage should likely not be allowed however. Additionally, parking space placement, hours of operation, event permits, and building appearance should all be addressed by well developed zoning ordinances and codes.

- Art Projects

- Artwork such as building murals and sculptures will be an important part of the landscape of UpTown. These pieces should honor the history of the area while celebrating a bright future at the same time. While art is often subject to individual tastes and preferences, it is, regardless, a means of creative expression that generates interest and activity. Local artists, elementary through high school students, and university students could take part in contests to design the works that will eventually bring vibrancy and culture to UpTown.

Tactics to Follow Public Sector Funding

- Signage

- As soon as the funding starts for public sector improvements to UpTown, signage will be a necessary brand element. Signage should include wayfinding signs throughout town as well as gateway signs to be placed at the intersections of Highway 182 and Jackson Street and Highway 182 and Long Street. These signs will further introduce the UpTown brand and serve as reminders of the importance of this area to the community.

- Community events

- Civic organizations and other Starkville citizens should be approached for participation in events that build the UpTown brand and ensure that the area represents the kind of development that area residents want and will support. Clean Up Day and UpTown Launch Day are just two examples of events that serve these purposes. Bulldog Bash is a large local event that has experienced recent difficulty with location. Perhaps the area in UpTown that is suggested for a future park could become the new staging area for that event. Proximity to Rick's Café and Dave's Dark Horse Tavern already make this area a logical home for Bulldog Bash. Moving forward, UpTown would be a perfect place to hold other events and festivals.

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• Pickup Parks

➤ Pickup parks, or portable parks, are a hot trend in areas that are planning their development around spaces. These gathering places are constructed of mobile components and can be picked up and moved to another location when their current site warrants other types of utilization. These parks could be initiated prior to the full development of UpTown and would serve to bring visitors to the area even before the upcoming main attractions begin to appear. Photos of some examples appear below. In the second photo, you will note that the park is placed on boards, similar to a wood deck. One of the nicknames of Starkville is Boardtown, so these could be called Boardtown Parks, consistent with the larger city brand.



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• Creation of landmarks

➤ An important consideration in any branded place is the inclusion of landmark objects. Shoppers and tourists go to great lengths to have photos taken with the sign that welcomes visitors to Las Vegas and even with our own Bully statue in MSU's Junction. One such landmark that could become a signifier of UpTown could be the design and installation of a sign that pays homage to the city that UpTown calls home. Many residents of Starkville embrace the nickname, Starkvegas, and it has become a well-known moniker for our city. One of my students designed a very rough prototype of such a sign, included below. While a neon sign is highly consistent with the UpTown brand personality, an interesting sculpture or water feature could also serve a similar function.



• Historical markers

➤ Another type of landmark object that could express the UpTown brand, draw visitors to the area, and honor the past and present of Starkville would be historical markers that could be designed and installed along the strip. These could take the form of permanent signage on SMART bus stops, plaques placed on buildings or half walls located at the main intersections within the strip, or even embedded sidewalk plaques similar to those found on Hollywood's Walk of Fame. These markers could commemorate important people and events in the history of our city. They could be partially funded through sponsors who nominate people and events for such recognition.

• Branded nodes

➤ In a similar vein as the historical markers, each of the three primary intersections could become branded nodes within UpTown. Signage could designate corners to represent important people in Starkville's story. For example, Johnny Cash Corner, Dr. Conner Corner, and Jack Cristil Corner could also contain artwork or

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media that pay tribute to these important figures. Other options for recognition could be Del Rendon, the Magnolia Film Festival, Bulldog Bash, and even Sriracha the rooster. Those that are not selected for a branded intersection could be commemorated with the other historical markers that I suggested.

- Partnership with MSU Center for Entrepreneurship and Innovation
 - Because entrepreneurship is one of the core values of the UpTown brand, it would be logical to develop a partnership with MSU's incubator for entrepreneurs. Vacant spaces that currently populate the area could be utilized for pop-up-style storefronts for MSU students who have retail aspirations. The vast majority of my students, when asked what they want to do with their careers upon leaving MSU, report that their goal is to open some type of business. If the City of Starkville can partner with the E Center to make those aspirations a reality, we reduce brain drain, cultivate new and exciting businesses in our city, and further encourage MSU graduates to call Starkville their permanent homes.

Ongoing Tactics

- Art Projects
 - Just as art projects should be utilized during the initial development phase of UpTown to attract interest and motivate investment, they should continue to be an important component of the UpTown landscape. Art is consistent with the brand personality of UpTown and, when rotated in and out, should encourage repeat visits to the area.
- Community events
 - UpTown should represent a perfect home for cultural, ethnic, and arts based events in Starkville. Zoning should be consistent with allowing these types of occurrences, and the UpTown Development Board should actively cultivate relationships with event organizers.
- Area Wi-Fi
 - City-provided free Wi-Fi signals to visitors that they are welcome in an area and reminds them that the city is modern and progressive. Wi-Fi-routers could be placed in the streetlights in UpTown and would provide excellent coverage, thereby encouraging visitors to spend more time in shops, restaurants, offices, and parks.



• Retail Mix

- The retail mix of UpTown should be designed to effectively convey the personality of the brand. Several suggestions were made during the charrette that are highly consistent with the brand. Among the most appropriate were the inclusion of a food truck rodeo, a fresh food grocery, and unique restaurants. Each of these represent draws to the area that would serve as destinations even before the remainder of the retail mix could be developed.
 - A food truck rodeo is a concept that works well in many larger markets, but most small cities could also support the concept. While location of the trucks might pose challenges moving forward, the number of vacant properties and the presence of a large parking lot in front of Rick's Café present viable options for the immediate future. The owners of those properties would likely be agreeable to the temporary use of their property for a nominal fee.
 - A fresh food grocery was a much requested addition to the UpTown mix at the charrette. The square footage that would be required to attract most grocers is not readily available right now, but the location that Farmer | Morgan proposed for a small grocery would accommodate a concept such as that of Windmill Market in Fairhope, AL. The pictures below demonstrate the exterior of this eco-friendly marketplace. The interior of the building is mostly an open floorplan that contains permanent fruit, vegetable, meat, and bakery stalls as well as several small dining options. The center common area is open and contains tables and chairs for dining or lounging. Such a concept would likely satisfy the need for fresh foods and would add to the dining options available in UpTown. The stalls are small enough that they could be run by local growers and restaurant entrepreneurs who wanted to test the waters before committing to larger establishments. This market would serve as an excellent reminder of the entrepreneurial core value of UpTown.
 - Other restaurants would likely be quick to join the mix in UpTown. Starkville's designation as a Top Five location for new restaurants in the US should ensure restaurateurs' attraction to the area.



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- External communications
 - It will be vital to the long-term success of UpTown that someone is appointed to be the communications director for the development. This could be a member of the UpTown Development Board or someone else who is already performing communications duties for the city. Any brand is only as strong as it's current image, and the task of managing the image of UpTown should be a priority. Perhaps once the area has achieved sufficient growth, a Merchants' Association could be formed and could take over the external communications efforts for UpTown.

Final Thoughts

UpTown Starkville has the potential to be a shining example of what can be done to revitalize neglected urban areas in small cities. If developed, branded, and maintained properly, it could become the standard for other cities to follow when striving for new urbanism, an urban design movement that promotes environmentally friendly habits by creating walkable neighborhoods that contain a wide range of commercial, residential and employment types. This is only appropriate as Starkville's own Cotton District is often credited as being the first example of new urbanism in the US.

A key to the success of UpTown will be for the brand to remain authentic in its execution and to consider the input of the various stakeholders whenever appropriate. The strategic recommendations outlined above represent sound branding principles that should guide brand managers as they make decisions that will ensure that the development has a strong foundation.