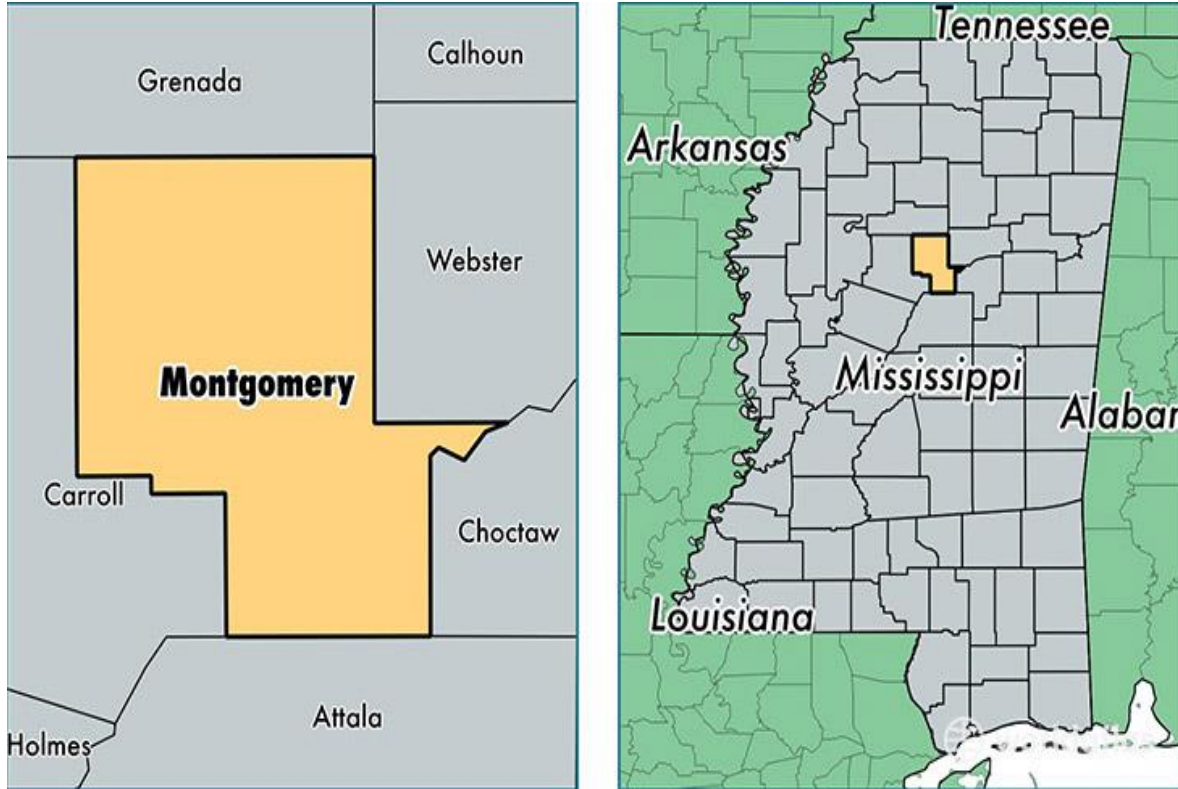


2017 Winona/ Montgomery County

Economic Development Analysis



**Prepared for the Montgomery County Economic
Development Partnership**

By

Common Sense Economic Development, LLC

And

Edwards Economics, LLC

Introduction

In 2005, the authors of this analysis completed the “Comprehensive Economic Development Competitive Analysis Study of Montgomery County Mississippi.”

In early 2017, the Montgomery County Economic Development Partnership (MCEDP) approached Common Sense Economic Development, LLC about updating that analysis to reflect current needs and opportunities. Via email dated May 1, 2017, the two parties agreed to the following:

Common Sense Economic Development, LLC, in partnership with Edwards Economics, LLC, will provide a new Base Economic Analysis, plus top 10 manufacturing Location Quotients and top 10 retail opportunities (per a new gap analysis). This information will be supplied by Edwards Economics under contract with Common Sense Economic Development.

Common Sense Economic Development will then conduct 8-12 community interviews and a comprehensive community tour, plus utilize data supplied by Edwards Economics, to validate observations from our prior (2005/06) analysis and make changes as needed to that SWOT and its related conclusions and recommendations.

To conserve available funds, information was gathered from numerous community leaders by utilizing a written Community Analysis Matrix. Phone interviews were also conducted with allies, partners and organizations which have knowledge of MCEDP activities as well as the County’s strengths and weaknesses. Two community tours were conducted in order to gain an unbiased, independent view of the community and its assets including available industrial property, retail property, housing, and other facilities important to economic development.

The organization’s website was also analyzed as to its ability to assist consultants or corporations in reviewing Montgomery County. Other information provided by MCEDP was reviewed and analyzed in the formation of best targets and recommendations, then, findings of on-the-ground primary research were reviewed.

Economic Development is highly competitive. It is generally accepted in the profession that there are well over 10,000 economic development entities in the U.S. alone, and that in a good year, there are perhaps 3,000 legitimate new industrial, distribution, corporate real estate/facility locations. The authors estimate that at least 2/3 of these locate in Metropolitan Statistical Areas (MSA’s), with a similar percentage not even considering non-MSA areas. This leaves 1000 or less projects to be chased by 10,000 or more economic development organizations. Most of these organizations have recruiting/marketing budgets many times the size of MCEDP’s entire budget, making local success even harder, and making it even more important to target businesses and industries which will best fit (utilize) Montgomery County’s strengths/assets.

Appendix I contains information related to MCEDP including its current Vision, Mission, Organizational Structure, Scope of Activities, and Development Principles. It is far beyond the scope of this Analysis to evaluate those, but we do believe targeting needs to be refined greatly from those listed as MDA or Entergy targets, and that will be a major emphasis herein.

SWOT ANALYSIS

This overall assessment is limited to a review and updating of selected, most pertinent information presented in the 2005/06 analysis. The following presents a current SWOT Analysis based upon new information and our analysis of that information.

Strengths

- Location, location, location
- Excellent utilities
- Right To Work state
- Capable semi-skilled workforce with strong work ethic
- Unique assets-Sumners Foundation
- Low cost of living
- Affordable housing(though limited in quantity)
- Attractive rural quality of life
- Training through Holmes CC
- Proximity to Higher Education
- Fiber optics, AT&T designation
- Location of local NCPDD office

Montgomery County's location was mentioned time and time again as its greatest strength and our research confirmed the feelings of local constituents. Located at the northern center of Mississippi, the county is less than two hours away from the urban centers of Memphis and Jackson along 1-55, and less than 500 miles from Atlanta, Dallas, and New Orleans. This means that Montgomery County has access to "big city" amenities such as major commercial airports, research institutions and universities. Although close to these urban centers, Montgomery County still retains rural flavor and quality of life that may be attractive to expanding businesses. Some of these attributes include natural beauty, larger parcels of available residential property and less traffic congestion. Because of Montgomery County's location, there is a large pool of available labor willing to commute. The strong highway infrastructure makes it an ideal site for many manufacturing and distribution operations at the intersection of 1-55 (north/south) and US 82 (east/west). Mississippi's Right to Work status makes the region very attractive to manufacturing companies. In addition, Montgomery County is in close proximity to several higher educational institutions including Holmes CC, Mississippi State University and The University of Mississippi, with numerous degree programs and nationally recognized programs in engineering and medicine. The workforce possesses a strong work ethic and available manufacturing labor. Business and property taxes as well as costs of living are lower in Montgomery County than they are in many counties along 1-55. A strong fiber backbone through much of the community offers potential for the future.

Weaknesses

- High percentage of low skilled labor
- Very small county labor force with limited customer service skills
- Current small manufacturing base
- Low inventory of available land and sites on I-55 and lower quality sites elsewhere
- MCEDP Website
- Industrial property access and signage
- Small population and no apparent multi-community partnering

While the area has a lot of strengths, there are some overall weaknesses that may limit the types of business relocation and development for the region. Although there is generally sufficient labor, much of it is unskilled. This may prevent Montgomery County from attracting higher technology manufacturers requiring skilled manufacturing jobs. Because Montgomery County's job base is primarily in lower-skilled retail/service positions, there are few opportunities for job seekers to find alternative employment opportunities. Lack of customer service skills may also make attracting services operations difficult. Land in the county is relatively inexpensive, but there are few existing buildings and large developed sites available for new expanding companies. The website has virtually no information needed by site selectors and needs a major overhaul. Extensive data must be available for analysis by prospective employers. Labor related data is the most critical.

Neutral

- Public Schools: Locals seem satisfied for the most part but ranking agencies are not as kind, especially in relation to the county schools. This topic deserves more research, specific analysis, and its own long term plan. Quality public schools with a diverse student body are extremely attractive to technology based and advanced manufacturing companies.

Opportunities

- Value-added lumber industries
- Retail/ Service
- Distribution, need land near I-55
- Automotive suppliers
- Continued rehab/revitalization of the Grenada Railway, LLC
- General metal working and assembly type jobs
- Advanced Manufacturing

Because Montgomery County is centrally located with a great transportation network, many cars (approximately 15,000) travel through the county daily on I-55 and 6,500 on Highway 82. This presents an interesting opportunity to create a unique selling proposition for Montgomery County and show off the county to travelers. The area is under-retailed as the major retailers in many categories have selected the nearby urban and suburban regions for their locations. Retail locations are demographically or traffic count driven, and Montgomery County may possess demographics desired by certain retailers. The relative location to the FedEx Hub in Memphis could be an opportunity to market the area as a distribution node. Targeted training of Advanced Manufacturing skills through Holmes CC and participation in the ACT National Career Readiness Certification program would pay huge dividends as a skilled, trained workforce is often the most important factor in a company's location decisions.

Threats

- Loss of population
- Lack of attractions/opportunities to retain young people

- Perception of those outside the community regarding public education
- Lack of MCEDP budget to aggressively compete for new jobs
- Small labor market on a county basis probably scares prospective employers

While Montgomery County currently possesses the potential to build a strong, low skilled manufacturing environment, relying on it too much in the future and not designing strategies to diversify the manufacturing base to include higher skilled positions and diversify the economic base to include services businesses, will continue to put the county at risk. Lack of high paying “jobs of the future” will cause a loss of brainpower and a continually declining population of young people. Retail catering to medium to higher income families could disappear, lowering quality of life for everyone. Inability to compete for better jobs in manufacturing and service industries could insure future economic decline. Lack of an adequate MCEDP operating budget plus basically no marketing/business development budget greatly limits the organization’s ability to proactively grow the economy. Companies hire from 50 or more miles away and seek new sites based on regional data and resources.

Competition is well funded and aggressive; **THREATS TO THE FUTURE ARE REAL!**

Economic Base Analysis Introduction

The purpose of this section of the 2017 Montgomery County Competitive Analysis is to provide a summary economic base analysis for Montgomery County, Mississippi. The data sources for this section come from various federal and state agencies—such as the United States Department of Labor and United States Bureau of Economic Analysis. Edwards Economics conducted an economic base analysis for Montgomery County approximately a decade ago in order to assist in both defining the current state of the county economy, plus offering insight into targeted economic sectors for the recruitment of new industry.

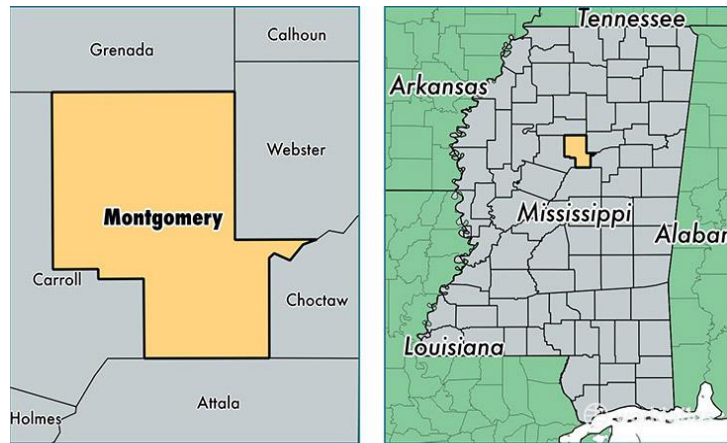
The following passage is from the study conducted in 2006:

“The economic future of Montgomery County is likely to become even more complex in the future than it has been in the past. The evolution of the global economy, the rapid growth of the Internet economy, the shift of labor-intensive manufacturing offshore, and the increased importance of a skilled workforce are the trends that will dictate local economic development. The loss of major manufacturing employers in the community in the past years reflects these trends. With these changes, new challenges will arise as Montgomery County leadership evaluates its economic situation and looks at potential employers to attract.”

This passage continues to hold relevance today, with a couple major changes since the time of the previous report: 1) the global economy is not just evolving, it is here; and 2) the technical skills required for today’s economy require consistent education and retraining.

Location and Population

Figure 1: Map of Montgomery County, Mississippi



Source: WorldAtlas.com

Montgomery County, Mississippi is located in the central portion of the state. Located in the East-Central part of the county is Winona, the County Seat. With a population of 4,383 (2016 U.S. Census Estimate), it is the largest city, and only, city in the county. The County of Montgomery has a population of 10,187 and also houses two additional towns, Duck Hill, and Kilmichael. Montgomery County is served by Highway 51 running north-south through the west portion of the county passing through Winona and Duck Hill. Highway 82 runs east-west through the center of the county, passing through Winona and Kilmichael. MS 407, 412, 404 are other important corridors leading to the three incorporated areas of the county. Interstate 55 runs north/ south through the west half of the county also passing though Winona. Winona is located 78 miles from the port of Greenville, MS that enters the Mississippi River. Below are other important areas and their distance from Winona.

Table 1: Selected Distances from Winona, MS



















City, State	Distance (Miles)
Atlanta, Georgia	357
Chicago, Illinois	644
Dallas, Texas	476
Jackson, Mississippi	86
Memphis, Tennessee	113
New Orleans, Louisiana	274

The population of Montgomery County has declined by 6.9% since 2010. Also of importance is the distribution of the age within the county population. As presented in Table 2, the largest age groups in the county are between ages 50 and 70. Having a distribution of the population in this age grouping is common for rural counties in Mississippi. With that said, it is imperative for the county to continue its

economic development efforts in order to retain its younger population and generate local income to improve the overall quality of life in the county and region.

Table 2: Current Population and Distribution by Age

10,187 2016 Population 0.3% of State	-6.9% Population Growth for the Last 5 Years State Growth 0.7%
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Age Group	2016 Population	% of Population	
Under 5 years	572	5.7%	
5 to 9 years	658	6.6%	
10 to 14 years	649	6.5%	
15 to 19 years	578	5.8%	
20 to 24 years	595	5.9%	
25 to 29 years	560	5.6%	
30 to 34 years	532	5.3%	
35 to 39 years	519	5.2%	
40 to 44 years	539	5.4%	
45 to 49 years	581	5.8%	
50 to 54 years	737	7.4%	
55 to 59 years	732	7.3%	
60 to 64 years	758	7.6%	
65 to 69 years	649	6.5%	
70 to 74 years	514	5.1%	
75 to 79 years	361	3.6%	
80 to 84 years	247	2.5%	
85 years and over	233	2.3%	

The age distribution of Montgomery County's population is important. The County is home to a slightly higher rate of citizens over 65 than the state or nation. The all-important 15-64 age category represents 61.3% percent of the County's population. This is only slightly lower than the state average of 62 percent, based on data from the Mississippi IHL summary report in 2017. Analysis of the young

workforce shows that residents under the age of 20 has increased over time. In 1990, the 15-29 year olds in Montgomery County were 14.7 percent of the population, in 2000, 14.1 %, in 2010, 14.6 percent, with 2016 estimates at 17.3 percent.

Labor Force

The percentage of Montgomery County residents over 15 years old that are in the workplace is approximately 48%, per the Trent Lott Center at the University of Southern Mississippi. This is considerably below Mississippi’s rate of 58% from same source. Annual statistics show an increasing labor force between 2000 and 2010, however, the labor force has decreased slightly over the past five years and it is projected to continue (based on projected US Census data).



Table 3: Summary of Labor Force and Unemployment for 2016


















	Montgomery County	Mississippi
Labor force, 2016 (annual)	4,224	1,280,432
Employment, 2016 (annual)	3,952	1,205,779
Unemployment, 2016 (annual)	272	74,653
Unemployment rate, 2016 (annual)	6.4%	5.8%

The average annual unemployment rate for 2016 in Montgomery County was 6.4 percent. This compares to 5.8 percent statewide and 4.6 percent nationally. Overall, Montgomery County has experienced an unemployment rate higher than the state and nation for over a decade. This reflects a fluctuation in the county's base industries. Details of the changes in base industries are presented in detail in the following sections and in the appendix of the report. The challenge facing Montgomery County is the sustainability of the regional working age population through the preservation of basic and non-basic employment that must be available to attract new industry.

As presented in Table 4, the majority of unemployment is found in retail trade, food service and new to the workforce.

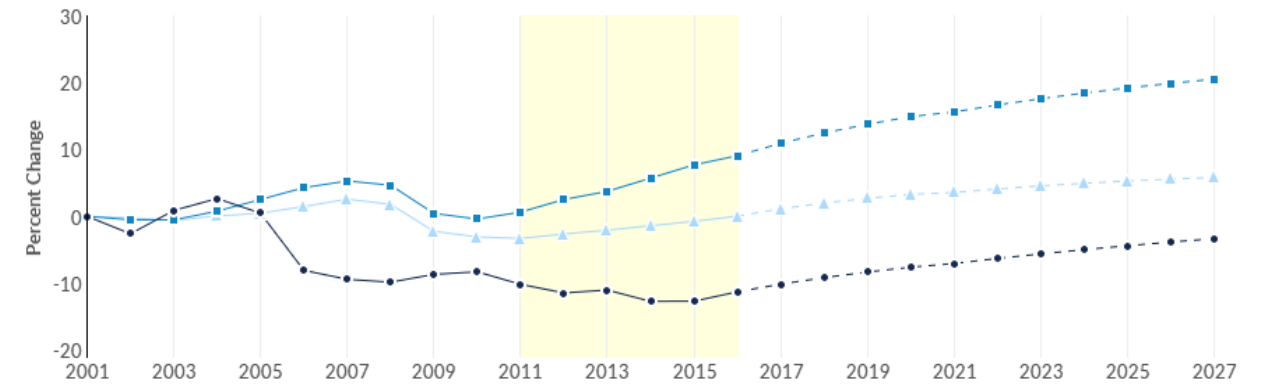
Table 4: Unemployment by NAICS Code, 2016 Average

NAICS	Industry	Unemployed	% of Regional Unemployment
11	Crop and Animal Production	22	9% 
21	Mining, Quarrying, and Oil and Gas Extraction	0	0%
22	Utilities	1	0%
23	Construction	11	4% 

NAICS	Industry	Unemployed	% of Regional Unemployment
31	Manufacturing	7	3% 
42	Wholesale Trade	2	1% 
44	Retail Trade	48	18% 
48	Transportation and Warehousing	3	1% 
51	Information	1	0% 
52	Finance and Insurance	4	1% 
53	Real Estate and Rental and Leasing	1	0% 
54	Professional, Scientific, and Technical Services	2	1% 
55	Management of Companies and Enterprises	0	0% 
56	Administrative and Support and Waste Management and Remediation Services	3	1% 
61	Educational Services	5	2% 
62	Health Care and Social Assistance	36	14% 
71	Arts, Entertainment, and Recreation	0	0% 
72	Accommodation and Food Services	36	14% 
81	Other Services (except Public Administration)	9	3% 
90	Government	22	8% 
99	No Previous Work Experience/Unspecified	48	19% 

Employment and Earnings




Over the past decade, employment trends in Montgomery County have not mirrored the trends at the state or national level. The drop in employment in 2006, primarily in the manufacturing sector, created a new baseline for jobs in Montgomery County. Since 2010, employment has declined at a very slow pace. As shown in the graph below, over the past 5 years—from 2011 to 2016—the county lost 38 jobs.



		2011 Jobs	2016 Jobs	Change	% Change
●	Montgomery County, MS	2,984	2,946	-38	-1.3%
●	United States	145,702,356	157,926,562	12,224,206	8.4%
●	Mississippi	1,226,526	1,268,871	42,345	3.5%

Based on 2016 data, Montgomery County's three largest employment sectors are government, health care/social assistance and retail trade. Over the past decade, manufacturing in the county, state and nation have declined considerably. In 2000, manufacturing comprised 28.4 percent of the employment in Montgomery County, in 2016, only 3 percent. In 2016, there were 2,946 total jobs with 47.4 percent held by male workers and 52.6 percent being female workers.

Table 5: Jobs by Industry Type, 2016

NAICS	Industry	2016 Jobs
11	Crop and Animal Production	134 
21	Mining, Quarrying, and Oil and Gas Extraction	0
22	Utilities	23 
23	Construction	150 


















NAICS	Industry	2016 Jobs
31	Manufacturing	91 
42	Wholesale Trade	57 
44	Retail Trade	427 
48	Transportation and Warehousing	71 
51	Information	13 
52	Finance and Insurance	101 
53	Real Estate and Rental and Leasing	<10 
54	Professional, Scientific, and Technical Services	42 
55	Management of Companies and Enterprises	20 
56	Administrative and Support and Waste Management and Remediation Services	58 
61	Educational Services	39 
62	Health Care and Social Assistance	620 
71	Arts, Entertainment, and Recreation	<10 
72	Accommodation and Food Services	249 
81	Other Services (except Public Administration)	176 
90	Government	665 
99	Unclassified Industry	0 

Table 6 provides the average earnings by NAICS 2-digit classification. The average earnings in Montgomery County is \$35,000 annually, which is 56 percent of the national average and 71 percent of the State of Mississippi average. When adjusted for cost of living, which is lower than the national average, the adjusted average salary in Montgomery County increases to \$39,200, which is 63 percent of the national average. Accordingly, the economic development strategy of promoting a low cost of living advantage for prospective industries, for both basic and non-basic industries, is clearly applicable and displayed in the income data.















Table 6: Average Earnings by Industry Classification, 2016








NAICS	Industry	Avg. Earnings (2016)
11	Crop and Animal Production	\$36,444
21	Mining, Quarrying, and Oil and Gas Extraction	\$0
22	Utilities	\$52,808
23	Construction	\$33,814
31	Manufacturing	\$39,190
42	Wholesale Trade	\$40,754
44	Retail Trade	\$24,029
48	Transportation and Warehousing	\$41,315
51	Information	\$55,015
52	Finance and Insurance	\$58,769
53	Real Estate and Rental and Leasing	\$44,556
54	Professional, Scientific, and Technical Services	\$39,115
55	Management of Companies and Enterprises	\$49,659
56	Administrative and Support and Waste Management and Remediation Services	\$19,878
61	Educational Services	\$33,021
62	Health Care and Social Assistance	\$41,162
71	Arts, Entertainment, and Recreation	\$23,243
72	Accommodation and Food Services	\$13,615
81	Other Services (except Public Administration)	\$19,237
90	Government	\$43,012
99	Unclassified Industry	\$0

Overview of Montgomery County Economy, 2016 Average

Gross Regional Product (GRP) is the market value of all final goods and services produced by all firms in an economy, with Montgomery County serving as the geographic area of analysis. All values are measured in current prices, while percentage changes reflect growth in chain volume measures. The total GRP for Montgomery County in 2016 was \$210.7 million. The three major components of the total GRP are \$128.5 million in earnings, \$63.1 million in property income and \$19.1 million in taxes on production. The following table outlines GRP by NAICS code.

Table 6: Gross Regional Product (GRP)

NAICS	Industry	GRP (2016)	% of Total
11	Crop and Animal Production	\$22,571,227.32	11% 
21	Mining, Quarrying, and Oil and Gas Extraction	\$906,519.58	<1% 
22	Utilities	\$4,132,990.92	2% 
23	Construction	\$8,633,445.22	4% 
31	Manufacturing	\$5,678,914.18	3% 
42	Wholesale Trade	\$13,121,198.23	6% 
44	Retail Trade	\$18,350,614.14	9% 
48	Transportation and Warehousing	\$4,392,386.18	2% 
51	Information	\$2,067,917.85	1% 
52	Finance and Insurance	\$14,719,735.45	7% 
53	Real Estate and Rental and Leasing	\$1,997,603.52	1% 
54	Professional, Scientific, and Technical Services	\$3,162,095.77	2% 
55	Management of Companies and Enterprises	\$1,319,728.93	1% 
56	Administrative and Support and Waste Management and Remediation Services	\$2,231,907.17	1% 

61	Educational Services	\$1,488,162.94	1% 
62	Health Care and Social Assistance	\$28,637,595.59	14% 
71	Arts, Entertainment, and Recreation	\$261,262.76	0% 
72	Accommodation and Food Services	\$6,058,401.22	3% 
81	Other Services (except Public Administration)	\$5,125,059.27	2% 
90	Government	\$32,111,827.76	15% 
	Other Non-Industries	\$33,735,416.72	16% 

Location Quotients

Location quotients identify export industries in an area (those industries producing more of a good or service than is needed to meet area demand) and import industries (those producing less than enough to meet area demand).

Following accepted economic theory, an LQ greater than 1.0 indicates that an area has proportionately more workers than the larger comparison area employed in a specific industry sector. This implies that an area is producing more of a product or service than is consumed by area residents. The excess is available for export outside the area.

An LQ of at least 1.25 is required to consider classifying an area industry as an exporter. Still, an LQ greater than 1.25 does not necessarily mean that an area industry is exporting; there may simply be excessive local demand.

Identifying area export industries (LQ > 1.25) is useful, as it provides a measure of the degree of industry specialization within an area. A high location quotient in a specific industry may translate into a competitive advantage in that industry for the local economy. Economic development opportunities may exist for additional growth of the exporting or related industries because of the presence of an existing skilled labor pool or other resources such as suppliers, facilities or transportation hubs in the region.

An LQ significantly less than 1.0 may indicate an opportunity to develop businesses in the local area to meet area demand. The following provides a simple formula for location quotient derivation.

$LQ = \frac{\left(\frac{\text{Regional Industry Employment}}{\text{Regional Total Employment}} \right)}{\left(\frac{\text{State Industry Employment}}{\text{State Total Employment}} \right)}$	Value	Implication
	LQ > 1	Area has proportionally more workers employed in a specific industry sector than the larger comparison area
	LQ ≥ 1.25	Area industry has potential to be classified as exporter
	LQ < 1	May indicate opportunity to develop businesses in the local area

The following table presents the location quotients for Montgomery County for 2016. The detail is provided at the NAICS 6-digit level and the chart is shaded in order to show location quotients above 1 (in grey) and location quotients below 1 (in light blue). Clear export items or services from the county are logging, hospital/healthcare associated activities, and various service/retail categories. Areas for potential local growth include restaurants, clothing stores, electrical contractors.

Table 8: Montgomery County, Mississippi Location Quotient Calculations, 2016

NAICS	Description	Location Quotient
621910	Ambulance Services	105.17
113310	Logging	66.33
115111	Cotton Ginning	25.40
115310	Support Activities for Forestry	20.45
332119	Metal Crown, Closure, and Other Metal Stamping (except Automotive)	19.94
324121	Asphalt Paving Mixture and Block Manufacturing	19.34
447190	Other Gasoline Stations	18.91
903622	Hospitals (Local Government)	13.72
488410	Motor Vehicle Towing	13.48
532210	Consumer Electronics and Appliances Rental	13.03
424450	Confectionery Merchant Wholesalers	10.74
453991	Tobacco Stores	10.01
332710	Machine Shops	9.14
452990	All Other General Merchandise Stores	8.83
812210	Funeral Homes and Funeral Services	8.79
444210	Outdoor Power Equipment Stores	8.33
333922	Conveyor and Conveying Equipment Manufacturing	8.21
441320	Tire Dealers	6.88
321113	Sawmills	6.47
237990	Other Heavy and Civil Engineering Construction	5.56
221122	Electric Power Distribution	5.48
424910	Farm Supplies Merchant Wholesalers	5.47
624410	Child Day Care Services	5.04
114210	Hunting and Trapping	4.42
522291	Consumer Lending	4.33
812320	Drycleaning and Laundry Services (except Coin-Operated)	4.19
452112	Discount Department Stores	4.01

453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	3.98
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	3.91
447110	Gasoline Stations with Convenience Stores	3.67
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	3.60
623110	Nursing Care Facilities (Skilled Nursing Facilities)	3.59
448130	Children's and Infants' Clothing Stores	3.20
423420	Office Equipment Merchant Wholesalers	3.11
814110	Private Households	2.98
561710	Exterminating and Pest Control Services	2.93
448310	Jewelry Stores	2.87
238220	Plumbing, Heating, and Air-Conditioning Contractors	2.83
238350	Finish Carpentry Contractors	2.78
522110	Commercial Banking	2.76
812111	Barber Shops	2.71
441120	Used Car Dealers	2.66
522390	Other Activities Related to Credit Intermediation	2.61
238160	Roofing Contractors	2.58
811121	Automotive Body, Paint, and Interior Repair and Maintenance	2.45
237210	Land Subdivision	2.42
454210	Vending Machine Operators	2.41
115112	Soil Preparation, Planting, and Cultivating	2.06
482110	Rail transportation	2.05
484121	General Freight Trucking, Long-Distance, Truckload	2.03
221310	Water Supply and Irrigation Systems	1.98
236117	New Housing For-Sale Builders	1.96
901149	US Postal Service	1.94
611110	Elementary and Secondary Schools	1.92
511110	Newspaper Publishers	1.80
722513	Limited-Service Restaurants	1.74
903611	Elementary and Secondary Schools (Local Government)	1.70
721110	Hotels (except Casino Hotels) and Motels	1.70
901200	Federal Government, Military	1.65
446199	All Other Health and Personal Care Stores	1.65
115115	Farm Labor Contractors and Crew Leaders	1.64
446110	Pharmacies and Drug Stores	1.64
112000	Animal Production and Aquaculture	1.62
811111	General Automotive Repair	1.59
423130	Tire and Tube Merchant Wholesalers	1.55
484110	General Freight Trucking, Local	1.48
423930	Recyclable Material Merchant Wholesalers	1.48
445110	Supermarkets and Other Grocery (except Convenience) Stores	1.47

522298	All Other Nondepository Credit Intermediation	1.44
561730	Landscaping Services	1.43
903999	Local Government, Excluding Education and Hospitals	1.42
315210	Cut and Sew Apparel Contractors	1.40
813110	Religious Organizations	1.35
811191	Automotive Oil Change and Lubrication Shops	1.20
541219	Other Accounting Services	1.19
813910	Business Associations	1.17
238110	Poured Concrete Foundation and Structure Contractors	1.14
541940	Veterinary Services	1.12
621320	Offices of Optometrists	1.05
621610	Home Health Care Services	1.05
812112	Beauty Salons	1.02
811490	Other Personal and Household Goods Repair and Maintenance	1.01
524210	Insurance Agencies and Brokerages	0.96
488190	Other Support Activities for Air Transportation	0.96
515112	Radio Stations	0.94
442210	Floor Covering Stores	0.94
561612	Security Guards and Patrol Services	0.91
621399	Offices of All Other Miscellaneous Health Practitioners	0.89
445310	Beer, Wine, and Liquor Stores	0.87
522220	Sales Financing	0.86
453220	Gift, Novelty, and Souvenir Stores	0.86
902999	State Government, Excluding Education and Hospitals	0.84
236115	New Single-Family Housing Construction (except For-Sale Builders)	0.84
541110	Offices of Lawyers	0.81
444120	Paint and Wallpaper Stores	0.80
454390	Other Direct Selling Establishments	0.80
454310	Fuel Dealers	0.74
444190	Other Building Material Dealers	0.72
484220	Specialized Freight (except Used Goods) Trucking, Local	0.62
237310	Highway, Street, and Bridge Construction	0.62
722511	Full-Service Restaurants	0.59
442299	All Other Home Furnishings Stores	0.59
561410	Document Preparation Services	0.57
238910	Site Preparation Contractors	0.55
492110	Couriers and Express Delivery Services	0.54
453110	Florists	0.52
448120	Women's Clothing Stores	0.51
445120	Convenience Stores	0.51
551114	Corporate, Subsidiary, and Regional Managing Offices	0.50

444130	Hardware Stores	0.49
425120	Wholesale Trade Agents and Brokers	0.49
448150	Clothing Accessories Stores	0.48
453310	Used Merchandise Stores	0.47
236118	Residential Remodelers	0.47
238210	Electrical Contractors and Other Wiring Installation Contractors	0.47
238330	Flooring Contractors	0.46
424810	Beer and Ale Merchant Wholesalers	0.45
541320	Landscape Architectural Services	0.44
541990	All Other Professional, Scientific, and Technical Services	0.44
517110	Wired Telecommunications Carriers	0.43
541213	Tax Preparation Services	0.40
238190	Other Foundation, Structure, and Building Exterior Contractors	0.39
238320	Painting and Wall Covering Contractors	0.39
524298	All Other Insurance Related Activities	0.38
238340	Tile and Terrazzo Contractors	0.37
441310	Automotive Parts and Accessories Stores	0.34
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	0.34
237110	Water and Sewer Line and Related Structures Construction	0.33
236220	Commercial and Institutional Building Construction	0.31
561720	Janitorial Services	0.30
311611	Animal (except Poultry) Slaughtering	0.29
337110	Wood Kitchen Cabinet and Countertop Manufacturing	0.29
812990	All Other Personal Services	0.29
541890	Other Services Related to Advertising	0.29
444220	Nursery, Garden Center, and Farm Supply Stores	0.28
713910	Golf Courses and Country Clubs	0.26
238290	Other Building Equipment Contractors	0.26
238140	Masonry Contractors	0.23
238310	Drywall and Insulation Contractors	0.22
811192	Car Washes	0.22
111000	Crop Production	0.21
238990	All Other Specialty Trade Contractors	0.21
446120	Cosmetics, Beauty Supplies, and Perfume Stores	0.20
722310	Food Service Contractors	0.19
541690	Other Scientific and Technical Consulting Services	0.19
711510	Independent Artists, Writers, and Performers	0.19
722320	Caterers	0.17
621340	Offices of Physical, Occupational and Speech Therapists	0.17
442110	Furniture Stores	0.16
621210	Offices of Dentists	0.16

624190	Other Individual and Family Services	0.14
423830	Industrial Machinery and Equipment Merchant Wholesalers	0.09
621111	Offices of Physicians (except Mental Health Specialists)	0.09
901199	Federal Government, Civilian, Excluding Postal Service	0.09
444110	Home Centers	0.09
531110	Lessors of Residential Buildings and Dwellings	0.08
531210	Offices of Real Estate Agents and Brokers	0.08
541512	Computer Systems Design Services	0.05
541511	Custom Computer Programming Services	0.05
541611	Administrative Management and General Management Consulting	0.05
624120	Services for the Elderly and Persons with Disabilities	0.03
561320	Temporary Help Services	0.02

Retail Trade Analysis (See Appendix II)

Using the ESRI geographic and economic data software as the source, its Leakage/Surplus Factor report generates a snapshot of retail opportunity by NAICS code. The report provides a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales.

Targeting, Non-Retail/Non-Service

The MCEDP has been utilizing targets developed by MDA or Entergy for the entire state or the west half of Mississippi.

While those are well thought out and some of those targets may relate to a small, rural community, it makes much more sense to target business/industry based upon the unique circumstances of the community itself.

It makes even more sense to utilize "mile high" data such as Location Quotients in conjunction with ground level research and knowledge. It is the latter method that the consulting team has used to develop best Non-Retail and Retail/Service Targets.

It is beyond the scope of this report to develop specific company targets or a detailed recruiting strategy but those things will need to be done to improve chances for success. It will also take development of a marketing/business development budget and many personnel hours dedicated to recruiting, for MCEDP to become competitive.

Top Non-Retail Targets - (These include traditional manufacturing and non-traditional targets)

- **Automotive Parts Manufacturers**
Montgomery County's proximity to Nissan plus its direct connection via I-55, its access to employee training through Holmes Community College, and research through Mississippi State University's Center for Advanced Vehicle Systems are strong selling points. Those selling points most likely have been offset in the past by the lack of availability of attractive, easy to access industrial property. It is our understanding that the industrial property deficiency will soon be improved, but property closer to and with visibility from I-55 would be a huge plus.
- **Metal Working Manufacturers, especially Advanced Manufacturing**
Anel Corporation and Screw Conveyor are long time, successful metal fabricators. Their success is a testament to a quality regional labor force with excellent skills related to cutting, punching, welding, machining, assembling and other metal fabrication work. Advanced Manufacturing requires advanced skill sets. Develop those skills through Holmes Community College and participate in the ACT National Career Readiness Certification Program.
- **General Forestry including:**
Logging
Sawmills
Support services such as trucking, machine shops, equipment sales and equipment repair
- **Further processing of timber products**
It is great to have large sources of timber but to really capitalize, the community needs to bring in higher value added, further processing companies. These could include furniture manufacturers, cabinet makers (custom or mass production), housing components or even pallets. Mississippi State has various programs which can play a role in these efforts.
- **Other Agri-business**
Your county is in close proximity to one of the greatest agriculture regions in the world. Many of the crops grown are shipped elsewhere for further processing.
- **Distribution**
I-55 and US 82 are major thoroughfares linking large markets. Montgomery County is a prime location for regional distribution. Available, large tract, reasonable priced property near I-55 would help attract major distribution. Access to major markets plus the Fed X hub in Memphis are real selling points. Developed, large tract property on US 82 within 10 miles of I-55 would be acceptable for many companies.
- **Rail related business/industry**
The reopening of the Grenada Railway will open up opportunities related to distribution, agriculture and manufacturing. Montgomery County EDP should work closely to support the railway and identify potential opportunities related to it as well as to potential users of it.

- Support companies or services related to regional industry
Winona sits in the middle of numerous large companies, producing a vast, diversified quantity of products within a 100 mile radius. From large companies such as Nissan, Eurocopter and Viking Range to small companies or recent startups like modular home manufacturer C3Design, Inc., in Greenwood. There are countless services, parts, and component needs which are currently being satisfied via out-of-state companies. Identify those needs and recruit or grow companies to satisfy them. Who do these companies buy from? Who do they sell to? The answer to these questions will yield prospects!
- Support, retain and grow existing business
- Economic Gardening or Entrepreneurial Support
- Medical/Hospitals
Your Location Quotient indicates that medical/hospital related activities pull from a large radius around Montgomery County. Recruit new doctors and specialists to join your medical community and huge new dollars will flow into the County. Work with MedStat EMS to strengthen and enlarge their operations.

Targeting: Retail/Hospitality

Retail locations are generally based upon one of two (or both) factors:

- Demographics/roof tops are the predominant factors. With access to huge databases related to population, income, local spending patterns and even psychological profiles of residents within the market areas, chain type retailers develop detailed profiles of who their customers are and how many of “pertinent” customers must exist within a market for a new retail outlet to be successful. If a community does not match the profile, it does not get the retail location.
- Traffic counts on major thoroughfares are the second driver of retail locations. Many retail and hospitality type companies specialize in locating facilities along intersections of major, high traffic roads and highways. Truck stops, service stations, fast food outlets, and mid-price range hotel chains catering to travelers often utilize this selection method.
- Communities which offer both components of retail/hospitality site selection criteria obviously have the greatest attraction. Proximity (or lack thereof) to larger markets or competing Interstate properties can play a large role in the attractiveness of traffic driven locations. The attractiveness and perceived safety of the Intersection also plays a role.

Based upon Retail Gap and Leakage/Surplus factors shown in the Retail Market Place Profile, tempered with on the ground review of the area, the Consultants believe the following have potential for retail growth – especially on or near the I-55 and US 82 intersection.

- Additional fast food or “traffic count” restaurants

Although several are present including McDonald’s, Sonic, Subway, KFC and Taco Bell, the Retail Gap Analysis indicates the food/drink category is underserved, Chains or local restaurants which

can pull traffic off I-55 or which will attract local and regional customers will have the greatest potential. Possibilities could include Popeye's Chicken, Penn's Fish House, or similar franchises.

- Truck stops, especially with a full service restaurant

The Pilot Travel Center located at the Intersection of I-55 and US 82 is an excellent facility. The small number of large, quality truck centers on I-55 between Memphis and Jackson plus the huge surplus (high sales) of gasoline related products in the community indicate the market can support another full scale truck stop. One which offers a sit down restaurant, showers and related services should do well. Examples might include Loves, Flying J, or Travel Centers of America. An adjacent middle value hotel would be a bonus. The Oasis Center featuring the Derailed Diner near Loxley, Alabama, on I-10 is an excellent example of a highly successful truck stop featuring a locally owned, full service restaurant, located in a low population area. Web site is www.oasistravelcenter.com

- Mid-price range, business class hotel

The Holiday Inn Express is a nice property. Another branded hotel of similar price and quality would be a nice drawing card for business and leisure travelers wishing to stay in a safe, comfortable facility. Hampton and Comfort Inns are two popular brands which are known to serve markets on Interstates, but there are many others. Hotels which cater to truckers which could locate near the Pilot Center would have great opportunity as would budget chains.

- New Motor Vehicles Dealers

There is a gap of over \$7 million in demand and supply. This may be an attractive opportunity for a satellite sales lot of a large regional automotive new car dealer.

- Food and Beverage Stores

According to the Retail Gap Analysis, grocery sales far exceed expected numbers. This means people drive in to Montgomery County from a large region to shop for groceries. There may be more of an opportunity to expand an existing store or recruit a specialty food shop such as a butcher shop or fresh market produce facility than to attract another large grocer.

- Small specialty shops of many kinds

Locally owned specialty shops which are willing to provide extraordinary customer service, which provide extensive product knowledge, and are willing to operate at the hours and on the days that potential customers need them to be open, can often be successful. These might include small bookstores, antique stores, antique/collectible galleries (shared condo type space with a central sales point) or even small electronics or appliance stores which service what they sell. These type retailers are often locally owned and can compete with Walmart because of their community knowledge and focus and their emphasis on customer service.

Thoughts and Conclusions

Montgomery County contains many of the attributes which are needed for rural communities to service.

- One of those is better than average public schools. But some interviewees believe public education quality is declining.
- Transportation assets, especially I-55 and US 82 are outstanding. The reemergence of the Grenada Railway and the existence of a small airport with an FBO are pluses. There is high potential to attract a distribution facility!
- The manufacturing base is small but available skill sets related to timber products, metal working and product assembly are strong.
- Holmes Community College, plus your proximity to MSU and Ole Miss allow citizens, including executives of larger companies, to further their education. Holmes can also help develop skills needed for jobs of the future.
- The Multi-Purpose facility and nearby youth ball fields are outstanding assets which can increase numbers of visitors to the area. The recently opened 4-wheeler track should add to tourism/entertainment related dollars.
- Fiber optic availability is an asset but a strategy is needed to develop it as an economic development tool.
- Available quality, build ready sites are inadequate. Winona (Crossroad) and Kilmichael industrial parks are small. They will be adequate for many small companies which are not seeking higher quality or large sites. The Kilmichael site may have some distribution potential but information on the site is limited and all utilities do not appear to be in place.
- The recently opened Old Mountain Outdoor Adventures is unique and another potentially great tourism draw.
- The MCEDP organization seems to have an adequate structure and a comprehensive vision. Unfortunately the organization is not staffed adequately to achieve its goals and the operating/marketing budget is not even close to the size needed to proactively recruit/ support business and industry.
- The MCEDP website needs serious updates. The site does not have the data needed by site selectors nor good information on sites or available buildings (if any).

Highest potential “Common Sense” recommendations

- Create a user friendly website which contains the information most often needed by corporate real estate executives or site selection consultants. The website should be attractive, easy to find, contain pertinent information, and have good analytics capability. Beauty and bells and whistles are nice. Information and functionality/ease of use are absolutely essential. Several firms specialize in these type websites and are generally no more expensive than ones that do not. Grant funds are sometimes available to assist in website upgrades.
- Either raise adequate funds to market the county for new business purposes or join a regional effort which has the funds and is aggressively marketing their region. You cannot simply depend on utilities or the Mississippi Development Authority to represent you. They do great jobs but will never be able to commit the time and resources devoted to you, alone, that are needed. Success starts and ends with Montgomery County and MCEDP. Partner with MDA and major electric utilities. Seek ways to find new resources or share resources with others. Be proactive in educating your partners about your assets so they can better help you. Seek and follow their advice. Recruit the recruiters!
- Make your existing industrial property as attractive as possible. Insure that all utilities are either on site, adjacent to the site, or that an engineering plan is in place to show how these sites will be served. All basic due diligence including environmental, cultural, endangered species and wetland delineations should be complete. A few soil borings will add extra value. At least, have an engineer’s statement concerning soil characteristics and the possibility of expansive clays. Reduce risks related to your sites, shorten the time line to project completion and you will have more victories.
- Attend one of the smaller International Council of Shopping Center events held in Mississippi or Alabama to develop an understanding of retail recruiting and to help establish your own retail strategy. There is free data available to help you assess what retail and franchises are seeking new market but it takes time, effort, and preparation to effectively market your community.
- Workforce is often the most important consideration in where manufacturing projects land. You need regional data on labor quality, skills and availability. No one is interested in pure Montgomery County information, most are interested in a 50 mile radius because in the Deep South, workers readily commute that far for a good job.
- To enhance workforce issues, work closely with the high schools and Holmes Community College workforce development programs. Make sure they understand both existing needs and the future needs of advanced manufacturing. Participate in or accelerate your participation in the ACT National Career Readiness Certification Program. A workforce with certified skills is a huge selling point for new business and industry.
- Seek new property which will be attractive to potential business/industrial clients. You must have product to offer. Sites or available building are a huge part of the product you have to sell.
- Utilize the NCPDD. They offer great resources to help you.

- Don't give up. Montgomery County has limitations but also has assets/resources not available to many rural communities. Your long term survival as an economically sound, livable community is not guaranteed. Hundreds of former Mississippi communities are now just fading memories. Develop your plan, fund your plan and execute it. A plan sitting on a shelf is simply a dream. Montgomery County has potential but it will take commitment to make that potential happen.

Appendix I

Montgomery County Economic Development Partnership

08/29/17

Vision Statement

Montgomery County to Engage, Educate, and Employ Our Citizens

Mission Statement

To engage all of our citizens to be involved in growing our County and Cities using education to develop a better quality of life through economic and community development with job retention, expansion, and creation.

Organizational Chart

EDP (Executive Committee and Board of Directors)

EDP Staff (Stidham and Office Staff), responsible for emphasis on ED, Winona Main Street and Chamber Duties

Scope of Activities

Economic Development				Community Development			Administration	
Retention & Expansion	Recruiting		Infrastructure & Govt. Relations	Education & Workforce Development	Small Bus. Dev. & Entrepr.	Winona Main Street	Other	Office Management & Public Relations
	Industrial	Commercial & Retail						
Emphasize MDA's and Entegy's targets in Aerospace/Aviation, Agricusiness (incl. Forestry), Automotive, Healthcare, Energy and other Advanced Mfg. as well as regional targets in Distribution, Logistics and Warehousing, Corporate HQ and Healthcare.	Recruiting and enhancing retail development, strengthening present retailers, and government entities.	Asset Acquisition and Development of Industrial Site. Promote Transportation, Utilities, Telecom. Emphasis on Govt Relations in Washington, DC, Jackson, County and Cities	Work to certify all citizens with marketable workforce skills utilizing Holmes and all workforce improvement programs available	Enriched opportunities for both start-ups and existing small businesses.	<u>Main Street Staff and Boards > EDP Staff and Board</u> Partner with federal and state Main Street orgs. to implement comprehensive program to enhance and revitalize entire county, especially our Downtowns.	All other community development assessing, resource building and improvements.	Includes office mgmt. functions involving budgeting, accounting, HR, membership campaign, data-base mgmt. of demographics and assets, as well as all media and public relations.	
Includes BRE initiatives with all major local employers, especially annual visits in conjunction with MDA.	Includes MDA and Entergy site mgmt., and aggressive relationship-building with all partners and potential customers.	Work to enhance growth in retail and commercial sectors, leading to job creation and increases in sales tax diversions.	Includes initiatives with Industrial & Commercial Property, Broadband & Fiber, Hwys., Grenada RR, etc.	Includes initiatives for cutting-edge educational programs through "Excel-by-5", local schools, MDES, Holmes, MDA, etc.	Employ cutting-edge methods to increase entrepreneurs among all ages, especially innovative and high-tech start-ups.	Includes most Main Street activities as well as Tourism Attractions. Priorities include filled and renovated storefronts, parks and other common areas, downtown housing, restaurants and events.	Other Main Street and community development work in Duck Hill, Kilmichael, Winona and throughout the County.	Includes initiatives for a strong membership base and operating budget, a first-class website, and effective social media. Emphasis is upon best Economic Development practices in all areas of development.

The Montgomery County Economic Development Partnership acknowledges 4 directional development principles:

1. Emphasize and improve upon the quaint and unique assets of county with the "inside-out" approach. (Leland Speed/Richard Florida)
2. Manage a set of interrelated activities that - directly and indirectly - create, expand and recruit businesses. (*Southern Growth Policies Board*)
3. Design and manage programs within economic regions, without regard to traditional political boundaries. (*Southern Growth Policies Board*)
4. Prioritize spending needs, budgets and allocations based upon limited resources.

Appendix II



Retail MarketPlace Profile

Montgomery County, MS (28097)
Geography: County

www.yallbusiness.com

Summary Demographics

2015 Population	10,669
2015 Households	4,402
2015 Median Disposable Income	\$25,052
2015 Per Capita Income	\$16,791

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45	\$85,267,190	\$164,032,644	-\$78,765,454	-31.6	87
Total Retail Trade	44-45	\$78,091,783	\$160,168,944	-\$82,077,161	-34.4	78
Total Food & Drink	722	\$7,175,407	\$3,863,700	\$3,311,707	30.0	9

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$16,408,763	\$8,536,698	\$7,872,065	31.6	7
Automobile Dealers	4411	\$14,290,277	\$7,045,385	\$7,244,892	34.0	3
Other Motor Vehicle Dealers	4412	\$1,126,527	\$0	\$1,126,527	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$991,959	\$1,491,313	-\$499,354	-20.1	4
Furniture & Home Furnishings Stores	442	\$1,402,705	\$2,785,873	-\$1,383,168	-33.0	5
Furniture Stores	4421	\$893,718	\$2,785,873	-\$1,892,155	-51.4	5
Home Furnishings Stores	4422	\$508,987	\$0	\$508,987	100.0	0
Electronics & Appliance Stores	443	\$1,451,305	\$110,574	\$1,340,731	85.8	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,682,525	\$10,308,283	-\$7,625,758	-58.7	8
Bldg Material & Supplies Dealers	4441	\$2,017,426	\$1,097,410	\$920,016	29.5	5
Lawn & Garden Equip & Supply Stores	4442	\$665,099	\$9,210,873	-\$8,545,774	-86.5	3
Food & Beverage Stores	445	\$9,478,619	\$58,678,650	-\$49,200,031	-72.2	16
Grocery Stores	4451	\$8,813,053	\$58,264,732	-\$49,451,679	-73.7	13
Specialty Food Stores	4452	\$225,576	\$126,110	\$99,466	28.3	2
Beer, Wine & Liquor Stores	4453	\$439,990	\$287,808	\$152,182	20.9	1
Health & Personal Care Stores	446,4461	\$6,201,325	\$4,117,570	\$2,083,755	20.2	5
Gasoline Stations	447,4471	\$10,367,195	\$30,234,278	-\$19,867,083	-48.9	7
Clothing & Clothing Accessories Stores	448	\$3,579,933	\$1,690,134	\$1,889,799	35.9	9
Clothing Stores	4481	\$2,592,843	\$1,321,090	\$1,271,753	32.5	6
Shoe Stores	4482	\$632,379	\$0	\$632,379	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$354,711	\$369,044	-\$14,333	-2.0	3
Sporting Goods, Hobby, Book & Music Stores	451	\$1,155,433	\$94,103	\$1,061,330	84.9	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$925,771	\$94,103	\$831,668	81.5	1
Book, Periodical & Music Stores	4512	\$229,662	\$0	\$229,662	100.0	0
General Merchandise Stores	452	\$16,263,356	\$37,694,424	-\$21,431,068	-39.7	3
Department Stores Excluding Leased Depts.	4521	\$3,529,725	\$35,670,320	-\$32,140,595	-82.0	2
Other General Merchandise Stores	4529	\$12,733,631	\$2,024,104	\$10,709,527	72.6	1
Miscellaneous Store Retailers	453	\$1,806,208	\$5,003,713	-\$3,197,505	-47.0	12
Florists	4531	\$68,937	\$105,326	-\$36,389	-20.9	2
Office Supplies, Stationery & Gift Stores	4532	\$416,846	\$484,045	-\$67,199	-7.5	4
Used Merchandise Stores	4533	\$152,522	\$73,066	\$79,456	35.2	1
Other Miscellaneous Store Retailers	4539	\$1,167,903	\$4,341,276	-\$3,173,373	-57.6	5
Nonstore Retailers	454	\$7,294,416	\$914,644	\$6,379,772	77.7	4
Electronic Shopping & Mail-Order Houses	4541	\$6,641,267	\$0	\$6,641,267	100.0	0
Vending Machine Operators	4542	\$69,415	\$0	\$69,415	100.0	0
Direct Selling Establishments	4543	\$583,734	\$914,644	-\$330,910	-22.1	4
Food Services & Drinking Places	722	\$7,175,407	\$3,863,700	\$3,311,707	30.0	9
Full-Service Restaurants	7221	\$2,527,339	\$911,520	\$1,615,819	47.0	3
Limited-Service Eating Places	7222	\$4,314,684	\$2,952,180	\$1,362,504	18.7	6
Special Food Services	7223	\$199,312	\$0	\$199,312	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$134,072	\$0	\$134,072	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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September 27, 2015

Prepared by Esri

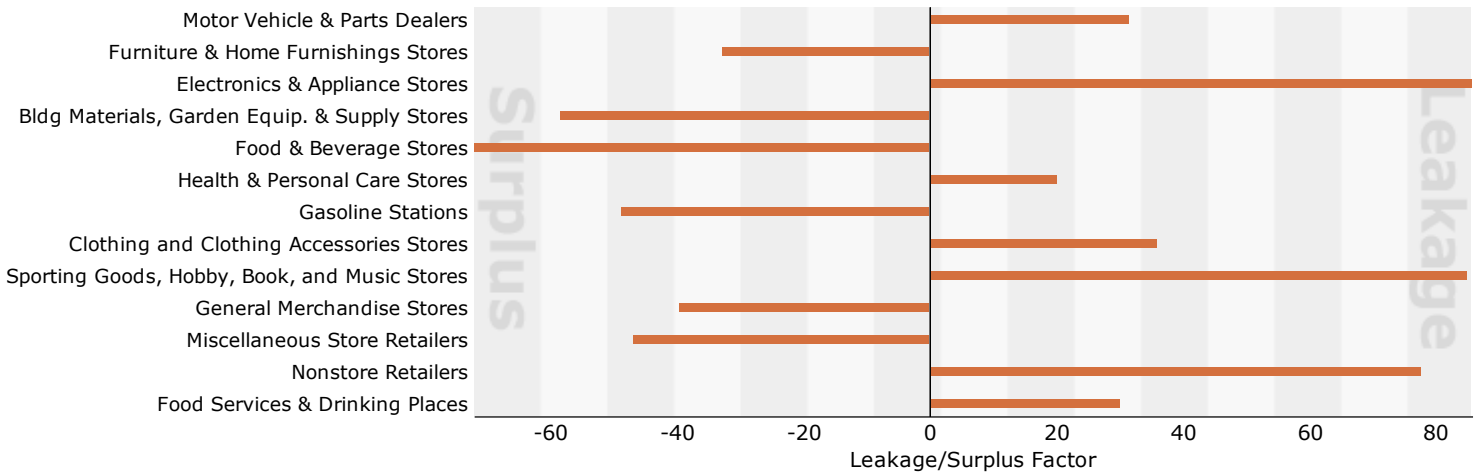


Retail MarketPlace Profile

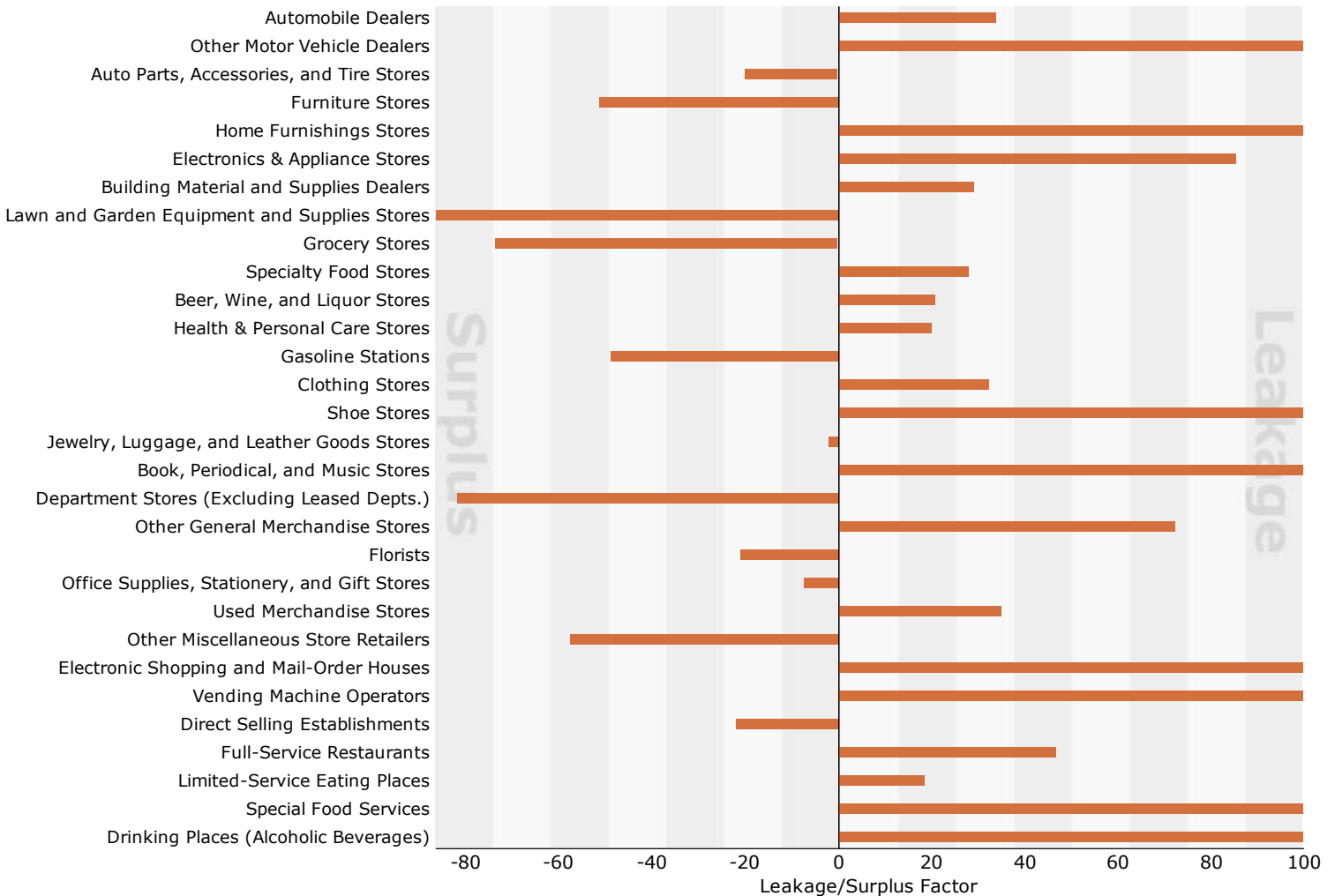
Montgomery County, MS (28097)
Geography: County

www.yallbusiness.com

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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September 27, 2015

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