



Mississippi Development Authority
Annual Report 2012

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Message from the Executive Director



Great things are happening in Mississippi, and the economic and community development efforts of the Mississippi Development Authority (MDA) and its local partners are yielding results that will positively impact Mississippi communities for decades to come.

In FY2012, global industry leaders like GE Aviation and Rolls-Royce announced they would be constructing new facilities in Mississippi and expanding their presence in the state. Nissan is adding 1,000 jobs at its Canton assembly plant, and Toyota started production of the world's best-selling vehicle, the Toyota Corolla, at its Blue Springs plant. General Atomics, which first constructed a manufacturing plant in Mississippi in 2005, is expanding its Shannon plant for the seventh time. Companies such as BorgWarner and Grenada Stamping that have expanded their Mississippi operations a number of times in recent years expanded yet again in FY2012. And businesses as diverse as ATM manufacturer Triton in Long Beach, steel cart and storage producer Saf-T-Cart in Clarksdale and furniture manufacturer Southern Motion in north Mississippi added jobs and further invested in their operations in the state.

Numerous new businesses have announced plans to locate facilities and create jobs in Mississippi this past year, as well. Anda Distribution, a leading generic pharmaceutical distributor, and Kimberly-Clark, a global company whose products are used by nearly one-fourth of the world's population every day, both announced new distribution centers in the state. Foley Products Company, which manufactures precast concrete products, looked to Jefferson Davis County as the site of its first Mississippi facility, and leading stone wool producer Roxul Inc., a subsidiary of Denmark-based Rockwool International, chose Marshall County for its first U.S. manufacturing location.

These are just a few of the businesses MDA and its local and regional economic development partners recruited to Mississippi or helped expand. In addition, MDA supports job creation and retention through programs and services that assist entrepreneurs and minority and small businesses, helps Mississippi companies grow through exporting and promotes tourism. The agency also focuses on energy-related issues to ensure Mississippi is well-positioned for energy sector growth and economic competitiveness, as well as community development initiatives critical to helping communities successfully compete for new jobs in the future and attract new residents and visitors in the years ahead.

MDA is able to show a tremendous return on investment. With limited resources, MDA has played a key role in bringing more than \$2 billion in new corporate investment to the state, creating more than 4,000 new jobs and retaining more than 650 existing jobs in FY2012 alone. Our tourism promotional efforts have helped bring more than 21 million visitors to Mississippi, and our community development efforts are assisting cities, towns and counties around the state in their work to plan for the future, revitalize and strengthen their downtowns and build capacity for future economic development in the years to come.

The work MDA does is essential to ensuring Mississippi's economy remains strong and to helping its communities become more prosperous. We are working to achieve even more transparency to better communicate the impact we are having on Mississippi communities and the state as a whole and to demonstrate the return on investment MDA programs and services are having.

In the months ahead, I look forward to sharing more with you about our agency's successes and the ways our work is creating new employment opportunities for Mississippi families and a brighter future for our state's communities.

Brent Christensen

Community Development

Community development and economic development go hand in hand. A focus on community development, asset development and long-term planning at the local level is vital to ensuring Mississippi communities remain competitive.

MDA helps communities around the state plan for the future to ensure they are well-positioned to take advantage of economic development opportunities and achieve greater economic prosperity.



Community Services Division

MDA's Community Services Division administers financial and technical assistance programs that help sustain and prepare communities for growth. Through a number of grant and loan programs, the division provides funding to communities for projects that improve quality of life in their areas, support current economic development projects and build capacity for future economic development projects.

Asset Development Division

MDA's Asset Development Division helps communities recognize their unique assets – such as distinct cultural heritage offerings, natural resources, creative talent or small town lifestyles – and supports these towns and cities as they develop those assets to increase their competitiveness and improve their quality of place.

Disaster Recovery Division

The agency's Disaster Recovery Division assists communities on the Mississippi Gulf Coast in rebuilding public infrastructure and public buildings and creating more efficient, disaster-ready public services in the wake of Hurricane Katrina. The federally-funded Hurricane Katrina Disaster Recovery grants administered by MDA have funded emergency operations centers, new police and fire stations, water/wastewater upgrades, drainage projects, evacuation routes and storm shelters – all designed to stand firm in the event of a future disaster.



Community Development

Grants and Loans

MDA's Community Services Division administers both federal and state economic and community development programs, in addition to federally-funded housing programs.

Federal Programs

MDA administers federal programs such as the Community Development Block Grant (CDBG) Program and the HOME Investment Partnerships (HOME) Program, which provide grants to local units of government for water/sewer, housing or other public infrastructure that will benefit low- and moderate-income individuals. The agency also oversees the Emergency Solutions Grant (ESG) Program, which provides homeless prevention services and housing and support services to homeless individuals and families.

State Programs

MDA administers a number of state-funded programs which help communities make infrastructure improvements to meet residents' needs and support economic development projects that are creating needed jobs and bringing new investment to Mississippi communities. State-funded programs overseen by MDA include the Local Governments Capital Improvements Revolving Loan (CAP Loan) Program, Freight Rail Service Projects Revolving Loan (RAIL) Program, Rural Impact Fund (RIF) Program, Development Infrastructure Program (DIP) and the Small Municipal and Limited Population County (SMLPC) Grant Program.



Community Services Division Program Highlights

Program	Number of Awards	Funds Awarded
CDBG Awards	102	\$37,257,434
HOME Awards	16	\$10,232,346
ESG Awards	24	\$1,440,996
CAP Loans	24	\$16,960,726
RIF Awards	6	\$1,370,950
SMLPC Awards	22	\$1,963,127
DIP Awards	16	\$5,196,710
Total	210	\$74,422,289

Community Development

Impacting Mississippi Communities through State Economic and Community Development Programs



The state-funded economic and community development programs provided for by the Mississippi Legislature and administered by MDA are critical in helping Mississippi communities compete successfully for economic development projects today – and maintain their competitiveness for new jobs and investment in the years ahead.

KC Integrated Services

MDA was instrumental in bringing KC Integrated Services to Pontotoc County. The company, one of the largest certified minority-owned logistics providers in North America, announced in September 2011 it was locating a \$5.1 million logistics service center in Sherman that would employ 100 people. The first Toyota supplier to locate in Pontotoc County, KC Integrated Services will provide Toyota and its Tier I suppliers with just-in-time delivery services. MDA provided Pontotoc County an \$800,000 CAP loan to purchase the facility the company will occupy.

Polo Custom Products

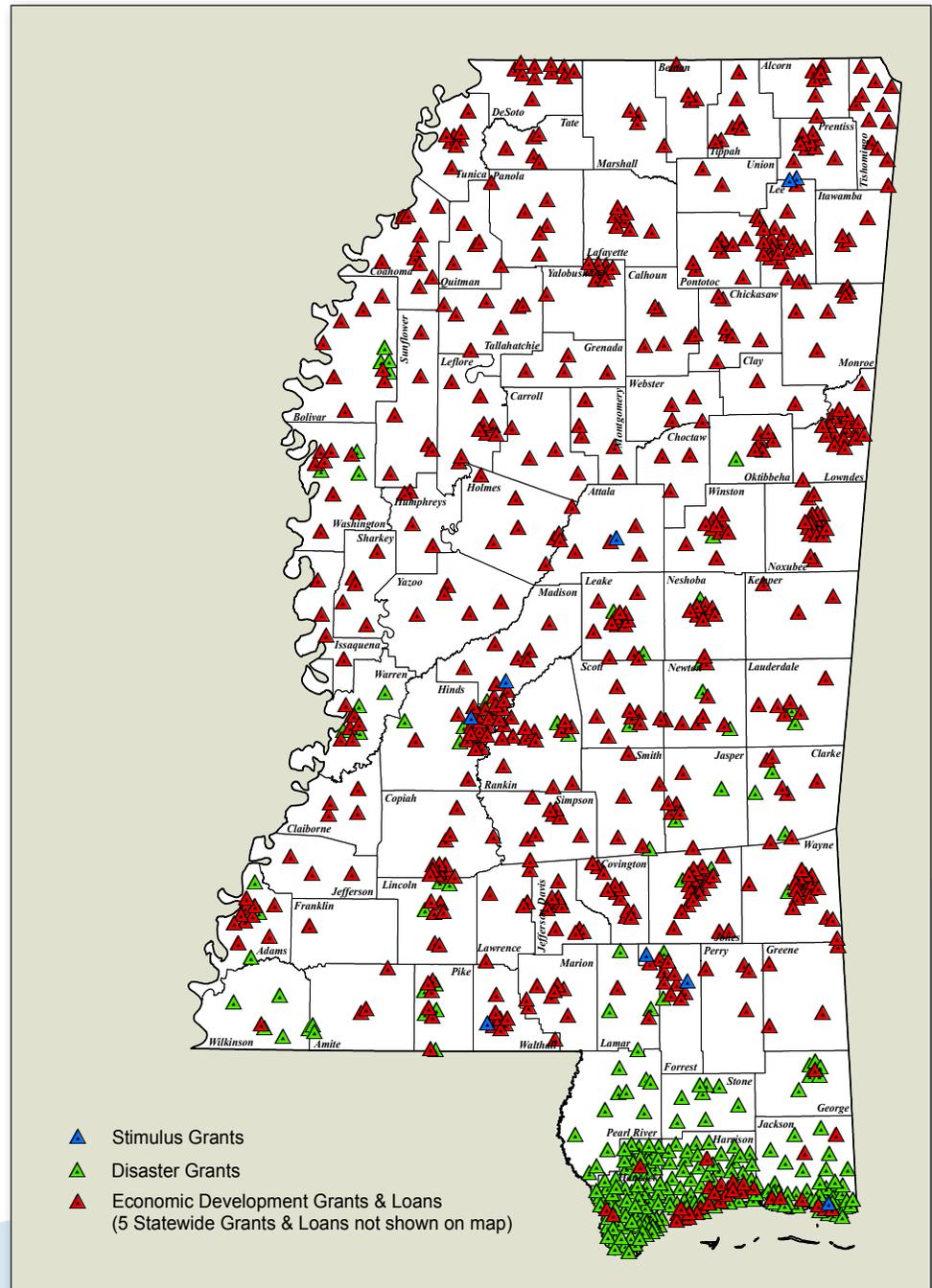
MDA helped Polo Custom Products expand its Winston County operations to accommodate a new product line in October 2011. The company added 10 jobs as a result of the expansion, and MDA provided \$70,000 in Rural Impact Fund funds for roof improvements at the publicly-owned building the company occupies in Louisville to help facilitate the project. A marketing division of M-C Industries, Polo Custom Products specializes in custom industrial sewing and other functions.

Genesis Energy

To support Genesis Energy with its July 2012 expansion, MDA provided a \$600,000 RAIL program loan to Adams County for rail improvements at the Port of Natchez. Genesis Energy is expanding operations at its existing Port of Natchez terminal to handle and transport bitumen, a product mined in the Canadian oil sands, to Gulf Coast refineries. The expansion is creating 20 new jobs and could result in an additional 20,000 railcars entering and leaving the port each year.

Community Development

Making a
Difference
in the State
through
Grants and
Loans



Community Development

Supporting Shelters

MDA provided an Emergency Solutions Grant (ESG) award to The Recovery House Inc. in Columbus, which serves as an emergency shelter for women with substance abuse problems and provides preventive services for at-risk homeless individuals and families with children. The facility offers long-term substance abuse treatment, followed by transitional and permanent housing programs and other services aimed at helping participating women maintain sobriety and become self-sufficient. In fact, almost half of Recovery House's staff members are formerly homeless individuals. The ESG funds MDA provides non-profit organizations operating shelters, like Recovery House, are assisting with operational and maintenance costs so these important facilities can continue to help the individuals and families in need of their services.



Helping Provide Needed Housing to Low-Income Residents

MDA awarded New Hope Missionary Baptist Church Community Development Corporation, a certified Community Housing Development Organization located in Adams County, with Home Investment Partnership Program (HOME) funds to purchase, develop and operate housing for low-income families. With MDA's assistance, New Hope CDC is developing 20 multi-family rental units, a \$2,105,700 housing project that will have a tremendous impact on the lives of low- and very low-income individuals and families in the Washington and Natchez communities.



Community Development

Supporting Existing Business Growth

MDA supported Luvata, a metal solutions manufacturing and engineering services company, with a recent expansion in Grenada. MDA awarded the Grenada County \$296,000 in Community Development Block Grant (CDBG) funds to provide much needed roof improvements to support the proposed expansion. The county contributed \$30,000 toward the project, and Luvata agreed to invest \$1 million in building improvements and new equipment and create 20 new jobs at the plant. So far, Luvata has created 30 jobs as a result of this expansion, and the company plans to stay in the building for years to come.

Helping Mississippi Communities Confront Challenges

MDA awarded the Town of McLain \$293,670 in Community Development Block Grant (CDBG) funds to implement sewer improvements at its wastewater treatment facility. McLain had applied for the competitive CDBG grant after being informed by Mississippi Department of Environmental Quality (DEQ) officials that the town did not meet the requirements of its latest National Pollutant Discharge Elimination System permit, issued by DEQ in 2009. DEQ informed town officials McLain would be fined for permit non-compliance and also required the town to prepare a schedule to correct the deficiencies and achieve compliance.

With the CDBG funding received from MDA, the Town of McLain is implementing sewer improvements, such as installing lagoon baffles, a chlorination and dechlorination system, a new outfall structure and a 10-inch outfall sewer at its wastewater treatment facility. These improvements, which McLain could not have done without the CDBG grant, will bring the town into compliance with the new permit and will satisfy DEQ's requirements.

Other Community Development Support Initiatives

MDA's Asset Development Division includes the Hometown Mississippi Retirement Program – which recruits retirees to Mississippi.

The division also offers communities a variety of technical assistance resources, including demographic reports, retail sales analysis and services to assist in recruiting retail businesses.

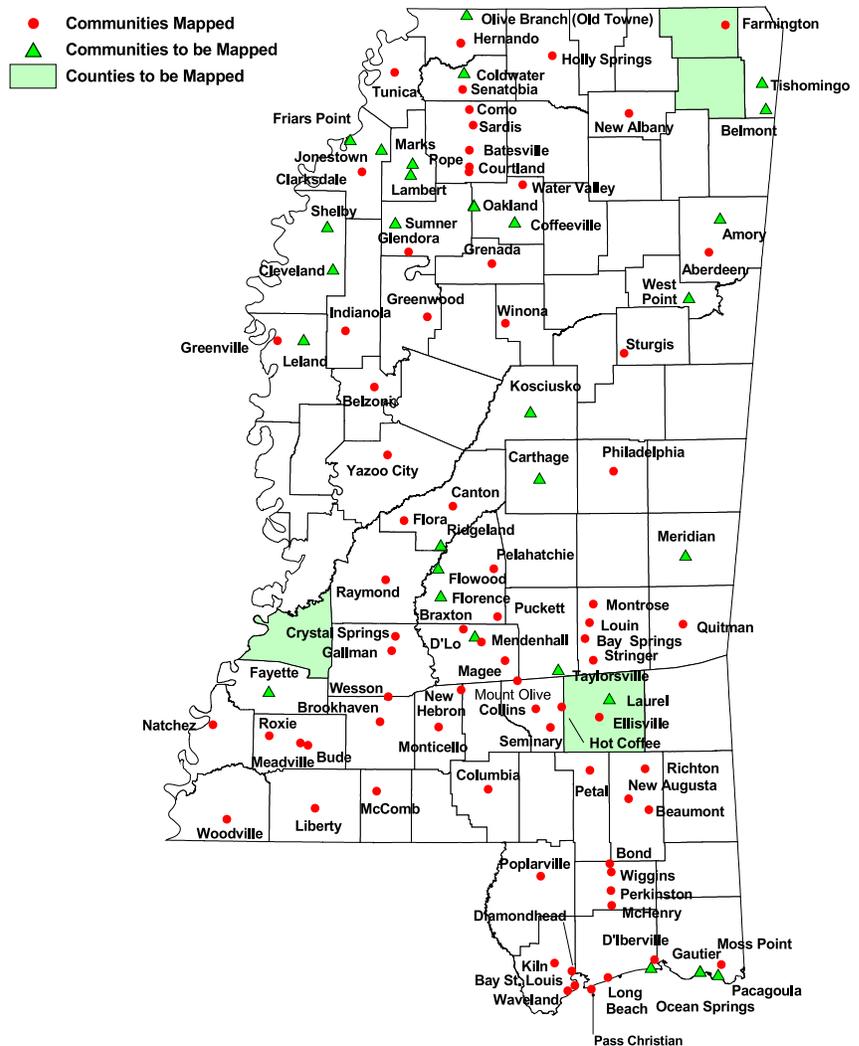


Community Development

What is Asset Mapping?

MDA's Asset Development Division partners with government agencies, colleges and universities, associations and other partners to conduct asset mapping in communities throughout the state. The asset mapping process involves identifying and inventorying a community's unique assets, at the request of community leaders, and making recommendations on ways the community can better utilize or market its existing assets as part of a strategic plan for long-term growth and community development.

Communities Mapped and Areas Scheduled to be Mapped



Community Development

Asset Mapping and Creative Economy Growth

Canton

At the invitation of the Canton Main Street Association, MDA's Asset Development Division identified and inventoried the city of Canton's unique assets in April 2011. In its follow-up report to Canton leaders, the asset mapping team noted the strengths of the city's creative and cultural assets and discussed the important role creative people and places can play in a community's economic and community development. The team also suggested the "authentic soul" exuded by Canton's historic square was one of the community's main draws and something that could be capitalized on.

After Canton went through the asset mapping process, local Main Street officials planned an "Arts on the Square" event in which local business owners partnered with craftsmen to attract visitors to the city's downtown area and highlight its creative economy. For the event, Main Street officials asked local merchants to remain open for business past regular store hours – one of the asset mapping report's recommendations – and invite a local artist or artisan to sell merchandise at their businesses. The eclectic mix of potters, jewelry makers, culinary experts, wood carvers and musicians who participated with local merchants and offered their art for sale in addition to store owners' merchandise made for a festive atmosphere, generated sales and attracted a new crowd of shoppers to downtown. Because of the event's success, the city plans to make it an annual affair.



MDA partners with the Mississippi Main Street Association and its member communities, such as the Canton Main Street Association, to pursue economic development and community revitalization opportunities for Mississippi communities. The Canton Main Street Association, for instance, has invested 477 volunteer hours and \$30,000 in public investment thus far in 2012 to improve the city. The results of this hard work: a gain of nine new businesses, 18 new jobs and \$644,000 in additional private investment.

Asset Development also works on an ongoing basis with Aberdeen's Hometown Retirement program. The city, one of the state's first Certified Retirement Communities, now has retirees from California, Minnesota, Florida, Illinois, Maine, New York, Washington, Tennessee and Louisiana - just to name a few.

Aberdeen

Many times, MDA serves as the catalyst for quality of life improvements and economic development efforts simply by connecting community leaders to available resources and bringing people together who can all benefit from the relationship.

For instance, MDA brought together leaders from the city of Aberdeen and Mississippi State University's Communication Department and brokered a mutually beneficial partnership between the two entities. The university assigned one of its graduate communication classes to partner with the City of Aberdeen to develop a marketing plan. A group of graduate students visited the city, studied its assets and crafted a marketing and public relations campaign for the city. They suggested a set of marketing goals, designed logos and conducted surveys to determine the type of retail businesses desired in the area. They also gave suggestions for marketing the city and increasing awareness of Aberdeen among prospective businesses and visitors.

As a result of this MDA-nurtured partnership, the graduate students gained experience in real world marketing and were able to put the lessons they learned in the classroom into practice. Aberdeen received a first-class marketing plan and logo enhancements from a fresh, young perspective.

Community Development

Coastal Community Recovery

Overall, MDA's Disaster Recovery Division has dispersed more than \$4.3 billion in Hurricane Katrina Disaster Recovery Community Development Block Grant funds to support various recovery and disaster preparation efforts in the areas of housing, public infrastructure and economic development. These funds include more than \$2 billion in direct grants dispersed to more than 28,000 Gulf Coast homeowners whose primary residences were damaged or destroyed by Hurricane Katrina's unprecedented storm surge.



Approximately 160 public infrastructure projects, including water and sewer systems, police and fire stations, libraries and city halls, that received MDA-administered federal disaster recovery assistance have been completed, to date.

Asset Development Partners

In helping communities identify and capitalize on their assets, MDA works closely with agency partners, including a number of the state's universities, the Mississippi Main Street Association – a program jointly funded by MDA and the National Trust for Historic Preservation – and the Mississippi Arts Commission (MAC). MDA and MAC work to create awareness of Mississippi's creative economy and the potential it holds for future economic growth.



Using Stimulus Funds to Support Energy Efficiency, Cut Costs in Communities

In 2012, MDA awarded a Technical Energy Audit Assistance grant to the Town of Bolton through the Energy Efficiency and Conservation Block Grant (EECBG) Program, funded through the American Recovery and Reinvestment Act (ARRA). Bolton's 10,000-square-foot municipal building houses the town's administrative offices, as well as the local Head Start program and a daycare. Constructed in the 1970s, the building was in dire need of an energy makeover as a result of its aging HVAC system, but the small community had limited resources.

Through the EECBG program, MDA conducted an energy audit of the building, which identified an estimated \$11,654 in annual energy cost savings that could be achieved if energy efficiency improvements were made. Based on the findings of the energy audit, MDA awarded Bolton \$112,500 in EECBG funds for a T-8 lighting retrofit and a rooftop HVAC upgrade project. The improvements, along with a separate roofing project, significantly lowered the municipal building's energy consumption while reducing monthly energy costs. The project also improved the indoor air quality for town employees and citizens who visited the building each day.

Business Recruitment, Retention and Expansion

MDA's Global Investment and Retention Division recruits new business to Mississippi and works to retain and expand the state's existing industries and businesses. The division's project managers and regional offices staff work with local economic development professionals around the state to provide customized service to prospective businesses looking to locate new facilities or to existing businesses considering expanding their current Mississippi operations.

Thinking Globally Yields Results

In FY2012, MDA helped companies from the United Kingdom, China, Denmark, Russia and Japan either locate new facilities in Mississippi or expand their existing operations in the state. These projects are bringing 1,270 jobs to the state and represent a total of \$260 million in corporate investment.



Recruiting New Business to Mississippi

Roxul Inc.

Roxul Inc., a leading manufacturer of stone wool insulation products, announced in June 2012 it would construct its first U.S. manufacturing facility in Byhalia, in Marshall County. Roxul is a part of Denmark-based Rockwool International, the world's leading producer of stone wool, and currently operates two manufacturing facilities in Canada.

MDA worked with local officials to help bring Roxul's newest plant to Mississippi and assist the company with this project. Roxul is investing more than \$130 million in the plant, which will employ 150 people.

Foley Products Company

Early in 2012, Foley Products Company announced it would construct a new facility in Prentiss. The Jefferson Davis County location – the company's first in Mississippi – will enable the company to better serve its customers and will allow for future growth. A manufacturer of precast concrete products, Foley will create 40 new jobs for area residents and is investing \$7 million in the plant. MDA worked with local officials and provided financial assistance for public infrastructure improvements and workforce training to help facilitate the project.

Silicor Materials (formerly Calisolar)

Silicon Valley-based Calisolar, now known as Silicor Materials, announced in fall 2011 it would be locating a \$600 million silicon production facility in Columbus. The global company supplies silicon to a variety of industries, including the automotive, energy, electronics and consumer industries. Silicor Materials will produce refined silicon metal and will employ approximately 950 workers at its Columbus location. MDA worked with local officials to help with infrastructure and training needs in support of the project and provided a loan to Lowndes County for the construction of the publicly-owned building the company will occupy.

Business Recruitment, Retention and Expansion

Helping Existing Industries Expand

Nissan North America

MDA recently helped Nissan expand its Canton operations again, with the company adding production of the Nissan Sentra automobile to the plant's production lineup. The addition of the Sentra, along with an increase in production capacity at the plant, will create 1,000 new jobs, bringing the number of workers employed there to more than 4,500. MDA provided financial assistance to help meet the company's infrastructure and training needs in support of the expansion.

Saf-T-Cart

Saf-T-Cart, a manufacturer of steel welding carts and storage products used in various commercial applications, is expanding its Clarksdale operations to accommodate an increase in production. The expansion is the company's second in five years and will create 20 jobs. To support the project, MDA provided Coahoma County with a grant for infrastructure improvements at the publicly-owned facility the company occupies.



*MDA-assisted expansion and retention projects that announced in FY2012 are creating **1,611 new jobs** at Mississippi businesses and retaining more than **650 existing jobs**. Together, these projects are resulting in **\$219 million** in new investment in the state. New businesses locating in Mississippi with MDA's assistance are creating **2,401 new jobs** and investing approximately **\$1.9 billion**.*

GE Aviation

GE Aviation announced in July 2011 it would be locating a manufacturing plant in the Howard Technology Park in Ellisville. Starting in 2013, the 300,000-square-foot manufacturing facility will produce advanced jet engine components and will employ 250 workers. The company, a world leader in the production of commercial and military jet engines and components, already operates an advanced jet engine component plant in Batesville that employs more than 400 workers. MDA worked with local officials to help facilitate this project, which came out of meetings held between MDA and company officials at the Paris Air Show in 2011. The agency is providing funding for infrastructure assistance in support of the new plant.

BorgWarner

MDA has assisted BorgWarner with a number of expansions in recent years that have brought the company's workforce in Water Valley to more than 485 workers and resulted in \$47 million in additional investment. The global powertrain supplier's most recent expansion, announced in July 2012, is adding another 50 jobs at the company's Water Valley facility as BorgWarner prepares to begin manufacturing an innovative new product for automatic transmissions. MDA provided funding for construction of a clean room at the plant to support the recent expansion.

Business Recruitment, Retention and Expansion

MDA's regional offices staff, in conjunction with local economic development professionals and representatives from Mississippi's electric utility providers, conducted 626 PriorityOne interviews with company officials at Mississippi businesses in FY2012. The PriorityOne Industry Visitation Program helps state and local economic development officials understand the challenges and opportunities Mississippi's leading employers face so they can determine which programs will most effectively assist the state's businesses.

PRIORITYONE
Business and Industry

Business Retention

In March 2012, MDA and Lowndes County officials learned that Sanderson Plumbing Products Inc. (SPPI) planned to close its Columbus manufacturing facility and lay off the plant's 400 workers. SPPI had been manufacturing toilet seats since 1893, and its Columbus facility had been in continuous operation since the 1930s. MDA and county officials worked to help a new company, Beneke Magnolia, acquire the Columbus plant to keep it in operation and to retain its 400 workers. As a result of this acquisition, the Columbus facility remains in operation and continues to be an important employer in the Columbus area.

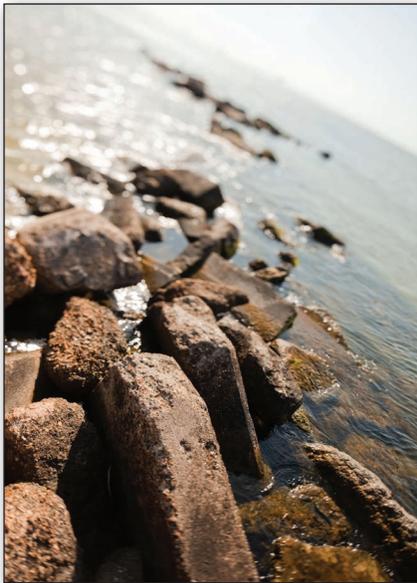
Utilizing Stimulus Funds to Support Existing Businesses

Laurel, MS-based Sanderson Farms, the nation's fourth-largest poultry producer, developed a biogas recovery system at its Collins plant with assistance from a \$709,200 American Recovery and Reinvestment Act (ARRA) renewable energy grant made available by MDA. The biogas recovery system operates in conjunction with the covered anaerobic lagoon at the plant. Sanderson Farms now uses bio-methane produced by the recovery system as an energy source, allowing the plant to reduce its consumption of natural gas by an estimated 25 to 30 percent. By using less natural gas, the company is saving approximately \$241,000 annually. The project also has resulted in reductions in biological oxygen demand, chemical usage and greenhouse gas emissions, and Sanderson Farms will earn an estimated \$105,000 per year from the sale of carbon credits as a result of this new system.

With the success of the new system in Mississippi, company officials are considering adding biogas recovery systems to Sanderson Farms plants in Texas and Georgia.

Business Recruitment, Retention and Expansion

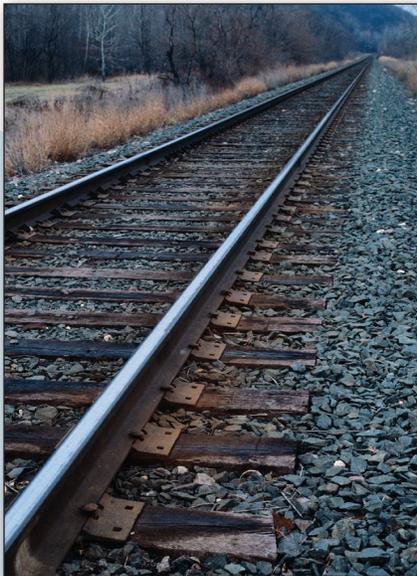
Supporting Job Creation with Hurricane Katrina Recovery Funds



VT Halter Marine

MDA awarded \$5 million in Hurricane Katrina Disaster Recovery Community Development Block Grant (K-CDBG) funds to Jackson County in January 2009 to support an expansion at VT Halter Marine's manufacturing facility in Pascagoula. The county used the K-CDBG assistance to construct a small ship fabrication structure next to an existing fabrication bay at VT Halter Marine's facility. As a result of this expansion, VT Halter Marine created 181 jobs – 93 of which went to persons of low to moderate income – and invested an additional \$3 million in its Pascagoula operations. Construction began on the fabrication structure in June 2009 and was completed in 2010.

The county then requested approval from MDA to use unspent K-CDBG funds from the original allocation to build a wall and doors on the north end of the new fabrication structure. MDA approved this activity, and construction on the north wall addition began in January 2011 and was substantially completed in June 2012.



Kansas City Southern Railway

In September 2011, MDA awarded the Mississippi State Port Authority at Gulfport (MSPA) \$23.5 million in Hurricane Katrina Disaster Recovery Community Development Block Grant (K-CDBG) funding to upgrade the existing Kansas City Southern Railway (KCS) line that runs from just north of U.S. Highway 90 near the Port of Gulfport to Barkley Road in south Hattiesburg. Those funds, along with a \$23.8 million investment from KCS and a \$20 million Transportation Investment Generating Economic Recovery (TIGER) Grant from the U.S. Department of Transportation, are being used for rail, cross tie, grade-crossing and turnout renewal, bridge repair and maintenance, the replacement of three bridges and upgrades to signal crossings, gates and flashers. These improvements will increase the rail capacity and operating speeds on the line. In addition, the MSPA will create seven new jobs as a result of this project, four of which will go to individuals of low to moderate income. Construction on the K-CDBG-funded portion of work began in September 2011 and is projected to be completed in December 2012.

Minority and Small Business Assistance

With the critical role small businesses play in Mississippi's economy, one of MDA's key areas of focus is providing support to entrepreneurs and small businesses. Through the agency's Entrepreneur Center and other programs of the Global Investment and Retention Division, and through the work of the Minority and Small Business Development Division, MDA offers a number of resources for both current and aspiring small businessmen and women.

The Entrepreneur Center

In FY2011, MDA rebranded its small business support services group as the Entrepreneur Center to better reflect the group's mission to assist small businesses and encourage the launch of new companies. The Entrepreneur Center provides:

- General business start-up information
- Individualized business counseling and hands-on technical assistance
- Guidance on business plan development
- Information on licensing and permits
- Counsel on best practices for cash flow and working capital
- Help in identifying new markets and in developing a marketing plan
- Workshops, webinars and training seminars
- An entrepreneur's toolkit
- Guidance on available business start-up resources and funding sources
- Assistance to Mississippi Market exhibitors in growing their businesses

MDA's Entrepreneur Center provided assistance to 2,212 current and aspiring small businessmen and women in FY2012.

In FY2012, the Entrepreneur Center conducted more than 20 workshops and seminars on a variety of topics, ranging from "How to Start a Business in Mississippi," to "Marketing for Success" and "How to Design a Great Retail Store." The center held workshops in Kosciusko, Hattiesburg, Batesville, Picayune, Starkville, Bay St. Louis, Bay Springs, Tupelo, Pascagoula, Jackson, Ridgeland, Biloxi, Columbus, Philadelphia, Collins, Grenada, Natchez, Ocean Springs and Hernando.

The Entrepreneur Center completed its first Entrepreneur Training Program series in August 2011. The program, which was partially funded by a U.S. Economic Development Administration grant, was offered free of charge to existing and aspiring businesses in 19 Mississippi counties. The training course included webinars, in-person seminars and a mentoring component and provided participants with the in-depth information and skills needed to successfully start, operate and grow a business. Nearly 120 people graduated from the eight-month, intensive training program.

In May 2012, the Entrepreneur Center began offering the Entrepreneur Training Program curriculum in Natchez in a more localized format through a partnership with Natchez Inc. and Alcorn State University. The Natchez course will wrap up in November, and the Entrepreneur Center plans to duplicate the Natchez training program in other communities around the state.



Minority and Small Business Assistance

The Entrepreneur Center: Helping Businesses Grow

Ellis Plumbing

Ellis Plumbing is a minority-owned business that has been providing plumbing services in the greater Jackson area for over 25 years. When the company's owner retired from his other job in September 2011, Ellis Plumbing went from being his part-time plumbing business to his full-time job.

To keep up with the demand for his services, the owner of Ellis Plumbing needed to purchase equipment and hire three employees. He purchased the necessary equipment with his own funds, but he wanted to have some working capital set aside to be sure he was prepared to take advantage of future growth opportunities. With this goal in mind, he contacted MDA's Entrepreneur Center for assistance in preparing a business plan. The Entrepreneur Center staff provided him with one-on-one technical assistance and helped him develop his business plan.

With a business plan in place, Ellis Plumbing's owner now has a blueprint for strategically growing this business in the future and was able to apply for an MDA-administered Minority Business Micro Loan. He applied for, and received, a \$10,000 Minority Business Micro Loan from MDA for working capital. Today, Ellis Plumbing has three full-time employees, in addition to its owner, and the small minority-owned company is doing well.

Assisting Retail Businesses

Mississippi Discount Drugs has been operating since 1969, but in recent years, the Clinton-based retail pharmacy and gift store has experienced increased competition from several large national chains. MDA's Entrepreneur Center helped Mississippi Discount Drugs determine customer perceptions through website reviews and other customer/competitor analyses to understand its current business environment and what was needed to be competitive. Based on the market analysis conducted, the Entrepreneur Center staff made suggestions to the company regarding exterior building improvements, signage, merchandise selection, store display and a marketing plan. Today, Mississippi Discount Drugs has made some updates based on this feedback and is again viable and competitive, with nine employees and plans to expand in the near future.

Assistance for Minority and Women-Owned Businesses

MDA's Minority and Small Business Development Division (MSBDD) also promotes entrepreneurship, providing technical and financial assistance to minority-owned, women-owned and small business enterprises to help them thrive and grow. Through the division, MDA helps disadvantaged businesses improve their business practices to achieve long-term success and build their capacity to better compete for contracts and other opportunities.

Toward these ends, MSBDD offers workshops and training seminars such as its popular Model Contractor Development Program (MCDP) series, which teaches contractors and other small businessmen and women the practices needed to thrive and better compete for business.



Minority and Small Business Assistance

Building Capacity among Minority and Small Businesses



As of September 2012, approximately 600 contractors and other small businessmen and women have graduated from the Model Contractor Development Program, and MDA continues to hold this workshop series in locations throughout the state.

Astro Heating and Cooling LLC

Before taking part in the Model Contractor Development Program (MCDP) in fall 2011, Astro Heating and Cooling LLC's owner James Bryant felt he was just another "air conditioner man." One year later, the Jackson business is now a bondable company with an established relationship in the surety industry – a must for any company to succeed in the construction industry. Bryant has also acquired a State of Mississippi HVAC Contractor License, another must in order to be successful, and he has become certified as a minority business enterprise by MDA. In addition, he is in the process of completing the veteran-owned business certification process and is working to become certified by the Mississippi Department of Transportation and the Jackson Municipal Airport Authority.



Bryant credits the MCDP with helping him understand how to attain the proper certifications and training and, most importantly, how to network with different people and businesses that could help his company grow. By diligently taking the steps recommended during the program, Bryant has been able to take his company to another level. He is involved in partnerships and joint ventures with larger companies that have resulted in work on projects both in the Jackson area and throughout the state. Businesses statewide now seek his services, and while Astro Heating and Cooling is able to perform both residential and commercial HVAC services, the company now is moving toward doing more commercial HVAC work.

Minority and Small Business Assistance

DCD Construction

DCD Construction Inc. owner Elliott Davis began working at Ingalls Shipbuilding right out of high school before starting his own trucking company and later developing a decorative concrete business. Following Hurricane Katrina's devastation on the Mississippi Gulf Coast, however, he decided to diversify his company and become a general contractor.

Davis participated in MDA's Model Contractor Development Program (MCDP) and credits the program with teaching him how to structure, organize and grow his business. The program provided him with valuable information as he worked to grow his Ocean Springs-based company and helped him begin to establish important relationships and take advantage of networking opportunities. DCD Construction was able to obtain its first bond after completing the MCDP training, and the company's bonding capacity has grown tremendously since then.

Today, DCD Construction is licensed to do business in Mississippi, Alabama and Louisiana, and Davis is looking to become licensed in other states. He is in his sixth year as part of the U.S. Small Business Administration's 8(a) Business Development Program and is involved in a very productive mentor/protégé relationship with one of the largest prime contractors in the state. DCD Construction has been named the Mississippi Department of Transportation's Disadvantaged Business Enterprise of the Year for the southeast region, and Elliott has been recognized as one of the coast's top 40 businessmen under the age of 40.

MDA's Minority and Small Business Development Division markets a number of state-funded financing programs which help minority and women-owned businesses obtain working capital to launch or grow their businesses.

The CBM Group™

The CBM Group™, a certified minority- and woman-owned business located in Jackson, is developing into a valuable resource for small to medium-sized companies. Operating as a "virtual marketing and operations department," The CBM Group assists companies in managing their essential day-to-day business activities while developing a strategic focus that will help them grow substantially.

The CBM Group was founded by Marlene Solomon-Williams, who had successfully led the sales and marketing efforts at several large companies. With more than 30 years of experience, along with her educational background in economics and communications, she has a unique perspective that allows her to evaluate critical situations and prescribe and implement the most optimal solutions. She chose to start her own business to share this expertise with other companies.

Solomon-Williams participated in and graduated from MDA's Model Contractor Development Program (MCDP), and today, she recommends the program to her clients and often returns to the program to lecture on the business planning component of the course.

Minority and Small Business Assistance



Increasing Awareness

MDA's Minority and Small Business Development Division (MSBDD) works to inform minority and women-owned companies and small businesses of potential contracting opportunities with governmental entities and commercial businesses. MSBDD also strives to make government agencies and private companies, especially businesses that are new to the state, aware of the many qualified minority- and women-owned companies that can meet their procurement needs. To this end, MSBDD manages the state's minority business directory, serves as a resource to state agencies' procurement offices and brings together disadvantaged businesses and larger firms and government entities through conferences, networking events and other means to support diversity in contracting.

Working to Achieve Greater Diversity in State Contracting

In August 2012, MDA's Minority and Small Business Development Division hosted the Access Mississippi conference and networking event in Jackson to connect minority and women-owned businesses to procurement opportunities at state agencies and support greater diversity in state government contracting. Nearly 60 state agencies, colleges and universities exhibited at the event, and key procurement personnel from those agencies were on hand to meet one-on-one with the more than 200 minority and women-owned businesses in attendance.

The conference included networking opportunities and breakout sessions regarding state procurement guidelines and purchasing requirements. Sessions also covered specific types of contracting opportunities, such as those pertaining to state construction projects and contracts with the Mississippi Department of Transportation and the Jackson Municipal Airport Authority. With close to 400 people in attendance and dozens of state agencies participating, the event was a great success.



Minority and Small Business Assistance



Mississippi Market, a program of MDA's Global Investment and Retention Division, has been helping Mississippi artists, artisans, manufacturers and designers grow their businesses and increase their sales since 1996.

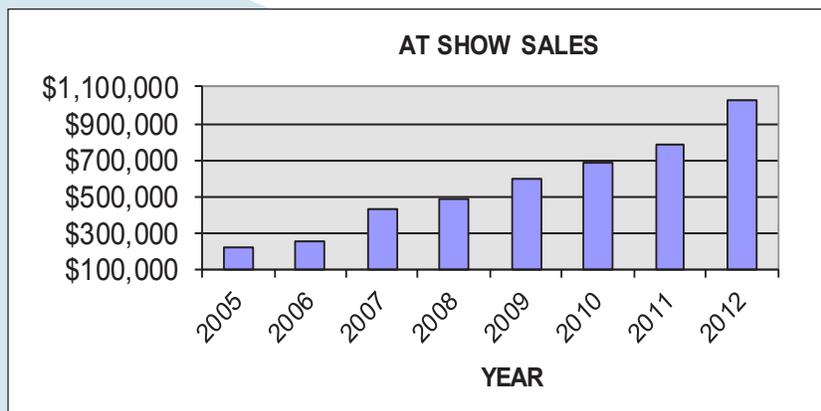
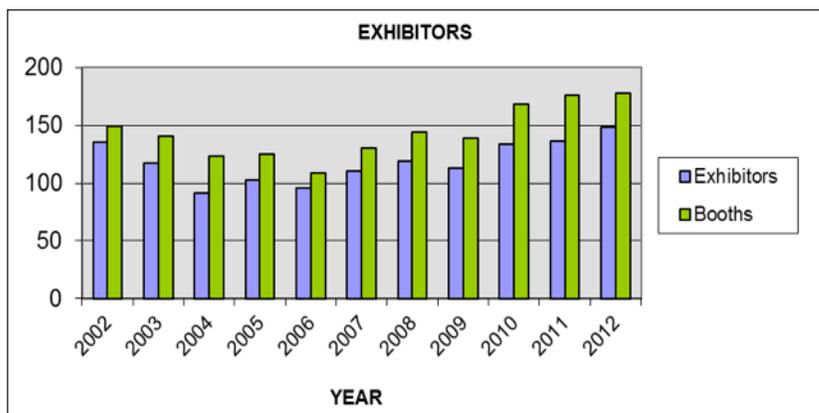
The annual order-only wholesale show provides an affordable venue for Mississippi businesses to showcase their products and offers retailers from throughout the South a convenient place to buy high-quality, unique products made in Mississippi. Mississippi Market serves as an important resource for budding creative businesses in the state and creates awareness of the state's vibrant creative economy among retail establishments throughout the state and the region.

148 exhibitors participated in the 2012 Mississippi Market, with a total of 178 booths.

59 of these companies, or 39 percent, were exhibiting at Mississippi Market for the first time.

Since 1996, 849 Mississippi businesses have exhibited at Mississippi Market.

Participating businesses received orders for \$1,029,363 in total sales.



Promoting Mississippi Products Globally

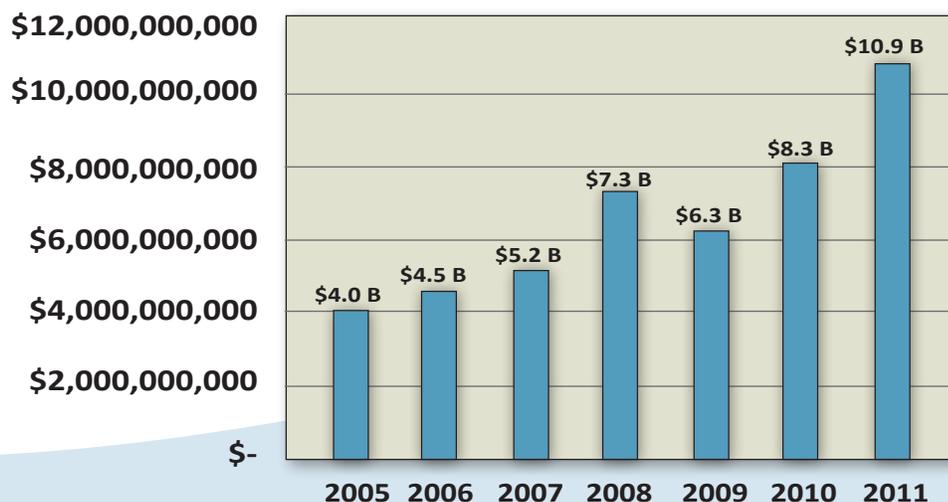
MDA's Trade Bureau helps Mississippi companies grow their businesses through international trade. The agency's international trade specialists work closely with businesses considering exporting their products and services. They conduct market research to help companies identify which international markets offer the most opportunities for their products and services and introduce companies to the ins and outs of selling in those markets. The MDA team offers extensive technical assistance to help businesses prepare to successfully export – from providing guidance on product labeling and navigating other countries' regulations to sharing information on export financing resources.

The Trade Bureau team also works to build relationships with global partners and international trade organizations by promoting Mississippi-made products at trade shows and other events in markets around the globe. Additionally, MDA's Trade Bureau includes the International Protocol Office, responsible for coordinating the visits of foreign dignitaries to the state.

Approximately 60,400 direct jobs and 120,700 indirect jobs in Mississippi are supported by the export activities of Mississippi businesses. When Mississippi exports increase, as they did from 2010 to 2011, more jobs are created in the state. The export assistance MDA is providing Mississippi businesses is contributing to the state's growing exports.

Source: Bureau of the Census, Foreign Trade Division

Mississippi Exports, 2005-2011



Mississippi Exports in 2011

Mississippi exports in 2011 increased 33 percent from the previous year and were valued at **\$10.9 billion**. Mississippi businesses exported to **177 foreign destinations** in 2011.

Source: Bureau of the Census, Foreign Trade Division

Promoting Mississippi Products Globally

After working with Mississippi companies to identify the best markets for their products, MDA's trade specialists help connect these businesses to prospective buyers through international events from trade shows and conferences to business-to-business matchmaking trips and trade missions, at which Mississippi firms meet with pre-qualified prospective buyers in pre-arranged one-on-one meetings. The MDA team then helps participating companies follow up with the business leads they receive after returning from these missions.

MDA Trade Bureau Services

MDA provides a one-stop shop for Mississippi companies considering growing their businesses through trade, offering the following services:

- *International market research*
- *One-on-one strategic consultations with companies*
- *Technical assistance*
- *Educational programs and workshops*
- *Trade lead development assistance*
- *Import assistance*
- *Referrals*
- *Business development trips overseas*



The Mississippi STEP Grant Program

Reducing Financial Obstacles to Increase Exports

For decades, MDA has provided technical assistance to Mississippi businesses considering exporting their products and services abroad. Now, as a result of a U.S. Small Business Administration-funded program known as the Mississippi State Trade and Export Promotion (STEP) Program, MDA is able to offer financial assistance to qualified small businesses, as well.

In 2011, SBA awarded MDA its initial STEP grant to increase the number of small businesses exporting their goods and services. Though the STEP Program, MDA offers qualified small businesses financial incentives to help offset certain costs related to participating in trade missions. The STEP Program reimburses eligible businesses up to 50 percent of their travel costs, including airfare and lodging, and provides translation services at no cost. Additional STEP Program services include scheduled appointments with pre-vetted prospective buyers, free booth space at trade shows, local transportation assistance and a customized itinerary. STEP Program funding can also defray the cost for businesses to attend STEP training workshops and export education events.

Promoting Mississippi Products Globally

Helping Small Firms Grow Through Trade

Companies around Mississippi have taken advantage of MDA export assistance services and have benefited from Mississippi State Trade and Export Promotion (STEP) Program financial assistance offered by MDA.

NVision

MDA has worked with NVision Solutions, a geospatial solutions company located in Hancock County, to help the firm pursue export opportunities in a number of international markets. The company participated in an MDA-sponsored trade mission to Brazil in April 2012 and met with a potential distributor there. Since then, the two companies have signed a distributor agreement so NVision can sell its products in the Brazilian market.

Flathau's Fine Foods

Flathau's Fine Foods, a gourmet food purveyor in Hattiesburg, attended both the Americas Food & Beverage Show in Miami in November 2011 and the June 2012 Summer Fancy Food Show in Washington, D.C., as part of the MDA-led Mississippi delegations at these events. By participating in these events, the company was able to identify potential distributors for its products.



Rives & Reynolds Lumber

Rives & Reynolds Lumber in Louisville and the J.T. Shannon Lumber Company in Horn Lake joined the MDA-led delegation at the August 2012 Mexico Wood Products Expo and Trade Mission in Mexico City. Rives & Reynolds identified a potential agent and buyers for its products in Mexico during the event, and J.T. Shannon Lumber was able to expand its present business in Mexico.

Maxim Manufacturing

Maxim Manufacturing, a producer of gardening and landscaping equipment in Sebastopol, and Wood Industries, a manufacturer of air compressors and other air-powered equipment in Belmont, were able to identify potential distributors by participating in MDA's trade mission to Chile and Uruguay in April 2012. Wood Industries also participated in MDA-led trade missions to Mexico and Brazil in 2012.

Top Mississippi Export Markets

1.	Canada	\$1,762,667,769
2.	Panama	\$1,548,466,569
3.	Mexico	\$1,147,913,224
4.	China	\$501,642,402
5.	Colombia	\$444,470,571
6.	Brazil	\$425,408,935
7.	Honduras	\$403,342,745
8.	Belgium	\$396,503,826
9.	Guatemala	\$381,564,519
10.	Netherlands	\$233,990,490

Tourism



MDA's Tourism Division promotes Mississippi as a travel destination and film location by highlighting the state's culture, heritage, history, natural resources and outdoor and recreational opportunities through a multi-faceted marketing and development effort.

MDA markets the state as a travel destination through social media, an interactive Web presence, traditional media outlets, community partnerships and other means, including representing the state and Mississippi's tourism industry at major travel industry conferences and trade events.

MDA also develops and implements short- and long-term plans to support economic growth in Mississippi through tourism. MDA's Tourism Division serves as a resource for its local partners around the state, supporting them in their tourism promotion efforts and providing a unified and consistent approach for marketing the state.

Developing Tourism Product

Mississippi's Music and Heritage Trails Program

Mississippi's Music and Heritage Trails programs continued to grow in FY2012. The Mississippi Blues Trail celebrated the unveiling of its 150th marker along with the launch of the Blues Trail app available through the Apple iTunes® store. Twenty-one markers were placed on the trail in FY2012, and the Blues Trail program also saw the addition of QR (or "quick response") codes to certain markers. Visitors can scan the QR codes with any smartphone and view the same videos that are available on the mobile Blues Trail app. The Mississippi Country Music Trail continued to expand, as well. Of the 12 trail markers that had been placed as of September 2012, six of these markers were added in FY2012. Recent additions to the Country Music Trail include markers for notable artists like Bob Ferguson, Conway Twitty, Moe Bandy and others.

Both the Culinary and AgriTourism Trails offer distinctive perspectives of Mississippi's diverse cultural heritage. The Culinary Trail features an interactive online map with background information, stories and details about the culinary heritage of eateries, restaurants and other food-related sites in every region of the state. It highlights those singular local attractions travelers want to find but might have difficulty locating. The AgriTourism Trail

showcases the state's agricultural attractions and guides visitors to a variety of locations in every region of the state. From farms, historic plantations, old country stores, farmers' markets, pottery studios, museums and other attractions, the trail invites visitors to explore Mississippi's ever-evolving agricultural heritage.



Tourism



Contribution of Travel and Tourism to Mississippi's Economy in FY2012

*A total of more than **21 million** visitors traveled to Mississippi in FY2012.*

*Visitor expenditures throughout the state's 82 counties totaled **\$6.12 billion**.*

*Travel and tourism are responsible for **\$386 million** in General Fund revenues.*

Tourism yields a return of \$6.46 to the state General Fund on every \$1 spent on domestic advertising.

*Tourism accounts for an estimated **83,000 direct jobs** in Mississippi.*

*Tourism accounts for a direct annual payroll of **\$1.8 billion** in Mississippi.*

Hosting Major Events and Promoting Mississippi's Golf Offerings

IAGTO

In June 2012, MDA's Tourism Division welcomed more than 200 golf suppliers and tour operators to the state for the Fourth Annual International Association of Golf Tour Operators (IAGTO) North America Golf Tourism Convention at the IP Casino Resort & Spa in Biloxi. The convention – which attracted attendees from 24 different countries and 11 states – was open to representatives from golf resorts, golf clubs, hotels, ground handlers and other golf tourism suppliers in the U.S., Canada, Mexico and the Caribbean.

IAGTO is the global trade organization for the golf tourism industry. Established in 1997, IAGTO members are made up of more than 1,900 accredited golf tour operators, golf resorts, hotels, golf courses, airlines, tourist boards, approved media and business partners in 90 countries. Currently, 226 of IAGTO's golf tour operators in 39 countries sell North American golf destinations.

PGA Events

Mississippi hosts two annual PGA events, the True South Classic and the Mississippi Gulf Resort Classic. For the third straight year, the Mississippi Gulf Resort Classic was held at highly acclaimed Fallen Oak – an amenity of the Beau Rivage Hotel and Casino in Biloxi – in March 2012. More than 80 top golfers chased the title during the three-day, 54-hole event. MDA's Tourism Division hosted golf writers and media on pre-tournament tours of the state and raised tourism awareness with interviews and commercials on the Golf Channel.

MDA partnered with the PGA TOUR and the event's consortium of sponsors to host the True South Classic at Annandale Golf Club in Madison in July 2012 as part of the chase for the FedEx Cup. The True South Classic – formerly known as the Viking Classic – has been on the Tour schedule since 1968 and has raised more than \$6.8 million for statewide local charities. It was renamed this year to align with Mississippi's tourism slogan, "Find Your True South."



Tourism is Mississippi's fifth-largest private sector employer and one of the state's largest export industries.

Tourism

Promoting Mississippi

The Find Your True Sizzle Sweepstakes



In February 2012, MDA launched the “Find Your True Sizzle” sweepstakes to promote Mississippi’s delectable culinary offerings – and one of its premier homegrown businesses. The sweepstakes provided an ideal opportunity to showcase both a Mississippi business success story – Viking Range Corporation – and one of the state’s most popular tourist attractions: **cuisine**.

The “Find Your True Sizzle” sweepstakes winner received a complete Viking Culinary Experience package that included a trip to Mississippi along with the following prizes:

- round-trip airfare for two to Jackson
- rental car and gasoline for the trip in Mississippi
- one room for a two-night stay for two at The Alluvian Hotel in Greenwood
- a cooking class for two at the Viking Cooking School
- a tour of the Viking factory in Greenwood, plus
- components of a Viking outdoor kitchen, courtesy of Viking

The sweepstakes continued MDA’s trend of partnering with existing Mississippi manufacturers to jointly promote Mississippi-made products and the state as a tourist destination. MDA partnered with Toyota in 2011 on a sweepstakes promotion offering a chance to win an 11-Day Mississippi Getaway and a 2011 Toyota Corolla.



As of September 2012, 166 Blues Trail Markers, 12 Country Music Trail Markers, and 5 Mississippi Freedom Trail Markers have been unveiled.

Educating, Recognizing, Remembering

The Mississippi Freedom Trail

In April 2012, the Mississippi Freedom Trail unveiled its latest marker at Jackson State University (JSU). The marker commemorates the 1970 shootings that took place at JSU and the resulting deaths of Phillip Lafayette Gibbs and James Earl Green (for whom JSU’s Gibbs-Green Plaza is named). The marker unveiling was held in conjunction with a special dedication of the Gibbs-Green Plaza.

The Mississippi Freedom Trail has been a work in progress over the past two years. Led by a task force of scholars, historians and veterans of the Civil Rights Movement, MDA’s Tourism Division coordinated the important work of selecting 25 initial sites for the trail from over 300 submissions from communities around the state.

The first four markers were funded with donations from Tougaloo College, MDA and local private and public contributions; these first four markers were unveiled in conjunction with the 2011 Freedom 50th Foundation reunion activities for the 1961 Freedom Riders. The subsequent 25 markers will be funded through community funds and the Civil Rights Historic Sites Grant Program passed by the Mississippi Legislature in 2010 (HB 1701) and administered by the Mississippi Department of Archives and History.

Tourism

Touting Mississippi's Musical Legacy

Chicago Blues Festival

MDA's Tourism Division showcased the Mississippi Blues Trail in Chicago, IL, at the 29th Annual Chicago Blues Festival from June 8-10, 2012. MDA, along with hospitality partners the Clarksdale-Coahoma County Tourism Commission, Yazoo County Convention and Visitors Bureau, Tupelo Convention and Visitors Bureau and the Mississippi Blues Commission, distributed marketing materials from the Mississippi booth during the festival.

MDA held a reception for more than one hundred media and travel trade professionals and was the title sponsor of the Mississippi Juke Joint Stage, which featured Mississippi artists Johnny Rawls, Eddie C. Campbell, Vasti Jackson, Mark "Muleman" Massey, Terry "Big T." Williams, Homemade Jamz Blues Band, The Delta Music Institute, Dexter Allen, The Rising Star Fife and Drum Band, Pat Brown, Eden Brent, Patrice Moncel and others. The stage also featured panels discussing Malaco Records and the life of blues legend Lightnin' Hopkins.



Mississippi's 13 Welcome Centers, which are managed by MDA, served 2.46 million people in FY2012. More than 49,300 Welcome Center registrants were international travelers.

Creating Economic Opportunities through Film Recruitment

MDA's Tourism Division includes the Mississippi Film Office, which works to recruit film and TV production projects to the state, administers Mississippi's Motion Picture Incentive Program and provides customized service to production teams filming in the state throughout the production process. In FY2012, the Mississippi Film Office opened up new avenues for the film industry in Mississippi, both for local and visiting filmmakers. After an invigorating Film Industry Business Summit in July 2011 and the successful launch of the Film Industry Training curriculum at Hinds Community College in August 2011, the Legislature passed a Film Office-supported bill to create film industry workforce training centers within the community college system statewide. Additionally, small independent productions in the state, most notably in Greenville and Natchez, coupled with an emergence of locally-produced outdoor production, helped expand the foundation of crew and services needed to build the industry to the next level.

Financial Summary

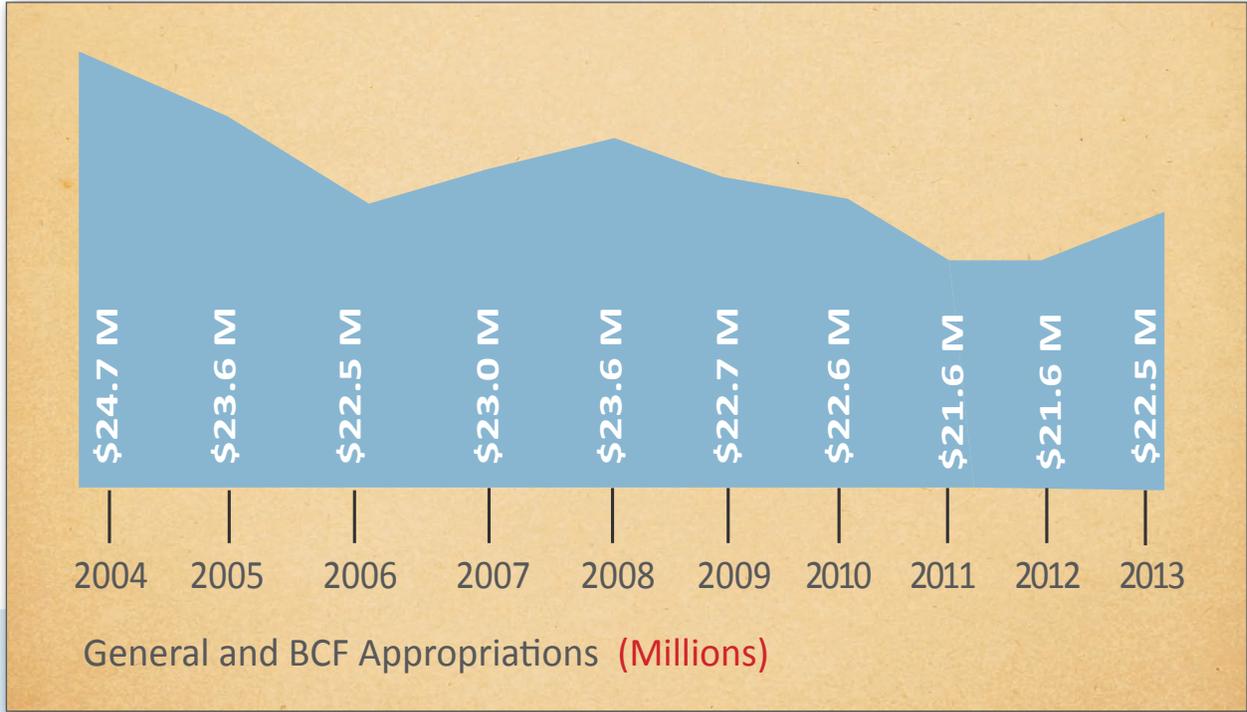
MDA Sources of Funding - Total FY2012 Income \$366,916,409

Federal \$339 Million		State \$22 Million		Other \$7 Million	
U.S. Dept. of Energy	\$20,794,538	General Fund		Gulfport of MS - Ports	\$10,936
Appalachian Regional Commission	\$223,184	MDA Economic Development	\$13,812,926	Economic Development Match Grants	\$200,000
U.S. Dept. of Housing & Urban Development	\$54,530,279	MDA Tourism	\$7,819,344	Tourism Match Grants	\$125,000
U.S. Small Business Administration	\$ 243,846	Total	\$21,632,270	Bond Administrative Fee Assessment	\$1,057,680
U.S. Dept. of Defense/ Defense Logistics Agency	\$555,453			Indirect Cost Recovery	\$1,461,998
U.S. Dept. of Commerce	\$322,163			MDOT Motor Carrier Funds	\$600,000
* U.S. Dept. of Housing & Urban Development	\$261,834,027			Other Misc. Receipts	\$411,391
Total	\$338,503,490			Petroleum Violation Escrow & Other Energy	\$627,462
<i>* Katrina disaster-related funding</i>				CAP Loan Interest Fund	\$2,285,197
				Gulf Coast Mineral Lease Fees	\$985
				Total	\$6,780,649

Financial Summary

General and BCF Appropriations Over a 10-Year Period Compared to Federal Appropriations

	General and BCF Appropriations \$Millions	Federal Appropriations \$Millions
2004	\$24.7	\$134.1
2005	\$23.6	\$133.7
2006	\$22.5	\$123.4
2007	\$23.0	\$2,772.7
2008	\$23.6	\$2,426.4
2009	\$22.7	\$2,427.5
2010	\$22.6	\$1,861.5
2011	\$21.6	\$1,362.1
2012	\$21.6	\$1,103.4
2013	\$22.5	\$467.8



Focus for 2013

Emerging Target Sectors

MDA concentrates its business recruitment efforts on industries that possess the greatest potential for sustained growth in Mississippi. These target sectors include advanced materials, aerospace, automotive, data centers, defense/shipbuilding, distribution and warehousing, food processing, furniture, steel and metal fabrication and timber and wood products. In addition to recruiting new business in these existing target sectors, Governor Bryant has charged MDA with focusing on two additional target industries: energy and health care.



Energy

Mississippi has long been an important player in the energy sector. Today, cutting-edge oil and gas extraction techniques are underway in the state, high-tech biofuel and biochemical operations are ramping up and solar panels are being produced. In addition, Mississippi has diverse and abundant natural energy resources ranging from lignite and oil and gas reserves to biomass feedstock. New possibilities, such as the Tuscaloosa Marine Shale potential in southwest Mississippi, could mean additional

economic opportunities for the state. These natural resources, coupled with the state's existing energy infrastructure, proven capabilities and the innovative technologies in use today, have positioned Mississippi for significant energy sector growth.

MDA is looking at all of the energy growth opportunities Mississippi has and is working with state policymakers and other agency partners to develop and advance a comprehensive energy policy for Mississippi and ensure the state is well-positioned for continued future growth. In addition, MDA is focused on **promoting Mississippi as a prime location for energy-related businesses.**

Health Care

Health care is an industry of necessity, but **health care-related businesses** – such as medical service providers, medical device manufacturers, pharmaceutical distributors and diagnostic imaging businesses – **create high-paying jobs and generate significant economic opportunities** for the areas they call home. These types of businesses also bring new research and development expertise, attract talent and improve health care access for residents, in addition to increasing an area's reputation as a place where people come for outstanding medical care. As a result, MDA is working to recruit these types of businesses to the state and help the state's existing health care-related businesses expand.

In 2012, the Mississippi Legislature passed the Health Care Industry Zone Act, a major initiative of Governor Bryant's Mississippi Works agenda. This new legislation strengthens MDA's health care-related industry recruitment and growth efforts and authorizes the establishment of "health care zones" throughout the state where significant acute-care facilities exist. In addition, this new legislation provides for



tax incentives for health care-related companies that locate within a health care zone and commit to create at least 25 full-time jobs or invest at least \$10 million in their Mississippi operations. The new program is already yielding dividends; the new incentives are helping Teleflex, a global provider of medical devices for critical care and surgery, in relocating its distribution operations to Olive Branch. The company is the first to take advantage of this new incentive program, and its north Mississippi facility will employ approximately 225 people within four years of operation.

Focus for 2013

Growing Mississippi's Creative Economy

Creative businesses, people and places throughout the state are contributing not only to the quality of place of their communities but also to the state's economy as a whole. A study commissioned by MDA and the Mississippi Arts Commission found that Mississippi's creative enterprises, people and places – collectively known as the creative economy – are responsible for 64,000 jobs in Mississippi. The study also found that direct employment numbers fail to show the full impact the creative economy has on local and state economies, as each creative enterprise job contributes to additional jobs created and revenues generated by other businesses. Furthermore, figures indicate Mississippi is outperforming the nation in creative economy job growth; in the past three years, Mississippi's creative economy employment grew by 4.6 percent, while creative economy employment nationally dropped approximately 2 percent.

Even more importantly, the potential to further grow the state's creative economy is almost limitless. The creative economy offers a new approach to economic growth in Mississippi and builds on the state's existing place- and people-based strengths. **Mississippi communities of all sizes and all areas of the state have cultural heritage tourism or creative offerings that can play a role in economic growth.** For example, the Mississippi Delta, with its rich musical tradition and unique agrarian history, attracts visitors from around the world who are drawn to the region for authentic experiences. The creative economy attracts visitors and new residents, inspires entrepreneurship and existing business growth, sparks community revitalization and helps improve quality of life and community competitiveness.

MDA is helping communities identify their creative assets and is working to get the message out about the impact the creative economy has and the steps communities can take to start to understand and grow that sector. And, while additional financial and technical assistance will be needed to help Mississippi communities fully capitalize on the cultural heritage tourism and creative economy growth opportunities that exist, MDA and other stakeholders are working to develop a strategy for helping towns, cities and counties prepare to take advantage of these growth opportunities.



Focus for 2013

Workforce Development

Today, workforce development is not simply about making sure an area has a skilled workforce that is meeting companies' needs; workforce development is at the heart of getting businesses to locate in a given area in the first place.

Workforce development is a critical part of MDA's mission. Since 2008, MDA has had staff dedicated to ensuring close coordination between the state's economic development and workforce development activities. MDA's workforce development staff works with the Global Investment and Retention Division's project managers to inform prospective and existing businesses of the state's workforce training offerings and to make the speedy connection between company officials and the appropriate training contacts in Mississippi. The staff also helps companies understand the value, either through cost avoidance or reimbursement, of training available through Mississippi's network of community colleges and WIN Job Centers.

In 2012, MDA obligated \$1.4 million in MDA Workforce Training Fund dollars to assist WIN Job Centers, community colleges and state universities in meeting the critical training needs of businesses that were not met through programs available at those institutions. The activities funded varied from start-up training for KiOR's biofuel



production facility in Columbus to basic supervisory training for a group of businesses on the Mississippi Gulf Coast to customized training at Baxter Pharmaceuticals' Cleveland facility. These funds from MDA leveraged training funds provided by the state's community colleges, WIN Job Centers, vendors and businesses.

These efforts are critical to making sure the state is meeting both current and prospective businesses' needs and to positioning Mississippi to be as competitive as possible for new jobs and investment in the years to come. With this in mind, MDA will continue to work closely with its workforce development partners in the state to ensure Mississippi's training programs are delivering high-quality, relevant and consistent training to create a work-ready Mississippi.

The availability of a skilled workforce and effective, relevant workforce training are two of the most important criteria businesses consider when choosing a location. In addition, a skilled workforce and available training is critical to keeping the state's existing businesses competitive in the global marketplace.

Focus for 2013

Competitive Communities

MDA competes for recruitment and retention opportunities immediately on the horizon, but the agency also works diligently to help Mississippi communities position themselves as strongly as possible to take advantage of future opportunities. Prospective businesses are looking for an available and skilled workforce, access to key markets (as determined by geographic location and available transportation offerings) and a supportive and predictable business climate. But even with all of these advantages in place, a state or community will not be able to compete for economic development projects without having pre-qualified sites that meet companies' requirements.

With this reality in mind, in the months ahead, MDA will be working with partners throughout Mississippi to increase the number of economic development-ready sites in the state. Many of the state's electric utility providers offer a pre-qualified site program in their service areas, and agency staff will be working with Mississippi's utility partners and the state's local economic development professionals to support the development of more certified sites in the state.



MDA will also be encouraging local economic development organizations to involve their local business leaders more closely in the economic development process. Communities that include area business leaders in their economic development efforts – helping them understand the area's economic development goals, how the recruitment process works and how they, as business leaders, can play a role in the process – tend to be more successful when it comes to recruiting new companies. Existing business leaders offer an unmatched perspective on the benefits of doing business in an area, and they can be a valuable reference for prospective companies and a tremendous asset to local economic development professionals.

Contacting MDA

Contact Information

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Community Services	(601) 359-3057
Disaster Recovery	(601) 359-2467
Energy	(601) 359-6610
Global Investment and Retention	(601) 359-3593 / (601) 359-3155
Regional Offices	
North Mississippi Senatobia	(662) 562-0410
North Mississippi Tupelo	(662) 844-5413
Northwest- Greenwood	(662) 455-4508
West Central - Jackson	(601) 359-5083
East Central - Meridian	(601) 692-2005
Southwest - Summit	(601) 276-3747
Southeast - Hattiesburg	(601) 266-6484
Financial Resources	(601) 359-3421
Hometown Mississippi Retirement	(800) 370-3323
International Trade	(601) 359-3155
Minority and Small Business Development	(601) 359-3448
Tourism Development	(601) 359-3061
Mississippi Film Office	(601) 359-3034
Inquiry Line (Intra/Interstate)	(866) SEE MISS (733-6477)
Appalachian Regional Commission	(662) 844-5413

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