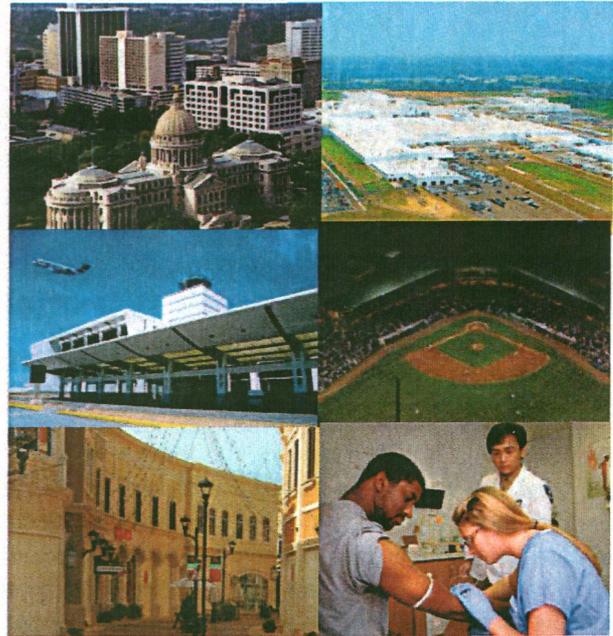


VISION 2022 VOICE

A BOLD PLAN FOR GREATER JACKSON'S FUTURE

ONE REGION, ONE VISION, ONE VOICE

Vision 2022/One Voice is a bold, multi-year plan to transform the Greater Jackson Region (the GJR) into a destination community attracting businesses, families, and tourists for its quality of life ... "place" ... and economic opportunity. Our vision is to build a sought-after community on the banks of a new 1500 acre lake, located within minutes from homes and offices, in the heart of a region known for being a great place to live and work. Working together, as a regional community, we will make this vision a reality by: 1) aggressively supporting the Levee Board's lake plan, 2) developing the region as a health care and aerospace industry leader, 3) promoting regional integration through transportation and infrastructure projects that tie us together and support each other, and 4) developing activities and amenities that are constantly creating an appealing quality of life and "place" for young talent throughout the South.



Crafted by a diverse public-private leadership group and the feedback of hundreds of local stakeholders, Vision 2022 lays out a blueprint for pursuing four interconnected goals crucial to developing the vibrant region Greater Jackson can be. These goals are: **Creating Places, Wealth, Talent, and Connections**. While the plan for pursuing these goals and our vision contains many components, the following **KEY INITIATIVES** will drive our energy and actions toward making Vision 2022 a reality.

1. **Health Care** – grow our existing health care infrastructure, establishing the region as a center of excellence in health care service at reasonable costs as well as bio medical and clinical research.
2. **Regional Infrastructure** – develop important regional infrastructure projects such as the creation of regional water and wastewater systems as well as transportation improvements like a future trolley (light rail service) to position the region for future growth.
3. **Aerospace** – establish Jackson-Medgar Wiley Evers International Airport as the South's new location for the aerospace industry thanks to new opportunities presented by the opening of the East Metro Parkway.
4. **Lake Development** – work with local/state/federal officials, the U.S. Army Corp. of Engineers, and the Pearl River Vision Foundation to build a 1500-acre lake in the heart of the region for flood protection, economic development and quality of place benefits.
5. **Regional Marketing** – utilize top CEOs as marketing ambassadors proclaiming Greater Jackson as the best location for business in the nation.
6. **Core City** – build a convention center hotel and support a quality housing initiative for Downtown Jackson.
7. **Regional Trails System** – establish a comprehensive bike and pedestrian trails system throughout the region.
8. **"Talent" Attraction** – design and implement a plan to attract "talent" to the region, with a special emphasis on retaining our homegrown local talent.
9. **Arts and Culture** – establish the region as an arts and culture destination, including opportunities to grow our region's film industry.
10. **Education** – launch an "importance of education" campaign beginning at the grassroots level and carried through higher education.

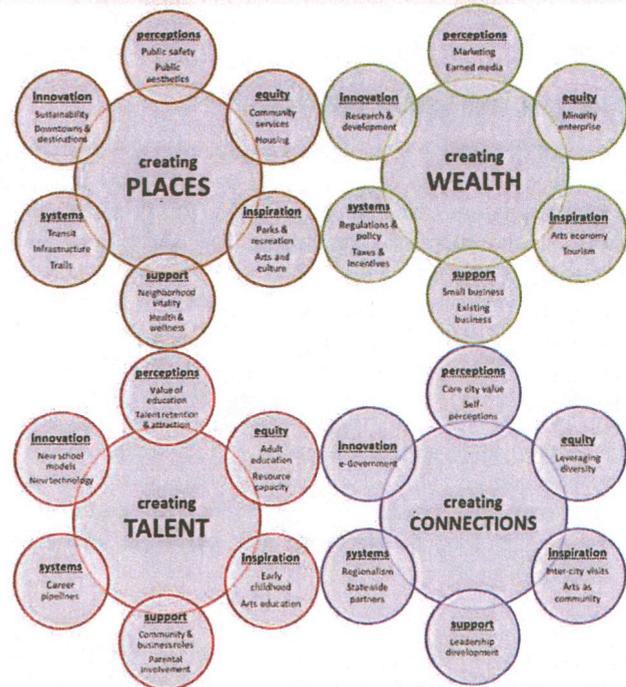
FOUR INTERCONNECTED GOALS WITH SIX KEY THEMES

creating PLACES: A reality of this talent-driven economy is that communities are increasingly competing for talent as aggressively as for companies. Thus, improving its “quality of place” must be a concern of all local leaders.

creating WEALTH: More than anything else, economic development is about improving residents' lives. Development strategies must be balanced between the retention and expansion of existing businesses, development of small businesses, and attraction of outside firms.

creating TALENT: The best jobs in today's economy go to those with the advanced skills necessary to perform them. It is critical that regions develop “cradle to career” talent pipelines to serve the businesses that are – and will – create the jobs that increase local incomes and overall wealth.

creating CONNECTIONS: The most successful regions are those that work together across all boundaries. Greater Jackson still has numerous gulfs to be bridged, relationships to be built and nurtured, and partnerships to be developed.



1. **Perceptions:** Many people feel that Greater Jackson's external reputation has not caught up with the region's positive reality. At the same time, internal perception challenges remain and often times enforce silos rather than collaboration. This strategy theme focuses on realigning both internal and external perceptions.
2. **Equity:** “Us versus them” dynamics linger in Greater Jackson and stymie regional economic development efforts. The region must continue to improve the trajectory of an equitable, collaborative focus in community, workforce, and economic development efforts.
3. **Inspiration:** A key component of this strategy is to inspire Greater Jackson to be bold and assert itself as an innovative, competitive region.
4. **Support:** Numerous local governments, organizations, volunteer associations, and other entities exist to work with stakeholders to improve the way they do business, manage efforts and initiatives, support their children, improve their neighborhoods, and stay healthy. Continuing and enhancing this support is a critical strategic mandate.
5. **Systems:** Processes, systems, and networks require a high degree of coordination, consistency, and collaboration to be most effective. More must be done in Greater Jackson to ensure that its systems are as cohesive, streamlined, and sustainable as possible.
6. **Innovation:** Undertaking new, bold initiatives without fear of failure will elevate Greater Jackson to new levels, help to update perceptions about the region, and inspire residents and leaders to continue to push for positive change.

A COMPREHENSIVE STRATEGIC DEVELOPMENT PROCESS

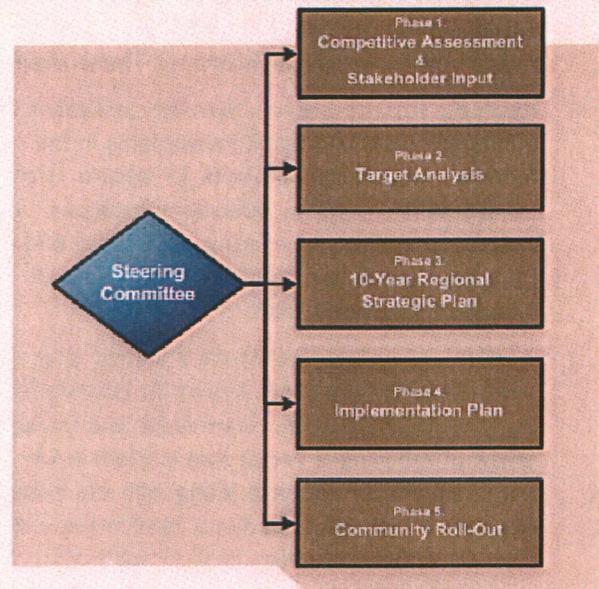
THE MONTHS-LONG VISION 2022 STRATEGIC PROCESS BROUGHT TOGETHER HUNDREDS OF LOCAL STAKEHOLDERS

Phase 1: Competitive Assessment and Stakeholder Input: This phase provided a detailed look at Greater Jackson Area's competitive position to accommodate growth and development. Data analysis provided insight into the region's "people," "prosperity," and "places." Hundreds of stakeholders were engaged through interviews, focus groups, and an online survey.

Phase 2: Target Analysis: Using a comprehensive approach, the Analysis developed a list of the most important existing and emerging target sectors for Greater Jackson to pursue.

Phase 3: Vision 2022 Strategic Plan: The 10-year Strategic Plan represents the culmination of all the quantitative and qualitative research through the development of action items geared towards addressing challenges and capitalizing on opportunities for a visionary future.

Phase 4: Implementation Plan: The Plan provided a roadmap so that local leaders can make the strategy actionable. The plan enables the regional partners to secure early implementation victories and continue to build momentum for overall activation of the strategy.



“As Greater Jackson’s leaders embark on the hard work ahead of implementing their plan, stakeholders must acknowledge that the only way the region will truly achieve its transformative goals and ambitions is if they do it as a united region.”

Vision 2022 Strategy

TEN KEYS FOR

1. **Health Care** – Greater Jackson is a major regional center for health care services and specialized medicine, is the state's nexus for training of tomorrow's health care professionals, and has a burgeoning presence in research and development. The Greater Jackson Chamber already has one of the nation's only fully dedicated initiatives focused on growing a regional health care sector and has made strong strides to bring the sectors players together into a powerful coalition to advance Greater Jackson's health care economy. Efforts such as the Mississippi Healthcare Collaborative and Mississippi Healthcare Corridor can be transformational for the region's residents and its economy. These strategies and more are components of Vision 2022.
2. **Regional Infrastructure** – Greater Jackson is growing and will continue to grow as Vision 2022 and other key efforts stimulate increased investments in the region's economy, workforce, and local communities. By coming together around key projects to secure Greater Jackson's future capacity in regional water, wastewater, transportation, utilities, telecommunications, and other components of infrastructure, Greater Jackson will remain competitive for existing businesses and external prospects. Establishing a long-term plan for regional rail transit and securing critical right-of-ways will also serve to prepare the region to absorb future growth and alleviate traffic congestion.
3. **Aerospace** – The East-Metro Parkway presents a dynamic opportunity to better leverage Jackson-Medgar Wiley Evers International Airport for development in the fast-growing aerospace sector. Greater Jackson's role as a regional center for commerce and transportation provides a build-in advantage to capture a significant share of a business sector that is predicted to continue its strong growth trajectory as air travel and air-borne cargo shipments increase along with our population. The full complement of the Jackson area's commercial airports, as well as a strategic relationship with the U.S. Army Engineer Research and Development Center (ERDC) in Vicksburg also make Greater Jackson competitive in this sector.
4. **Lake Development** – Developments that combined flood-control efforts with goals of economic development and quality of life enhancement have been catalysts for dramatic revitalizations of commercial centers in numerous cities. The most famous example is the River Walk in San Antonio, Texas. The Jackson area has a similar opportunity to create a major regional amenity while also protecting against damage from major flood events. Through a partnership of local/state/federal officials, the U.S. Army Corp. of Engineers, and the Pearl River Vision Foundation, a new 1,500-acre lake in the heart of Greater Jackson can one day serve as a "signature" development that future generations look back on as a transformational project for the region.
5. **Regional Marketing** – No one can sell a region more effectively or convincingly than a local business that has thrived there. Often, prospects looking to invest in a market will seek out executives from local firms to get their perspective on that community's desirability as a place to do business and live. While business leaders in Greater Jackson are already informally leveraged to market the region, a more active and structured program to provide corporate executives with talking points and materials to promote Greater Jackson's strengths to potential investors will help them become even more impactful to the region's marketing program. Above all, Jackson area communities cannot be sold in isolation; business people, elected officials, and other leaders must work together to communicate a compelling message about Greater Jackson's competitive strengths and opportunities.

TEN YEARS

6. **Core City** – During Vision 2022 input, some of the most passionate comments about the need for a revitalized Jackson core city came from stakeholders outside of the City of Jackson. Communities across the Jackson area understand the role the core city plays in strengthening the region and making a compelling first impression for visitors and prospects. Realization of efforts to build a convention center hotel in Downtown Jackson would support recent investments in the Jackson Convention Complex, arts amenities, and the ongoing redevelopment of the Farish Street district. Development of additional market rate residential units for rent and purchase in the core city would help make the district a “24/7” destination and help attract and retain creative talent. Strategies to increase the absorption of downtown office space will also be important.
7. **Regional Trails System** – Regions across the country are investing hundreds of millions of dollars to build and connect systems of biking and walking trails to provide residents with an essential amenity and a means to stay active and healthy. Greater Jackson is making good progress on trail-development efforts and recently received a significant grant to help connect existing trails, further advancing long-term goals to create a truly regional network. The next ten years will see aggressive efforts to develop a world-class system of recreational trails in Central Mississippi. One day, biking to work or school could be a viable commuting option for Greater Jackson residents.
8. **“Talent” Attraction** – The skill-set and capacity of a region’s workforce will be its defining competitive element in the New Economy. As the Jackson region works together to create more high-value jobs, connecting these opportunities with local and external talent is critically important. The recent statewide Blueprint Mississippi process echoed the urgency of this strategy in its recommendations. Greater Jackson will redouble efforts to promote the region to talent elsewhere in Mississippi and other nearby states while also implementing strategies to retain the top graduates of local colleges and universities.
9. **Arts and Culture** – The recently opened Art Garden at the Mississippi Museum of Art, along with public art displays, museum collections, and other assets provide a solid foundation to make Greater Jackson a major arts and cultural destination, including for film and television productions. Jackson area cities and counties should build on the momentum of recent developments to enhance the region’s capacity and reputation as a Southern hotbed for the arts. As with talent attraction, efforts to grow arts and creative industries in Greater Jackson aligns well with the state’s Blueprint Mississippi plan that included a focus on “Capitalizing on the Creative Economy.”
10. **Education** – It is critical that regions develop “cradle to career” talent pipelines to serve the businesses that are – and will – create the jobs that increase local incomes and overall wealth. This process must begin as early as possible to instill the value and importance of a quality education in every child and within every family. Without a belief that their studies will ultimately benefit them, students will likely not excel in school. The entire community support structure – from parents to extended family, to pastors, to politicians, to neighborhood leaders – must understand that a child failing in school is, as one Vision 2022 focus group participant noted, “the great injustice of society today.”

IMPLEMENTATION GUIDED BY THE REGION'S TOP LEADERS

VISION 2022 IMPLEMENTATION COMMITTEE

Ben Allen	Downtown Jackson Partners
Dan Bednarzyk	Nissan North America
Deidra Bell	St. Dominic Health Services
Brooke Bryan	Horne, LLP
Jimmy Buchanan	Copiah County Representative
Otha Burton	Jackson State University
Howard Catchings	Transamerica Life Catchings Agency
Jasmin Chapman	Jackson-Hinds Comprehensive
Ronnie Crudup	New Horizon Church
Noel Daniels	Joe Usry Chrysler Dodge Jeep Ram
Tommy Darnell	BancorpSouth
Kane Ditto	StateStreet Group, LLC
Haley Fisackerly	Entergy Mississippi
Mayo Flynt	AT&T
Socrates Garrett	Socrates Garrett Enterprises, Inc.
David Gates	Atmos Energy
Tony Gaylor	Chambers & Gaylor Law Firm
Robert Gibbs	Gibbs Whitwell PLLC
JoAnn Gordon	Canton Film Office
Clay Hays	Jackson Heart Clinic
Robert Hammond	Health Management Associates, Inc.
Doug Hederman	Hederman Brothers
Matt Holleman	Capitol Street Corp.
Jerry Host	Trustmark
Randy James	Pruet Companies
Andrew Jenkins	AJA Management & Technical Services
Peter Jernberg	Jackson Academy
Harvey Johnson	Mayor, City of Jackson
Christi Kelsey	Vicksburg-Warren County Chamber
Jonathan Lee	MS Products
Liza Looser	Cirlot Agency
Wayne Mansfield	Vicksburg-Warren Co. Port Commission
Gene McGee	Mayor, City of Ridgeland
Charlie McLemore	Delta Industries (Jackson Ready Mix)
Hu Meena	C Spire Wireless
Paul Moak	Paul Moak Automotive
Alan Moore	BDM&C
Hibbett Neel	Neel-Schaffer, Inc.
Duane O'Neill	Greater Jackson Chamber Partnership
Kasey Perry	Madison County Chamber
Carol Pigott	Blue Cross Blue Shield of MS
David Powe	University Medical Center
Regina Quin	Jackson State University
Ravi Raju	SmartSynch, Inc.
Gary Rhoads	Mayor, City of Flowood
Knox Ross	Mayor, City of Pelahatchie
Jim Sheble	Nucor Steel
Mark Slyter	Baptist Health Systems
Sylvia Stewart	People's Insurance Company
Reginald Thompson	Allen Financial Group
Jody Tidwell	Blue Clover
Dirk Vanderleest	Jackson Municipal Airport Authority
Alan Walters	First Commercial Bank
Walter Weems	Brunini, Grantham, Grower & Hewes
Blake Wilson	MEC

VISION 2022 VOICE

KEY INITIATIVES PHASED IN OVER TEN-YEAR PERIOD

The Vision 2022 planning team made sure to structure an implementation process that will enable Greater Jackson to move confidently one step at a time to bring the strategy to life. As successes are achieved and new resources brought to bear, more and more of the Vision 2022 plan will be activated and implemented. Much attention was paid to prioritizing the most impactful activities early in implementation so that momentum can build for broader efforts.

VISION 2022 WILL MAKE GREATER JACKSON "ONE"

In today's hyper-competitive economy, the only way that communities can effectively compete is as one region. So many issues and projects cross city and county lines that working together to address challenges and capitalize on opportunities is always more effective than going at them alone. Greater Jackson has made strong strides to become a more collaborative and coordinated region. Vision 2022 raises the bar even higher and challenges Greater Jackson to truly be One.