



The City of Jackson

STRATEGIC PLAN

Investing in the inherent dignity of every citizen in Jackson



HONORABLE CHOKWE ANTAR LUMUMBA

Mayor - Jackson, MS

EXECUTIVE SUMMARY

Mayor Chokwe Antar Lumumba's shared vision for Jackson's future is the result of city-wide public engagement. Through community engagement, citizens provided ideas, approaches and strategies on how to grow Jackson's economy, create job growth and ensure economic revitalization throughout Jackson's neighborhoods. These ideas were brought together into a new economic model based on human dignity. A Dignity Economy was created, which holds deeply the value that there are no disposable communities or people - all citizens deserve investment!

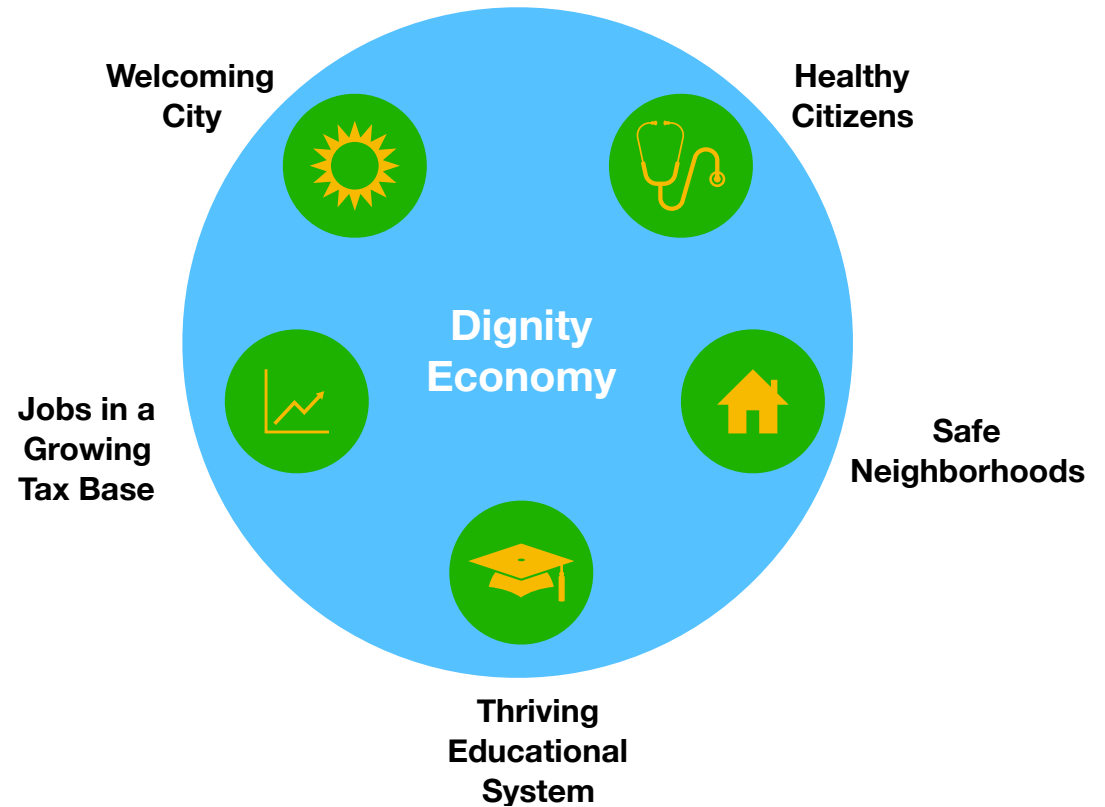
Focus groups were conducted throughout Jackson to gather data for a strategic framework. The lived experiences of Jacksonians helped shape the Mayor's five goals. It became crystal clear that to do nothing was not an option. Creating and acting upon a strategic framework would improve both the quality of life and economic growth in the City of Jackson.

BUILDING A PATHWAY TO HUMAN DIGNITY

The citizens of Jackson will feel the impact of the Dignity Economy through five goals:

1. Healthy Citizens
2. Affordable homes in safe neighborhoods
3. A thriving educational system
4. Occupational opportunities in a growing tax base
5. A city that is open and welcoming to visitors

Each of the five goals of the Dignity Economy are executed through initiatives. Citizens will feel the impacts of the Dignity Economy through the execution of initiatives and the City will measure the impact of the Dignity Economy through the metrics of the initiatives. The following lists of goals and initiatives represent the strategic plan of the Mayor's administration.



GOALS & INITIATIVES



Goal 1: Healthy Citizens - This goal focuses on the physical and mental health of citizens and communities through providing clean air, clean water, availability of healthy food, and recreation

- A. **Water/Sewer Billing** - Redesigning and implementing a meter-to-cash solution that will increase revenue and funding for the City's negotiated consent decree.
- B. **Consent Decree Modification** - Renegotiating the consent decree to align with the City's financial capacity.
- C. **Accessibility of Healthy Foods Regardless of Zip Codes** – Create an environment of accessibility to healthy foods, grocery stores, drug stores, urban farms, & produce trucks will stimulate an environment of accessibility to healthy foods for all Jackson residents.
- D. **Carbon Neutrality** - The CoJ will reduce emissions to create a carbon neutral footprint



Goal 2: Affordable Homes in Safe Neighborhoods - This goal focuses on “Whole Neighborhoods” with low crime, integrated commerce and housing with diversity of income levels. Functional infrastructure with preventative maintenance.

- A. **Blight Elimination** –Design and execute a blight elimination strategy that will reduce blight by 25% by 2021
- B. **Integrated Infrastructure Plan** - Design and implement an integrated infrastructure plan to communicate, coordinate, integrate, prioritize, and execute infrastructure projects in the City
- C. **Integrated Financing Plan** – Design and execute a financing strategy to create pay-as-you-go; state and federal grants; local, state and federal revenue options, and a leveraging strategy to finance infrastructure projects.



Goal 3: Thriving Educational System - This goal focuses on an educational system that aligns early childhood education, excellence in public K-12 education, and a durable bridge to higher education

- A. **Better Together Commission** - Partnership with the Governor, W.K. Kellogg Foundation, Jackson Public Schools Board and the community to transform the Jackson Public Schools District to ensure that all students succeed.
- B. **Universal Pre-K** - Partner with W.K. Kellogg Foundation and Jackson Public Schools to insure that every child who enters kindergarten is prepared to learn.
- C. **K-20 Action Tables** – Convene Jackson Public Schools' Superintendent and the Presidents of each higher education institution in Jackson to ensure all children have a clear pathway to quality education.



Goal 4: A Growing Tax Base with Occupational Opportunities - This goal focuses on economic development, growth and capacity building for Jackson's corporations, small and disadvantaged businesses, and emerging markets. New economic activity is linked to decreasing levels of poverty through employment and living wages

- A. Farish Street** – Establishing a thriving business district that offers entertainment, restaurants, arts and live music to downtown Jackson.
- B. Parking Meters** – Creating a steady income stream for both the revitalization of business and communities at-large.
- C. 100 G Network** – Developing an ultra-high speed broadband network provider to provide 100G broadband access to educational institutions, research institutions, hospitals, museums, libraries and tech companies. This instrument has the capacity to incentivize new companies to locate in Jackson.
- D. City Property Inventory** – Creating a data-base of all city properties so that they can be returned to the City of Jackson's tax base.
- E. Large Corporation Action Table** – Bringing together CEOs of major corporations to create a forward thinking business climate.
- F. Small/Minority Cooperative Business Action Table** – Convening CEOs of minority businesses in Jackson to build capacity for project primes.
- G. Banking Action Table** – Convening CEOs of banking institutions in Jackson to eliminate banking deserts, creating an environment of lending and eliminating predatory lending.
- H. Downtown Development Zone** – A focused area from Jackson State University in the west, to Central City and north to Fondren that creates a unified live, work, create, and play zone.



Goal 5: A City that is Open and Welcoming to Visitors - This goal focuses on the delivery of cohesive City experience that incorporates inclusive art and culture to its residents and visitors

- A. Public Art** – Showcasing beautiful art throughout the City of Jackson
- B. Way-finding System** – a downtown system that has signage which will direct visitors through the cultural, artistic, entertaining and business zones.
- C. 52-Week Tourism Schedule** – Convening tourism, cultural and educational organizations to create and market a 52-week tourism schedule.

BLIGHT ELIMINATION

"Our goal is not simply to demolish blighted properties, but to create signals for reinvestment in our communities. We seek to build community through a common goal of reinvestment and development that partners with the private sector."

Goal - Safe & Affordable Communities			
INITIATIVE: Blight Elimination The CoJ will design & execute a blight elimination strategy that will demolish 5% of blighted properties to stimulate external blight elimination for a target of 25% blight reduction in the CoJ	Initiative Lead/Teams Planning and Economic Development Director	External Partners Blight Elimination Partners	External Funding MS Home Corporation \$550K per application/8 applications
PROGRAMS: Planning & Economic Development/Jackson Police Department - Blight Program			
Execution Strategy	1. Recruit blight partners 2. Organize groups for external blight demolitions 3. Develop community reinvestment strategies (new and renovated housing) 4. Incentivize minority business development for community reinvestment		
Expected Outcomes	Leverage of municipal ultra-high-speed network for institutional growth and economic development		

Blight Elimination TIMELINE												
TIMELINE	2018				2019				2020			
Benchmarks	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Recruit blight partners		Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Organize groups for external blight demolitions			Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Round 1 - Golden Key & Greenview Areas			Orange	Orange								
Round 2				Yellow	Yellow							
Round 3					Yellow	Yellow						
Round 4						Orange	Orange					
Round 5							Yellow	Yellow				
Round 6								Yellow	Yellow			
Round 7									Orange	Orange		
Round 8										Yellow	Yellow	
Develop community reinvestment strategies (new and renovated housing)			Orange	Orange								
Incentivize minority business development for community reinvestment			Orange	Orange								

INTEGRATED INFRASTRUCTURE PLAN

"As the avenues and streets of a city are nothing less than its arteries and veins, we may well ask what doctor would venture to promise bodily health if he knew that the blood circulation was steadily growing more congested."

- Hugh Ferriss, The Metropolis of Tomorrow

Goal - Safe & Affordable Communities

INITIATIVE: Integrated Infrastructure Plan (IIP) The Coj will design and implement an IIP to communicate, coordinate, integrate, prioritize, and execute infrastructure projects in the City	Initiative Lead/Teams <p style="text-align: center;">Public Works Director</p>	External Partners <p style="text-align: center;">Jackson Consulting & Engineering Firms</p>	External Funding <p style="text-align: center;">Municipal Sales Tax Commission</p>
PROGRAMS:			
Execution Strategy	1. Immediate action plan 2. Enterprise GIS for Asset Management 3. Preparation of a Ten-year Infrastructure Plan 4. Program Delivery (Implementing the Ten-year Capital Improvements Program)		
Expected Outcomes	Functional Infrastructure with preventative maintenance		

Integrated Infrastructure Plan TIMELINE

TIMELINE	2018				2019				2020				2021			
Benchmarks	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Module 1 - Immediate Action Plan

1. Inventory and Catalogue the City's Current Design Plans
2. Incorporate Committed Ongoing, Programmed Projects
3. Identify Available Capital Financing
4. Carry Out Immediate Needs
5. Essential Improvements Realized

Water																
Wastewater																
Roadways																
Drainage																

Module 2 - Enterprise GIS for Asset Management - A Geographic Information System (GIS) stewarded by Public Works that develops & maintains locationally accurate, up-to-date data on the City's Consolidated Infrastructure Assets

1. Interacts with City's Existing Asset Management Tool
2. Enables data exchange & collaboration with other City departments
3. Allows public access to selected data for information & updates

Module 3 - Preparation of a Ten-Year Infrastructure Plan

1. Execute risk-based project prioritization
2. Determine Jackson's risk appetite
3. Capital Improvements Program 2020-2029
 - A. Bi-annual assessment & adjustment
 - B. Funding & financial strategies
 - C. Workforce training and capacity building
 - D. Engage the People's Assembly for public participation

Module 4 - Program Delivery (Implementing the Ten-Year Capital Improvements Program)

1. Increased capacity within Jackson's workforce
2. Continuous program management for project oversight & delivery
3. Reliance on Jackson's community of consultants
4. Ongoing public outreach, input & participation

FARISH STREET

"The Market Square was the center of The City's community, and for most of the people, the height of their lives."

Stephen Whitfield, Omari And The People

Goal - Growing Tax Base with Occupational Opportunities

INITIATIVE: Farish street The CoJ will establish a thriving business district that offers entertainment, restaurants, arts and live music to Downtown Jackson.	Initiative Lead/Teams Planning and Economic Development Director	External Partners Development Partners	External Funding Housing & Urban Development
PROGRAMS:			
HUD			
Execution Strategy	1. Legal review of injunctions with relief for development 2. Organize key stakeholder groups 3. Develop community vision 4. Incentivize development for community reinvestment		
Expected Outcomes	Initial development beginning in 2020		

Farish Street TIMELINE

TIMELINE	2018				2019			
Benchmarks	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Legal review of injunctions with relief for development								
Organize key stakeholder groups								
Develop community vision								
Incentivize development for community reinvestment								

PARKING METERS

“If there isn’t a parking space out front or I can’t see my car from the window, we’re eating somewhere else.”

Jay Leno

Goal - Growing Tax Base with Occupational Opportunities

INITIATIVE: Parking Meters The CoJ will create a steady income stream for both the revitalization of the business and communities at-large.	Initiative Lead/Teams	External Partners	External Funding
	Planning and Economic Development Director IS/Finance/Public Works	Parking Partners	
PROGRAMS:			
Execution Strategy	<ol style="list-style-type: none"> 1. Identification of Downtown District - “backwards L” 2. Identification of public parking in Downtown District 3. Identification of App parking Zone 4. Partnership with Parking App partner 5. Implement Phase 1 - Parking app in Downtown District 6. Complete infrastructure for parking kiosks 7. Integrate with finance for revenue received 8. Install parking kiosks & remove parking meters 		
Expected Outcomes	Completion of phase 1 in 2019, phase 2 in 2020		

Parking Meters TIMELINE

TIMELINE	2018				2019			
Benchmarks	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identification of Downtown District - "backwards L"								
Identification of public parking in Downtown District								
Identification of App parking Zone								
Partnership with Parking App partner								
Implement Phase 1 - Parking app in Downtown District								
Complete infrastructure for parking kiosks								
Integrate with finance for revenue received								
Install parking kiosks & remove parking meters								

100G NETWORK

In studying the role of municipalities in broadband infrastructure deployment, it is important to remember that municipalities act with a public motive and not a profit motive. Municipalities invest in schools, roads, hospitals, senior centers, airports, and convention centers, all assets that positively differentiate one community from another.

Goal - Growing Tax Base with Occupational Opportunities			
INITIATIVE: 100G Network The CoJ will design & create an ultra-high-speed municipal broadband provider to institutional & commercial customers	Initiative Lead/Teams CAO IS/Finance/Economic Development/ Public Works/Legal	External Partners Cogent Communications/liteCloud/ Joanne Hovis/Baller,Stokes, & Lide	External Funding
PROGRAMS: City Network, Fiber Infrastructure			
Execution Strategy	<ol style="list-style-type: none"> 1. Create autonomous systems number for CoJ 2. Incrementally expand CoJ broadband capacity from 1G to 100G 3. Develop business plan for sale of broadband to institutional & commercial customers 4. Create legal structure for CoJ network provider 5. Connect Network to CoJ property inventory for recruitment of technology companies 6. TECH JXN 2.0 		
Expected Outcomes	Leverage of municipal ultra-high-speed network for institutional growth & economic development		

100G Network TIMELINE								
TIMELINE	2018				2019			
Benchmarks	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Create autonomous systems number for CoJ		Yellow						
Incrementally expand CoJ broadband capacity from 1G to 100G			Yellow	Yellow	Yellow	Yellow		
Develop business plan for sale of broadband to institutional & commercial customers			Orange	Orange				
Create legal structure for CoJ network provider			Orange	Orange				
Connect Network to CoJ property inventory for recruitment of technology companies				Yellow	Yellow			
TECH JXN 2.0						Yellow		

