We Are FABRIC

Goals & Objectives

Jackson, Mississippi
July 3, 2001

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The Anderson Group
Jackson, Mississippi

I am Jackson. I am Jack.
City of Jackson

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Harvey Johnson, Jr.

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Leslie Burt McLemore, Ward 2
Kenneth I. Stokes, Ward 3
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Adopted: July 3, 2001
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Special Thanks
Charles Sirith, Photography
Daniel Thomas, FABRIC Logo Artist

The Citizens of Jackson that have been and will be a part of FABRIC in our community!
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Creating Our **FABRIC**

Future Steps

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We Are FABRIC!

During the summer of 1999, the Mayor of Jackson, Harvey Johnson, Jr., asked 70 citizens to serve as members of a Steering Committee and two Focus Groups to guide the development of the City's Comprehensive Plan. In August of 1999, this group of citizens developed a theme for the project and a methodology for public participation during a two-day retreat. As a result, FABRIC (For A Better Revitalized Inclusive Community) and "I am Jackson" became the theme for involving more citizens.

The public participation process was developed using a number of public involvement methods. In addition to the citizens on the Steering Committee and focus groups, over 300 people participated in ten public workshops during March and April of 2000. These public workshops were held throughout Jackson in order to identify and prioritize issues, inventory strengths and assets, and describe visions for the future. Supplementing the public workshops, community surveys were distributed throughout the city, and approximately 150 more citizens responded with their thoughts and ideas related to improving Jackson in the future. Also, a special youth workshop was held with 29 students representing the 15 public and private high schools in Jackson. City staff and consultants also made presentations at community group meetings to discuss the FABRIC process and gather informal comments from those in attendance.

Over 400 issues were recorded in the public workshops. These issues revolved around ten major issue groups:

- Education (primary, secondary and higher)
- Economic Development
- Governance/Community and Civic Leadership
- Safety
- Physical Conditions and Development (commercial, neighborhood)
- Transportation
- Community Facilities and Services
- Community Unification (racial, economic, direction/purpose)
- Perception and Image (self, outsiders, media, etc.)
- Youth Needs

By identifying issues, inventorying strengths and assets, and discussing future goals through public participation, a foundation for the goals and objectives of the Comprehensive Plan was created. In order to look more closely at some issues, citizens were invited to join with six topic groups of the Steering Committee to discuss in detail several priority topics between May and July of 2000. The six topic groups included:

- Economic Development: job retention and attraction, multiple agencies and organizations working together, links to education needs in developing the labor force, etc.
- Neighborhood Development: land use relationships, vacant and abandoned housing, safety, community facilities and services provision, etc.
- Image Enhancement: media roles, outside perceptions, physical attractiveness, etc.
- Education: public school facilities and programs, joint use resources, role of higher education institutions, etc.
**Improved Race Relations**: unification of the community, mutual respect, recognition of excellence, individual and group diversity, etc.

**Leadership**: civic leadership, personal responsibility, community leadership roles, unity of leadership, etc.

These citizen-led discussions resulted in the formulation of the preliminary goals and objectives statements that serve as the foundation for this element of the Comprehensive Plan.

Not only did citizens of Jackson participate in events and provide their input, but they also volunteered much time creating the participation methodology and the theme for this planning process. The public relations effort for this portion of the project was also developed by citizens. A local artist developed the FABRIC logo at no cost and numerous others in Jackson provided their time, facilities and expertise to develop an advertising campaign and assist at meetings and workshops, as well as many other tasks.

"I AM JACKSON" - captures the spirit of all these dedicated citizens coming together for the improvement of Jackson. It recognizes that each one of us is a part of Jackson. We have individual needs, wants and desires, but we also have an individual responsibility not only to ourselves but to our families, neighbors and all Jacksonians. "I am Jackson" celebrates individual differences and diversity with pride and commitment to our community. Together all of us are Jackson. We are Jackson! This is the next unitifying statement of the community as we all strive to become better people living in a better place.

FABRIC - For A Better Revitalized Inclusive Community - binds our individuality into a commitment to the future of our community. It calls us to bring our individual differences and diversity together so that greater community achievements can be a part of our future. Just as individual threads are woven together to create a beautiful and stronger FABRIC, our individual lives are woven together in the FABRIC that is Jackson. Woven and working together toward common goals, we become a stronger community. With different characteristics and backgrounds, each of us brings a unique quality to our community. When threads of different qualities are woven together they create a unique pattern, blend of color, shape and durability. By weaving our qualities and strengths together to address issues and problems, the FABRIC of our community takes on richness and depth revealing its beauty in unique solutions, quality living environments and long lasting improvements.

Over three hundred Jacksonians attended public workshops or have been working with subcommittees of the FABRIC Steering Committee. Young future leaders of our community, representing our public and private high schools in Jackson, attended a youth-oriented workshop. And many other citizens of Jackson provided input through a community survey, presentations at senior centers and other community group meetings or through informal conversations and contacts. From these public activities numerous community issues have been identified and a citizen-driven vision for the future has been embraced.

All citizens working together For A Better Revitalized Inclusive Community so that we can create a community of unique richness and depth.

No doubt our future FABRIC will be woven through individual and community-oriented actions. Each of us will be a thread in that future and our individual level of commitment will be revealed in the richness, depth, pattern, shape, beauty and strength of that future FABRIC. Now is the time to join other citizens in achieving the vision and goals of Jackson. We are Jackson! We are FABRIC!
Quality physical growth and development

The City of Jackson is a community that desires to develop and grow in the future but it does not want growth at “all costs”. Therefore, it is important that daily land use and development-oriented decisions are made within a strategic framework for assessing development and ensuring that the quality standards of the community are met. Growth is important, but sustainable quality for a long period of time will put Jackson on the path of continuous improvement for generations to come.

Strive for continuous improvement of Jackson through ongoing comprehensive community planning.

Guide growth and development to areas with existing or planned public facilities and services.

Promote compact and contiguous development.

Specify expectations for future growth and development through performance and quality standards.

Diversify downtown Jackson using a mixed-use neighborhood approach that sustains it as an education, government, cultural, office, and banking center of the region, while adding residential, entertainment and tourism components.

Investigate a market-based strategic approach to identifying a suitable commercial, office and industrial land use framework.

Stabilize existing commercial areas while insuring that an adequate supply of land is made available to promote successful market-based commercial development in new locations.

Ideas to Explore
Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Develop and utilize the components of the Comprehensive Plan as guidelines for the development and redevelopment of Jackson.
2. Prepare detailed future land use and development plans for the city to assist individuals making development and improvement-oriented decisions.
3. Create, evaluate and modify land use and development implementation tools (i.e. capital improvement program, zoning and subdivision regulations, other regulatory and financial ordinances and policies) to ensure consistency with the Comprehensive Plan.
4. Involve citizens in the annual review of the Comprehensive Plan to monitor development decisions and progress on implementation. Minor adjustments and amendments based on changes in the community should be made at this time.
5. Every five years the Comprehensive Plan should be reviewed for updates and revisions.
6. Consolidate, incorporate and coordinate master plans for all city services and facilities to ensure consistency with the Comprehensive Plan and implement a periodic review and update schedule for these plans that corresponds with Comprehensive Plan updates.
7. Implement a comprehensive city Geographic Information System (GIS) available to all service and facility providers in order to coordinate land development, infrastructure, facility, service, environment and demographic information for daily decision making.
8. Coordinate long-range planning activities with other governmental jurisdictions in the metropolitan area in an effort to create an information sharing and technical assistance network.
9. Develop a strategic growth and development plan that investigates infill and annexation opportunities by considering available vacant land and building supply, future land use pattern and growth policy.
10. Develop and use location guidelines and performance criteria to assess the appropriateness of future development proposals.
11. Review and revise zoning and land use and development ordinances and policies for consistency with the Comprehensive Plan every two years.
12. Review zoning and land development proposals for consistency with the Comprehensive Plan.
13. Develop a system of assessing neighborhoods to determine potential level of development.
14. Develop a downtown master plan and provide a package of public assistance tools – land assembly, financial incentives, and infrastructure improvement – to encourage development activity in downtown Jackson.
15. Recognize the value of the Pearl River as a community resource and asset for future development and public use potential.
16. Continue efforts to improve dilapidated buildings, sites and districts in order to diversify uses and activities in downtown.
17. Encourage large-scale office users and corporate headquarters to select locations in downtown Jackson.
18. Integrate the development of out parcels in relation to planned retail centers through shared internal vehicular and pedestrian circulation, combined signage, similar landscaping and building materials, and combined ingress/egress locations.
19. Promote the use of shared-access points for new commercial development adjacent to existing commercial sites.
20. Work with existing property owners and businesses to reduce the number of access points along arterial streets, thus improving traffic safety and flow.
21. Incorporate pedestrian linkages from adjacent neighborhoods into new commercial areas.
22. Locate highway-oriented, auto-related and non-retail commercial uses to a limited number of areas.
23. Identify and protect from encroachment by other land uses, appropriate industrial development locations to support economic development efforts and preserve future employment opportunities.

**Strong neighborhoods**

Not every resident is the same. Age, monetary resources, family lifestyle and other factors influence the living environment of each of us. The City of Jackson must provide a variety of strong neighborhoods and diverse housing opportunities in the future. Whether new or established, all residents should be a part of a strong and healthy neighborhood. Apartments, single-family homes, group homes, condominiums or downtown lofts each provide shelter for people and should be a part of a vital place.
Identify and address vacant land and structures quickly.

Establish a development and economic framework of neighborhoods as villages with viable residential, institutional and commercial components that support the daily lives of residents.

Minimize the detrimental impacts of higher intensity land uses and transportation facilities upon residential neighborhoods.

Provide a variety of affordable high quality housing opportunities and living environments that appeal to a diverse population.

Develop programs that bring neighbors together to resolve problems.

Preserve high quality housing stock in existing neighborhoods.

Build the capacity of neighborhood organizations to enhance their ability to carry out neighborhood development.

Develop and conserve housing and neighborhoods that will provide safe, decent and affordable conditions for all residents.

**Ideas to Explore**

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Develop streetscape standards that correspond with the street hierarchy system and mitigate the impact of traffic functions and volumes.
2. Channel traffic generated by non-residential activities to the closest major thoroughfare with minimum impact upon local residential streets.
3. Utilize residential design guidelines that promote the interaction of neighbors and neighborhood safety.
4. Implement transition buffers between residential areas and more intense land uses.
5. Investigate the establishment of trusts for housing to preserve existing housing stock, and guard against exploitation of young families and the elderly.
6. Create innovative real estate policies that will encourage development and expand the tax base.
7. Establish public/private partnerships to assist in the restoration, cleanup, and expansion of city services to older, decaying neighborhoods.
8. Enact enforceable ordinances that require absentee landlords to maintain property to community standards.
9. Create a process for citizen-based neighborhood strategic planning.
10. Revise and enforce property maintenance codes proactively.
11. Create a land assembly process and land-banking program.
12. Set minimum housing standards and rental housing inspection criteria.
13. Produce a mix of affordable low and moderate income housing through infill development and restoration of existing units.
14. Create opportunities for schools, places of worship, community centers, employment or business centers to work with surrounding neighborhoods.
15. Develop a neighborhood-partnering program so organized neighborhoods can assist the organization of other neighborhoods in Jackson.
16. Maintain existing housing stock in a safe and sanitary condition.
17. Coordinate and support activities that create greater access to affordable housing opportunities.
18. Renew a focus on strengthening established neighborhoods and promoting strong neighborhood pride.
19. Residential land uses that are inappropriately zoned for higher intensity and uses should be rezoned to stabilize the residential character of various neighborhoods. This will involve down zoning and must involve the citizens impacted by such action.
20. Develop and enforce regulations aimed at reducing or preventing the detrimental impacts of land uses that produce excessive odors, noise, or safety hazards upon residential areas.
21. Utilize the development plan review process to ensure that building placement and height, circulation, signage, screening and lighting for non-residential land uses does not adversely impact residential areas.
22. Investigate the incidence and impact of non-conforming uses on neighborhood stability, in an effort to assess needed actions to mitigate the impacts.
23. Increase neighborhood participation in the appearance of neighborhood parks.
24. Pursue implementation of the goals and objectives of the recently completed Housing Inventory and Analysis Study.

**Reliable, cost effective and equitable community facilities, services and infrastructure**

Basic infrastructure is required to support daily living. The adequate provision of cost effective and high quality water, sanitary sewer and stormwater drainage systems is a foundational element for daily life in Jackson. These systems should be made reliable through constant planning, proper design, continual maintenance, and availability to everyone in Jackson. The effects of an aging infrastructure system may be visible periodically or daily and needs to be addressed as part of a systematic process that not only addresses growth and expansion, but also problems of age or inadequacy in existing areas.

Ensure the availability of water to meet future needs through proper system planning, user education, and resource management and protection of existing and future water resources.

Protect private and public investment by decreasing the impacts of stormwater drainage throughout Jackson.

Continue the provision of a sanitary sewer system that provides the most economic and efficient service possible.

Continue to minimize the potential for environmental contamination while maintaining cost efficiency by proper management of solid waste.

Improve the condition of infrastructure and associated services, e.g. drainage, streets, etc.
Ensure reliable, affordable public transportation to all sectors of the city, accommodating a pedestrian environment, landscaped streets, sidewalks, off-street parking and transit.

Utilize technological innovation (web sites, e-commerce, and on-line payment transactions) to devise a more efficient and effective delivery system of city services for both citizens and business.

Develop a park and open space system that provides a diverse set of recreational opportunities to existing and future residents.

Maintain a multi-modal transportation network that provides a diverse set of convenient opportunities for travel to local, regional, and national destinations.

**Ideas to Explore**

Future steps toward accomplishing this goal and set of objectives will require that a number of ideas are explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Investigate opportunities for multi-jurisdictional cooperation, consolidation and multiple/shared use of public services and facilities.
2. Encourage mixed density residential development in neighborhoods to maximize public investment of existing and planned facilities and services.
3. Require developers to provide sidewalks in all new subdivisions to encourage pedestrian activity and neighborhood cohesion.
4. Encourage multi-faceted recreational play areas, including parks, within neighborhood settings, e.g. within a one mile radius of every home.
5. Examine methods for funding and acquiring additional lands in newly-developing areas (i.e. mandatory dedication, fees in lieu of land, special assessments, private reserve credits), as well as develop an ongoing funding source for maintenance /improvement of existing facilities.
6. Identify available vacant land and/or increase availability of facilities and activities to meet recreational needs in inner-city neighborhoods.
7. Assess rate and fee structures to ensure the provision of utilities at competitive prices.
8. Extend infrastructure and services in a coordinated manner to support and enhance economic development opportunities.
9. Supplement the traditional park provision with a system of greenways, natural areas and landscaped corridors linking people to places such as educational, residential, commercial, public areas and activity centers throughout the community.
10. Coordinate the development of a comprehensive transportation and circulation system with future land use development.
11. Provide and maintain a roadway network that promotes safety, convenience and quality aesthetics.
12. Provide a mass transit system that contributes to the economic development and quality of life of the community.
13. Mitigate the operational impacts of airport activities within the community and, at the same time, maximize the travel potential of general and commercial aviation.
14. Promote pedestrian/bicycle-oriented improvements to create alternative transportation networks to major destination points in the city and the metropolitan area.
15. Survey the community every five years as part of Comprehensive Plan update work and to assess priorities for satisfaction with public services.
16. Require annexation or agreements to annexation before Jackson utilities or services will be provided to private properties in unincorporated areas outside the City of Jackson.

17. Through facility master planning efforts associated with public facilities and utilities (i.e., water, sanitary sewer, transportation/transit, parks, etc.), assess existing conditions and future needs, investigate unique or creative technology and service adaptation (use of stormwater runoff, use of gray water, etc.) and develop effective multi-year capital improvement and maintenance programs to support the growth and development goals of the city.

18. Investigate the possibility of creating a stormwater utility in order to provide a reliable and equitable funding base for capital improvements and improved maintenance that reduce the frequency and magnitude of localized flooding.

19. Begin detailed studies of individual drainage basins throughout the city in order to implement a stormwater management plan.

20. Implement regulations through building codes that mandate erosion control measures during land development.

21. Reduce the amount of solid waste generated through the implementation of education programs and specific community goals for recycling and composting.

22. Encourage alternative waste management practices, promote new solutions and support environmentally sensitive methods of solid waste disposal.

23. Continue to utilize the 2022 Intermodal Transportation Plan as a guide for transportation system improvements. This plan will need to be coordinated with the Comprehensive Plan.

24. Formalize the Capital Improvement Programming (CIP) process. Every year a five-to-ten year improvement program should be developed based on improvement priorities in line with the growth and development projected in the Comprehensive Plan.

**Enhanced quality of life and community image**

Community pride and values are reflected in the mixture and variety of community enhancements. These enhancements include protecting and preserving elements of our history, heritage and environment. Parks, cultural facilities, unique natural resources, and public rights-of-way can be integrated and designed to reflect a variety of values. Connecting neighborhoods through a trail or sidewalk, using creativity of residents, architectural elements in the community and other features provides a rich tapestry of daily activity in every community. This tapestry is unique to every place, and its richness should be on display for residents and visitors so that everyone has an opportunity to appreciate the pride and values of the citizens of Jackson. Preserve the community’s identity as expressed in its buildings and landmarks of historical, cultural, and architectural significance.

Protect areas of significant wildlife habitat, environmental sensitivity or unique quality.

Address environmentally hazardous situations proactively in order to prevent serious contamination problems from occurring or spreading.

Improve the visual appearance of Jackson.

Minimize the detrimental impacts of industrial activities and development upon the man-made and natural environment.

Promote positive aspects of Jackson locally, regionally, nationally and abroad using all available media resources and methods.
Proactively conduct an on-going risk assessment process to identify people and places in Jackson that are at-risk due to unhealthy or unsafe conditions.

**Ideas to Explore**

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Utilize and expand existing façade grant program and other innovative techniques to encourage redevelopment of older commercial areas.
2. Expand efforts to improve the streetscape within the Central Business District (CBD) through the use of landscaping, street furniture, public art, and thematic elements that promote the importance of downtown Jackson.
3. Promote the preservation of natural drainage courses, native vegetation and wildlife habitats as future greenways by effectively planning the use of man-made facilities and treatments within the drainage channel.
4. Place a high priority on the acquisition of public lands that have significant water, landform, vegetation or wildlife feature views.
5. Enhance the recreational and aesthetic aspects of the Pearl River corridor.
6. Implement a policy fully using drainage corridors for reestablishment of riparian area, open space and recreational areas.
7. Increase the visibility and use of existing and new parks through greater public safety and maintenance measures.
8. Establish a process that regularly determines the availability and use of inactive railway rights-of-way and/or utility corridors, and acquire such lands when feasible for public improvement and development.
10. Promote heritage development efforts as part of an economic development strategy to promote tourism and community pride.
11. Develop a metropolitan-wide program for identifying and preserving historic sites, buildings, and points of interest through the cooperative efforts of multiple jurisdictions.
12. Support state and federal legislative efforts to implement tax policies, such as income tax credit for rehabilitation that would provide additional incentives for encouraging the preservation of historic resources.
13. Analyze, develop and promote a civic identity reflecting a sense of place and a sense of community through FABRIC and "I am Jackson".
14. Develop a resource map identifying environmentally-sensitive areas throughout Jackson.
15. Promote the protection of identified environmentally-sensitive areas by the use of direct land acquisition, donation and land easements, and/or land dedication through the subdivision process.
16. Retain existing stands of trees and other native vegetation, as well as water and topographic features, through environmental reviews as part of the development process.
17. Create a visual form map and strategy to identify highly visible locations in order to develop a strategic method for improving key nodes, resources and travel corridors.
18. Develop and adopt design review requirements for land development in high visibility locations or view corridors.
19. Enhance visual image through closer attention to the placement of features along major roadways (public and private signage, trees, utility cabinets and poles, newspaper stands, mailboxes, transit stops and street furnishings).

20. Develop a public art plan for the placement of artwork in public places.
21. Eliminate and/or mitigate uses that have a blighting effect on the character of Jackson.
22. Create an urban forest ordinance.

**Exceptional and diverse cultural and educational experiences**

Developing lifelong programs, preparing a workforce and enriching the lives of residents are just a few of the functions of the culture and education providers in Jackson. Jackson has the reputation of great cultural offerings and academic excellence in many forms and venues. Retaining this reputation is important, but building a comprehensive reputation for all cultural and educational endeavors is also critical to the future of Jackson and each of its citizens. This new century means new challenges, new accomplishments, new methods and processes, and new experiences. The education and cultural providers in Jackson must perform at new heights to insure Jacksonians are prepared to acquire new jobs, adapt to change, have new experiences and much more without leaving the community.

A foundation for opening minds in Jackson will be schools of excellence. Schools of excellence are seen as schools where parents and educators are actively involved in supporting children from birth to graduation, and where the community supports its children through its businesses, industries, churches, colleges, and social and civic agencies. The results of these efforts will be students who are well prepared to join their community with the skills to succeed and prosper. All of our citizens, young and old, will have the opportunity to be exposed to academic, vocational, cultural, and arts venues of excellence as they mature as citizens of Jackson.

Provide a comprehensive set of library services and programs for all population segments.

Enhance facilities and programs offered by public museums, cultural and arts organizations, and educational entities.

Improve public education to insure a quality education is provided for all ages.

Achieve excellence in public education.

Produce a trained work force to sustain economic opportunities in the area.

Involve and empower parents, teachers and community mentors in the educational process.

Address racial and socio-economic imbalance in the public schools.
Ideas to Explore

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Investigate the feasibility of locating day care and senior care centers throughout the neighborhoods of Jackson.
2. Locate public libraries within short distances of high school buildings.
3. Explore the use of electronic transfer, bookmobiles, mini-branches, and mail services as alternative methods of library provision.
4. Select highly visible locations for the placement or relocation of libraries to increase usage.
5. Analyze library services at the branch level so that services and programs can be designed to meet the needs of the residents within the branch service area.
6. Coordinate library programs, services and activities among the Jackson-Hinds public library system and public and private school libraries (at all educational levels) to eliminate duplication of services.
7. Implement the practice of resource sharing of both human resources and library materials through a cooperative library resource system, incorporating all libraries in the community.
8. Establish Career Development Centers in areas of demonstrated need.
9. Make available information Technology Programs in all neighborhoods through public schools, libraries and other public facilities.
10. Incorporate public art in public and private improvement projects.
11. Reach out for parental involvement in the early years of the child’s life (kindergarten–first grade).
12. Provide after hours opportunities for children/students and parents (for example, the program at Jim Hill High School).
13. Provide a superior educational opportunity for every student in public schools.
14. Parental involvement and early intervention through contact with parents as they leave the hospital, enter day care centers, are a part of Head Start and early childhood development, and as they continue to stay involved as the child leaves school.
15. Find and provide access to resources that can help parents who can’t help their children.
16. Create access to a support system that assists parents and teachers at the family and broader community levels and connect schools to that support system.
17. Promote and provide ongoing faculty competency and skills development.
18. Change negative public perception associated with the Jackson Public Schools.
19. Meet national standards of grade level performance in all schools.
20. Encourage every educator and teacher to achieve an understanding of the demographics and daily living conditions of the students and families they serve.
21. Formalize a solid relationship between institutions of higher education and those providing secondary and elementary education.
22. Improve teacher morale and stability, and reduce stress in order to retain quality teachers.
23. Continue to pursue the strengthening of the museum/cultural district as part of downtown improvement.
24. Create a forum for the sharing of information between government and cultural/educational organizations in order to coordinate future facility development with projected growth.
25. Increase the joint use of public facilities and improve the coordination of program development by
government jurisdictions, private and non-profit providers, various school boards, and colleges/universities in the area.

26. Emphasize math and reading education in line with State of Mississippi goals.
27. Review the recommendations of the Cultural Plan being developed and incorporate it into the Comprehensive Plan and FABRIC activities.

**Effective community oriented leadership and partnerships**

Community leaders at all levels (political, business, neighborhood, education, religious, etc.) must develop effective partnerships. These partnerships will include multi-jurisdictional, public/private, institutional and not-for-profit foundations and many other combinations in the future. Community leaders will need to work together more and more as complex community problems arise, and strengths and resources are leveraged in an attempt to address these problems in an efficient and effective manner. Hindering this effort is the fact that existing and potential leaders of all ages are prone to leave the community for a variety of reasons. There is a need to capture this leadership resource, and expand and strengthen a system for developing and supporting community leaders in Jackson that will work together to proactively resolve the next problem in an effort to do what is best for the community.

Expand existing and create new leadership development systems that impart to potential leaders the knowledge, skills and abilities of successful leaders and tools of effective leadership.

Develop a system to enhance leadership skills of current leaders.

Pursue an approach to leadership that recognizes the interdependency of all neighborhoods and interests in Jackson.

Formulate a systematic method to educate the Jackson citizenry on local decision-making processes and local government.

**Ideas to Explore**

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Identify a diverse (gender, culture and socio-economic) base of potential leaders and organizations in the City of Jackson.
2. Consider and study methods of regional coordination and cooperation to better address common concerns.
3. Hold an annual conference for community organizations to meet and network, thus creating new alliances and leveraging resources.
4. Utilize the Jackson Association of Neighborhoods to establish an apparatus to bring neighborhood leaders into a formal leadership training setting.
5. Motivate citizens to be more civic-minded, active and involved and promote opportunities to do so.
6. Develop a "can do" attitude.
7. Encourage political leaders to put individual differences aside and work toward economic development of the City and metropolitan area.
8. Look for non-traditional leaders in non-traditional places.
9. Implement the Comprehensive Plan with an ongoing monitoring function that is a conduit for citizen involvement and leadership development.
10. Promote and support groups, such as the Metro Mayors group and a metro legislative group, that are built through consensus.

**Improved race relations**

We visualize a City where Blacks, Whites and other races will not just tolerate each other, but will grow to respect one another; to applaud the excellence in the efforts of each other and understand that all human excellence belongs to all humanity.

A primary charge of the citizens of Jackson is to address race relations through honest dialog and to determine those facets of our community that we can work toward improving. Working together toward a common goal in our daily business activities is one step, but much more needs to be accomplished. All citizens of Jackson share at least one important characteristic; they are members of the community. "I am Jackson" sets the stage for overcoming individual differences in an effort to come together as a community of citizens.

Developing the means for improved race relations may be the single greatest achievement for Jackson in the future. This goal requires openness of thought, understanding of personal experience and cultural origin, and a focus on the future. Jacksonians must respect and celebrate individual and group diversity and be a part of an all-inclusive effort of the community-at-large (i.e. ethnic groups, public/private sectors, religions, etc.), and bring about greater understanding and new meaningful relationships.

People living together as neighbors, not in fear; socializing with one another with ease and comfort as a City; where congregations of all races continue to play a prominent role in offering a vehicle for effective change in improving race relations.

Work with all communities to produce a plan for improving race relations that gains support through public participation, feedback and implementation efforts accepted by the people; for the people.

**Ideas to Explore**

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Identify racial issues that are pertinent to the citizens of Jackson.
2. Prioritize issues that are of concern to the citizens.
3. Develop a method for input and feedback from citizens of Jackson, e.g. survey, telephone bank.
4. Build communities that respect and recognize racial accomplishments via education, public forums, workshops, media campaign literature, etc.
5. Establish a means for measuring the success/outcome of FABRIC and subsequent programs.
6. Utilize resources to bring in national leaders with expertise, experience and a track record of dealing with race relations.
7. Research other cities with comparable demographics that have proven records of improved race relations that can serve as role models.
8. Encourage the media to play a role in promoting positive race relations.
9. Involve colleges and universities in developing an area of specialization to deal with race relations.
10. Support colleges and universities diversity day to promote social interactions.
11. Cultivate community and political leaders who are willing to serve as examples, promoting racial harmony.
12. Perpetuate an environment that addresses inequities that exist in all areas of society.
13. Implement a plan that addresses economic inequality for the socio-economically disadvantegec.
14. Address segregation in the religious sectors by involving the leadership.
15. Explore areas of self-evaluation, esteem building and perceptions.
16. Explore the areas of social fears and sexuality.
17. Attack immediately any divisive racial issue that arises that would be detrimental to harming race relations. Coordinate with boards of organizations working to improve race relations, in order to better respond readily to bring about resolution.
18. Create youth programs that bolster diverse social and cultural activities.
19. Develop good public relations with civil rights groups, such as NAACP, SCLC, etc.
20. Conduct interracial community associations' meetings involving two or more organizations in the same vicinity to address community concerns.
21. Implement an in-house diversity program for City employees to participate in for three or four hours at least twice a year during regular work hours.

**Safe and healthy citizenry**

Good health and a safe community are basic human desires. Within a community it is important that citizens feel secure. Our perception and knowledge of conditions or events influence how we interact as citizens. All citizens should feel secure in their home, neighborhood and the City of Jackson. Additionally, the home, neighborhood and city should be a healthy environment in which to conduct daily activities. Jackson should determine and strive to implement a set of minimum acceptable standards in relation to the safety and health within the community.

Create an environment of trust and cooperative watchfulness among residents to provide the sense and reality of safety for all ages.

Eliminate serious crime, economic and environmental conditions that threaten the health, safety and welfare of residents.

Provide affordable, dependable, and obtainable health care for all socio-economic groups.

Provide effective short-term care for mentally and physically challenged citizens.

Provide residents of Jackson with the highest quality and most efficient public safety services available.
Ideas to Explore

Future steps toward accomplishing this goal and set of objectives will require that a number of ideas are explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

1. Achieve maximum coordination of emergency medical, fire, disaster management and law enforcement services.

2. Provide responsive public safety services to meet the needs of existing residents and future new growth by establishing and meeting response time standards.

3. Continue to work with State and Federal agencies to identify, contain and clean up sites that contain hazardous materials or show evidence of environmental contamination.

4. Coordinate a Toxic Substance Management Program with property owners, stressing proper use and disposal of toxic substances, to ensure compatibility among proposed plans and programs, and existing or expected regulations.

5. Maintain an ongoing information collection system to identify existing and proposed locations of toxic substances and catalog the method of storage, handling, transportation, and disposal.

6. Spearhead efforts to train and coordinate a metropolitan-wide environmental hazard management team utilizing resources from multiple jurisdictions.

7. Evaluate existing and formally adopt EMS, Fire Protection and Law Enforcement facility location and response time standards as a measure of effective service provision and performance.

8. Pursue the full implementation of the Linder/Maple action plan for the Jackson Police Department.

9. Promote fire prevention education at the neighborhood level, incorporating a voluntary fire prevention inspection program.

10. Expand civics courses in public middle and high schools to teach youth community leadership and responsibility skills.

11. Ensure all youth have access to basic services that address health, employment training, family assistance, and recreation, education and social services.

12. Encourage youth, through a community role model or mentoring program, to be responsible citizens with positive self-esteem and motivation.


14. Link youth to appropriate educational and employment opportunities so that they gain life long skills and can take advantage of opportunities in Jackson.
Inclusive strategic economic opportunity

Economic development is a multifaceted endeavor in every community. It involves job training, business retention, adaptive reuse of vacant sites and buildings, recruiting new employers, and diversifying the economic base, as well as positioning the community to take advantage of technology and a global economy. Jackson offers many economic opportunities as the State Capital, home to a significant medical community, banking center for Mississippi, location for telecommunications advancement, and crossroads of major interstate commerce arteries. Not only does this provide an advantageous foundation for further economic progress, it also requires solid community stewardship to ensure the retention, promotion, support and evolution of these advantages in the future. All citizens of Jackson should have the opportunity to be a part of economic development, whether through job advancement, small business entrepreneurialism or other methods of economic advancement.

Pursue economic development in Jackson by involving all organizations, agencies and entities whose primary function is to promote economic development.

Coordinate marketing so that all publication and public relations venues carry the same message.

Support regional approaches to economic development.

As part of economic diversification, promote and support Jackson as a world leader in telecommunications.

Enhance business opportunities, participation, and climate for minority and women-owned enterprises in both the public and private sectors.

Sustain Jackson as a nationally recognized medical and education center.

Establish Jackson as a Tourism Destination.

Produce a well-educated, trained workforce.

Recognize and promote the redevelopment of Brownfields sites throughout the city.

Promote and enhance retail opportunities through commercial infill and new development.

Encourage and support economic development in all neighborhoods with the employment base being drawn from the neighborhood through neighborhood shopping centers, retail outlets, etc.

Promote the expansion of the industrial base through the identification, preparation and marketing of suitable industrial sites in Jackson.

Fully promote and maximize utilization of the Jackson International Airport.

Encourage cooperation with and among institutions of higher learning in support of economic and education endeavors in Jackson.
Ideas to Explore

Future steps toward accomplishing this goal and set of objectives will require a number of ideas to be explored. Some ideas have been identified and others will be generated as the FABRIC planning process continues.

2. Support an inter-local agreement between City and County officials to work together for Economic Development.
3. Conduct an Economic Development Summit for all elected officials within the City and County.
4. Take advantage of funding opportunities, which are available to inter-local affiliations.
5. Encourage recognition of Jackson as the Capital City when State funds are appropriated.
6. Identify one major project, which might be a unifying force.
7. Provide adequate services for clients regardless of corporate boundaries.
   (Utilize other organizations and agencies whenever possible to complete major projects or events.)
8. Continue to enforce the Equal Business Opportunity Ordinance.
9. Maintain policies that are geared toward including minority businesses in purchasing and procurement opportunities in city projects and programs especially for professional services.
10. Develop a worldwide telecommunications hub in the Jackson area.
11. Construct the Mississippi Telecommunications Conference Center.
12. Establish an incubator in the downtown area to nurture the growing telecommunications industry.
13. Develop a strong “support services” base as a cluster component to the telecommunications market.
15. Build the Farish Street Entertainment District.
16. Encourage downtown redevelopment
17. Enhance sports entertainment opportunities
19. Promote appropriate development along the Pearl River to take advantage of this community resource and asset.
20. Utilize universities, community colleges, and JTPA programs for high tech training.
21. Direct training efforts to meet industry needs.
22. Educate and create an awareness of Brownfields opportunities throughout the city.
23. Solicit grants from appropriate funding agencies for Brownfields Redevelopment sites.
24. Provide government support of the establishment of new businesses and expansion/retention of existing businesses.
25. Assist private developers in the redevelopment of Brownfields.
27. Promote medical facilities in Jackson on a regional and national level.
28. Develop the physical area around hospitals with appropriate infrastructure and amenities (i.e. utilities, fiber optics, parking, landscaping and security).
29. Develop support businesses in hospital and medical related fields.
30. Promote research and development.
31. Develop facilities and services to attract tourism.
32. Align higher education curricula with the current and future needs of industry.
33. Continue the City's Brownfields initiatives in identifying and promoting redevelopment of Brownfields sites.
34. Revitalize existing strip malls and older commercial areas.
35. Create a pro-development strategy to encourage private development.

Creating Our FABRIC

The goals and objectives outlined in this element of the Comprehensive Plan begin and end with the involvement of citizens. This is by no means a complete list of all the priorities or possibilities, but it is a shared vision of the future. This set of goals and objectives needs to consider many programs and plans already in progress, including the ideas in the City of Jackson Strategic Plan.

A review of the input provided by Jacksonians for FABRIC indicates a common recognition of many issues and of many assets in the community. It also reveals many common desires without concern for location, economic condition or race. Everyone wants to feel safe and everyone wants a chance at economic opportunities in their community. This commonality serves as a beginning point for the community-wide vision goals and objectives statements of this first element of the FABRIC Comprehensive Plan.

Many organizations, institutions, and environmental and physical qualities were repeatedly mentioned as strengths for Jackson to build upon. Many individuals participated in this first phase of FABRIC and many more threads need to be woven together through additional and continual involvement of citizens in the creation of our FABRIC.

The Goals and Objectives Element is just the first step. To successfully develop and implement this and other elements of FABRIC, future public participation and public relations efforts must invite, inform and involve the citizens of Jackson. Ultimately, the plan must reflect the involvement of the community and the community must "own" the plan. It cannot be a consultant's plan or any one individual's plan. In its entirety, the plan must set in place the vision, goals and implementation actions that the community can rally around in order to proactively address existing issues and future change. Utilizing the Goals and Objectives Element of FABRIC as a framework for action ensures that Jackson will be a great place to live. Our vision is timeless and so must be our desire to move ahead together.
All citizens working together For A Better Revitalized Inclusive Community so that we can create a community of unique richness and depth.

All citizens can and will be a part of the creation and maintenance of Jackson’s FABRIC. We are Jackson! We are FABRIC!

Future Steps

FABRIC is a continuous community planning and improvement process. It is intended that this process will lead to the review and incorporation of recent and current plans and planning efforts such as the 2022 Intermodal Transportation Plan, the Housing Inventory and Analysis (1999), the Dramatically Reducing Crime report (1999), and soon to be completed Cultural Plan. The goals, objectives and strategies in these documents should supplement and complement those provided in this element of FABRIC.

Besides incorporating existing plans, one of our first steps will be the development of the remaining elements of the FABRIC Comprehensive Plan. These elements will address land use, transportation, and community facilities in an attempt to outline our future as we pursue the FABRIC vision, goals and objectives. Ultimately, FABRIC will be the underlying foundation for decision-making in our community. It will be the device by which we monitor, evaluate and implement proactive measures For A Better Revitalized Inclusive Community.

If you desire to learn more about or be a part of FABRIC, please contact the Office of City Planning at the City of Jackson.