



CHAPTER TWO

REGIONAL VISIONING PROCESS

presented to

MADISON COUNTY COMMISSION

by

**CHAMBER OF COMMERCE
OF HUNTSVILLE/MADISON COUNTY**

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TENNESSEE VALLEY REGIONAL GROWTH COORDINATION PLAN

DISCLAIMER

This study was prepared under contract with the Madison County Commission, Alabama, with financial support from the Office of Economic Adjustment, Department of Defense. The content does not necessarily reflect the views of the Office of Economic Adjustment.

This report is intended as an aid to planners, managers, elected officials, and other decision makers in the Tennessee Valley/Redstone Arsenal region. Our aim is not to dictate what should be done, but to assist in ongoing efforts to achieve goals and objectives identified and valued by the residents of the region. The recommendations presented in this report are suggestions for how the region could work towards those goals and objectives, based on best available information and current understandings.

The information, projections, and estimates in this report are based upon publicly available data and have been prepared using generally accepted methodologies and formulas. The projections and needs presented in this report are based upon best estimates using the available data. It is important to note that currently available information and understandings are incomplete and cannot account for the inevitable, but unpredictable, impacts of unexpected global, national, state, and/or local events. Actual results and needs may differ significantly from the projections of this report due to such unforeseen factors and conditions, as well as inaccuracy of available data, and/or factors and conditions not within the scope of this project. Persons using this information to make business and financial decisions are cautioned to examine the available data for themselves and not to rely solely on this report.

Neither the Madison County Commission, the Chamber of Commerce of Huntsville/Madison County, nor its subcontractors guarantee or warrant that the projections set forth in this report will, in fact, occur. The Madison County Commission, the Tennessee Valley Regional Growth Coordination Plan Advisory Committee and Task Forces, and the Chamber of Commerce of Huntsville/Madison County and its subcontractors disclaim any liability for any errors or inaccuracies in the information, projections, and needs analysis, regardless of how the data is used, or any decisions made or actions taken by any person in reliance upon any information and/or data furnished herein.

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EXECUTIVE SUMMARY

The 13 county Tennessee Valley Region (Study Area) is a globally competitive community, as evidenced by an outstanding education system, a highly educated and skilled workforce, a transportation system that provides smooth traffic flow and connectivity with the rest of the U.S. and the world, an affordable, available, and high-quality healthcare system, an outstanding quality of life, and a high level of cooperation and collaboration among the various local governments and stakeholders that serve the region.

The above sentence summarizes the essence of the vision for the Tennessee Valley Region, with a focus on five priority vision characteristics. It is difficult to capture all of the desires and expectations of the region's stakeholders in one sentence as this vision reflects the input of a large stakeholder base. An expanded vision statement is articulated in the body of this report.

As the impact of the expansion of Redstone Arsenal (Arsenal) unfolds, it is important to understand how the 13 county Study Area can maximize the benefits from this unique opportunity. As a first step in this process, the Consultant Team analyzed the dimensions and extent of the demographic, economic, and infrastructure impact of this major expansion. Task forces convened to determine the specific issues of this impact for education institutions, local governments, and infrastructure planning.

Ultimately, a plan was developed that prescribes what needs to be done to move forward to capture the benefits of growth in the region. However, a plan without a vision is of little value. What do the leaders, government officials, businesses, and citizens of this region want the future to look like? In other words, where should the plan head? The value of the vision is to set forth a direction for future planning.

The visioning process does not result in a "predictive" future or even a most likely future. Instead, the resulting vision articulates what the leadership and residents of the region "desire" for their future. To that end, the Consultant Team held a Visioning Kick-Off meeting to find out what key leaders from across the 13 county Study Area hoped to see happen in the future. The Consultant Team also held eight sub-regional visioning sessions in the various counties of the Study Area in order to gain a broader level of input into this important process.

The vision statement reflects the initial input from the Visioning Kick-Off meeting on January 23, 2008, the subsequent eight sub-regional visioning meetings, the ranking of the visioning characteristics conducted in each sub-regional visioning session, and the compilation and written composite of the vision by the Consultant Team. The participants to this process were asked to think forward to the year 2018, a ten-year projection, and describe the characteristics of the 13 county Tennessee Valley Region at that time. This time period has been extended two years to 2020 to put it more in line with the planning of the future Redstone Arsenal expansion. It should be noted that a vision statement generally is stated in the present tense, since it is a description of what people would be seeing upon the successful achievement of that vision in the future.

BACKGROUND

The **Madison County Commission (MCC)** issued a Request for Proposal (RFP) to develop the **Tennessee Valley Regional Growth Coordination Plan (TVRGCP)**. Funding for this study was provided by the **U.S. Department of Defense (DoD), Office of Economic Adjustment (OEA)** to prepare the Tennessee Valley for the impact of **Base Realignment and Closure (BRAC) 2005** at **Redstone Arsenal (Arsenal)**.

The **Chamber of Commerce of Huntsville/Madison County (Chamber)** submitted a proposal in response to MCC's nationwide search for a consultant as addressed in RFP P-2007-01. This proposal identified the Chamber as the lead consultant with Wadley-Donovan GrowthTech, LLC (WDG) serving as a subcontractor. After completing a competitive bid process, MCC awarded the contract to the Chamber with a Notice-to-Proceed date of October 29, 2007.

The Tennessee Valley **Study Area** for this project includes thirteen counties in northern Alabama and southern Tennessee within an eighty-mile-radius of the Arsenal. The **Primary Study Area (PSA)** includes the three Alabama counties of Limestone, Madison, and Morgan. The **Broader Impact Region (BIR)** includes the additional six counties in Alabama (Colbert, Cullman, Jackson, Lauderdale, Lawrence, and Marshall) and four counties in Tennessee (Franklin, Giles, Lawrence, and Lincoln). A map of the Study Area is shown in Figure 2-1.

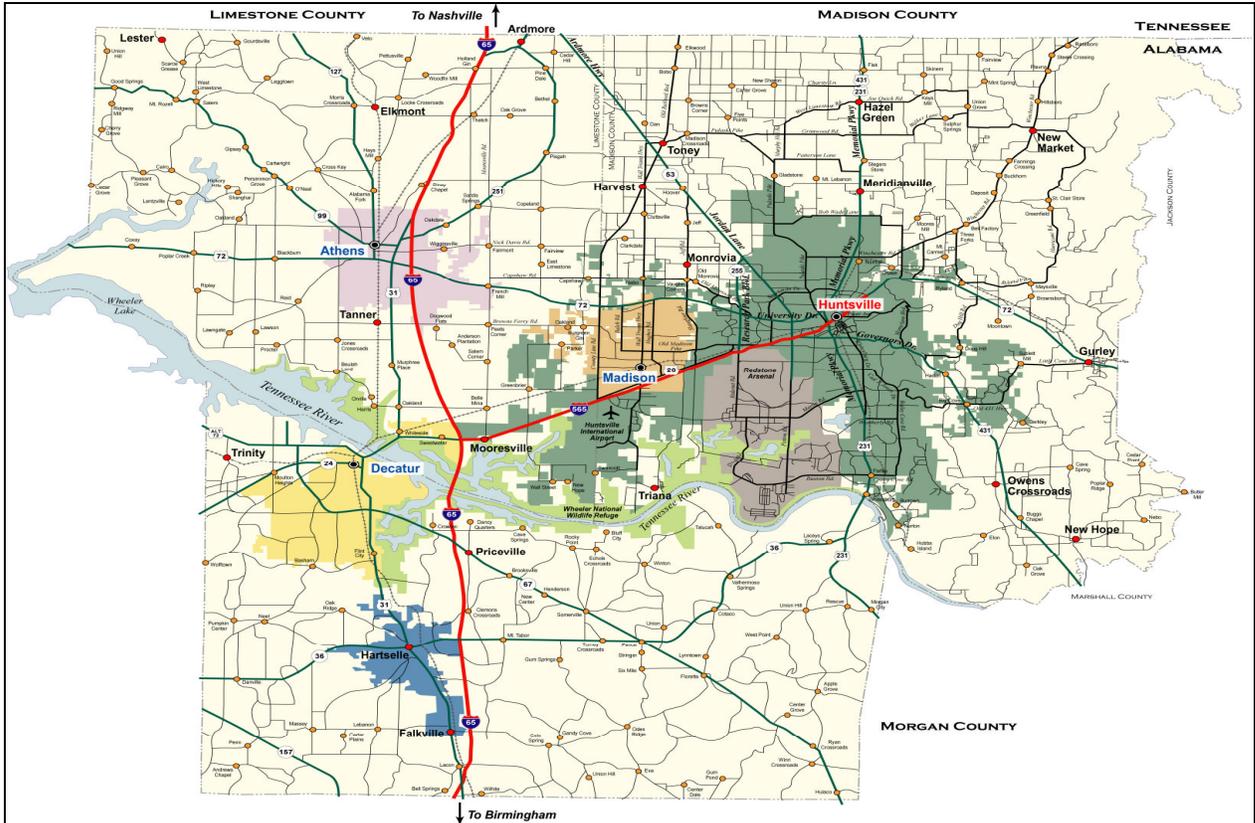
Figure 2-1
Tennessee Valley Regional Growth Coordination Plan Study Area



PRIMARY STUDY AREA

The Primary Study Area (PSA) consists of three counties in Alabama, Limestone, Madison, and Morgan, surrounding Redstone Arsenal (Arsenal). Figure 2-2 shows the relationship of the Arsenal to the three counties and primary cities.

Figure 2-2
Primary Study Area



Source: City of Huntsville Planning Division and the North Central Alabama Regional Council of Governments

The PSA contains numerous incorporated areas, both large and small, as summarized below:

County	Large Municipalities	Small Municipalities
Madison	Huntsville, Madison	Gurley, New Hope, Owens Cross Roads, Triana
Limestone	Athens	Ardmore, Elkmont, Lester, Mooresville
Morgan	Decatur	Hartselle, Priceville, Trinity

The PSA includes a large amount of unincorporated area in all three of its counties. Alabama State Law allows the annexation of portions of a county by a municipality located in an adjacent county. Thus, the Cities of Huntsville, Madison, and Decatur have annexed portions of Limestone County; this is particularly the case along the I-65/Alabama Highway 20 corridor in the vicinity of I-65 (although this is not the only location).

PURPOSE

The purpose of this Chapter of the TVRGCP is to identify critical issues and key areas of concern across the Study Area related to anticipated growth at Redstone Arsenal, and to develop a vision statement for the region that describes how it will ideally look and feel to its residents at a point in the future after all BRAC 2005 relocations to the area have occurred. Such a vision statement is intended to provide the region's residents with a unified and broadly shared view of what the 13 county Tennessee Valley Region should be in the year 2020.

METHODOLOGY

The 2020 Vision Statement for the region was developed through the following process, which is discussed in more detail in the body of the Chapter report.

On January 23, 2008, a Visioning Kick-Off meeting was held and attended by more than 140 local and regional leaders. During this meeting the group was divided into 14 small groups that participated in a facilitated development of the high priority characteristics of the vision for the Study Area for the year 2018 (subsequently changed to 2020). Thirty-eight potential vision elements, clustered into 10 topic areas, were suggested. The Consultant Team then developed these ideas into a set of vision element descriptors.

Following the Visioning Kick-Off meeting, a series of eight sub-regional visioning sessions were held throughout the Study Area. Meetings were held in:

- Athens, Alabama
- Decatur, Alabama
- Florence, Alabama
- Guntersville, Alabama
- Huntsville, Alabama
- Pulaski, Tennessee
- Scottsboro, Alabama
- Winchester, Tennessee

Approximately 205 local leaders attended the eight sub-regional visioning meetings. During these sessions, the participants were asked to consider the vision statement elements developed during the Visioning Kick-Off meeting; to suggest wording changes; to suggest additional elements; and finally, to prioritize the vision statement elements.

As a result of these sessions, the top 15 vision statement elements were identified. The Consultant Team then melded these into a detailed vision statement. This was reviewed by the TVRGCP Advisory Committee and refinements were made. The detailed vision statement was then summarized into a more succinct summary vision statement.

Both the detailed and summary vision statements are presented in this Chapter of the TVRGCP report.

IMPORTANCE OF A REGIONAL VISION FOR THE TENNESSEE VALLEY REGION

As the impact of the expansion of Redstone Arsenal (Arsenal) unfolds, it is important to understand how the 12 county Tennessee Valley Region (Study Area) can maximize the benefits from this unique opportunity. As a first step in this process, the Consultant Team analyzed the dimensions and extent of the demographic, economic, and infrastructure impact of this major expansion. Task forces convened to determine the specific issues of this impact for education institutions, local governments, and infrastructure planning.

Ultimately, a plan was developed that prescribes what needs to be done to move forward to capture the benefits of growth in the region. However, a plan without a vision is of little value. What do the leaders, government officials, businesses, and citizens of this region want the future to look like? In other words, where should the plan head? The value of the vision is to set forth a direction for future planning.

The visioning process does not result in a “predictive” future or even a most likely future. Instead, the resulting vision articulates what the leadership and residents of the region “desire” for their future. To that end, the Consultant Team held a Visioning Kick-Off meeting to find out what key leaders from across the Study Area hoped to see happen in the future. The Consultant Team also held eight sub-regional visioning meetings in the various counties of the Study Area in order to gain a broader level of input into this important process.

The focus in these meetings was on leadership in the region. Generally, experience and research has demonstrated that a regional vision is a “top-down” process that involves those who are considered leaders. A lot of research has been conducted recently that demonstrates that leaders, by definition, must have vision. In the context of community development, leaders should have a strong idea about a new, desirable, and sustainable direction for the region and its communities.

Generally, local residents receive their vision of the region or community from their leadership, since most have not developed their own vision or do not comprehend the big picture. However, unless local and regional leaders are able to clearly articulate their ideas about the future, they will remain important only to the individual leader. This does not mean that only a small group of leaders should participate in creating the vision. Instead, a broad base of leadership articulates a suggested vision, to which the citizenry then responds through feedback and input that helps the leadership refine it to its final form.

The leader’s own belief in and enthusiasm for the vision is what inspires others. People will be inspired as they see how this look into the future can directly benefit them and how their specific needs can be satisfied. By clearly articulating a desirable vision, leaders help the community to see its potential. However, if people are to trust in the vision, they must trust those who promote it. They need to see the commitment and follow through of their leaders. In other words, these visionary leaders must “walk the talk.”

Ultimately, the many ideas about the community's future coming from the various community leaders need to be merged into a compelling and "shared" vision held by the majority of key regional leaders and, therefore, by most of the citizenry. Typically, local leaders have varying ideas about what they want to see happen in their region or community. If, however, there is little agreement among these leaders as to what the future should hold, it is unlikely that much will happen to ensure that future. It is similar to being on a ship with no one in agreement as to its course.

The growth of the 13 county Study Area resulting from the impact of the expansion of the Arsenal can take a number of directions. Growth can lead to increased traffic congestion, crowded schools, urban sprawl, inadequate infrastructure, or greater income disparities. On the other hand, if the region's leadership desires a "better" future or "quality growth" as the population and economy expands, a significant commitment must be made to make that happen. For that commitment to occur, these leaders must agree on what they want the future of the region to be.

This vision has two components. One is the overall set of desired "quality" growth for the Study Area. The other concerns the impact of the expansion of the Arsenal, and what the leadership would like that impact to result in as far as the development of the region.

The vision statement resulting from this visioning process should serve as a "roadmap" that will foster better pathways to the future. A regional visioning process can build consensus regarding the region's "sense of place" and where it wants to be headed. The vision should serve as the broad philosophy of the development of the region, and future planning decisions should be guided by this philosophy. If a desirable outcome, or set of outcomes, can be defined, then the steps to get there can be embraced by the various agencies and organizations in the region that endorse the vision.

This vision should also clarify the interdependence among the communities, counties, and sub-regions within the Study Area. This interdependence needs to be more evident if the region is to successfully deal with congestion, pollution, infrastructure deterioration, lack of adequate housing, income inequalities, etc. Although local governments and other organizations will continue to exercise local decision-making powers on behalf of their constituents, a regional approach to crafting a better future can lead to greater efficiencies and effectiveness on a number of regional-level issues.

The concept of a regional vision is simple; its accomplishment is not. There is clear evidence that people will be more likely to support what they help to create. This is particularly true where a vast difference exists in viewpoints and perceived implications – as is certainly the case with growth-related issues. Since no mandate to implement a vision exists, other than what is endorsed by the participants in this process, it is desirable to engage as many interests as possible in this project. The resulting vision should be such a compelling description of how this dynamic region will "prosper" in the future, that most people, organizations, and institutions will want to help achieve it.

The vision will need to be aligned with growth forecasts so that demographic and economic realities can be incorporated. This can serve as a reality check on issues such as housing, transportation, workforce development, education, and economic expansion. In addition, all of these issues must be integrated into a long-term plan for improved sustainability and livability that is based on the vision.

Visioning, to be effective, cannot be “completed” in the conventional sense. It is and must be an ongoing endeavor, a living process. Changes in leadership are unavoidable; substantial turnover will occur among elected officials, business leaders, and community groups. Therefore, it is critical to provide ongoing opportunities to review and reinvigorate the vision.

The whole point of a vision is that it remains relevant to changing conditions and events. Therefore, some level of attentiveness to a vision must always exist once that vision is established. If visioning is done correctly to begin with, the essence of that vision will most likely remain valid for a long time. However, timely and thoughtful refinements can go a long way toward maintaining its effectiveness. The power of a vision lies in the expanding commitments to it over time.¹

Implementing a regional vision takes time. The goal is to catalyze incremental change throughout the region in a variety of ways. This process is the best way to achieve long-term success. It is important to regularly recognize and celebrate the progress that is made along the way, and the people who have made a difference.

Clearly, the Regional Vision cannot be just another document sitting on the shelves of the organizations in the region. It should reflect the change in how decision-makers, opinion leaders, and their constituencies think about and act on the long-term consequences of growth-related decisions. The Regional Vision will be realized by stakeholders willing to treat it as a motivating force in shaping growth and development at every scale in the region (regional, sub-regional, and local) and, in some cases, even beyond the region.²

¹ Southern California Association of Governments, *Growth Visioning for Sustaining a Livable Region*, July 20, 2001, p. 3-1.

² Southern California Association of Governments, *Growth Visioning for Sustaining a Livable Region*, July 20, 2001.

REGIONAL VISION STATEMENT

The Tennessee Valley Region is a globally competitive community, as evidenced by an outstanding education system, a highly educated and skilled workforce, a transportation system that provides smooth traffic flow and connectivity with the rest of the U.S. and the world, an affordable available and high quality health care system, an outstanding quality of life, and a high level of cooperation and collaboration among the various local governments and stakeholders that serve the region.

The above sentence summarizes the essence of the vision for the Tennessee Valley region, with a focus on five priority vision characteristics. It is difficult to capture all of the desires and expectations of the region's stakeholders in one sentence as this vision reflects the input of a large stakeholder base.

The expanded vision statement below reflects the initial input from the Visioning Kick-Off meeting on January 23, 2008, the subsequent eight sub-regional visioning meetings, the ranking of the visioning characteristics conducted in each sub-regional visioning session, and the compilation and written composite of the vision by the Consultant Team. The participants to this process were asked to think forward to the year 2018, a ten-year projection, and describe the characteristics of the Tennessee Valley Region at that time. This time period has been extended two years to 2020 to put it more in line with the planning of the future Redstone Arsenal expansion. It should be noted that a vision statement generally is stated in the present tense, since it is a description of what people would be seeing upon the successful achievement of that vision in the future.

Based on the highest priority vision characteristics, the following vision statement was crafted:

In the year 2020, the educational system (pre-K through higher education) in the Tennessee Valley Region (a 13-county region encompassing northern Alabama and south-central Tennessee) is viewed as one of the best in the nation. The business community and elected officials collaborate closely with the educational community to assure that the schools have the funding to create a relevant, challenging, rigorous, and dynamic curriculum. This system provides an excellent program in STEM (science, technology, engineering, and mathematics), reading, the arts, languages, and humanities, preparing the future workforce for rewarding careers.

As a result of the excellent educational system, the region's workforce has the education and skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements. Young professionals who have left the region are returning and others are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

The regional economy is highly diverse, providing stability and sustainability to the economic base. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation. The

available and growing supply of educated and skilled workers with technical expertise has made the region attractive to existing companies that want to expand, or to new companies that want to have a presence here. The expansion of Redstone Arsenal continues to be a major catalyst to the development of new and expanding technology-based business operations throughout the entire region.

The transportation system in every county of the region continues to improve to meet the needs of increased intra-regional traffic flow into and around major employment centers, such as the Arsenal. The water and wastewater systems support the growth in population and in business and industry operations. Local governments (city and county), regional councils, and other public agencies across the region work cooperatively with one another as well as with federal and state agencies and the private sector through constructive dialogue and action. This has resulted in greater efficiency and equity in the provision of education, infrastructure, and services.

The quality of life in the Tennessee Valley Region is viewed as one of the best in the nation. There is an open and accepting environment that values cultural diversity and Southern hospitality. Furthermore, the region is viewed as a great place to raise a family. Housing continues to be attractive and affordable with a variety of housing options available to the workforce and retirees. The region has an affordable, available, and high quality healthcare system to meet the growing needs of all of the populace, which interfaces well with military needs and capacities.

BASIS FOR THE VISION STATEMENT

The Appendices contain the detailed description of the results of each of the eight sub-regional visioning sessions. The top ranked vision characteristics that came out of this sub-regional process and that served as the basis for the vision statement are as follows:

The Top 15 Vision Characteristics (as originally stated)

1. The educational system (K-12) is viewed as one of the best in the Southeast.
2. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
3. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
4. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
5. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. The regional economy is highly diverse, providing stability and sustainability to the economic base.
8. The region is viewed as a great place to raise a family.
9. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
10. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
11. Housing in the region continues to be affordable and available to the workforce and retirees, maintaining attractive neighborhoods in both rural and urban areas.
12. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

13. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
14. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
15. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.

THE VISIONING PROCESS

The following are the high priority characteristics of the vision for the Study Area for the year 2018 (subsequently changed to 2020) as they were articulated at the Visioning Kick-Off meeting on January 23, 2008. They combine the results from 14 different small groups that included almost 140 local and regional leaders.

High Priority Vision Characteristics Developed at Visioning Kick-off

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (K-12) is viewed as one of the best in the Southeast.
5. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.

-
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
 10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
 11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
 12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
 13. Wages in the region are higher than average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
 14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
 15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.
- **Public Utilities**
 16. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
 17. A high level of cooperation exists within the region between the various providers of public utilities and services.
 18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.
 - **Transportation**
 19. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and the nation.
 20. A limited-access highway has been extended through the region connecting Atlanta with Memphis.

21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.
22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.
26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
28. The region has a low crime rate and is viewed as a safe and secure place to live and work.
29. The affordable cost of living in the region continues to be an attraction for residents and workers.
30. The region is viewed as a great place to raise a family.
31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.
32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, maintaining attractive neighborhoods in both rural and urban areas.

- **Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.
35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The residents of this region have clean air to breathe and clean water to drink.
37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).
38. The regional populace has a high level of environmental awareness.

SUB-REGIONAL VISIONING SESSIONS

Following the Visioning Kick-Off meeting on January 23, 2008, a series of nine sub-regional visioning sessions were scheduled around the Study Area. The meeting in Cullman County was cancelled due to the small number of people who pre-registered. Meetings were held in:

- Pulaski, Tennessee;
- Winchester, Tennessee;
- Scottsboro, Alabama;
- Florence, Alabama;
- Athens, Alabama;
- Guntersville, Alabama;
- Decatur, Alabama; and
- Huntsville, Alabama.

Approximately 205 local leaders attended the eight sub-regional visioning meetings. The agenda for these meetings was as follows:

- Welcome and introductions
- Review of BRAC process related to expansion of Redstone Arsenal by a representative of the Arsenal
- Presentation of initial results of the impact study by Tamerica Management Company
- Coffee break
- Facilitated small group process to modify the visioning characteristics resulting from the Visioning Kick-Off; concluded by a brief sharing of results to the entire group
- A vote on the visioning characteristics to determine their level of priority as part of a regional vision for future growth

- Wrap-up and discussion of path forward

Facilitators for the small group process during the sub-regional visioning sessions included:

- Anne Burkett - Madison County Commission;
- Phyllis Seymore - Madison County Commission;
- John Seymour - Decatur/Morgan County Chamber of Commerce
- Mike Ward - Chamber of Commerce of Huntsville/Madison County;
- Ed Bee - Tamerica Management Company;
- Bob Riccelli - Independent Consultant;
- Bill Fredrick - WDG GrowthTech; and
- Todd Hutto - Redstone Arsenal.

Doris Riccelli (Chamber of Commerce of Huntsville/Madison County) served as the coordinator and administrator of all the sub-regional visioning sessions. Dr. David Kolzow (Tamerica Management Company) was the overall facilitator of the visioning process.

The results from these eight sub-regional visioning sessions are found in Appendix 2-A. They are shown by location. Changes and additions are shown in *bold italicized* words. Appendix 2-B contains a spreadsheet that ranks the vision characteristics based on the input from the eight sub-regional sessions, giving 15 points to the highest ranked down to 1 point for the lowest ranked among the top 15 characteristics. These ranked vision components were then clustered by component (Appendix 2-C) to compare the results across the eight sub-regional sessions. These became the foundation for the initial draft of the regional vision statement.

CONCLUSIONS

1. The residents of the Study Area share many commonly held desires as to what they want the place they call home to look like in the future.
2. While impacts of major developments in the area, such as the ongoing BRAC 2005 relocations to Redstone Arsenal, are important from economic development and regional image perspectives, they can also cause noticeable changes to the character of the area.

RECOMMENDATION

Future growth planning and management efforts by governmental leaders throughout the Study Area should be guided in part by the Regional Vision Statement presented in this Chapter of the TVRGCP report.

APPENDIX 2-A

RESULTS FROM THE EIGHT SUB-REGIONAL VISIONING SESSIONS

Changes and additions coming from the attendees at each meeting are shown in *bold italicized* words.

A. Modifications Proposed by Lawrence and Giles Counties, Tennessee

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The ample supply of skilled workers has made the region attractive to existing companies that want to expand or to new companies that want to locate a facility here.
3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (K-12) is viewed as one of the best in the Southeast, *with highly qualified and well-compensated teachers*.
5. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) *and the arts and humanities* and prepares the future workforce for *rewarding* careers.
6. The business community *and local residents* collaborate closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.

9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
 10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
 11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
 12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
 13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
 14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
 15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.
- **Public Utilities**
 16. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
 17. A high level of cooperation exists within the region between the various providers of public utilities and services.
 18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.
 - **Transportation**
 19. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation, *with a particular focus on four-laning Highway 31/53.*
 20. Limited-access highways have been extended through the region connecting *both* Atlanta *and Chattanooga* with Memphis.

21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.
22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) *and the school systems* cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.

26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.

29. The affordable cost of living in the region continues to be an attraction for residents and workers.

30. The region is viewed as a great place to raise a family.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.
35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The residents of this region have clean air to breathe and clean water to drink.
37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).
38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *Resources for small business startups are readily available.*
40. *Electric power and telecommunication services are available, economical, and reliable.*
41. *The schools have a focus on physical fitness and teamwork.*

Rank Order of Top Vision Characteristics for Lawrence and Giles Counties, Tennessee

- I. The Tennessee Valley Region’s workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- II. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and the arts and humanities, and prepares the future workforce for rewarding careers.
- III. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation, with a particular focus on four-laning Highway 31/53.
- IV. The educational system (K-12) is viewed as one of the best in the Southeast, with highly qualified and well-compensated teachers.
- V. The regional economy is highly diverse, providing stability and sustainability to the economic base.

- VI. Limited-access highways have been extended through the region connecting both Atlanta and Chattanooga with Memphis.
- VII. The business community and local residents collaborate closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- VIII. Local governments (city and county) and the school systems cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- IX. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.
- X. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- XI. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
- XII. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.
- XIII. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
- XIV. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- XV. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.
- XVI. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

B. Modifications Proposed by Lincoln and Franklin Counties, Tennessee

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The ample *and growing* supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The *public* educational system (*pre-K-12*) is viewed as one of the best in the Southeast.
5. The educational system provides an excellent *well-rounded academic* program in STEM (science, technology, engineering, and mathematics) *and arts and humanities*, and prepares the future workforce for *rewarding* careers.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.

12. The expansion of Redstone Arsenal *and other federal installations* has become a major catalyst to the development of new and expanding technology-based business operations.
13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.

- **Public Utilities**

16. The water and wastewater treatment systems *and fire protection* of the region support the growth in population and business and industry operations.
17. A high level of cooperation exists within the region between the various providers of public utilities and services.
18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.

- **Transportation**

19. The regional highway system meets the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
20. Limited-access highways *have* been extended through the region connecting *both Chattanooga and* Atlanta with Memphis.
21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to *major* workplaces *such as Redstone Arsenal*.
22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.

26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.

29. The affordable cost of living in the region continues to be an attraction for residents and workers.

30. The region is viewed as a great place to raise a family *and retire*.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. *Controls are in place to ensure that* housing in the region continues to be affordable and available to the workforce and retirees, *which* is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.

35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The *systems are in place to ensure that* residents of this region have clean air to breathe and clean water to drink.
37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).
38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *Support and enhance Motlow State Community College at the Sunquest Center.*
40. *The region has a low unemployment rate.*
41. *The region has access to high quality electricity, natural gas, and telecommunications service.*
42. *Young medical practitioners are attracted to the region.*
43. *The area has a variety of entertainment, recreation, and nightlife amenities.*
44. *Adequate day care facilities serve the needs of children.*

Rank Order of Top Vision Characteristics for Lincoln and Franklin Counties, Tennessee

- I. The region is viewed as a great place to raise a family and retire.
- II. The public educational system (pre-K-12) is viewed as one of the best in the Southeast.
- III. The water and wastewater treatment systems and fire protection of the region support the growth in population and business and industry operations.
- IV. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- V. The educational system provides an excellent well-rounded academic program in STEM (science, technology, engineering, and mathematics) and arts and humanities, and prepares the future workforce for rewarding careers.
- VI. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- VII. The systems are in place to ensure that residents of this region have clean air to breathe and clean water to drink.
- VIII. Controls are in place to ensure that housing in the region continues to be affordable and available to the workforce and retirees, which is located in attractive neighborhoods in both rural and urban areas.
- IX. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).
- X. The affordable cost of living in the region continues to be an attraction for residents and workers.
- XI. The Tennessee Valley Region’s workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- XII. The ample and growing supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- XIII. The area has a variety of entertainment, recreation, and nightlife amenities.
- XIV. The regional highway system meets the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- XV. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.
- XVI. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and the arts and humanities, and prepares the future workforce for rewarding careers.

C. Modifications Proposed by Jackson County, Alabama

- **Workforce**

- 1. The Tennessee Valley Region’s workforce has the skills to *exceed* the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- 2. The ample supply of *appropriately* skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.

3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (*pre-K-12*) is viewed as one of the best in the Southeast.
5. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) *and reading*, and prepares the future workforce for *rewarding* careers.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations *throughout the entire region*.
13. Wages in the region are higher than the average for the Southeast *and the nation*, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.

15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.

- **Public Utilities**

16. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.

17. A high level of cooperation exists within the region between the various providers of public utilities and services.

18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.

- **Transportation**

19. The highway system *in every county of the region* is improved to meet the needs of increased intra-regional traffic flow *into and around major employment centers, including improvement of 72 East to Huntsville.*

20. A limited-access highway has been extended through the region connecting Atlanta with Memphis.

21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.

22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has *a* high quality *and accessible* health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.

26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.

29. The affordable cost of living in the region continues to be an attraction for residents and workers.

30. The region is viewed as a great place to raise a family.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.

35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.

36. The residents of this region have clean air to breathe and clean water to drink.

37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).

38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *Improvement or maintenance of the quality of life is a critical consideration for smaller communities when road and infrastructure changes are made.*
40. *Energy is available at low cost and in ample supplies to keep up with growth.*
41. *The area has a variety of entertainment, recreation, cultural, and nightlife amenities.*
42. *The region is adequately served with advanced telecommunications and high-speed broadband Internet capacity.*

Rank Order of Top Vision Characteristics for Jackson County, Alabama

- I. The highway system in every county of the region is improved to meet the needs of increased intra-regional traffic flow into and around major employment centers, including improvement of Highway 72 East to Huntsville.
- II. The public educational system (pre-K-12) is viewed as one of the best in the Southeast.
- III. The Tennessee Valley Region's workforce has the skills to exceed the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- IV. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and reading, and prepares the future workforce for rewarding careers.
- V. The region has a high quality and accessible health care system to meet the growing needs of all of the populace and employers.
- VI. Energy is available at low cost and in ample supplies to keep up with growth.
- VII. The ample supply of appropriately skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- VIII. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- IX. The region is viewed as a great place to raise a family.
- X. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.

- XI. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations throughout the entire region.
- XII. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- XIII. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
- XIV. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.
- XV. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

D. Modifications Proposed by The Shoals Area, Alabama

- **Workforce**

- 1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- 2. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- 3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

- 4. The educational system (*pre-K-12*) is viewed as one of the best in the *nation*.
- 5. The educational system *throughout the region* provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- 6. The business community collaborates closely with the educational community to *assure* that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- 7. A "*real*" *spirit* of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective

collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding business operations *in the region, with expansion into the TVA Reservation in the Shoals area.*
13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region (*including an office and technology park in the Veterans Drive corridor*), and these competitively priced properties are attractive, *easily accessible*, and well designed.

- **Public Utilities**

16. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
17. A high level of cooperation exists within the region between the various providers of public utilities and services.
18. A regional water resources plan includes strategies for *sharing* available water supplies, reducing consumption, improving or maintaining water quality, and *protecting our existing* water resources.

- **Transportation**

19. The regional highway system is improved to meet the needs of increased intra-regional traffic flow *through the extension of the I-565 highway to the Shoals.*
20. A limited-access highway has been extended through the region connecting Atlanta with Memphis.
21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.
22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, *working in cooperation with other regional airports to serve* national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers, *and that interfaces well with military needs and capacities.*

- **Intergovernmental Cooperation**

24. Local governments (city and county) *and regional councils (including the North Alabama Mayors Association)* cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.
26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.
29. The affordable cost of living in the region continues to be an attraction for residents and workers.
30. The region is viewed as a great place to raise a family.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The *growing* needs of *baby boomers and retirees* and those with special needs are met *and complement national standards*.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems *without inhibiting growth*.

35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.

36. The residents of this region have clean air to breathe and clean water to drink.

37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).

38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *Commercial air service is expanded in the regional airports such as that at the Northwest Alabama airport in the Shoals area.*

40. *Consolidated government services are prevalent in the region.*

41. *Disposable income in the region is comparable to or above the national average.*

42. *The area continues to maintain competitive tax incentives and rates.*

43. *The region has expanded its multi-modal water transportation capacity.*

Rank Order of Top Vision Characteristics for the Shoals Area, Alabama

I. The educational system (pre-K-12) is viewed as one of the best in the nation.

II. The regional highway system is improved to meet the needs of increased intra-regional traffic flow through the extension of the I-565 highway to the Shoals.

- III. The Tennessee Valley Region's workforce has the skills to exceed the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- IV. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region (including an office and technology park in the Veterans Drive corridor), and these competitively priced properties are attractive, easily accessible, and well designed.
- V. Local governments (city and county) and regional councils (including the North Alabama Mayors Association) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- VI. The business community collaborates closely with the educational community to assure that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- VII. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and protecting our existing water resources.
- VIII. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems without inhibiting growth.
- IX. A limited-access highway has been extended through the region connecting Atlanta with Memphis.
- X. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers, and that interfaces well with military needs and capacities.
- XI. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- XII. The educational system throughout the region provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- XIII. The region is viewed as a great place to raise a family.
- XIV. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, working in cooperation with other regional airports to serve national and international markets.

- XV. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.

E. Modifications Proposed by Limestone County, Alabama

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The *available* supply of skilled workers *with technical expertise* has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
3. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (K-12) is *globally competitive*.
5. The educational system provides an excellent program in *reading, languages, and STEM* (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between *all* educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.

10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
 11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
 12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
 13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
 14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, *agricultural*, and ecological assets.
 15. *Commercial* parks (*business and research*) and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively priced properties are attractive and well designed.
- **Public Utilities**
 16. The water and wastewater systems of the region support the growth in population and business and industry operations.
 17. A high level of cooperation exists within the region between the various providers of public utilities and services.
 18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.
 - **Transportation**
 19. The regional highway system is improving to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
 20. A limited-access highway has been extended through the region connecting Atlanta with Memphis.
 21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.
 22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable, high quality, *and locally-focused* health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.

26. Consolidated governments, *agencies, and public services* are prevalent in the region.

- **Quality of Life**

27. *The region promotes* an open and accepting environment that *values* cultural diversity *and Southern hospitality*.

28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.

29. The affordable cost of living in the region continues to be an attraction for residents and workers.

30. The region is viewed as a great place to raise a family.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine and that preserves natural ecosystems.
35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The residents of this region have clean air to breathe and clean water to drink.
37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).
38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

- 39. Local tributary roads meet traffic needs.*
- 40. A regional emergency and disaster recovery plan has been developed with dedicated funding and resources for testing, simulation, and recovery to meet the needs of the communities.*
- 41. Residents have access to a state-of-the-art library that increases literacy.*
- 42. Improved rail service for passengers and freight has reduced the dependence on oil.*
- 43. K-12 public education facilities and staff have been expanded to meet the increased student demand.*

Rank Order of Top Vision Characteristics for Limestone County, Alabama

- I. The educational system (K-12) is globally competitive.
- II. The educational system provides an excellent program in reading, languages, and STEM (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.
- III. The Tennessee Valley Region’s workforce has the skills to meet or exceed the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- IV. The regional highway system is improving to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.

- V. The region promotes an open and accepting environment that values cultural diversity and Southern hospitality.
- VI. The region has an affordable, high quality, and locally-focused health care system to meet the growing needs of all of the populace and employers.
- VII. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- VIII. Consolidated governments, agencies, and public services are prevalent in the region.
- IX. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.
- X. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- XI. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- XII. A high level of coordination and connection exists between all educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.
- XIII. The affordable cost of living in the region continues to be an attraction for residents and workers.
- XIV. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
- XV. The water and wastewater systems of the region support the growth in population and business and industry operations.

F. Modifications Proposed by Marshall County, Alabama

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The *growing* supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
3. Young professionals *who have left the region are returning and others* are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (K-12) is viewed as one of the best in the Southeast.
5. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.

12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism *destinations* in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively-priced properties are attractive and well-designed.

- **Public Utilities**

16. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
17. A high level of cooperation exists within the region between the various providers of public utilities and services.
18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.

- **Transportation**

19. The regional highway system *continues to* improve to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
20. A limited-access highway connecting Atlanta with Memphis *is in the planning and development stages*.
21. Mass transit (public transportation) has been expanded to reduce commuting times and improve access to workplaces.
22. The Huntsville International Airport is an expanded multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.
26. Consolidated metro governments are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.
29. The affordable cost of living in the region continues to be an attraction for residents and workers.
30. The region is viewed as a great place to raise a family.
31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.
32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a natural environment that is pristine, that preserves natural ecosystems, *and that attracts environmentally-compatible recreation.*
35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The residents of this region have clean air to breathe and clean water to drink.

37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).

38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *High-end retail, shopping, dining, and entertainment venues have been developed to support the growing regional population.*

40. *Local financial institutions in the region are competitive with other areas of the nation in their ability to provide financing for existing industry expansion, small business development, and creation of new jobs.*

41. *A high level of coordination and cooperation exists between all health care providers and insurers to meet the region’s health care needs.*

Rank Order of Top Vision Characteristics for Marshall County, Alabama

- I. The Tennessee Valley Region’s workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- II. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- III. The educational system (K-12) is viewed as one of the best in the Southeast.
- IV. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- V. The regional highway system continues to improve to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- VI. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- VII. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.

- VIII. The region is one of the top tourism destinations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.
- IX. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- X. High-end retail, shopping, dining, and entertainment venues have been developed to support the growing regional population.
- XI. The growing supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- XII. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- XIII. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- XIV. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
- XV. Local financial institutions in the region are competitive with other areas of the nation in their ability to provide financing for existing industry expansion, small business development, and creation of new jobs.

G. Modifications Proposed by Morgan and Lawrence Counties, Alabama

- **Workforce**

1. The Tennessee Valley Region's workforce has the skills *and work ethic* to meet the *continuing* needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
2. The ample supply of skilled *and professional* workers has made *and continues to make* the region attractive to existing *employers* that want to expand, or to new *employers* that want to locate a facility here.
3. Young professionals are attracted to *and retained in* this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system (*pre-K through college*) is *consistently* viewed as one of the best in the *nation and the world*.
5. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using *advanced* technologies *in computerization and telecommunication* to create an effective collaborative network for educational advancement that works toward the regional vision.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts across jurisdictional boundaries of governments, educational institutions, and other development entities.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
12. The expansion of Redstone Arsenal *continues to be* a major catalyst to the development of new and expanding technology-based business operations (*e.g., MSFC, Hudson Alpha, Toyota, and other enterprises in the region*).
13. Wages in the region are higher than the average for the Southeast, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism locations in the Southeast, capitalizing on its historic, military, scientific, cultural, recreational, and ecological assets.

15. Business parks and industrial parks meet the needs of expanding and relocating companies throughout the region, and these competitively-priced properties are attractive and well-designed.

- **Public Utilities**

16. The water and wastewater treatment systems of the region, *particularly in the rural areas*, support the growth in population and business and industry operations.

17. A *good* level of cooperation exists within the region between the various providers of public utilities and services.

18. A regional water resources plan (*local, regional, and multi-state*) *exists that respects the Tennessee River watershed, and it* includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.

- **Transportation**

19. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.

20. A limited-access highway has been extended through the region connecting Atlanta with Memphis.

21. Mass transit (public transportation) has been expanded to reduce commuting times, to improve access to workplaces, *and to help meet environmental air quality standards*.

22. The Huntsville International Airport *continues to be a major* multi-modal hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.

Intergovernmental Cooperation

24. Local governments (city and county) *across the region work cooperatively* with one another *as well as with federal and state agencies and the private sector* through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of *education*, infrastructure, and services.

25. The regional vision *is helping to* transform state and local government into a more effective and mutually supportive system.

26. *Collaborative* government *efforts* are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.

29. The affordable cost of living in the region continues to be an attraction for residents and workers.

30. The region is viewed as a great place to raise a family.

31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.

32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be affordable *with a variety of housing options* available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a *balanced* natural environment that is pristine and that preserves natural ecosystems.

35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.

36. The residents of this region have clean air to breathe and clean water to drink.

37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns, and increasing pathways for pedestrians and cyclists (“sensible development” or “smart growth”).

38. The regional populace has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *The citizens are educated by the business and education communities through informative, regular, and timely communication that encourages involvement, financial participation, and allocation of resources.*
40. *The efficiency of the regional transportation network meets local needs.*
41. *The region enjoys a commitment to public/private cooperation for funding and development of quality of life resources.*
42. *The region's energy resources (natural gas and electricity) meet the expanding needs.*
43. *The Tennessee River is a vital and efficient component of the transportation network within the region.*
44. *The region has the recreational, cultural, and shopping amenities that citizens find attractive.*

Rank Order of Top Vision Characteristics for Morgan and Lawrence Counties, Alabama

- I. The educational system (pre-K through college) is consistently viewed as one of the best in the nation and the world.
- II. The Tennessee Valley Region's workforce has the skills and work ethic to meet the continuing needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- III. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- IV. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- V. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- VI. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- VII. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.

- VIII. Local governments (city and county) across the region work cooperatively with one another as well as with federal and state agencies and the private sector through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of education, infrastructure, and services.
- IX. Young professionals are attracted to and retained in this region due to the presence of rewarding jobs and a desirable quality of life.
- X. The ample supply of skilled and professional workers has made and continues to make the region attractive to existing employers that want to expand, or to new employers that want to locate a facility here.
- XI. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- XII. The affordable cost of living in the region continues to be an attraction for residents and workers.
- XIII. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- XIV. A regional water resources plan (local, regional, and multi-state) exists that respects the Tennessee River watershed, and it includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.
- XV. The water and wastewater treatment systems of the region, particularly in the rural areas, support the growth in population and business and industry operations.

H. Modifications Proposed by Madison County, Alabama

- **Workforce**

1. The Tennessee Valley Region's workforce has the *education and* skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities.
2. The ample supply of *educated and* skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to *have a presence* here.
3. Professionals *of all ages* are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

- **Education**

4. The educational system is viewed as one of the best in the *nation*.
5. The educational system provides an excellent program in *arts, language, and STEM* (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.
6. The business community *and elected officials* collaborate closely with the educational community to *assure* that the schools have *the* funding to create a *relevant, challenging, rigorous, and dynamic* curriculum.
7. A high level of coordination and connection exists between the educational institutions in the region, using communication technologies to create an effective collaborative network for educational advancement.

- **The Economy**

8. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
9. The Tennessee Valley Region has achieved global recognition for its advances in research and development, and for its highly productive and competitive economic environment.
10. The region continues to conduct collaborative economic development and marketing efforts *among the various development entities*.
11. The regional economy is highly diverse, providing stability and sustainability to the economic base.
12. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
13. Wages in the region are higher than the *national* average, reflecting the high quality of jobs and skill levels of the workforce.
14. The region is one of the top tourism *destinations* in the Southeast, capitalizing on its historic, military, scientific, *space*, cultural, recreational, and ecological assets.
15. Business parks, *research parks*, and industrial parks meet the needs of expanding and relocating companies throughout the region.

- **Public Utilities**

16. The water and wastewater treatment systems of the region support the growth in population and *in* business and industry operations.
17. A high level of cooperation exists within the region between the various providers of public utilities and services.
18. A regional water resources plan includes strategies for sharing available water supplies, reducing consumption, improving or maintaining water quality, and developing alternative water resources.

- **Transportation**

19. The regional highway system is *improving* to meet the needs of increased traffic flow as well as *connections* with the rest of the Southeast and nation.
20. A limited-access highway *is being* extended through the region connecting Atlanta with Memphis.
21. **Convenient mass** transit (public transportation) *and alternative transportation (e.g., bicycle and pedestrian pathways)* have been expanded to reduce commuting times and improve access to workplaces.
22. The Huntsville International Airport is an expanded multi-modal *freight and passenger* hub for the Southeast, serving national and international markets.

- **Health Care**

23. The region has *an easily accessible* and high quality health care system to meet the growing needs of all of the populace.

- **Intergovernmental Cooperation**

24. Local governments (city and county) cooperate with one another across the region through constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
25. The regional vision has helped transform state and local government into a more effective and mutually supportive system.
26. *Shared government services* are prevalent in the region.

- **Quality of Life**

27. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
28. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.
29. The affordable cost of living in the region continues to be an attraction for residents and workers.
30. The region is viewed as a great place to raise a family.
31. The rural and small town feel to the area has not been lost as the core urban areas continue to grow.
32. The needs of senior citizens and those with special needs are adequately met.

- **Housing**

33. Housing in the region continues to be *attractive* and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- **The Environment**

34. The Tennessee Valley Region has a *beautiful* natural environment that preserves *its* natural ecosystems.
35. The agricultural heritage of the region is maintained and continues to provide an attractive quality to the region.
36. The residents of this region have clean air to breathe and clean water to drink.
37. Regional planning considers the need for preserving open space, creating corridors of higher density, developing more efficient land use patterns (“sensible development” or “smart growth”).
38. The region has a high level of environmental awareness.

- **Additional Vision Characteristics**

39. *The region has political influence at the State level equal to its economic influence.*
40. *The region is a safe and secure place to live and work, and has the public safety services in place to maintain this.*

41. *The region has parks, playgrounds, and dog parks for all.*
42. *The region enjoys a cultural and arts scene supplying the needs of all residents.*
43. *The region contains numerous greenways, bicycle and pedestrian pathways, trails, and open public spaces.*
44. *The Huntsville area is a national leader in biotechnology.*
45. *Vibrant downtowns serve as the heart of the region's communities.*
46. *Beautification of primary access corridors is ongoing.*
47. *A multimodal port facility on the Tennessee River has improved the movement of freight and commodities in the Huntsville area.*
48. *The region has a level of relevance in Montgomery equal to that in Washington DC.*

Rank Order of Top Vision Characteristics for Madison County, Alabama

- I. The educational system is viewed as one of the best in the nation.
- II. The regional highway system is improving to meet the needs of increased traffic flow as well as connections with the rest of the Southeast and nation.
- III. The Tennessee Valley Region's workforce has the education and skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities.
- IV. The region has an easily accessible and high quality health care system to meet the growing needs of all of the populace.
- V. The region has a low crime rate, and is viewed as a safe and secure place in which to live and work.
- VI. The affordable cost of living in the region continues to be an attraction for residents and workers.
- VII. Housing in the region continues to be attractive and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- VIII. The regional economy is highly diverse, providing stability and sustainability to the economic base.

- IX. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- X. The region is viewed as a great place to raise a family.
- XI. The business community and elected officials collaborate closely with the educational community to assure that the schools have the funding to create a relevant, challenging, rigorous, and dynamic curriculum.
- XII. The Huntsville International Airport is an expanded multi-modal freight and passenger hub for the Southeast, serving national and international markets.
- XIII. The educational system provides an excellent program in arts, language, and STEM (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.
- XIV. Shared government services are prevalent in the region.
- XV. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- XVI. Wages in the region are higher than the national average, reflecting the high quality of jobs and skill levels of the workforce.

APPENDIX 2-B

Table 2-1
Rankings of the Top 15 Visioning Characteristics
Across the Eight Sub-Regional Visioning Sessions

Vision Element No.	Rank Order of Regional Visioning Characteristics Votes for Each Vision Element by Visioning Session								Total Votes	Vision Element Rank
	1st	2nd	3rd	4th	5th	6th	7th	8th		
1	15	5	13	13	13	15	14	13	101	2
2		4	9	1		5	6		25	11.5
3		10		5			7		22	13.5
4	12	14	14	15	15	13	15	15	113	1
5	14	11	12	4	14	7	10	3	75	4
6	9			10		9	9	5	42	7
7	7				4				11	
8						4	11	7	22	13.5
9									0	
10	3				2				5	
11	11		4			10	5	8	38	8
12			6		9	3		1	19	
13	5					2		1	8	
14			3			8			11	
15	1		2	12					15	
16		13	6		1		1		21	15
17									0	
18	4			9			2		15	
19	13	2	15	14	12	11	13	14	94	3
20	10			7					17	
21									0	
22				2				4	6	
23	6	12	11	6	10		12	12	69	5
24	8		8	11	5	14	8		54	6
25									0	
26					8			2	10	
27			1		11	12	3		27	10
28					7			11	18	
29		6			3		4	10	23	13
30		15	7	3				6	31	9
31									0	
32									0	
33	2	8			6			9	25	11.5
34		1		8					9	
35									0	
36		9							9	
37		7							7	
38									0	
39	high-end retail					6			6	
40	energy		10						10	
41	financial institutions					1			1	
42									0	
43		3							3	
44									0	
45										

Note: The higher the ranking, the greater the number of points. Top ranking was awarded 15 points, down to the lowest ranking of 1 point.

APPENDIX 2-C

TOP RANKED REGIONAL VISION CHARACTERISTICS

Original Wording of Top 15 Vision Characteristics

1. The educational system (K-12) is viewed as one of the best in the Southeast.
2. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
3. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
4. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
5. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
6. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
7. The regional economy is highly diverse, providing stability and sustainability to the economic base.
8. The region is viewed as a great place to raise a family.
9. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
10. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
11. Housing in the region continues to be affordable and available to the workforce and retirees, maintaining attractive neighborhoods in both rural and urban areas.
12. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
13. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
14. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
15. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.

The following section looks at the local variances on each of the top ranked vision characteristics in order to ultimately craft an appropriate regional vision statement. The letters refer to the eight sub-regional meetings in order of their occurrence:

- A. Lawrence and Giles counties, Tennessee
- B. Lincoln and Franklin counties, Tennessee

- C. Jackson County, Alabama
- D. The Shoals Area, Alabama
- E. Limestone County, Alabama
- F. Marshall County, Alabama
- G. Morgan and Lawrence counties, Alabama
- H. Madison County, Alabama

Highest Ranked Vision Characteristic

- A. The educational system (K-12) is viewed as one of the best in the Southeast, *with highly qualified and well-compensated teachers.*
- B. The *public* educational system (*pre-K-12*) is viewed as one of the best in the Southeast.
- C. The educational system (*pre-K-12*) is viewed as one of the best in the Southeast.
- D. The educational system (*pre-K-12*) is viewed as one of the best in the *nation.*
- E. The educational system (K-12) is *globally competitive.*
- F. The educational system (K-12) is viewed as one of the best in the Southeast.
- G. The educational system (*pre-K through college*) is *consistently* viewed as one of the best in the *nation and the world.*
- H. The educational system is viewed as one of the best in the *nation.*

Second Highest Ranked Vision Characteristic

- A. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- B. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- C. The Tennessee Valley Region's workforce has the skills to *exceed* the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- D. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- E. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- F. The Tennessee Valley Region's workforce has the skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.
- G. The Tennessee Valley Region's workforce has the skills *and work ethic* to meet the *continuing* needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities keep the workforce up-to-date on the latest and future work requirements.

- H. The Tennessee Valley Region's workforce has the *education and* skills to meet the needs of the rapidly changing technology-oriented workplace, and life-long learning opportunities.

Third Highest Ranked Vision Characteristic

- A. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation, *with a particular focus on four-laning Highway 31/53.*
- B. The regional highway system meets the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- C. The highway system *in every county of the region* is improved to meet the needs of increased intra-regional traffic flow *into and around major employment centers, including improvement of Highway 72 East to Huntsville.*
- D. The regional highway system is improved to meet the needs of increased intra-regional traffic flow *through the extension of the I-565 highway to the Shoals.*
- E. The regional highway system is *improving* to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- F. The regional highway system *continues to* improve to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- G. The regional highway system is improved to meet the needs of increased intra-regional traffic flow as well as connectivity with the rest of the Southeast and nation.
- H. The regional highway system is *improving* to meet the needs of increased traffic flow as well as *connections* with the rest of the Southeast and nation.

Fourth Highest Ranked Vision Characteristic

- A. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) *and the arts and humanities*, and prepares the future workforce for *rewarding* careers.
- B. The educational system provides an excellent *well-rounded academic* program in STEM (science, technology, engineering, and mathematics) *and arts and humanities*, and prepares the future workforce for *rewarding* careers.
- C. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) *and reading*, and prepares the future workforce for *rewarding* careers.
- D. The educational system *throughout the region* provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- E. The educational system provides an excellent program in *reading, languages, and* STEM (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.

- F. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- G. The educational system provides an excellent program in STEM (science, technology, engineering, and mathematics) and prepares the future workforce for careers in these rapidly advancing fields.
- H. The educational system provides an excellent program in *arts, language, and* STEM (science, technology, engineering, and mathematics), and prepares the future workforce for careers in these rapidly advancing fields.

Fifth Highest Ranked Vision Characteristic

- A. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- B. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- C. The region has *a* high quality *and accessible* health care system to meet the growing needs of all of the populace and employers.
- D. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers, *and that interfaces well with military needs and capacities*.
- E. The region has an affordable, high quality, *and locally-focused* health care system to meet the growing needs of all of the populace and employers.
- F. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- G. The region has an affordable and high quality health care system to meet the growing needs of all of the populace and employers.
- H. The region has *an easily accessible* and high quality health care system to meet the growing needs of all of the populace.

Sixth Highest Ranked Vision Characteristic

- A. Local governments (city and county) *and the school systems* cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- B. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- C. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- D. Local governments (city and county) **and regional councils (including the North Alabama Mayors Association)** cooperate with one another across the region through

- structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
- E. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
 - F. Local governments (city and county) cooperate with one another across the region through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.
 - G. Local governments (city and county) ***across the region work cooperatively with one another as well as with federal and state agencies and the private sector*** through structured and constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of ***education***, infrastructure, and services.
 - H. Local governments (city and county) cooperate with one another across the region through constructive dialogue and action, working together to achieve greater efficiency and equity in the provision of infrastructure and services.

Seventh Highest Ranked Vision Characteristic

- A. The business community ***and local residents*** collaborate closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- B. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- C. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- D. The business community collaborates closely with the educational community to ***assure*** that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- E. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- F. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- G. The business community collaborates closely with the educational community to assist in assuring that the schools have adequate and appropriate funding, and to create a challenging, rigorous, and dynamic curriculum.
- H. The business community ***and elected officials*** collaborate closely with the educational community to ***assure*** that the schools have ***the*** funding to create a ***relevant***, challenging, rigorous, and dynamic curriculum.

Eighth Highest Ranked Vision Characteristic

- A. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- B. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- C. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- D. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- E. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- F. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- G. The regional economy is highly diverse, providing stability and sustainability to the economic base.
- H. The regional economy is highly diverse, providing stability and sustainability to the economic base.

Ninth Highest Ranked Vision Characteristic

- A. The region is viewed as a great place to raise a family.
- B. The region is viewed as a great place to raise a family *and retire*.
- C. The region is viewed as a great place to raise a family.
- D. The region is viewed as a great place to raise a family.
- E. The region is viewed as a great place to raise a family.
- F. The region is viewed as a great place to raise a family.
- G. The region is viewed as a great place to raise a family.
- H. The region is viewed as a great place to raise a family.

Tenth Highest Ranked Vision Characteristic

- A. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- B. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- C. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- D. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- E. *The region promotes* an open and accepting environment that *values* cultural diversity *and Southern hospitality*.
- F. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

- G. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.
- H. Southern hospitality has been preserved, along with an open and accepting environment that promotes cultural diversity.

Eleventh Highest Ranked Vision Characteristic

- A. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- B. The ample *and growing* supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- C. The ample supply of *appropriately* skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- D. The ample supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- E. The *available* supply of skilled workers *with technical expertise* has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- F. The *growing* supply of skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to locate a facility here.
- G. The ample supply of skilled *and professional* workers has made *and continues to make* the region attractive to existing *employers* that want to expand, or to new *employers* that want to locate a facility here.
- H. The ample supply of *educated and* skilled workers has made the region attractive to existing companies that want to expand, or to new companies that want to *have a presence* here.

Twelfth Highest Ranked Vision Characteristic

- A. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- B. *Controls are in place to ensure that* housing in the region continues to be affordable and available to the workforce and retirees, *which* is located in attractive neighborhoods in both rural and urban areas.
- C. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- D. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- E. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- F. Housing in the region continues to be affordable and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

- G. Housing in the region continues to be affordable *with a variety of housing options* available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.
- H. Housing in the region continues to be *attractive* and available to the workforce and retirees, and is located in attractive neighborhoods in both rural and urban areas.

Thirteenth Highest Ranked Vision Characteristic

- A. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- B. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- C. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- D. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- E. Young professionals are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- F. Young professionals *who have left the region are returning and others* are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.
- G. Young professionals are attracted to *and retained in* this region due to the presence of rewarding jobs and a desirable quality of life.
- H. Professionals *of all ages* are attracted to this region due to the presence of rewarding jobs and a desirable quality of life.

Fourteenth Highest Ranked Vision Characteristic

- A. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- B. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- C. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- D. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- E. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- F. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- G. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.
- H. The Tennessee Valley Region has one of the highest rates of job growth in technology-oriented and knowledge-based vocations in the nation.

Fifteenth Highest Ranked Vision Characteristic

- A. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
- B. The water and wastewater treatment systems *and fire protection* of the region support the growth in population and business and industry operations.
- C. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
- D. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
- E. The water and wastewater systems of the region support the growth in population and business and industry operations.
- F. The water and wastewater treatment systems of the region support the growth in population and business and industry operations.
- G. The water and wastewater treatment systems of the region, *particularly in the rural areas*, support the growth in population and business and industry operations.
- H. The water and wastewater treatment systems of the region support the growth in population and *in* business and industry operations.

Sixteenth Highest Ranked Vision Characteristic

- A. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- B. The expansion of Redstone Arsenal *and other federal installations* has become a major catalyst to the development of new and expanding technology-based business operations.
- C. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations *throughout the entire region*.
- D. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding business operations *in the region, with expansion into the TVA Reservation in the Shoals area*.
- E. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- F. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.
- G. The expansion of Redstone Arsenal *continues to be* a major catalyst to the development of new and expanding technology-based business operations (*e.g., MSFC, Hudson Alpha, Toyota, and other enterprises in the region*).
- H. The expansion of Redstone Arsenal has become a major catalyst to the development of new and expanding technology-based business operations.