



Springfield and Greene County

**STRATEGIC PLAN
SUMMARY DOCUMENT**

A 5-YEAR ACTION PLAN

Affordable Housing
Center City
Cultural
Growth Management & Land Use
Public Education
Regional
Transportation
Water Quality

Adopted by
Planning & Zoning Commission
9-16-04

Adopted by
Springfield City Council
11-15-04

INTRODUCTION

The *2004 VISION 20/20 Strategic Plan for Springfield and Greene County* is an outgrowth of the planning process undertaken in the mid-1990s and the plan elements that were prepared and adopted as a result of that planning process. The process was citizen-driven and involved hundreds of volunteers and tens of thousands of volunteer hours that led to the development and adoption of a Comprehensive Plan for the following specific areas.

- Center City
- Community Facilities
- Growth Management and Land Use
- Historic Preservation
- Neighborhoods
- Parks, Open Space, & Greenways
- Transportation

Significant progress has been made in the implementation of recommendations associated with these plan elements since their adoption. There has been a strong focus on the implementation of the Neighborhoods and the Parks, Open Space & Greenways Plans with:

- Formation and strengthening of the Neighborhood Conservation Office
- Development of the Neighborhood Conservation Strategy
- Preparation of the 5-Year Strategy Plan for implementing the Parks, Open Space, & Greenways Plan
- Passage of the sales tax referendum to implement the Parks Strategic Plan.

While implementation of the other plan elements has progressed, especially the Center City Plan, no formal process has been undertaken to identify priorities for the actions recommended in the plans. The *2004 VISION 20/20 Strategic Plan* identifies priorities and establishes responsibilities for carrying out the actions needed to implement recommendations of the plans.

This effort was initiated in early 2003 by the City of Springfield and Greene County as a means of reinvigorating the VISION 20/20 Plans. The process adopted to undertake this task has been citizen driven with the formation of the VISION 20/20 Coordinating Committee and Planning Groups for the following areas.

- Affordable Housing
- Center City

- Cultural
- Growth Management and Land Use
- Public Education
- Regional
- Transportation
- Water Quality

The membership on these planning groups consisted of volunteers currently involved in the particular areas; for example, the membership of the Affordable Housing Planning Group consisted of participants in the Housing Collaborative of the Community Partnership of the Ozarks and represented a broad cross section of groups and organizations involved in the various facets of housing in the community. Numerous public meetings, community events, surveys, and interactive computer processes have been employed to both provide information to the general public and to solicit comments and feedback from the public on the issues and strategies identified in this process.

The Planning Groups began meeting in June, 2003, and submitted recommendations to the VISION 20/20 Coordinating Committee by January, 2004. The Coordinating Committee undertook additional efforts at community involvement utilizing booths at community-wide events and surveys that solicited response to the strategies recommended by the Planning Groups.

This document is organized in the following manner.

- **Introduction** – provides an overview of the process and relates to the original VISION 20/20 process
- **The VISION** – Identifies the underlying themes and the overall vision for the Springfield-Greene County metropolitan area
- **Coordinating Committee Recommendations** – contains several specific recommendations from the Coordinating Committee with respect to the planning process
- **Actions and Strategies** – contains specific recommendations for actions to implement plan recommendations for the next five years with an emphasis on year-one actions and includes activities that are on-going. This chapter of the document consists of several sections, one for each of the planning areas addressed in the process.
 - Affordable Housing
 - Center City
 - Cultural
 - Growth Management and Land Use
 - Public Education
 - Regional
 - Transportation
 - Water Quality
- **Appendix** – contains membership of the Coordination Committee and Planning Groups.

The VISION

Springfield-Greene County continues to be a vibrant and progressive community that is action-oriented with an eye to the future and an understanding of the past. Much of the success in addressing issues and in fostering positive actions that have benefited the overall community is due to the commitment to community-based planning principles.

The beauty of our region, with its forests, hills, and streams, continues to attract people throughout the country as a place to visit and live; and the quality of life in our community provides residents and visitors with a mixture of culture, education, job opportunities, housing, and friendliness. These traits will continue to attract visitors and residents to the area.

Our continuing challenge is to maintain, and in some cases improve, the quality of the community we have today. Much has been accomplished through the VISION 20/20 process; but we cannot sit back and reflect on these accomplishments. Rather, we must continue to review our goals and work with the residents of our community to assess where we've been and where we are going.

The Community Vision

The Community Vision set forth in the initial VISION 20/20 process remains true today:

Springfield-Greene County will be a community in which people can learn, work, and play in safety and comfort. We want to be a vibrant community that presents an opportunity for everyone to achieve their full potential. This plan's central purpose is a high quality of life for all the people in the community. Future development of the community will meet the needs of the present without compromising the ability of future generations to meet their needs. The fundamental question is whether our actions improve the quality of life today...for our children? ...our grandchildren? ...our great grandchildren?

Quality of Life continues to be at the heart of the community vision. Some significant steps have been made in the area of Parks, Open Space, and Greenways, Neighborhood Conservation, and Downtown Revitalization. Additional focus is needed in defining associated visions for Affordable Housing, Center City, Cultural Development, Growth Management, Public Education, Regional, Transportation, and Water Quality.

Common Threads and Principles

A number of common themes are woven throughout the Strategic Plan and build on the principles contained in the VISION 20/20 Comprehensive Plan documents prepared from 1996 through 2001. While these themes are built on the original VISION 20/20 process, they have evolved from the discussions within the eight Planning Groups established to develop this Strategic Plan document. The central themes and principles guiding this document are:

A Community for All People – We must strive to incorporate all segments of society in our plans and policies for the future. Poverty is not an alien concept in our community and our plans should reflect an awareness of this fact. Individuals and families living below the poverty level must be considered in our decision-making process.

Livability and Quality of Life – Much of the discussion within each of the groups was all about livability and quality of life: economic development and growth are needed to maintain a community's vitality but not at the expense of quality of life. Economic Development and Quality of Life should not be viewed as competing interests. Sustained economic development and quality community growth cannot be achieved without a good quality of life. Good quality of life cannot be maintained in the community without sustained economic growth.

Environment and Water Quality – Environment and quality of life go hand-in-hand, and that was reflected in the discussions of the Planning Groups. Our region is blessed with an abundance of streams and lakes and excellent supply and quality of drinking water. These features must be preserved. Decisions related to housing development, land use and growth, and transportation have a significant impact on the water quality in our area. Sanitary sewer issues, storm water runoff, and water supply are key components of the water quality issue.

A Decent Place to Live – Sound housing that is affordable to all segments of our community is a basic principle of this Plan. Growth and Land Use policies, transit availability, public education and neighborhood conservation all contribute to addressing the need to provide affordable and sound housing. Actions and strategies undertaken over the next several years can have a major impact on providing affordable housing for all residents.

Center City Revitalization – Revitalization of Springfield's Center City continues to be a key component of future strategies for community development. Center City Springfield helps define the health of the overall community and its success or failure reflects on the entire community.

Intergovernmental Coordination and Cooperation – Coordination and cooperation among the various governmental jurisdictions in the area is a theme contained in many of the strategies and actions recommended in this document. Springfield and Greene County must set an example for cooperation and coordination throughout the region. The communities and counties in the region are not isolated islands, regardless of size, and must work together to address the issues that impact all. This is necessary to address growth issues, transportation issues, education,

affordable housing, and all aspects of our future. Government partnerships are needed to address these issues.

Governmental and Institutional Coordination and Partnership – Just as the various governmental jurisdictions need to work together to address common issues, the large Institutions in the community need to work together and local government should partner with institutions to achieve community goals. The medical, educational, and religious institutions in the Springfield area represent a wealth of resources that can provide significant benefits to the community. Local government should solicit the assistance of these institutions in addressing community issues and goals.

Summary

Other principles and themes are contained in the Strategic Plan recommendations, but the above principles reflect themes that are consistent throughout the document and were common during the discussions within each of the planning groups. A community that considers all people in its deliberations, recognizes the relationship between economic development and quality of life, is dedicated to protecting the environment, providing a decent place to live for all residents, committed to preserve the historic center of the community, and committed to cooperate and coordinate with its neighbors is a community that will maintain its vitality and quality of life.

COORDINATING COMMITTEE RECOMMENDATIONS

The actions and strategies set forth in this plan represent the recommendations of various planning groups. The VISION 20/20 Coordinating Committee has reviewed these recommendations, provided guidance for considerations by the planning groups, and attempted to combine the recommendations into a comprehensive guide for actions to be undertaken over the next several years that will achieve the plans and visions of the community. The Coordinating Committee also developed general recommendations for City Council, County Commission, School Board, and other jurisdictions to consider.

Annual Assessment – An annual report should be prepared that identifies the accomplishments of the previous year with respect to implementing the plan. This report should be coordinated and prepared by staff in the City, County, School District, Arts Council, Urban Districts Alliance, and other organizations involved in the process. The report should address what actions were undertaken, their outcomes, and what actions could not be accomplished and the reason they could not. In addition, this report should look to the coming year and prioritize those actions to be undertaken. The first such report should be presented on September 1, 2005.

Institutionalize Process – City Council and County Commission should continue to use a citizen-based process as part of the annual assessment process. The VISION 20/20 Coordinating Committee should remain as a standing committee and should review the annual assessment prepared by staff and make comments and recommendations with respect to priorities and actions to be undertaken. Composition of the Coordinating Committee should be consistent with its current make-up and the Committee should appoint new members to take the place of those who no longer wish to serve.

Coordinate with “Community Report Card” – The annual report should be coordinated with the Annual “Report Card” that is organized by the Chamber of Commerce.

Coordinate with the Annual “State of the Environment” Report – The annual report should also be coordinated with the “State of the Environment” report that is prepared by the Springfield-Greene County Health Department.

Incorporate all Public Education in Future Years – The current effort on Public Education focuses on the Springfield public school system. While that is important for the City of Springfield and most of urbanized Greene County, other school systems are located in Greene County. It is recommended that an effort be made to involve these school districts in addressing public education concerns throughout the county.

ACTIONS & STRATEGIES

This chapter consists of the following sections:

- Affordable Housing
- Center City
- Cultural
- Growth Management and Land Use
- Public Education
- Regional
- Transportation
- Water Quality

Each section identifies the “prefaces” or “preambles” identified by each of the Planning Groups in order to put the specific priorities and actions in context. The Planning Groups arrived at their recommendations independently, and, since each group consisted of a different cross-section of citizens, the level of detail may not be the same for each area. An attempt has been made to provide consistency in the manner in which each of the recommended actions are set forth.

Generally, the format consists of the following for all Year One Strategies/Actions. Years 2 through 5 Strategies/Actions are listed without the detailed information. That information is contained in the complete Strategic Plan document.

ACTION or STRATEGY

- **Initiate Action:** Identifies who initiates the action
- **Primary Responsibility:** Who has primary responsibility for carrying out the action
- **Secondary Responsibility:** Indicates who may be needed to provide assistance in carrying out the action
- **Discussion:** Provides reasoning and further discussion of the particular action.

AFFORDABLE HOUSING

The Affordable Housing Element is a five-year strategic plan for providing affordable housing in Springfield and Greene County. The plan will serve as a guide to be utilized by housing developers, public service providers, neighborhood leaders, and elected officials to direct Springfield and Greene County in ensuring an ample supply of quality affordable housing during the five year planning period.

Affordable Housing Charge

The following charge was developed by the coordinating committee during the Vision 20/20 process and was adopted by the 2003 Vision 20/20 Planning Group as a guide to creating the future of Affordable Housing in our community:

“The **Charge** to the Affordable Housing Planning Group is to recommend a **Five Year Strategic Plan** for implementation of the Vision set forth by the Housing Focus Group of *VISION 20/20: Creating the Future* and other *VISION 20/20 Plan Elements* and plans and/or studies related to affordable housing issues in Springfield-Greene County that identify key action steps to be undertaken to continue implementation of VISION 20/20 and identify the responsibility for carrying out the actions and their timing.”

From this charge the Affordable Housing Planning Group created the following statement to direct their planning process:

“How do we ensure an ample supply of quality affordable housing units in Springfield and Greene County over the next ten years?”

Summary of the Charge for Affordable Housing

The charge statement above defines the need for an adequate number of housing units for the future of our growing population. As the Planning Group analyzed growth and income statistics it became clear that we could not discuss issues of affordability without also focusing on housing quality. It was concluded that Greene County including Springfield would need to plan for **21,760** new housing units between the years **2000 and 2010** based on the current household growth rate of 20%. Approximately half of these units are needed within the City of Springfield. However when comparing the number of units needed for each income category we found a

surplus of 11,873 “affordable units” for low/moderate income households earning between \$15,000 and \$25,000 per year. The planning group concluded that there appears to be an adequate supply of affordable units in income ranges earning below \$35,000 each year. However, the group did note that the quality of these housing units is questionable. For those persons earning less than \$15,000 there is a projected deficit of 1,927 – 10% of total projected need (exhibit 1 *Housing Needs and Price Income Matrix*). It was concluded that not only should housing be affordable, but should also meet minimum standards of quality; defined as decent, safe, and sanitary structures. It is difficult to discuss issues of affordable housing without defining the term. The group approved the following working definition.

Quality Affordable Housing:

Quality Affordable Housing is housing that is free of significant structural defects, meets the basic living needs of residents, and is reasonably safe and secure. To be “affordable,” the cost to live in quality housing should be within the financial reach of residents (30 percent of income) at various income levels. Quality affordable housing must be profitable for the builder, developer, landlord, etc., or it will not be built and/or maintained.

Summary of Problems Issues and Concerns

The planning group listed the following problems, issues, and concerns, in priority order according to the results of a group vote.

Low Income

There is a need for quality affordable housing for lower income families earning 30% - 60% of the median income, (the “working poor” and disabled).

Special Populations

There is a need for quality housing support, (financial and social) for those who cannot provide for themselves, and for those transitioning from one economic class to another; such as the elderly, disabled, minorities, single parent households, people on fixed incomes, families in shelters, etc.

Housing Condition

Existing aging housing stock, and substandard housing needs improvement. To improve housing conditions there is a need for affordable home repair programs and resources for all homeowners, including small private landlords, to maintain or improve existing housing.

Coordination

There is a need for public/private coordination regarding housing development. Housing is a complex issue and cannot be solved by the public or private sector acting alone. Public policies

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and private sector practices must be coordinated to achieve any success in the delivery of housing that is affordable to all segments of our society.

Housing Survey

There is a need for an up-to-date *Housing Condition and Information Survey*.

Public Education

There is a need for greater public education about existing housing program opportunities. Education should promote homeownership, assist renters transitioning to homeowners; and help correct the issue of realtors and lenders not targeting low-income households.

Homeless

There is a need for an overnight emergency shelter (Safe Haven) for homeless persons not suitable for or on a waiting list for transitional housing programs. There is also a need for permanent housing options for the chronic homeless (such as single men, mentally ill, disabled, elderly, etc.)

Information Sharing

There is a need for coordination, information sharing, and awareness among public service providers and committees on affordable housing. Consumers need concise and consolidated access to affordable housing resources and educational opportunities. Example: First-time homebuyer classes.

Definition

The community does not have a working definition of “Quality Affordable Housing.” Acceptance of a working definition is important for discussion of issues and establishment of policy.

Ineligible Groups

There is a need for greater housing options for people with drug and other criminal convictions who are ineligible for public housing or housing assistance.

Subsidized Options

There is a need for more options in subsidized housing; such as housing type, size, number of bedrooms, etc.

Teenagers

There is a need for greater housing options for teenagers who are ineligible for public housing or housing assistance.

Neighborhood Perceptions

Negative neighborhood perceptions regarding safety, housing condition, schools, etc. are leaving existing affordable housing underutilized.

Demolition

Private and public redevelopments are causing a loss of housing stock without assuring replacement.

Qualification Gaps

There are qualification gaps between existing programs in terms of over-qualification and under-qualification for income based assistance.

AFFORDABLE HOUSING STRATEGIC PLAN

Year One (1)

1. **Establish a City/County Housing Office and Housing Director Position to coordinate all housing needs. This Housing Office should encompass the following:**
- **Advisory board for accountability**
 - **Constant update of the Resource Guide**
 - **Center for information and resources**
 - **Channel to receive funding**
 - **Education center for housing classes (Better Rental Living, Home ownership, Home Repair)**
 - **Advocate for people with housing problems**
 - **Investigate the use of a Housing Trust Fund**

Initiate Action: Springfield Planning & Development Department, Greene County Planning Department, and Housing Collaborative

Primary Responsibility: Housing Office

Secondary Responsibility: Springfield Planning & Development Department

Discussion: Currently there are multiple agencies and organizations involved in housing, but there is no organization that serves as an umbrella organization with an ability to coordinate housing policies and activities. Many of the existing organizations are not familiar with the roles and responsibilities of other groups addressing housing needs in the community. First Action should be for the City and County to establish a Housing Office and work together in hiring a director. It may be possible to identify an existing agency/organization and provide that agency with the charge to oversee and coordinate housing in Springfield and Greene County. The director would assist the city and county in setting up the

office, establishing guidelines, etc. The city and county would appoint board members. The Housing Office would play a key role in implementing many of the strategies and actions in the area of Affordable Housing

2. Conduct a housing condition survey and report similar to those previously undertaken by the City of Springfield.

Initiate Action: City Department of Planning and Development/County

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Housing Collaborative, Greene County Planning Department, Housing Office

Discussion: A Housing Condition survey was last conducted in Springfield in 1994. Updating this survey would provide a means to determine housing condition for the urban area. The survey would also assist in determining the need for rehabilitation funds and would assist in developing additional strategies and priorities for a rehabilitation and demolition program.

3. Explore National Safe Haven models for transient housing and identify funding sources.

Initiate Action: Faith Based Institutions such as the Salvation Army, the Kitchen, and the Victory Mission.

Primary Responsibility: **Housing Office**

Secondary Responsibility: Faith Based Organizations

Discussion: There is a need for an overnight emergency shelter (Safe Haven) for homeless persons not suitable for or on a waiting list for transitional housing programs. There is also a need for permanent housing options for the chronic homeless (such as single men, mentally ill, disabled, elderly, etc.) Any future transient housing facilities must address the issue of locating social services throughout the community and not locating these services in one geographical area. A Safe Haven facility should address the needs of potential users and tenants but must also address concerns of surrounding properties and neighborhoods.

AFFORDABLE HOUSING STRATEGIC PLAN

Ongoing Actions

1. Strategy: Support and expand the existing home repair programs to include a greater variety of repair options.

Initiate Action: Springfield Planning and Development Department and Greene County Planning Department

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Greene County Planning Department, Housing Office and Housing Collaborative

Discussion: Assess where unmet needs are and encourage/develop programs to address these needs. Public and private home repair programs currently exist in the area. These should be assessed to determine their effectiveness and to determine whether all needs are being met. This could lead to modification or expansion of the programs and possibly consolidation in order to become more effective.

2. Strategy: Encourage and promote Universal Design so as to create more adaptable housing design to accommodate the special needs of the aging and disabled population.

Initiate Action: Housing Office and/or Housing Collaborative

Primary Responsibility: Organizations such as the Southwest center for Independent Living, and The Council of Churches.

Secondary Responsibility: City Building Development Services and Greene County Building Regulations Department

Discussion: There is a need for more first floor level wheelchair accessible and adaptable units with emergency exits for wheelchairs (wider doorways, hallways, etc.) This would become an ongoing strategy to be built on each year as more universally designed structures are incorporated into housing development.

3. Strategy: The City of Springfield should enforce existing health and building codes encouraging rental property owners to recognize problems and take action.

- Initiate Action:** Springfield Planning and Development Department and Greene County Building Regulations Department
- Primary Responsibility:** City Planning, Health, and Building Development Services Departments and County Building Regulations Department
- Secondary Responsibility:** Rental Property Owners, Urban Neighborhoods Alliance, and Neighborhood Organizations
- Discussion:** As a community, we should create a “carrot and stick” approach to preserve housing stock. While the “stick” consists of the codes and ordinances dealing with health, safety, and housing issues, and the enforcement of those codes, the “carrot” can consist of improved property values, low interest loan availability, etc. Partnership among the government agencies, landlords, and neighborhood organizations is essential.

4. Strategy: Encourage local businesses to develop Employer Assisted Homeownership Programs.

- Initiate Action:** Housing Office, Urban Neighborhoods Alliance
- Primary Responsibility:** Urban Neighborhoods Alliance and Local Lending Institutions
- Secondary Responsibility:** City of Springfield and Greene County
- Discussion:** Employer Assisted Homeownership programs can assist employees in acquiring affordable housing. Several programs are in place in Springfield and should be used as prototypes for future programs.

5. Strategy: Continue the Landlord Training program implemented by Springfield Police Department last February.

- Initiate Action: City** Urban Neighborhoods Alliance and Springfield Police Department

Primary Responsibility: Springfield Police Department

Secondary Responsibility: Urban Neighborhoods Alliance

Discussion: The City should encourage landlords to take this course as a continuing education on rental issues and problems. Landlords should be encouraged to rent to graduates of the existing tenant training course on a priority basis, assuming that graduates of this course are in fact better tenants. Consideration should be given to expanding this program to include Greene County.

AFFORDABLE HOUSING STRATEGIC PLAN

Year Two (2)

- 1. Strategy: Investigate the pros and cons and possible incentives to encourage private developers to include Low and Moderate Income units in their market-rate housing developments (Single-family and Multi-family).**

- 2. Strategy: Locally owned / managed banks should develop easy to use loans for investors/rental property owners but not licensed contractors to use for the rehab of aging, substandard housing stock.**

- 3. Strategy: Encourage collaboration among social service providers and housing providers to establish a housing continuum. This should consist of:**
 - **Providing caseworkers in housing resource center**
 - **Providing financial, real estate assistance**
 - **Marketing housing programs**

- 4. Strategy: Provide an Annual Affordable Housing Status Report to the Community that includes, but is not limited to, the following:**
 - **Programs**
 - **Vacancies**
 - **Rents**
 - **Accessibility**
 - **Waiting list for subsidized housing**

AFFORDABLE HOUSING STRATEGIC PLAN

Year Three (3)

1. Strategy: Implement a local housing trust fund to finance local affordable housing initiatives.

AFFORDABLE HOUSING STRATEGIC PLAN

Year Four (4)

1. Strategy: Coordinate the existing not-for-profit Housing Repair Organizations to provide comprehensive housing repair.
 - A roof repair program should be included as well as other high cost or skilled repairs.
 - Identify unmet needs for repair resources for homeowners.
2. Strategy: The community should identify or develop a standard of expectations for both landlords and tenants and publicize them.

AFFORDABLE HOUSING STRATEGIC PLAN

Year Five (5)

1. Strategy: Give true incentives to owners/landlords to maintain properties while keeping the properties affordable

Other Strategies

The following strategies and actions have also been identified by the Affordable Housing Planning Group and may not be within the 5 year time period of the Strategic Plan but are valid strategies that could be carried out to address affordable housing needs as funding or other resources become available. These should be reviewed on an annual basis and considered for inclusion in the actions to be undertaken in the ensuing year.

1. **Strategy:** Current low interest rates are making second mortgages and lines of credit very affordable. Locally owned/managed banks should develop reverse mortgage products for instances when the homeowner lacks the ability to repay a loan. A previous strategy addresses repairs for rental properties. As the economy recovers and interest rates rise, banks should be encouraged to keep the interest rates on these products below market as part of their responsibility under the Community Reinvestment Act.
2. **Strategy:** The community needs to implement a HUD Certified homebuyer education program. Such a program would cover technical details of home buying, credit management, job skills improvement, money management, working with a realtor, post purchase follow up, etc.
3. **Strategy:** Create a hotline number for owners as well as tenants with housing problems. The hotline could be a function of the Housing Office.
4. **Strategy:** Create a public/private entity to acquire land for new construction.
5. **Strategy:** Develop block by block clean-up (repeat/expand what the collaborative did with Make a Difference Day and Ralph Manley a couple of years ago. Help provide volunteers to do minor repairs – have trash receptacles available for throwing away trash.
6. **Strategy:** Host an annual “Housing Expo” for the community for education purposes.
7. **Strategy:** Advertise City repair/remodel program more widely.
8. **Strategy:** Identify funding sources for housing redevelopment.
9. **Strategy:** Identify and target priority neighborhoods for housing improvement.
10. **Strategy:** Create a community funding pool to assist in rectifying property violations identified from inspections or reports.
11. **Strategy:** Develop a program to encourage realtors and lenders to target low-income households.
12. **Strategy:** Set aside a number of units for each publicly assisted private development for market rate units (scattered sites).
13. **Strategy:** Create training for caseworkers as relates to local resources availability.

14. **Strategy:** Develop a funding source for gap financing for homeownership.
15. **Strategy:** Create a public/private entity to acquire land for new construction of affordable housing
16. **Strategy:** Develop/broaden better rental living classes and homebuyer education (to inform people of regulations, financial assistance and incentives available).
17. **Strategy:** Involve universities in better rental living classes so they are available to students. Make this class a requirement for students who apply to live off campus.
18. **Strategy:** Advertise the availability of subsidized and assisted housing.
19. **Strategy:** Research the student mobility and affordability housing linkage.
20. **Strategy:** Work with specific organizations to develop ongoing training for low-income families to learn maintenance skills through hands on job skill training; give credit for work or money.
21. **Strategy:** Build a model home to show concepts of energy efficient and space efficient housing, such as the Rolla example (modest and affordable). This could be the office for the Housing Information Office. This model could be designed through Drury University and used as a model for infill housing design.
22. **Strategy:** Seek input from small landlords on incentives.
23. **Strategy:** Mailing of available housing training courses to interested/relevant housing service providers in the area, even if they are not a collaborative member.
24. **Strategy:** Target the greatest number of stakeholders and develop educational strategies and take the information to where they congregate such as school events, festivals, etc.
25. **Strategy:** Establish a Community Design Center to assist in promoting aesthetic architectural design of Affordable Housing.

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CENTER CITY

Center City Springfield consists of four separate districts: Downtown, Commercial Street, Walnut Street, Government Plaza/Central Street Corridor. The strategies and actions set forth are based on the adopted Center City Plan element.

The focus of the Center City strategies revolves around an overall goal and four broad primary actions that are contained in the Center City Plan element.

Continue to build several distinctive, urban districts oriented around high-quality public spaces that are linked to one another and collectively recognized and organized as Center City.

- 1. Develop Center City as distinct districts**
- 2. Orient each district around attractive public streets and spaces**
- 3. Define the boundaries and link the Center City Districts**
- 4. Strengthen and utilize the Urban Districts Alliance to guide Center City development**

The Center City section contains four sub-sections that deal with the four districts of Center City:

- Downtown
- Commercial Street
- Walnut Street
- Government Plaza/Central Street Corridor

Significant progress has been made since preparation and adoption of the Center City Plan element in the late 1990s. Much of the effort has been focused on downtown and the development of Jordan Valley Park, which was called out in the Center City Plan. Much more remains to be undertaken if the goals and vision of the plan are to be fulfilled. The following represents the framework within which the specific actions and strategies have been developed.

Downtown

- 1. Reestablish a unique position for Greater Downtown within the larger marketplace; one that is of value to the community and its residents**
- 2. Link the sub-districts into a whole that is recognized as Greater Downtown**

3. Preserve buildings of historic, architectural, or cultural merit.
4. Improve transit service to and throughout Greater Downtown
5. Establish Community Oriented Policing in Downtown
6. Enhance Greater Downtown's unique role as a multi-functional business district that includes retail, office, and general business activities.
7. Increase the diversity and compactness of land uses in Greater Downtown.
8. The City and the Urban Districts Alliance should work together to improve the pedestrian environment along key street locations
9. Use landscaping, parks, public squares, water features, and public art to focus and beautify Greater Downtown and to create gateways.
10. Improve maintenance and cleanliness.
11. Make a decision on one-way or two-way for Campbell and Jefferson Avenues
12. Address Parking Issues/Concerns in Downtown
13. Improve the water quality and edge treatment of Jordan Creek.
14. Focus on Alleyway clean-up and overall aesthetics in Downtown
15. Prepare and Adopt a Streetscape Improvement Plan for Downtown
16. Expand the capacity of Greater Downtown to accommodate conventions, conferences, and trade shows.
17. Encourage new buildings that are of appropriate scale, mass, and form.
18. Complete and Adopt Jordan Valley Park Master Plan and Design Guidelines

Commercial Street

1. Partner with the City to address the unintended impacts of the concentration of homeless services.
2. Partner with the City to provide better security in the Commercial Street area.

3. Create incentives for more retail and residential development.
4. Complete streetscape and landscaping and update site plan
5. Extend the emphasis given Downtown Springfield over the past 5 years to the Commercial Street area.

Walnut Street

1. Increase the number of complementary businesses.
2. Increase the number and variety of restaurants.
3. Improve the appearance of the Corridor
4. Reposition the western end of Walnut Street Corridor: Strengthen the physical and marketing connection between Downtown and the Walnut Street District.
5. Continue to present the Walnut Street District as a special area in Springfield and highlight its historic character

Government Plaza/Central Street Corridor

1. Expand Planning Area east to National Avenue to include Drury University and Ozarks Technical Community College
2. Prepare and follow a master plan that will help convey a civic theme through land use planning, site planning, architecture and public improvements along the streets of the district.
3. Plan locations for and cluster government and institutional buildings along and near Central Street.
4. Prepare and follow principles for building architecture and site planning.
5. Enhance major street corridors to complement the civic and institutional architecture and to emphasize the importance of the corridor.
6. Create an outdoor space for ceremonies and community gatherings that may also serve as an attractive forecourt for a major building or buildings.

7. Encourage development of retail and service facilities to serve the significant daytime population of the corridor.
8. Establish a strong linkage along the corridor, from Campbell Avenue to National Avenue, and forge linkages to Jordan Valley Park, Downtown, and Commercial Street.

CENTER CITY STRATEGIC PLAN DOWNTOWN

Year One (1)

Expand Greater Downtown's position as an arts and entertainment district

ACTION: Complete the renovation of the Gillioz Theater (Begin in Year 1 and Complete in Year 2)

Initiate Action: Gillioz Preservation Trust

Primary Responsibility: Gillioz Preservation Trust

Secondary Responsibility: UDA, Arts Council, City of Springfield

Discussion: Gillioz Preservation Trust must take the lead on this project. Key participation is required from the Springfield Regional Arts Council and Urban Districts Alliance. The City of Springfield should provide appropriate assistance as the details of implementation are finalized.

ACTION: Inventory Existing Arts Facilities and develop an Inventory of Needs

Initiate Action: Springfield Regional Arts Council

Primary Responsibility: Springfield Regional Arts Council

Secondary Responsibility: Urban Districts Alliance, City

Discussion: The Springfield Regional Arts Council must be the primary actor since that group has the best handle on existing arts facilities. UDA and the City can provide assistance with respect to base maps, data bases, etc.

ACTION: Identify and renovate buildings appropriate for arts groups (Identify in year one and then make the action ongoing)

Initiate Action: City of Springfield

Primary Responsibility: City of Springfield

Secondary Responsibility: Springfield Regional Arts Council and Urban Districts Alliance

Discussion: Staff in the Planning and Development Department and other city departments have the background and information needed to initiate this work item. This item should relate to the needs identified by the Arts Council and Arts groups in the area. Key participation by the Arts council and UDA is required.

ACTION: Prepare and Implement a Marketing Plan

Initiate Action: Jordan Valley Marketing Council

Primary Responsibility: Jordan Valley Marketing Council

Secondary Responsibility: Urban District Alliance, Downtown Community Improvement District (CID) and DDEC

Discussion: Marketing is a key component to downtown revitalization and the Jordan Valley Marketing Council is the primary agency in preparation of a marketing strategy. UDA, CID, and DDEC must collaborate in this effort in order to effectively implement a marketing plan.

ACTION: Implement Recommendations from the Wayfinding Plan (Begin in Year one and complete in Year three)

Initiate Action: City of Springfield and Convention and Visitors Bureau

Primary Responsibility: Planning & Development Department

Secondary Responsibility: Public Works Department, UDA, and Convention and Visitors Bureau

Discussion: The City, in conjunction with UDA and the Convention and Visitors Bureau has prepared a Wayfinding Plan to address design and location of signage for the center city area as well as other areas of the community. Implementation of this system will go a long way in providing a consistent message to visitors and residents alike.

Continue to Promote a strong residential base in Greater Downtown

ACTION: **Initiate a Loft renovation project in a major vacant building**

Initiate Action: City of Springfield

Primary Responsibility: Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion: There has been significant loft apartment development in downtown Springfield over the past several years, but much of that development has consisted of several lofts above a storefront or conversion of small commercial/warehouse structures to loft apartments. There are a number of major vacant buildings in downtown and conversion to loft apartments would both benefit the mixed use needs of the area as well as turn a major vacant building into a significant asset rather than a liability.

ACTION: **Address parking issues related to continued residential development downtown**

Initiate Action: Urban Districts Alliance and City of Springfield

Primary Responsibility: Urban Districts Alliance and City of Springfield

Secondary Responsibility: CID

Discussion: Residential development should continue to be encouraged downtown, but the practice of allowing residential development access to the free parking lots is becoming a problem since the residents take up spaces that cannot be used by patrons of the retail and dining establishments in downtown. This issue should be addressed in the near future to avoid a significant parking problem.

ACTION: Form Downtown Neighborhood Association as part of Urban Neighborhoods Alliance

Initiate Action: Urban Neighborhoods Alliance

Primary Responsibility: Urban Neighborhoods Alliance

Secondary Responsibility: Urban Districts Alliance, Downtown Springfield Association

Discussion: Downtown is a neighborhood and should be included in the Urban Neighborhoods Alliance organization and have representation on the board. The increasing number of residents in downtown makes inclusion in the Urban Neighborhood Alliance a logical step.

Link the SMSU Campus to Downtown

ACTION: Reinforce the pedestrian connection between Park Central Square and SMSU *(Begin in Year 1 and Complete in Year 3)*

Initiate Action: City of Springfield

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility: Springfield Planning & Development Department, SMSU, and Urban Districts Alliance

Discussion: The relationship between the SMSU campus and downtown has become significant over the past several years. While the campus is not far from downtown, there is no clear pathway. The best approach appears to continue the streetscape improvements along Walnut Street from Jefferson Avenue east to the proposed SMSU transit way as the first phase and then continue east to Hammons Parkway as a second phase.

Improve transit service to and throughout Greater Downtown

ACTION: Investigate use of transit shuttle within downtown to better link parking facilities to activity areas within downtown

Initiate Action: Urban District Alliance

Primary Responsibility: Urban District Alliance, Community Improvement District, DDEC

Secondary Responsibility: Springfield City Utilities, SMSU

Discussion: The biggest issue related to parking is the location of the parking facilities in relation to the activities in the downtown area. A shuttle system would allow better usage of the current parking spaces and also provide convenience to the patrons of downtown.

ACTION: Consider relocating Transit Transfer Facility

Initiate Action: City Utilities

Primary Responsibility: City Utilities

Secondary Responsibility: Urban Districts Alliance and Springfield Planning & Development Department

Discussion: The Transit Transfer Facility occupies property that is well suited for a parking deck or other higher intensity use. While a central location for the transit transfer facility should be encouraged, relocation of the facility should be considered and alternate sites evaluated. Transit service continues to be an important function in the community and provides a unique feature for downtown accessibility.

Community Oriented Policing

ACTION: Adopt a policy that incorporates a police presence as part of the downtown landscape and includes the following:

- *Officers on foot*
- *“Firm but Friendly” attitude*
- *Provide assistance, directions, etc.*
- *More emphasis as a downtown resource and less emphasis on enforcer image*
- *City Ambassador for downtown*

Initiate Action: City of Springfield

Primary Responsibility: Springfield City Council and Springfield Police Department

Secondary Responsibility: Urban Districts Alliance and CID

Discussion: Police presence in downtown is needed and appreciated; however, a stronger effort should be made to incorporate that presence in such a way that the police officer is a positive fixture in the downtown landscape. The police are in the area to provide assistance and not merely as enforcement. Assigning specific officers to downtown in order to create a “neighborhood patrol” concept would be beneficial to the businesses and patrons of downtown as well as the police department because those individuals would have a unique knowledge and understanding of the issues and problems in the area. These officers could also have input in various policy development efforts that might be undertaken by UDA, CID, and City government.

Enhance Downtown’s role as a multi-functional business district

ACTION: **Maintain a multi-functional business mix and focus on attracting retail development** *(Year 1 and then ongoing)*

Initiate Action: Urban Districts Alliance

Primary Responsibility: UDA

Secondary Responsibility: Springfield Planning & Development Department and Downtown Springfield Association (DSA)

Discussion: UDA should take the lead in working with property owners, city government, and others to focus on attracting retail development in the downtown. Progress has been made recently, but more retail activities are needed to produce a healthy and vibrant mixed-use area.

ACTION: **Develop a Business Retention and Attraction Strategy/Program and conduct systematic inventory of buildings and businesses** *(Undertake in Year 1 and update annually)*

Initiate Action: Urban Districts Alliance

Primary Responsibility: Urban Districts Alliance

Secondary Responsibility: CID, DSA, and Springfield Planning & Development Department

Discussion: An understanding of what buildings are available for lease/sale/etc. is necessary to respond to requests for business space. UDA should routinely inventory facilities in the downtown area.

ACTION: The City should encourage infill development on vacant and underutilized sites to reinforce and re-knit the pattern of buildings, to fill the voids, and to expand the volume of the Greater Downtown

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion: It is important to avoid holes in the downtown streetscape. Downtown visitors do not want to walk past vacant lots or large expanse of asphalt parking. The downtown streetscape should be continuous.

ACTION: Opportunities should be sought to develop new, infill buildings and structured parking where there is now surface parking

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: UDA

Discussion: This would help to avoid the “holes” in the streetscape.

ACTION: Establish a process to set priorities to undertake streetscape and pedestrian improvements on the following key street locations:

- *Main Avenue, between Water and College Streets*
- *Market Avenue, between College and Walnut Streets*
- *Jefferson Avenue, between Water and Elm Streets*
- *Kimbrough Avenue, between East Trafficway and Elm Streets*
- *Hammons Parkway, between Trafficway and Walnut Streets*
- *Trafficway between Main and National Avenues*
- *College/St. Louis Streets between Main and National Avenues*
- *Walnut Street between Market and National Avenues*
- *Walnut Street between Main and Grant*
- *The corridor between SMSU and Park Central Square*
- *Robberson: Water to Pershing*

Initiate Action: Urban Districts Alliance

Primary Responsibility: UDA and Springfield Planning & Development Department

Secondary Responsibility: Springfield Public Works Department, DSA

Discussion: These streets are key thoroughfares in the downtown area and should eventually be part of an overall streetscape design.

Use landscaping, parks, public squares, water features, and public art to focus and beautify Greater Downtown and to create gateways.

ACTION: Gateways should be created for the following locations to define entrances to Greater Downtown

- *Benton Avenue at Chestnut Expressway*
- *East Trafficway at National Avenue*

Initiate Action: City of Springfield

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility: Springfield Planning & Development Department and UDA

Discussion: Design of the gateways should relate to overall concepts set forth in Jordan Valley Park and should incorporate recommendations of the Wayfinding Plan where feasible and appropriate.

Maintenance and Cleanliness

ACTION: Implement the boarded **Building/Building Maintenance ordinance to encourage rehabilitation of buildings** (*Year 1 and then ongoing*)

Initiate Action: City of Springfield

Primary Responsibility: Springfield Building Development Services Department

Secondary Responsibility: Urban Districts Alliance and Springfield Planning & Development Department

Discussion: This ordinance is an important tool to avoid demolition by neglect situations and will provide incentives for property owners to either rehabilitate their buildings or sell the buildings to someone who will rehabilitate.

Parking Issues And Concerns

ACTION: Maximize on-street parking

Initiate Action: Urban Districts Alliance

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility: Springfield Planning & Development Department, CID, DSA

Discussion: On-street parking appears to be maximized at the present time, but there may be some areas that could be incorporated.

ACTION: Incorporate Wayfinding Concept as part of parking strategy

Initiate Action: City of Springfield

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility:

Discussion: A key component of the wayfinding system is universal symbols/language for activity areas, including parking. This should simplify the signage system for all parking facilities in the downtown area.

ACTION: Address employee and residential parking issues downtown

Initiate Action: Urban Districts Alliance

Primary Responsibility: City of Springfield

Secondary Responsibility: CID

Discussion: Employees and residents can take up key parking spaces for downtown businesses. Ordinances, policies, enforcement may be needed to assure that spaces intended for the downtown visitor are not being used by employees and residents.

ACTION: Prepare a Parking Management Plan, Study, or Analysis to address the following areas through recommended action steps:

- Promote shared parking
- Find solutions involving cooperation between the City and private interests
- Ensure that parking serves multiple destinations and is open to many users or the general public
- Encourage use of public parking through the use of readable and commonly accepted identification and entrance signs
- Minimize single-user parking
- Design parking and street frontage of any parking lot or structure consistent with streetscape principles in the plan
- Incorporate small retail stores or office with doors and windows onto the street into the front of any parking structure
- Use high quality materials for the facades of parking structures similar to the facades of office or retail buildings
- Plant dense hedges and/or trees, or install ornamental screens or railing, along the street edges of surface parking lots
- Use lighting, glass, and security devices to promote safety in parking structures
- Provide well marked and safe pedestrian routes between parking and destinations
- Develop a program to coordinate operational issues such as time limits, fees, loading zones, and signs.

Initiate Action: City of Springfield

Primary Responsibility: Springfield City Manager’s Office and Public Works Department

Secondary Responsibility: UDA, CID, SMSU, and Springfield Planning & Development Department

Discussion: Addressing the above steps in important in developing a comprehensive parking strategy and will avoid the piecemeal approach that may or may not be coordinated with other strategies.

Focus on Alleyway clean-up and overall aesthetics in Downtown

ACTION: Pick up junk, papers, trash, etc., and eliminate overflowing trash cans

Initiate Action: Community Improvement District

Primary Responsibility: CID

Secondary Responsibility: UDA and Springfield Public Works Department

Discussion: Clean streets, alleys, and sidewalks are integral to the perception of the area.

ACTION: **Improve alleyways (as appropriate) similar to Robberson in order to develop a series of interconnected alleyways for pedestrian use.**

Initiate Action: Urban Districts Alliance

Primary Responsibility: City of Springfield Public Works Department

Secondary Responsibility: Springfield Planning & Development Department

Discussion: This action will allow for pedestrian movement along paths that are currently deemed too dark and/or dirty to traverse and will allow for more convenient access from parking facilities to the various downtown venues.

ACTION: **Complete and Adopt Jordan Valley Park Master Plan and Design Guidelines**

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department and Springfield City Council

Secondary Responsibility: Jordan Valley Park Planning Committee

Discussion: There are still pieces of the plan that have not been incorporated and adopted by City Council. Adoption will provide staff with stronger support in developing policies and strategies for implementation and will assist when reviewing development proposals.

DOWNTOWN

Year One (1) Ongoing Actions

ACTION: Support activities such as First Friday Arts Walk, First Night, and other Community Arts Events

Initiate Action: Springfield Regional Arts Council (SRAC)

Primary Responsibility: SRAC, Urban Districts Alliance, DDEC

Secondary Responsibility: Jordan Valley Marketing Council, City of Springfield

Discussion: Implementation of this action revolves around a partnership among SRAC, UDA, and DDEC. These types of activities go a long way in bringing people to the Center City and will have an impact on other activities and businesses in downtown.

ACTION: Create a mix of low-and moderate-income units along with market-rate housing. Use various incentives to support such projects (CDBG funds, tax exempt bonds, tax credits, Community Development Corporation financing, property acquisition, and cost write-downs)

Initiate Action: City of Springfield and Urban Districts Alliance

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion: Housing in the downtown area should attract all segments of the community. A diverse population in the downtown area will assist in attracting diverse and interesting businesses that will also help attract more visitors and residents to the area.

ACTION: Establish incentives for development of downtown housing

Initiate Action: City of Springfield

Primary Responsibility: Springfield City Council and Planning & Development and Law Departments

Secondary Responsibility: Urban Districts Alliance

Discussion: Developing housing in the downtown area poses greater risk and hurdles than developing housing in the suburban areas around the community. Developers may need incentives to undertake housing projects in the downtown.

ACTION: **Promote private reinvestment and redevelopment of existing neighborhoods on the fringes of Greater Downtown**

Initiate Action: City of Springfield

Primary Responsibility: Springfield Neighborhood Conservation Office

Secondary Responsibility: Urban Neighborhoods Alliance

Discussion: The vitality of downtown is tied to the neighborhoods that surround it. Reinvestment in these neighborhoods will have a positive impact on downtown.

ACTION: **Implement “Central Springfield Neighborhood Revitalization Strategy”**

Initiate Action: City of Springfield

Primary Responsibility: Springfield Neighborhood Conservation Office

Secondary Responsibility: Urban Neighborhoods Alliance

Discussion: This will serve as a pilot project for neighborhood revitalization for those neighborhoods adjacent to the downtown/center city area.

ACTION: **Facilitate increased urban mixed-use housing in downtown Springfield**

Initiate Action: Urban Districts Alliance

Primary Responsibility: UDA and Springfield Planning & Development Department

Secondary Responsibility: Urban Neighborhoods Alliance

Discussion: Integrating housing, office, retail, and service uses will make for a more interesting and attractive neighborhood and will provide residents and workers with a true urban experience.

ACTION: **Downtown, Walnut Street, Jordan Valley Park, University Plaza Area, and SMSU should be linked with attractive, specially landscaped and lighted streets, and new development should fill the voids in the pattern of buildings**

Initiate Action: **Urban Districts Alliance**

Primary Responsibility: **City of Springfield Public Works Department and Planning & Development Department**

Secondary Responsibility: **Urban Districts Alliance**

Discussion: This action incorporates the notion of extending the streetscape concepts to link key activity centers in proximity to downtown and addresses the need to avoid “holes” in the downtown streetscape. Implementation of this action will facilitate attractive pedestrian ways and will make access to the downtown easier and more inviting.

ACTION: **Link the commercial core, University Plaza, Walnut Street, Jordan Valley Park, and the northern half of the SMSU campus into a single identifiable entity that is recognized and that functions as one entity – Greater Downtown**

Initiate Action: **Urban Districts Alliance**

Primary Responsibility: **City of Springfield Planning & Development Department and Southwest Missouri State University**

Secondary Responsibility: **Urban District Alliance, City of Springfield Public Works Department**

Discussion: Greater Downtown is more than just Park Central Square and the above activities will benefit by linkage to the same extent that the downtown core will benefit.

ACTION: **Improve the pedestrian environment throughout Greater Downtown**

Initiate Action: Community Improvement District

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility: Urban Districts Alliance and Springfield Planning & Development Department

Discussion: Downtowns are meant for pedestrians. An environment that caters to the pedestrian will attract more patrons to the area.

ACTION: Enhance pedestrian linkages to Park Central Square, University Plaza, Jordan Valley Park, Walnut Street, SMSU, Drury and OTC using streetscape improvements and an identified pedestrian way

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department and Public Works Department

Secondary Responsibility: UDA, Drury, OTC, SMSU, HWSA, Jordan Valley Marketing Council

Discussion: This further accentuates the notion of Greater Downtown.

ACTION: City of Springfield and Urban Districts Alliance coordinate development of Springfield Capital Improvements Program for projects in the Center City area.

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance and Springfield Public Works Department

Discussion: The Capital Improvements Program is updated annually and is programmed over a six year period. UDA needs to be part of the CIP process for projects in the downtown area in order to coordinate public investment with private investment.

ACTION: Preserve buildings of historic, architectural, or cultural merit. Continue to use historic preservation tax credits, façade loans, small business development loans, cdc financing, and other incentives to preserve historic structures in downtown.

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion: The historic nature of some of the buildings in the downtown area provides the unique character that sets downtown off from suburban developments. Capitalizing on the historic character can also provide financial incentives for developers.

ACTION: Maintain a multi-functional business mix and focus on attracting retail development

Initiate Action: Urban Districts Alliance

Primary Responsibility: UDA

Secondary Responsibility: Springfield Planning & Development Department and Downtown Springfield Association (DSA)

Discussion: Multi-use in downtowns assures vitality beyond the working hours. Retail development is critical for continued revitalization of the area.

ACTION: Create areas that combine housing, jobs, and entertainment uses

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion: Mixed use development is a necessity for revitalization.

Expand capacity of Downtown to accommodate conventions, conferences, and trade shows

ACTION: Develop multi-use Arena Facility adjacent to Exposition Center

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department and Private Developer

Secondary Responsibility: Springfield Convention and Visitors Bureau

Discussion:

ACTION: Build additional hotel rooms in greater downtown area

Initiate Action: Private Sector

Primary Responsibility: Private Sector

Secondary Responsibility: City of Springfield, Convention and Visitors Bureau, Urban District Alliance

Discussion:

ACTION: Establish connections across St. Louis Street from University Plaza Hotel and Convention Center to Exposition Center, Parking Deck, and future Arena facility (e.g. crosswalks, etc.)

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Private Sector

Discussion:

CENTER CITY STRATEGIC PLAN DOWNTOWN

Year Two (2)

ACTION: Establish an Arts District within the Zoning Ordinance and Identify appropriate areas to designate as Arts District zoning in the Downtown area

- *Define an “arts district”*
- *Prepare as an overlay zoning district*
- *Incorporate special financing techniques*
- *Treat similar to redevelopment areas*

ACTION: Provide transit service from clubs and restaurants in downtown area to surrounding residential areas especially university related housing areas

ACTION: Consider % of construction costs for Art

ACTION: Continue/renew Community Improvement District (CID) to provide enhanced level of maintenance of public streets, alleys, sidewalks, signs, landscaping, and parking areas

ACTION: UDA should lead the way in organizing private efforts to upgrade the image and appearance of properties

ACTION: Make a decision on one-way or two-way for Campbell and Jefferson Avenues. As part of the decision-making process, analyze the cost for changing to two-way streets and analyze the potential benefits of changing to two-way streets. Look closely at:

- *Potential increase interest in renovating buildings on these streets*
- *Possible increase in revenues for shops, restaurants, etc., located on these streets*

**CENTER CITY STRATEGIC PLAN
DOWNTOWN**

Year Three (3)

ACTION: Link Greater Downtown to other parts of the community with bicycle routes and lanes

ACTION: Improve the water quality and edge treatment of Jordan Creek (*Begin Year 3 and then ongoing*)

ACTION: Prepare and Adopt a Streetscape Improvement Plan for Downtown

**CENTER CITY STRATEGIC PLAN
DOWNTOWN**

Year Four (4)

ACTIONS: Retain and expand office uses and look at “office park” marketing concept in relation to Jordan Valley Park

**CENTER CITY STRATEGIC PLAN
DOWNTOWN**

Year Five (5)

ACTIONS: Develop Design Criteria/Standards for Downtown Development

COMMERCIAL STREET

CENTER CITY STRATEGIC PLAN COMMERCIAL STREET

Year One (1)

1. Partner with the City to address the unintended impacts of the concentration of homeless services.

ACTION: Review the recommendations set forth in the report prepared by *The American Alliance for Rights & Responsibilities* titled Civility and Recovery: Reconciling Compatible Interests in the Commercial Street Area and prepare action steps to implement the recommendations, a schedule for implementation, and identify responsibilities for implementation steps.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Commercial Club, City of Springfield Planning & Development Department, and Springfield Law Department

Secondary Responsibility: Urban Districts Alliance

Discussion:

2. Create incentives for more retail and residential development

ACTION: Combine and market existing programs such as Distressed Communities, Enterprise Zone, MODESA, Neighborhood Revitalization Strategy, and any others that have mechanisms to attract diverse and minority-owned retail development. The Urban Districts Alliance should become the economic development mechanism that markets the entire Center City area.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Springfield Planning & Development Department and Urban Districts Alliance

Secondary Responsibility: Commercial Club

Discussion:

3. Partner with the City to provide better security in the Commercial Street area.

ACTION: Seek grants similar to ones used on Calaboose to restore Commercial Club building, creating a 24-hour, staffed, police substation that serves the historic district and provides offices for officers in northern beats, creating necessary police presence in the area. *(Years 1 and 2)*

Initiate Action: Urban Districts Alliance

Primary Responsibility: Springfield Police Department

Secondary Responsibility: Commercial Club

Discussion:

CENTER CITY STRATEGIC PLAN COMMERCIAL STREET

Ongoing Actions

1. Complete streetscape and landscaping and update site plan.

ACTION: Complete streetscapes using the 300 East block as a model development. Work with outside consultant and City Planning and Development Department to hold design charrettes with surrounding neighborhoods to create an update to 1993 site plan (Commercial Street, Past, Present & Future) to position the area as an exciting and vibrant destination.

Initiate Action: Commercial Club

Primary Responsibility: Commercial Club, Springfield Planning & Development Department, and Springfield Public Works Department

Secondary Responsibility: Urban Districts Alliance

Discussion:

2. **Extend the emphasis given Downtown Springfield over the past 5 years to the Commercial Street area.**

ACTION: Primary emphasis in the Center City area has appropriately been focused on Downtown Springfield over the past five years. That same emphasis, including strategies, and resources, should begin to focus on Commercial Street. City staff and Urban Districts Alliance should identify the various strategies and resources that have been successful downtown and assess the appropriateness of their use on Commercial Street and establish a schedule for their implementation.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance and Commercial Club

Discussion:

CENTER CITY STRATEGIC PLAN WALNUT STREET

Year One (1)

ACTION: Identify connections from Walnut Street to Baseball Stadium, Jordan Valley Park, SMSU, Drury, and OTC

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department and Ozark Greenways

Secondary Responsibility: SMSU, Drury, OTC, Historic Walnut Street Association, UDA

Discussion:

ACTION: Use current CDBG funds to finish the streetscape plans by September 2004. This should include gateway signs over Walnut Street at the east entrance (National Avenue) and at the westernmost entrance to the district (Hammons Parkway or further west), erecting small, historic style parking signs (directing guests to off-street parking areas), installing historic planter boxes by each of the recently installed benches, and consider installing speed bumps (or other traffic calming device) in the alleyway on the south side of Walnut Street.

Initiate Action: Urban Districts Alliance

Primary Responsibility: City of Springfield Planning & Development Department and Public Works Department

Secondary Responsibility: Urban Districts Alliance

Discussion:

ACTION: Expand the Walnut Street district/planning area to include the properties along Walnut Street from Hammons Parkway to Kimbrough Avenue.

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Historic Walnut Street Association

Discussion:

ACTION: Investigate the feasibility of developing the vacant lot just east of One Parkway Place into a pocket park with a performance gazebo/stage, landscaping, etc.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Urban Districts Alliance

Discussion:

CENTER CITY STRATEGIC PLAN WALNUT STREET

Year One (1) Ongoing Actions

ACTIONS: Continue to promote the district to viable businesses through partnership with the UDA, City of Springfield, and other Downtown/Walnut Street supporters.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Urban Districts Alliance

Secondary Responsibility: City of Springfield, Historic Walnut Street Association, Springfield Regional Arts Council, Jordan Valley Marketing Council

Discussion:

ACTION: Encourage neighborhood appropriate retail (gift shops, antique shops, restaurants, specialty stores) in historic homes with retail on the first floor and residential above while also encouraging more single-family housing in contributing structures

Initiate Action: Urban Districts Alliance

Primary Responsibility: Urban Districts Alliance

Secondary Responsibility: Springfield Planning & Development Department

Discussion:

ACTION: Continue to promote the district as a prime location for upscale, intimate dining restaurants through partnership with UDA, the City, and other Downtown/Walnut Street supporters. Assure that sufficient parking is available and that the scale of the restaurant is consistent with the existing scale on Walnut Street.

Initiate Action: Urban Districts Alliance

Primary Responsibility: Historic Walnut Street Association

Secondary Responsibility: UDA, City of Springfield Planning & Development Department

Discussion:

ACTION: Continue to encourage property owners to properly maintain their buildings and lawns in the district while maintaining the historic elements of their property.

Initiate Action: Historic Walnut Street Association

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Historic Walnut Street Association and Urban Districts Alliance

Discussion:

ACTION: Maintain and rotate banners on historic streetlights for seasonal changes and festivals

Initiate Action: Urban Districts Alliance

Primary Responsibility: UDA and City of Springfield

Secondary Responsibility: Historic Walnut Street Association

Discussion:

ACTIONS: Continue to support ArtsFest and Cider Days on Walnut Street as a service to the community and as the only fundraiser for the Walnut Street Merchants Association

Initiate Action: Urban Districts Alliance

Primary Responsibility: Urban Districts Alliance

Secondary Responsibility: Historic Walnut Street Association and Springfield Regional Arts Council

Discussion:

CENTER CITY STRATEGIC PLAN

WALNUT STREET

Year Two (2)

- ACTION:** Prepare a Market Study for Walnut Street and then target appropriate shops and restaurants to take advantage of the newly refurbished and enhanced streetscape
- ACTION:** Consider the use of a Redevelopment Plan for the south side of Walnut Street, east of Kimbrough, to address the deteriorated structures in that area. Consider incorporating incentives, power of eminent domain, etc., as part of the redevelopment plan.
- ACTION:** Update the Historic House Walking Tour booklet to encourage Springfieldians and visitors to walk the district and learn and appreciate the historical significance of the buildings.

CENTER CITY STRATEGIC PLAN WALNUT STREET

Year Three (3)

- ACTION:** Look at moving all overhead wiring to the alleyways or underground.
- ACTION:** Brick all sidewalks between National Avenue and Hammons Parkway.
- ACTION:** Continue the period streetlights, sidewalk repairs, and banners west of Hammons Parkway.
- ACTION:** Partner with DSA, SMSU, the City, and City Utilities to extend the streetscape design concept (new sidewalks, period streetlights, banners, benches, etc.) from Hammons Parkway to Jefferson Avenue.

**CENTER CITY STRATEGIC PLAN
GOVERNMENT PLAZA/CENTRAL STREET
CORRIDOR**

Year One (1)

ACTION: Expand Planning Area east to National Avenue to include Drury University and Ozarks Technical Community College

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Drury, OTC, R-12, Greene County, City Utilities

Discussion:

ACTION: Establish a standing committee comprised of representatives of all institutions along corridor to monitor progress of plan implementation and to coordinate actions and policies of the individual institutions

Initiate Action: Springfield Planning & Development Department

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Drury, OTC, R-12, Greene County, City Utilities

Discussion:

GOVERNMENT PLAZA/CENTRAL STREET CORRIDOR

Ongoing Actions

ACTION: Implement the Central Street Corridor Plan recommendations

Initiate Action: Central Street Corridor Standing Committee

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Drury, OTC, R-12, Greene County, City Utilities

ACTION: Plan locations for and cluster government and institutional buildings along and near Central Street.

Initiate Action: Central Street Corridor Standing Committee

Primary Responsibility: City of Springfield, Greene County, City Utilities, R-12, Drury, OTC

Secondary Responsibility: Urban Districts Alliance

ACTION: Enhance major street corridors to complement the civic and institutional architecture and to emphasize the importance of the corridor.

Initiate Action: Central Street Corridor Standing Committee

Primary Responsibility: Springfield Planning & Development and Public Works Departments

Secondary Responsibility: Central Street Corridor Standing Committee

Discussion:

ACTION: Encourage development of retail and service facilities to serve the significant daytime population of the corridor.

Initiate Action: City of Springfield

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Private Sector and Central Street Corridor Standing Committee

**CENTER CITY STRATEGIC PLAN
GOVERNMENT PLAZA/CENTRAL STREET
CORRIDOR**

Year Two (2)

ACTION: Prepare and follow principles for building architecture and site planning.

ACTION: Establish a strong linkage along the corridor, from Campbell Avenue to National Avenue, and forge linkages to Jordan Valley Park, Downtown, and Commercial Street.

**CENTER CITY STRATEGIC PLAN
GOVERNMENT PLAZA/CENTRAL STREET
CORRIDOR**

Year Five (5)

ACTION: Create an outdoor space for ceremonies and community gatherings that may also serve as an attractive forecourt for a major building or buildings.

CULTURAL DEVELOPMENT

Introduction

What makes a great city – a city that is a wonderful place to live and work, a city that attracts residents, business and industry, and visitors?

Great cities and towns are one of a kind, unique, distinct in every way. They have a vitality that is authentic and deep. People who live in them feel an excitement and a pride in their downtown, their civic plazas and places. There is a sense of history and tradition, mixed with investment in the new. Place is important: old buildings, parks, gathering areas are enjoyed and actively used.

In great cities and towns, there is rarely if ever a sense of “there is nothing to do.” There is always something happening, involving residents and visitors alike. There are concerts and plays to go to on weekends. Cafes and restaurants are bustling. Pedestrians are out enjoying an evening stroll. Festivals engage all ages in community-based entertainment. Sports, entertainment, amateur events are all vigorously enjoyed and supported.

Great cities are, in sum, culturally vital. They have cherished, supported, and invested in their cultural life, and in so doing have strengthened every aspect of community livability and economic development. For great cities, the “creative economy” isn’t a fad, but a way of life and a community priority.

Springfield: A Great City

Springfield has all the makings of a great city. It has a rich cultural life and deep cultural roots, with a history that speaks to all of America. The heart of the Ozarks. Part of the fabled Route 66. A wonderful new community heart in Jordan Valley Park. Strong commitment to education and quality of life.

Springfield has a strong artistic and cultural heritage of which to be proud, as well. The Landers Theatre is Missouri’s oldest and largest civic theater. The Juanita K. Hammons Hall for the Performing Arts is a state of the art major performing arts center of a scale rarely found in a city

the size of Springfield. As a university town, Springfield benefits from the rich artistic and cultural life associated with three prominent campuses, all with strong visual and performing arts programs. Strengthened through a spirit of volunteerism and excellent leadership, Springfield has a symphony, opera, top quality museums, and many visual arts organizations.

Since late 2001, Springfield citizens have been working toward Springfield's future cultural development, resulting in this planning document. The goal: build on Springfield's cultural assets and legacy, and use these to strengthen overall community and economic development for the next 20 years, recognize that community vitality grows from cultural vitality, and invest accordingly. Build the infrastructure of strong arts and culture.

Vision 20/20 Planning Process

This cultural development planning effort is much like others from which the Springfield area has benefited, driven by the VISION 20/20 planning process. VISION 20/20 was a participatory planning process that culminated in adoption of a comprehensive plan designed for Springfield and Greene County. That comprehensive plan focused primarily on the physical components related to the conservation, revitalization, and development of the urbanized areas of Springfield and Greene County. Specific plan elements were adopted by Springfield City Council that address:

- *Land Use and Growth Management,*
- *Transportation,*
- *Parks, Open Space, & Greenways,*
- *Community Physical Image,*
- *Center City,*
- *Neighborhoods,*
- *Historic Preservation,*
- *Community Facilities.*

Many of these topics contain elements of cultural development. Community facilities, certainly. Historic preservation. Center city development. Image and place. Parks and Open Space. This plan adds an important additional point: culture, heritage, and the arts.

In association with and anticipation of the update to the VISION 20/20 plan, the cultural planning process grew from the recognition that a community is much more than its physical components. This Cultural Plan - which like the previous cultural plan is titled *CREATIVE SPRINGFIELD: A BLUEPRINT FOR ACTION* - sets forth goals, strategies, and actions aimed at ensuring that Springfield is the cultural hub and center of the Ozarks.

The central vision of *CREATIVE SPRINGFIELD: A BLUEPRINT FOR ACTION* is to ensure that Springfield is the cultural center of the Ozarks, a place in which the area's values, rich history and tradition of creativity are celebrated and in which the opportunity to experience all of the arts in their finest and broadest sense is integrated into each aspect of the everyday life of the community.

A year-long process led to the first draft of the plan. The planning process demonstrated the importance of strong leadership, a vitally effective arts council, and a larger dialogue as a part of overall community planning. To ensure that all these elements were in place, the finalization of the plan was delayed until the newly updated VISION 20/20 plan was developed, and until the Arts Council had gone through its own internal planning and development planning process to ensure its strength and capacity to implement the cultural plan.

The cultural planning process included an analysis of facility needs that also included analysis of potential cultural use of the Creamery. In response the Arts Council, with strong support from the City, made the move into the Creamery Center for the Arts. While this, too, lengthened the overall planning timeline, it signaled immediate response to the intent of the cultural plan and served as an important next step for cultural development.

Over the course of the plan development a strong Steering Committee, benefiting from extensive community input, shaped the cultural plan goals. Already, significant progress has been made. Actions have been undertaken to further the plan's vision, and additional opportunities and challenges have arisen over the past several years that warrant another planning effort aimed at updating the 1997 Cultural Plan. The Steering Committee receives facilitation and administrative support from the Springfield Regional Arts Council, an organization dedicated to community betterment through leadership, support, and advocacy on behalf of the arts.

The Cultural Plan Steering Committee aims to build on Springfield's previous cultural plan while it addresses current opportunities and challenges facing the Springfield region, in the larger content of overall community and economic development. Cultural planning itself has changed and matured in the years since Springfield's last cultural plan was developed in 1997. The cultural planning of the 21st century places much more emphasis on the importance of cultural and arts development as a foundation for overall economic development and community growth. While some of the topics remain the same – for example, the importance of arts in education – the context is much broader. Today there is deeper understanding of the essential strengths a strong cultural life offer to the economy, the building of community, the strengthening of civic vitality. This plan therefore includes goals for City Center revitalization and for the use of the arts as a stimulus for economic development.

This plan builds on the accomplishments realized in implementing the 1997 document *CREATIVE SPRINGFIELD: A BLUEPRINT FOR ACTION* and on Springfield's VISION 20/20 plan, the planning for Jordan Valley Park, and the overall effort for revitalization of Springfield's Center City. It is presented as an idea document, or guide, rather than a static plan. It is meant to be flexible and continually updated.

To launch this plan, a broad range of research was conducted in the community. A needs assessment was taken of local arts and cultural organizations to understand their priorities and issues to be addressed to strengthen the asset base for cultural development. Artist round tables, and meeting with providers of cultural and arts programming – from the social services to churches – were held. Numerous public meetings were open to Springfield residents, for their input. Civic leaders were convened and polled. Appearances on local access television were used to urge the public to provide input. In an effort to begin to identify community needs and priorities, several background studies were undertaken in the community. A survey was, in addition, posted on the web page of the Springfield Regional Arts Council.

To address the questions of facility needs, Springfield arts and cultural organizations completed a facilities priorities and inventory form, detailing the characteristics of their space needs as well as their capacity to operate in a new venue. Comparative analysis was done to provide a context for evaluation of the Creamery, and an overall feasibility study concluded that the Creamery should indeed be used as a mixed-use cultural center. The planning process also included facilitated planning for the Springfield Area Arts Council, to ensure its focus and capacity to take on the larger cultural development topics contained in this plan.

The findings from these efforts are discussed below. More detailed information is contained in the Appendix.

It is important to note that this plan has been developed in cooperation with the Vision 20/20 Coordinating Council as well as with the group putting together the first "Community Report Card." The intent is to continue such coordination for the ongoing review of this document, and the development of an annual report to be published through the Vision 20/20 update process. This will ensure that the implementation of this plan stays on track and that benchmarks are examined periodically.

The arts are integral to the quality of life of a community and essential to its cultural and economic development. We envision strong and healthy arts and cultural organizations, a vibrant environment for creativity, new hubs of community, educational, and visitor activity, and opportunities for participation in the arts to enrich the lives of all residents.

This Vision Statement provides the basic philosophy for development of the Cultural Plan and serves as the beacon to guide decisions aimed at achieving this vision for the community. In addition to the overall Vision, the following statements from 1997 *CREATIVE SPRINGFIELD: A BLUEPRINT FOR ACTION* are still pertinent and provide additional guidance for plan development.

The Springfield area is envisioned as:

- A vibrant, inviting, visually stimulating area in which to live, learn, work, and play;
- A community that values and welcomes cultural diversity and community involvement in an inclusive and accepting manner;
- A center of interaction between institutions of higher learning and the community;
- A magnet that attracts and retains creative individuals;
- A community with a strong and vital network of neighborhoods, reflecting the diversity of heritage, ethnic groups, and traditions;
- A community in which quality design is integrated into the established environment;
- A community that fosters accessibility to all the arts and cultural activities for all residents and visitors.

The Mission & Purpose

Through the process of updating the 1997 Cultural Plan, a mission statement was developed for community arts and culture. That mission has been formally adopted by the Springfield Regional Arts Council as the group with primary responsibility for implementation of this Plan:

The Mission of the Springfield Regional Arts Council is to develop, support, strengthen and make excellence in the arts accessible to all area residents.

The Purpose Of The Plan

Every community needs an infrastructure such as streets, sidewalks, and sanitary sewers. In addition, law enforcement, schools, employment, and parks are key components of a community. But these attributes do not make a community; they provide the basic infrastructure for a community to exist. These can also contribute to the quality of life in a community, but they serve more as building blocks for quality of life.

Quality of life can't be measured by miles of paved streets or number of schools or parks located in the community. These items are factors in quality of life, but the condition and location of those streets, the education received and opportunities available in those schools, and the nature of those parks are key factors in measuring quality of life.

While there is a physical component of a community, there is also a component that is less measurable but equally important: the cultural component. Culture and "the Arts" may mean different things to different people. To some it is the Symphony Orchestra while others might look to Theater, Paintings, Photography, Pottery, Literature, Poetry, other Music Venues, Ballet and Dance, and other visual and performing arts, or they look at all these activities as "the Arts." All of these areas contribute to the fabric of a community and help identify its unique character. Without these components, a community lacks certain qualities that make it stand out from other, less dynamic communities.

The Springfield community has adopted plan components for streets, bicycle paths, greenways, etc. It is time to include a Cultural Component as part of Springfield's Comprehensive Plan. The purpose of this plan document is to identify a community vision for the arts and to provide an action guide for citizens, art and cultural organizations, artists, institutions, and governments to achieve that vision. The Plan is intended to further the arts through the development of a framework that serves to support the region's cultural life and the many quality of life amenities that are considered essential to the overall well being of any community.

The Springfield Region Cultural Plan is a community-wide blueprint for promoting and developing healthy arts and cultural organizations, a vibrant Center City with rich artistic elements, accessible arts education opportunities, leadership for regional cultural arts development, and an environment to attract, support, and retain artists. The Cultural Plan Steering Committee has been established to provide comprehensive stewardship of the Cultural Plan during its planning, implementation, and evaluation stages. The Steering Committee receives facilitation from the Springfield Regional Arts Council, an organization dedicated to community betterment through leadership, support, and advocacy on behalf of the arts.

- Instill pride among area residents in the local cultural environment and the resources available to all;
- Give priority to retaining and attracting new resident artists to Springfield in all disciplines;
- Create an environment in which community volunteerism in cultural and artistic activities is highly valued;
- Encourage awareness of Springfield's commitment to creative innovation across the broad spectrum of arts endeavors;
- Encourage artistic and cultural expression to be of excellent quality and to reflect the area's history and cultural heritage;
- Ensure that Springfield's cultural organizations, large and small, traditional and experimental, will have the opportunity to be financially stable and artistically excellent;
- Seek out ways to build new opportunities for Springfield's artists to remain and work successfully in Springfield and our region.

As a result of the community discussion, priorities, and identified mission, the following eight goals have been established with suggested strategies for implementation. Where possible, a timeline has been identified, and an assignment of responsibility given. In all cases there is an expectation that this is a community plan, and will be implemented with community support on all levels.

FIVE YEAR PLAN GOALS AND ACTION STEPS

GOAL 1:

Continue to foster and build the community of artists and supporters of the arts (i.e. teachers, churches, visual arts organizations, performing arts organizations, and cultural organizations) in the Springfield region to strengthen the region's presence as an authentic, arts rich community.

GOAL 2:

Fund and capitalize arts and cultural development.

GOAL 3:

Stabilize and strengthen strong and healthy arts and cultural organizations, not only through funding, but also through collaboration, leadership, training, and communication.

GOAL 4:

Provide leadership for regional arts and cultural development, positioning Springfield as the Ozark's cultural hub.

GOAL 5:

Increase resident and visitor interest, participation, and support in and for the arts and cultural events throughout the Springfield region.

GOAL 6:

Demonstrate and increase the awareness of the economic impact of the arts as one of the foundations/building blocks of overall economic and community development.

GOAL 7:

Contribute to the further creation of a vibrant Center City—as the region's center—that is enriched by arts and culture.

GOAL 8:

Strengthen efforts for lifelong education, accessible to all ages and encompassing partnerships in higher education as well as pre-schools, schools, and the general community, with education provided in and through the arts.

The following represents the details of the Cultural Development Plan; however, the specific actions and strategies still need to be formatted and presented in a manner consistent with the other sections of the plan. Staff will work with the Springfield Regional Arts Council staff to format and make consistent with the remainder of the document.

GOAL 1:

Continue to foster and build the community of artists and supporters of the arts (i.e. teachers, churches, visual arts organizations, performing arts organizations, and cultural organizations) in the Springfield region to strengthen the region's presence as an authentic, arts rich community.

Action Steps for GOAL 1:

- A. Foster a true sense of community in the arts
- B. Develop the Creamery Arts Center
- C. Keep a community-wide facilities inventory up-to-date to maintain awareness of both the special needs of the arts groups and the available buildings/venues to meet those needs.
- D. Assist in identification of community-wide space
- E. Assist in development of an artist's co-op
- F. Develop a list of brochures needed to increase the region's presence; i.e. a gallery/studio brochure/map, a museum brochure/map, a festivals brochure, etc. and make them available to the general public.
- G. Establish consistent ties to the area school districts to tie into existing programs and/or supplement arts education where needed.
- H. Establish an arts identity for Springfield and the region.
- I. Ensure a comprehensive overview of all arts, including performing arts and visual arts, in a climate that encourages diversity in the arts
- J. Boost the arts presence in the Springfield region, helping to present artists and art groups in a positive, proactive manner.

A. Foster a true sense of community in the arts

- a. Support the Springfield Regional Arts Council's (SRAC) implementation of the section of the Agency Plan that calls for an interactive artist directory/database. *Year One Responsibility: SRAC staff and board and local artists.*
- b. Work with the Missouri Association of Community Arts Agencies (MACAA) to promote and capitalize on its artist residency. *Year One Responsibility: SRAC.*
- c. Work with existing groups (Springfield Visual Arts Alliance, Studio 55, galleries, First Friday Art Walk, theatres, choirs, etc.) to establish regular communication; i.e. hold a regular networking meeting for visual and performing artists and teachers similar to the meeting held for directors of local arts organizations. *Year One or Two Responsibility: SRAC and School District.*
- d. Build membership benefits to encourage a strong SRAC base. *On-going through Plan Responsibility: SRAC.*
- e. Determine the communication devices to provide consistent information to non-SRAC members and artists within member agencies. *On-going through Plan Responsibility: SRAC.*

Example: Foster a true sense of community in the arts

- Identify arts and cultural opportunities for the community
- Coordinate communication and cooperation among agencies
- Develop a marketing plan to increase exposure to the community

Initiate Action: Springfield Regional Arts Council, local arts organizations, Jordan Valley Marketing Council, City Manager's Office, Art Museum, Convention and Visitors Bureau

Primary Responsibility: Springfield Regional Arts Council

Secondary Responsibility: Local arts organizations

Discussion: First action is to make communication among arts agencies a priority.

- B. Develop the Creamery Arts Center (*all through Year Three; Responsibility: SRAC and City*)

Example: Complete the plans for development of the Creamery into an education/arts center. The final plans should include the following:

- Creation of space, office and educational, which could be used/shared by different arts groups.
- Include multi-purpose rooms for rehearsals, classes, art projects, etc., equipped with tables and chairs, pianos, music stands, audio visual equipment, etc.
- Suitable storage space so that groups using the facility on a regular basis would have storage for supplies, music, instruments, easels, etc.
- Family-friendly and safe pick up and drop off, parking and easy accessibility to the facility.
- Appropriate outside lighting for evening events and security.
- An auditorium with a stage area for small-scale performances such as those created for the summer workshops or Art in the Park events.

The planning process will require:

- ◆ Continuation of architectural committee representing the Arts Council and City
- ◆ Review/update of feasibility findings and recommendations
- ◆ Develop updated budget projections
- ◆ Develop funding plan

Initiate Action: Springfield Regional Arts Council, City Public Works, City Manager, Community Foundation of the Ozarks, City Building Development Services, architectural firm

Primary Responsibility: Springfield Regional Arts Council and Public Works

Secondary Responsibility: Butler, Rosenbury and Partners; Arts organizations

- C. Keep a community-wide facilities inventory up-to-date to maintain awareness of both the special needs of the arts groups and the available buildings/venues to meet those needs. *This requires City partnership.*
 - a. Identify other downtown facilities that would be appropriate and available for scene shops, storage space, offices, rehearsal venues, etc. *Year Two or Three Responsibility: SRAC and City.*
- D. Assist in identification of community-wide space for arts use and re-use *Year One Responsibility: SRAC and City*
- E. Assist in development of artists' co-op opportunities with the following goals:

- a. Establish high visibility for a wide diversity of art available in a central location, strengthening the cultural environment outlined in the Cultural Plan.
 - b. Provide an example for the cultural development of the area.
 - c. Exhibit artists' work in a pro-active setting year-round.
 - d. Provide a source of revenue for regional professional artists.
 - e. Increase community awareness of the variety of art available in the area.
 - f. Establish a means of public exposure for individual artists.
 - g. Encourage individual artist participation in the larger area art community.
 - h. Share cooperative marketing and Public Relations programs.
 - i. Maintain a central location for art openings, demonstrations and workshops.
 - j. Attract new business and industry with an art-centered environment.
 - k. Develop culturally appealing tourist destinations for Springfield.
 - l. Strengthen the art community by providing emerging local artists with opportunities for beginning their careers and existing artists for growing their careers.
 - m. Establish Springfield as an art center with a physical model for growing a healthy art community.
- F. Develop a list of brochures needed to increase the region's presence; i.e. a gallery/studio brochure/map, a museum brochure/map, a festivals brochure, etc. and make them available to the general public. *Year One Responsibility: SRAC and its member organizations.*
- G. Establish consistent ties to the area school districts to tie into existing programs and/or supplement arts education where needed. *Years Two and Three Responsibility: SRAC and School district working within Vision 20/20s Education Plan.*
- H. Establish an arts identity for Springfield and the region. *Ongoing Responsibility through the Plan: Vision 20/20 Plan, Jordan Valley Marketing Council and SRAC.*
- a. Work with downtown marketing plan/Jordan Valley Marketing council to create an overall arts image.
 - b. Develop specific tag lines and/or marketing tools that create a unified picture of the arts community.
 - c. Develop involvement with area festivals to build promotions, i.e. Cider Days, Japanese Fall Festival, etc.
- I. Ensure a comprehensive overview of all arts, including performing arts and visual arts, in a climate that encourages diversity in the arts. *On-Going Responsibility through the Plan: SRAC and community through Vision 20/20 Plan.*
- a. Periodically provide opportunities for input into communications and planning.

- b. Consider minority grant opportunities and other avenues to encourage minority participation in the arts.
- J. Boost the arts presence in the Springfield region, helping to present artists and art groups in a positive, proactive manner. *On-going Responsibility through the Plan: SRAC and City.*
 - a. Participate in marketing efforts.
 - b. Identify publication needs and facilitate development and distribution.

Action Steps for GOAL 2:

- A. Develop a coordinated approach to annual operating funding for cultural organizations.
- B. Develop an endowment or funding pool for stabilization of identified performing and visual arts organizations in order to maintain what we have.
- C. Complete the arts endowment brochure as funded by the Community Foundation of the Ozarks for 2004.
- D. Research and recommend appropriate policies relating to tax initiatives for the arts.
- E. Encourage and assist in development of consistent cultural policies in cooperation with the City of Springfield and Greene County in support of programs for arts, culture and heritage.
- F. Consider establishing an Arts and Culture Commission to coordinate support for the Arts Council, the Sister Cities Program, etc., on the model of Springfield's Greenways program.

Strategies for Action Steps of GOAL 2:

- A. Develop a coordinated approach to annual operating funding for cultural organizations.
 - a. Examine the role of a united arts fund as used in other communities and determine if a plan should be developed for Springfield. *Year Three or Four Responsibility: SRAC, City and funding agencies such as CFO and MAC.*
 - b. Build cooperation among arts agencies for endowment building, joint grant applications, joint fundraisers, and facility capitalization. *Years One and Two Responsibility: SRAC.*
 - c. Consider broader community arts development efforts and grant programs. *On-going Responsibility: CFO.*
 - d. Develop the Springfield Regional Arts Council as a granting organization. *Year Four Responsibility: SRAC and CFO.*
 - e. Continue and strengthen the advocacy role the Springfield Regional Arts Council plays with Missouri Citizens for the Arts and the annual Citizens for the Arts Day in Jefferson City, as well as with the Salute partnership of local agencies. *On-Going Responsibility: SRAC in cooperation with Chamber of Commerce, MAC, MACAA.*

B. Develop an endowment or funding pool for stabilization of identified performing and visual arts organizations in order to maintain what we have.

C. Complete the arts endowment brochure as funded by the Community Foundation of the Ozarks for 2004.

D. Identify endowment funds available to the arts and consider ways to increase contributions.
On-going Responsibility: SRAC

E. Research and recommend appropriate policies relating to tax initiatives for the arts. *On-going Responsibility: SRAC working with City.*

- a. Consider a percentage of new construction costs to be devoted to funding public art. *Year Three or Four.*
- b. Consider a percent for the arts from tax revenue to fund arts organizations and development. *Year Three.*
- c. Depending on the City, participate in local tax mechanisms such as the ¼ cent for capital improvements and/or level property tax. *Year Three.*
- d. Participation in the hotel/motel tax. *On-going.*

F. Encourage and assist in development of consistent cultural policies in cooperation with the City of Springfield and Greene County in support of programs for arts, culture and heritage. *On-going Responsibility: SRAC working with City and County.*

- a. Work with neighborhood associations. *Year Two.*
- b. Work with member organizations to develop programs and plans. *On-going.*
- c. Promote utilizing art through the development of policies on public art, encouraging the incorporation of art into public projects. *Year Three.*
- d. Encourage artist-in-residence programs. *Year Two.*

G. Consider establishing an Arts and Culture Commission to coordinate support for the Arts Council, the Sister Cities Program, etc., on the model of Springfield's Greenways program. *On-going Responsibility: SRAC working with City, County and other agencies.*

- a. Investigate options for a staff position, perhaps in coordination with the Parks Department, the History Museum, the Sister Cities Program, or the Art Museum. *Year Three.*

b. Research examples of commissions (locally, the Library and Greenways, and the City of Seattle's Arts Commission, and Blue Springs, MO). *Year Two or Three.*

c. Encourage more municipal support for the arts, similar to the City/Chamber/CU regional development council, in which the director is funded by the coalition. *Year Two or Three.*

The following is provided as an example of a strategy that would assist with fulfilling Goal 2, and provide for a coordinated approach to funding the arts. This example is meant to be a transition from the Springfield Regional Arts Council, and the intent is not to replicate, duplicate, or take away from that organization. The suggested goal is to transition into an arts group on the model of the Ozarks Greenways, the Park Board, or the Springfield Art Museum, in which an independent board is appointed, with staff and programs under the guidance of a City and/or County department.

Establish a City/County Arts and Culture Commission to coordinate activities supported by local government, including efforts to increase cultural tourism, the economic development aspects of the Sister Cities program, development of city-owned facilities for reuse for arts and education, etc. The Commission would need to maintain the volunteer base and encourage strong community support. It could encompass the following:

- An Advisory Board appointed by City and County
- Maintain an up-to-date database of arts organizations and local artists
- Serve as the Center for arts information and resources
- Serve as a vehicle to receive funding in support of arts and cultural issues
- Function as an Education center for development of arts and cultural classes
- Serve as an Advocate for arts and cultural organizations
- Investigate the use of a United Arts Fund

Initiate Action: Springfield Regional Arts Council, City Manager’s Office, Art Museum, City Planning and Development Department, County Planning Department, Convention and Visitors Bureau

Primary Responsibility: Arts and Culture Commission (Once established by City and County, Director hired, and Board appointed)

Secondary Responsibility: City Planning and Development Department/County Planning Department or other assigned agency or department (Parks, City Manager, etc.)

Discussion: First action should be for City and County to determine establish an Arts and Culture Commission to oversee implementation of the Cultural Plan and determine staffing needs. The director would assist the city and county in setting up the office, establishing guidelines, etc. The city and county would appoint board members. The Commission would play a key role in implementing many of the strategies and actions in the Cultural Plan, and ensure its continued updating and new strategies in the future.

GOAL 3:

Stabilize and strengthen strong and healthy arts and cultural organizations, not only through funding, but also through collaboration, leadership, training, and communication.

Action Steps for GOAL 3:

- A. Provide and participate in audience development training and opportunities.
- B. Develop programs that offer opportunities for children and their families to be involved in community performance based arts programs, i.e. learning about a story, working on the set, and then attending the play.
- C. Build a strong infrastructure of cultural organizations in the region through partnerships and coordinated efforts.
- D. Establish a mentoring program for the newer organizations to assist, welcome and draw them into the arts community.

Strategies for Action Steps of GOAL 3:

- A. Provide and participate in audience development training and opportunities.
 - a. Develop packages or family passes that encourage greater audience participation and attendance and that cross-promotes arts organizations and their activities. *Year Two.*
 - b. Encourage collaborations on tickets, i.e. development of a family pass with shows to four or five venues. *Year Two.*
- B. Develop programs that offer opportunities for children and their families to be involved in community performance based arts programs, i.e. learning about a story, working on the set, and then attending the play. *On-going. Responsibility: SRAC staff and board and member organizations.*
- C. Build a strong infrastructure of cultural organizations in the region through partnerships and coordinated efforts. *On-going. Responsibility: SRAC board and staff and member organizations.*
 - a. Develop and encourage regular communications among all arts and cultural organizations.
- D. Establish a mentoring program for the newer organizations to assist, welcome and draw them into the arts community.

- a. Work with the more established organizations to encourage sharing of their expertise. *Year Two.*
- b. Consider designing a collaborative project to strengthen and help the newer groups. *Year Three or Four.*

GOAL 4:

Provide leadership for regional arts and cultural development, positioning Springfield as the Ozark's cultural hub.

Action steps for GOAL 4:

- A. Increase awareness of the arts as a regional asset, where a variety of arts are located throughout the region.
- B. Continue to develop ties with regional arts councils.
- C. Help create a vibrant awareness of the arts regionally as well as outside of our region.
- D. Develop a larger, regional tourist audience for Springfield as the Ozark's cultural hub.

Strategies for Action Steps of GOAL 4:

- A. Increase awareness of the arts as a regional asset, where a variety of arts are located throughout the region. *Responsibility: SRAC staff and board and member organizations.*
- B. Continue to develop ties with regional arts councils. *On-going Responsibility: SRAC staff.*
- C. Help create a vibrant awareness of the arts regionally as well as outside of our region.
 - a. Identify and increase regional marketing of Springfield's arts and cultural opportunities.
 - b. Continue to promote activities such as the Greater Ozarks Arts Tours.
 - c. Examine the possibilities for development of heritage art programs, in conjunction with groups such as the History Museum or folk arts programs.
 - d. Consider the use of Founder's Park and creation of a new endowment for activities.
 - e. Examine the possibilities of working with existing multi-cultural agencies such as Group Latino, the Sister Cities Association, the universities and other institutions that provide strong multi-cultural examples and opportunities.
 - f. Capitalize on the presences of existing institutions such as the Springfield Art Museum, Drury University's Pool Art Center, Evangel University's Barnett Fine Arts Center and SMSU's College of Arts and Letters as community assets, offering assistance to local artists and art organizations and building partnerships wherever possible. *Dependent upon institution's participation.*

- D. Develop a larger, regional tourist audience for Springfield as the Ozark's cultural hub (attraction). *On-going responsibility: SRAC and its member organizations.*
- a. Market regional arts and cultural opportunities. *Year Two in collaboration with the Jordan Valley Marketing Council.*
 - b. Help to promote activities such as the Bluesfest, Artsfest, First Night, Festival of Lights, Cider Days, the Japanese Fall Festival, the Kite Festival, etc.

GOAL 5:

Increase resident and visitor interest, participation, and support in and for the arts and cultural events throughout the Springfield region.

Action steps for GOAL 5:

- A. Develop brochures and publications in conjunction with the Convention and Visitors Bureau.
- B. Provide ongoing support for arts and cultural events such as Artsfest, First Night, Greater Ozarks Art Tour, etc.
- C. Investigate the development of other festivals for the purpose of promoting a stronger arts identity.
- D. Create opportunities for the arts to be part of people's everyday lives.
- E. Work with neighborhood associations to identify locations for public art and appropriate art-related activities for neighborhoods, parks, etc.

Strategies for Action Steps of GOAL 5:

- A. Develop brochures and publications in conjunction with the Convention and Visitors Bureau. *Years One and Two. Responsibility: SRAC and its member organizations working with the CVB.*
 - a. Identify marketing needs.
 - c. Utilize kiosks and other marketing tools.
 - d. Consider establishment of a joint advertising plan with member agencies.

Currently Identified Arts & Entertainment Related Publications:

- Quarterly newsletter from CID
- Bi-monthly newsletter from SRAC
- Bi-monthly newsletter from SSCA
- Monthly newsletter from the CVB to the local and state tourism industry
- Monthly internal newsletter from the City of Springfield to employees and retirees
- It's All Downtown Dining and Entertainment Guide
- Parking maps (CID)
- First Friday Art Walk brochure and map
- Event-specific publications from each arts agency (i.e. season guide from the Springfield Little Theatre, handbills from the Vandivort, promotions from the Juanita K. Hammons Hall, the Springfield Ballet, etc.)
- Discovery Center pamphlet

- Event-related publications such as those done for Festival of Lights
- Expo marketing materials from both the CVB and the Expo managers
- City JVP publications and maps (16-page color brochure and 4-page JVP project progress brochure)
- Quarterly brochure PARK IT (15 – 17,000) per quarter encompasses all Springfield-Greene County Park Board activities

B. Provide ongoing support for arts and cultural events such as Artsfest, First Night, Greater Ozarks Art Tour, etc. – *on-going*

Currently Identified Events:

- First Night, December 31, annually
- Artsfest on Walnut Street, first weekend in May, annually
- Cider Days
- Winterfest
- SnowFest held on First day of summer (Saturday)
- Miss Merrie Christmas pageant
- Christmas parade
- St. Patrick’s Day parade
- Pub crawls
- Beerfest
- Blues Festival
- Neewallah
- Outdoor cinema in Founder’s Park
- Summer lunchtime concerts in Founder’s Park
- Celebrate Center City concerts in Jordan Valley Park
- First Friday Art Walks
- Savor Downtown
- Juneteenth
- 30 events at the Expo Center for 2004
- Baseball games
- Hockey games/ice skating competitions
- Loft Walks
- Festival of Lights
- SMSU Ozarks Heritage Festival
- Art in the Park in Sequiota Park, held in October

C. Investigate the development of other festivals for the purpose of promoting a stronger arts identity. *Year One (Kite Festival); Year Three.*

D. Create opportunities for the arts to be part of people’s everyday lives. *On-going throughout Plan.*

F. Work with neighborhood associations to identify locations for public art and appropriate art-related activities for neighborhoods, parks, etc. *Year Two.*

Consider support for development of a Contemporary Art Museum. *Year Five.*

Demonstrate and increase the awareness of the economic impact of the arts as one of the foundations/building blocks of overall economic and community development.

Action steps for GOAL 6:

- A. Fund and/or facilitate a local economic impact study of the arts.
- B. Work with the Convention and Visitors Bureau to poll tourists/visitors
- C. Cooperate with the Jordan Valley Marketing Council on development of a marketing plan for brand/image of the arts and downtown.
- D. Increase brand awareness of the arts using the Springfield-Greene County parks Department's "Sports model" of development.
- E. Communicate with legislators to provide information that may lead to understanding the role of the arts in the economic health of our region and state.
- F. Provide input into existing economic development partnerships, particularly through the Chamber of Commerce, City, and County and continue to represent the arts in economic development and community committees (such as Good Community) whenever possible.

Strategies for Action Steps of GOAL 6:

- A. Fund and/or facilitate a local economic impact study of the arts. *Year One; Student study, formal study may require City participation.*
- B. Work with the Convention and Visitors Bureau to poll tourists/visitors. *Year Two or Three.*
- C. Cooperate with the Jordan Valley Marketing Council on development of a marketing plan for brand/image of the arts and downtown. *Year One or Two.*
- D. Increase brand awareness of the arts using the Springfield-Greene County parks Department's "Sports model" of development. *Requires CVB and Parks assistance.*
- E. Communicate with legislators to provide information that may lead to understanding the role of the arts in the economic health of our region and state. *Ongoing throughout the Plan. Responsibility: SRAC and its member organizations.*
- F. Provide input into existing economic development partnerships, particularly through the Chamber of Commerce, City, and County and continue to represent the arts in economic development and community committees (such as Good Community) whenever possible. *Ongoing.*

GOAL 7:

Contribute to the further creation of a vibrant Center City—as the region’s center—that is enriched by arts and culture.

Action steps for GOAL 7:

- A. Cooperate with a facilities inventory as identified in Vision 20/20’s Center City plan, including the identification of appropriate and “best use” space for facilities dedicated to the arts, such as art centers, museums, studios, etc.
- B. Ensure the maintenance of arts infrastructure in the Center City area.
- C. Encourage artist participation in the community urban planning and design process.
- D. Encourage the adaptive reuse of buildings for the arts.
- E. Cooperate with the identification of arts district(s) and the appropriate incentives as well as geographical designation(s).
- F. Support the development of quality design and installation of public art in appropriate places; promote visible and accessible outdoor sculpture, murals and installations.
- G. Assist in planning and development to fill the empty spaces with art-related businesses.
- H. Facilitate Center City revitalization through the arts, arts facilities, and districts.
- I. Complete the Creamery renovation and implement full use.
- J. Work with the Springfield-Greene County Park Board and with existing Parks’ programs to facilitate and promote activities in Jordan Valley Park, Founder’s Park, Jubilee Park, and Jenny Lincoln Park.
- K. Cooperate in a comprehensive marketing plan for Center City that includes brand marketing for the arts.
- L. Coordinate with signage program in the Center City area.
- M. Support Center City arts events such as First Friday Art Walk.
- N. Continue to expand arts activities on the downtown area such as: Art in the Park, Caroling in the Park, First Friday Art Walk, etc.

- A. Cooperate with a facilities inventory as identified in Vision 20/20's Center City plan, including the identification of appropriate and "best use" space for facilities dedicated to the arts, such as art centers, museums, studios, etc. *Requires partnership with City.*
- B. Ensure the maintenance of arts infrastructure in the Center City area. *Requires partnership with City.*
- C. Encourage artist participation in the community urban planning and design process.
 - a. Coordinate an artists-in-residence program with appropriate City departments to contribute to the planning and design process. *Requires partnership with City. Year Two.*
 - b. Coordinate and provide information to private developers about the availability of artists to provide input into the planning and design process. *Responsibility: SRAC and City. Year Three.*
 - c. Encourage the incorporation of quality design into the early planning process for development. *Requires partnership with City. Year Three.*
- D. Encourage the adaptive reuse of buildings for the arts. *Ongoing throughout the plan.*
 - a. Support where possible the renovation of the Gillioz. *Requires partnership with Gillioz board.*
- E. Cooperate with the identification of arts district(s) and the appropriate incentives as well as geographical designation(s). *On-going as part of Vision 20/20. Year Two or Three.*
- F. Support the development of quality design and installation of public art in appropriate places; promote visible and accessible outdoor sculpture, murals and installations. *Responsibility: SRAC and SPPA.*
 - a. Work with the Springfield Program for Public Art to move from a project- by-project basis to a comprehensive plan. *Year Two.*
 - b. Work with the Urban Neighborhoods Alliance for identification of neighborhood installations. *Year Two or Three.*
 - c. Work within the committee working for art in Founder's Park. *Years One and Two and on-going.*
 - d. Work with the City and County, particularly in Parks, to develop an inventory of appropriate public spaces throughout Greene County to be reserved for art. *Year Two.*

- e. Develop an artist-in-residency program for public art. *Year Two.*
 - f. Promote the use of art in public buildings throughout the community such as the Expo Center, City hall, the Greene County Courthouse, the Jordan Valley Community Health Clinic, etc. *Year Two.*
- G. Assist in planning and development to fill the empty spaces with art-related businesses. *Requires partnership with City.*
- H. Facilitate Center City revitalization through the arts, arts facilities, and districts.
- a. Participate in the Center City Vision 20/20 plan. *Year One.*
 - b. Promote awareness of Center City through promotions for events. *On-going.*
- I. Complete the Creamery renovation and implement full use. *Year Three.*
- J. Work with the Springfield-Greene County Park Board and with existing Parks' programs to facilitate and promote activities in Jordan Valley Park, Founder's Park, Jubilee Park, and Jenny Lincoln Park. *On-going.*
- K. Cooperate in a comprehensive marketing plan for Center City that includes brand marketing for the arts. *On-going through collaboration with the Jordan Valley Park Marketing Council.*
- L. Coordinate with signage program in the Center City area. *Requires partnership with City and identification of arts district; way finding in Year One or Two.*
- M. Support Center City arts events such as First Friday Art Walk. *On-going.*
- N. Continue to expand arts activities city-wide area such as: Art in the Park, Caroling in the Park, First Friday Art Walk, etc. *On-going.*

Action steps for GOAL 8:

- A. Communicate the need for the arts to be part of the core curriculum for our public schools, K-12.
- B. Provide alternative arts learning to supplement school programs.
- C. Enhance cultural education opportunities.
- D. Develop partnerships with colleges and universities.
- E. Participate in the Missouri Fine Arts Academy.
- F. Partner with the public schools in programs that will strengthen their arts education programs community arts education programs.
- G. Identify weaknesses and special needs such as after school arts programs, and collaborate to provide services and scholarships so that economically challenged children have opportunities for participation in arts education programs such as: SW Missouri Children's Choirs, Springfield Ballet, Springfield Little Theatre classes, etc.
- H. Develop programs for the artistically gifted children comparable to existing programs for the academically gifted students.
- I. Facilitate the development and promotion of adult education opportunities. On-going.

Strategies for Action Steps of GOAL 8:

- A. Communicate the need for the arts to be part of the core curriculum for our public schools, K-12. *Year One and Two. Responsibility: SRAC and School District.*
 - a. Establish an advisory committee to identify programs and opportunities. *Year One.*
 - b. Prepare and fund teacher kits to assist with arts supplies. *Year Two.*
- B. Provide alternative arts learning to supplement school programs. *Years Two and Three.*
- C. Enhance cultural education opportunities.
 - a. Cooperate with multicultural agencies or groups such as the Springfield Sister Cities Association, Groupo Latino, etc. on events. *On-going.*
 - b. Create additional "cultural kits" for instruction. *Year Two.*

- c. Coordinate trips/tours. *Years One and Two.*
- D. Develop partnerships with colleges and universities. *Year One and On-Going.*
- E. Participate in the Missouri Fine Arts Academy. *On-going.*
 - a. Encourage the application of teachers and students. *Year Two.*
- F. Partner with the public schools in programs that will strengthen their arts education programs community arts education programs. *Year Two and beyond.*
- G. Identify weaknesses and special needs such as after school arts programs, and collaborate to provide services and scholarships so that economically challenged children have opportunities for participation in arts education programs such as: SW Missouri Children's Choirs, Springfield Ballet, Springfield Little Theatre classes, etc. *Year Two.*
Responsibility: Parks, School District, SRAC.
- H. Develop programs for the artistically gifted children comparable to existing programs for the academically gifted students.
 - a. Collaborate on a program that would provide private lessons, group classes and tickets to performances for economically challenged students. *Year Two.*
- I. Facilitate the development and promotion of adult education opportunities. *On-going.*

GROWTH MANAGEMENT & LAND USE

Introduction

In 1994 the City of Springfield and Greene County began work on Vision 20/20 and development of the *Springfield-Greene County Comprehensive Plan*. The process involved hundreds of citizens from both Springfield and Greene County working in thirteen focus groups. Participants were asked to develop a vision for the community over the next twenty years and to develop objectives and actions that would help the community achieve that vision. In 2003, the City and County began a new process called Vision 20/20 “The Future is Now”. Once again many citizens were involved, this time in eight planning groups, each charged with developing a five-year strategic plan for their portion of the plan. The planning groups are: Water Quality, Transportation, Center City, Culture, Education, Regional Issues, Affordable Housing, and Growth and Development.

This document proposes a five-year strategic plan for the actions found in the *Growth Management and Land Use Plan*, which is one element of the *Springfield-Greene County Comprehensive Plan*. This strategic plan will be utilized by citizens and elected officials to direct Springfield and Greene County in Growth Management and Land Use Planning for the next five years.

Goal

The following is the goal for growth management and land use which is found in the *Springfield - Greene County Concept Plan: An Interim Plan Guide*.

“To maintain efficient and cost-effective growth and to develop in a way that preserves the community’s quality, fosters public/private cooperation, ensures the potential for development in all areas of the community, preserves portions of rural and natural areas, and is sensitive to the environment.”

The *Growth Management and Land Use Plan* contains the following twenty-two objectives. The Growth and Development Planning Group began its work on the Five-Year Strategic Plan by reviewing these objectives and the 141 actions. The actions in the *Growth Management and Land Use Plan* which addressed water quality were addressed by the Water Quality Planning Group and were not covered by the Growth and Development Planning Group.

Objective 1 – Preferred Future Development Pattern: The City of Springfield and Greene County should work together to create a future development pattern that is more geographically balanced and compact than past trends.

Objective 2 – Sustainable growth: Springfield and Greene County should seek sustainable growth by investing in established areas, carefully planning new neighborhoods, providing attractive public amenities, and protecting environmental resources.

Objective 3 – Urban and rural areas: Springfield, Greene County and the other municipalities of the county should designate the urban service area plus the urban reserve as the limit for municipal sewer service between now and 2040. Land within the *Urban Service Area* is eligible to receive municipal sanitary sewer service between now and the year 2020. Land within the *Urban Reserve* but outside the Urban Service Area is expected to eventually be developed for urban use and should be regulated accordingly. Land outside the Urban Reserve, termed the *Rural Area*, is expected to remain permanently rural and should be regulated as such.

Objective 4 – The Urban Service Area: Urban service area boundaries should continue to be used by Springfield, Greene County and the other cities of the County to indicate the areas in which municipal sewer service will be available (within certain limitations) to all users who request the service and where urban transportation improvements will be focused. This concept should be adopted by other cities in Greene County.

Objective 5 - The Urban Reserve: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 6 – The Rural Area: Greene County, in cooperation with the several cities, should seek to preserve and accentuate the difference between the highly serviced urban areas (Springfield Urban Area, the surrounding small cities and the outlying towns) and the less serviced rural area. The cities should be compact, efficient and walkable while the rural areas should be open and agricultural. The intent is to reduce sprawl, preserve desirable rural qualities and promote appropriate rural economic activity by keeping average housing densities low and limiting inappropriate land uses.

Objective 7 - Surrounding Cities: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 8 - Outlying Towns: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 9 -- Activity Centers: Springfield and Greene County should target several locations as activity centers. In those locations, plans, regulations and public investments should promote additional or new employment, intensified retail business, higher density housing and convenient transit service. Design should emphasize mixed-use and multiple-use development, attractive public spaces, and high-quality site planning and architecture. Activity centers should be linked to the bicycle and linear open space networks.

Objective 10 – Annexation: Springfield should work to maintain a well-planned and fiscally sound community by including all appropriate land areas within its boundaries.

Objective 11 – The planning and regulatory process: Springfield and Greene County should build regional processes and relationships that help accomplish VISION 20/20.

Objective 12 – Local and regional investments: Springfield and Greene County should invest in public facilities so as to maximize their impact, minimize duplication and advance the other objectives of Vision 20/20.

Objective 13 - Land Use Plan Map: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 14 - Reinvestment: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 15 – Neighborhoods: The city and the county should work to create neighborhoods that are comprehensively planned, include all needed public facilities, provide for bicyclist and pedestrian movement, accommodate a variety of housing types and exhibit a sense of identity.

Objective 16 – Environment: The Springfield-Greene County community should use environmental resources, particularly stream corridors, as means of improving urban quality of life, safeguarding health, promoting private investment and creating long-term economic strength. *Note: The majority of the actions under this objective were handled by the Water Quality Planning Group and will be covered in the report prepared by that planning group.*

Objective 17 – Housing choice: Springfield and Greene County should work to ensure a wide range of choice in living arrangements throughout the urbanized area through the promotion and protection of lands of suitable characteristics and environmental quality.

Objective 18 - Commercial Development: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 19 - Office Development: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 20 – Industrial Development: Springfield and Greene County should work to provide the community with industrial areas that facilitate economic development and job retention, that

are well integrated into the fabric of the community, and that are responsive to environmental concerns.

Objective 21 - Rural House Clustering: *Note: The Growth and Development Planning Group did not rank any actions under this objective.*

Objective 22 – Road corridors: Plan for or re-create patterns of land use and road function that are mutually supportive, particularly along arterial roadways.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Year One (1)

KEY ACTION RECOMMENDED BY PLANNING GROUP

The following action is singled out as a new and important concept for the City and County to consider and undertake in Year One.

ACTION: **Initiate ordinance change to implement a Unified Development Ordinance for the Urban Service Area. This would make all development regulations in the Urban Service Area and City similar.**

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: Springfield Public Works, Greene County Highway Department, MPO, MoDOT

Discussion: The members of the Growth and Development Planning Group requested that this action be part of the Five-Year Strategic Plan. Their intent was that there be one set of development regulations within the Urban Service Area. Greene County would have a separate set of regulations outside the Urban Service Area.

OTHER ACTIONS

1. **Arterial Streets:** Reserve a sufficiently wide public right-of-way for any additional arterial road by adopting an “official map” of the planned road system. Right-of-way width beyond what may normally be required through dedication at the time of a land subdivision should be acquired by purchase. The necessary width of the future arterial road right-of-way should be determined based upon the standards included in the Vision 20/20 Transportation Plan.

Initiate Action: MPO

Primary Responsibility: Springfield Planning & Development Department, Greene County Planning Department

Secondary Responsibility: Springfield Public Works, Greene County Highway Department, MoDOT.

Discussion: After the MPO adopts the Long Range Transportation Plan, part of which is the Major Thoroughfare Plan, it must be adopted by each jurisdiction. It will then be used as a reference by the jurisdictions when they review development cases. MoDOT will use the Transportation Plan. May require changes to Subdivision Ordinance.

2. **Parks, Open Space and Greenways:** Parks, open space and natural features are a fundamental element of neighborhood design. They should be used to protect key natural features such as creeks, create visual focal points near the middle of each neighborhood, provide both recreation and beauty, act as neighborhood gathering points, and can also lend their names to their neighborhoods.

Use parks and linear public open space to improve quality of life, provide recreation and exercise opportunities, protect sensitive environmental resources, guide and enhance development, and give form to the community. The City and County should jointly invest in a major system of linear parks and trails called Greenways. This public land should usually follow creeks and rivers to link community parks, neighborhoods and Activity Centers while helping to protect the waterways. In several instances, these public investments could be used to attract and guide private development. Greenways on the northern and eastern sides of the community are intended as public investments to attract private neighborhood development investment and promote long-term neighborhood stability.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield-Greene County Parks Department, Ozarks Greenways

Secondary Responsibility: Springfield Neighborhood Conservation Office

Discussion: The Growth and Development Planning Group combined these two actions because of their similarity. The greenways are laid out in the comprehensive plan. Ozarks Greenways takes the lead in acquiring land for the greenways; the Parks Department is becoming increasingly involved with the greenways. May require ordinance changes.

- 3. Road System Planning.** The City of Springfield and Greene County should work to establish the future function and design of every foreseeable road in and around Springfield as far in advance as possible. This should be done by adopting and following the Vision 20/20 Transportation Plan, which includes approximate future road alignments, a roadway functional classification plan, and road right-of-way dimensions.

The right-of-way width standards in the functional classification plan include sufficient land for the needs of the road, utilities, landscaping, lateral clearance and, in most instances, sidewalks. Space for bicycle paths or on-street lanes may increase right-of-way needs.

The City and the County should adopt an official map of road rights-of-way based on the Transportation Plan and more detailed alignment studies.

Based upon the adopted Transportation Plan and official map, sufficient land should be acquired in advance of or at the time of subdivision or development for the expected road needs. Acquisition should be accomplished through required dedication by the landowners and, in some cases, purchase by the City, County or State.

The City and County should adopt and follow the roadway access guidelines presented in the Transportation Plan. Those guidelines require greater spacing between access points, increased restrictions on turning movements and increased access control (e.g., signals versus stop signs) as the designated road function rises in the hierarchy.

Initiate Action: MPO, Springfield Planning and Zoning Department, Greene County Planning Department

Primary Responsibility: Springfield Public Works, Greene County Resource Management Department

Secondary Responsibility: MoDOT, SMCOG

Discussion: The MPO prepares and adopts the Long Range Transportation Plan, part of which is the Major Thoroughfare Plan. Each jurisdiction adopts the Transportation Plan. The Springfield Public Works Department, Greene County Highway Department, and MoDOT follow the guidelines set out in the plan. When designing and building roadways, bicycle need should be met as outlined in the plan. Requires plan adoption. May require ordinance amendments.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Ongoing Actions

1. **Services to Be Provided in the Urban Service Area:** Within the Urban Service Area, properties will be eligible to receive from Springfield and/or Greene County sanitary sewer service and an urban level of road improvements. Design all plans and programs to promote urban development within the Urban Service Area.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: City Public Works Department, Greene County tment Highway Department

Secondary Responsibility: Missouri Department of Transportation, MPO

Discussion: Sewer services will be provided as available resources permit, and streets and highways will be planned to handle urban populations. Including land in the Urban Service Area does not imply a timetable for providing that area with sanitary sewer service or urban-level transportation.

Water, electricity and natural gas services are also available from the Board of Public Utilities without regard to whether a property is within the Urban Service Area.

Transportation facilities are planned and coordinated by the City of Springfield, Greene County and the Missouri Department of Transportation through the Springfield Area Transportation Study Organization. Transportation decisions should be guided by the Vision 20/20 Transportation Plan.

2. **Strategic Annexation Policy:** The City of Springfield should carry out the Strategic Annexation Policy contained in the Growth Management and Land Use Plan as adopted by Council. .

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department

Secondary Responsibility: City Public Works Department, Fire Department

Discussion: The City of Springfield has identified several locations that are in its interest to annex from a strategic perspective. Essentially, this perspective reflects the need to protect the City's economic base and financial integrity; i.e., assuring that future retail development occurs within the City

3. **Priorities:** High priority should be given to maintenance of and reinvestment in streets, parks, utilities and other City and County facilities so as to maximize the use of existing public or private investments. Secondly, public expenditures should be used to steer private investment to locations judged best for the interest of the region.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: City Council and Greene County Commission

Discussion: Ongoing with Law Enforcement Tax, Parks Tax, 1/4 and 1/8 cent Transportation Tax, City CIP and Greene County 3 Year Plan

4. **Balanced Fringe Growth:** Direct an increased amount of urban growth should be directed to the northeast, north, and west of the existing developed area, while recognizing that a majority of the future development would continue south, southwest, and southeast. Consequently, more of the Springfield area growth would occur in Greene County as opposed to spilling over into Christian County.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: Springfield City Council and Greene County Commission

Discussion: This Action emphasizes the desire for a more balanced distribution of future development. This would make better use of existing capital infrastructure investments and provide market potential for better distribution of services and jobs.

4. **Sewer Staging:** Prepare plans for staging the extension of Springfield sewer service within the Urban Service Area:

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Public Works Department

Secondary Responsibility: City and County Planning Departments

Discussion: Coordinate among Public Utilities, Springfield Planning and Development, Springfield Public Works, Greene County Planning and Zoning Department, the Metropolitan Planning Organization and the Outlying Cities receiving sewer service under contract (Strafford, Willard and Battlefield).

Prepare and update a map showing locations served by interceptor mains (e.g., Farmer's Branch) and local lines.

Indicate areas for the potential extension of interceptors and local lines by five-year period based upon forecasts of growth, land consumption and environmental protection.

Coordinate with road system improvements.

6. **Consent Annexation Policy:** When sanitary sewer is requested for properties outside of Springfield, the City should require immediate annexation for those properties that are adjacent to its city limits if city services can easily be provided. Properties that are not adjacent to the city limits will require agreements for future annexation.

If the property for which sanitary sewer service is requested is vacant and requires sanitary sewer for development, plans should first be submitted to the City to determine if sewer service should be provided and if annexation is required. Properties abutting the City should be annexed prior to development to avoid confusion in the permitting process unless the City determines that annexation is not in the interest of the City.

Springfield should provide sanitary sewer service to properties located outside its city limits provided the properties are located in the Urban Service Area and one of the following criteria are met:

- A. In areas where annexation is not critical, the City may provide sanitary sewer service if:
 - 1. The use of the property is residential;
 - 2. The property cannot reasonably be annexed within the time in which sewer service is needed; and
 - 3. The City has determined that it is in its interest to provide sewers prior to annexation of the property after reviewing a plan prepared by the property owner or City staff showing how and when the property can be annexed.

- B. In the case of small commercial or industrial properties, sewer service may be provided if it is determined that it is in the City's interest and there is no reasonable way to annex the property to the City. Generally, the City should not provide sewer service to commercial or industrial properties outside the City limits

Initiate Action: Springfield Planning & Development Department

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: City Public Works Department, Fire Department

Discussion: Property owners that are provided with sewer service but not required to be annexed are required to sign annexation agreements that bind current and future owners to annexation at the City's option.

Currently, the City requires that consent annexation agreements be recorded in the land records at the County so that subsequent purchasers of property are informed about the existence of such agreements.

If annexation is deemed to be important to the City, Springfield should require annexation to proceed prior to providing sewers.

7. **Development Review Process:** Make land use and development decisions in a reasonable, responsible, predictable manner based on approved plans and ordinances. Land should be designed in large tracts and whole neighborhoods rather than piecemeal.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Public Works Department, Greene County Highway Department

Secondary Responsibility: MPO, Southwest Missouri Council of Governments

Discussion: The process of reviewing applications for land development or rezoning in Springfield and Greene County should continue to be efficient and “customer-friendly.” At the same time, staff should strive to work with applicants to ensure that the planning and design aims of Vision 20/20 are implemented. This may involve interpreting objectives or guidelines that are not clear-cut and specific, and persuading developers to amend their designs to satisfy community aims not expressly stated in the Zoning Ordinance but contained in Vision 20/20 or neighborhood plans. Staff from the City’s Department of Planning and Development and the County’s Planning and Zoning Department should lead this effort.

8. **Land Use and Transportation Relationships:** Land development should be planned and regulated to make relatively intensive use of sites served by highways and other roads.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Public Works Department and Greene Co Highway Department

Secondary Responsibility: MPO, Southwest Missouri Council of Governments

Discussion: Building new roads or expanding existing ones should lag behind fringe land development in order to reduce the pace of outward urban growth and encourage the more intensive use of serviced areas. However, adequate future road rights-of-way should be planned and reserved in advance of development for the sake of economy and good design. The land use plan should be designed and administered to focus mixed-use development (retail, office, varying residential densities) at key parkway intersections.

High priority should be given to road and transit improvements serving Activity Centers. Road construction and maintenance in the Rural Area should be held to different standards than in the Urban Service Area.

Road, transit, bicycle and pedestrian access to the Activity Centers should be improved. In those locations, the City and County should plan for higher density housing, concentrated employment, compact retail and service businesses, and mixed- and multi-use land development. This more intensive land use would take advantage of the transportation investments and reduce total trips. Likewise, major trip-generators such as apartment or office buildings should be located near major roads and transit lines.

Finally, greenways, parks and other publicly-financed amenities that should be used to attract moderate- to high-density development.

9. **Public Open Space:** Acquire land for parks, greenways, trails and other public open space purposes, according to a plan and in conjunction with the extension of public investments, through the joint efforts of Springfield and Greene County.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield-Greene County Parks Department

Secondary Responsibility: Ozark Greenways

Discussion: Ongoing with Parks Tax, may require ordinance changes for possible parkland dedication or cash in lieu of and greenway trail easements

10. **Rural Clustering:** Promote the clustering of rural housing so as to consolidate allowable development rights onto environmentally-appropriate locations while preserving fields and woods. This approach to regulating rural development is sometimes called “conservation subdivision” because the emphasis is on the identification and preservation of natural features and rural character.

Shared septic systems and drain fields that extend into commonly owned open space could be permitted.

In the Rural Area, the open land in the clusters should be permanently protected as agriculture or open space.

Refer to the section of this Element entitled Open Space Housing Development for a further description of this technique.

Initiate Action: Greene County Planning Department

Primary Responsibility: Greene County Planning Department

Secondary Responsibility: Watershed Committee, Missouri Department of Conservation

Discussion: May require County ordinance changes

11. **Coordination and Cooperation:** Promote intergovernmental cooperation and coordination in land use and other planning. In particular, improve the communication among Springfield, Greene County and the Cities of Strafford, Willard, Brookline, Battlefield and Republic on matters of land planning, infrastructure planning and development reviews.

Springfield should seek to improve communications with Willard, Republic, Strafford, Battlefield, Brookline, Rogersville, Nixa, and Ozark. Greene County should review its process for regular communications with all of the cities within its borders. Springfield and Greene County should establish a process to promote discussion of regional issues with Christian and Webster Counties as well as the City of Branson.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield and Greene County Law Departments

Secondary Responsibility: Other jurisdiction's legal departments

Discussion: May require intergovernmental agreements

12. **Planning and Design:** Parks, open space, greenways, landscaping and major features should be coordinated with the street system to create interesting visual amenities. Parks should be edged with public streets to make them accessible, visible and inviting, and to spread the benefits of a park back into the neighborhood.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield-Greene Co Parks Departme

Secondary Responsibility: Ozark Greenways, MPO

Discussion: May require ordinance changes to include parkland dedication or cash in lieu of and greenway trail easements

13. **Compact and Contiguous Growth:** Urban growth in Springfield and Greene County should be guided to locations either contiguous to or within presently urbanized areas. Development should be either urban, compact and efficient, or rural and very low density. .

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: None

Discussion: Implementation of this action would serve to:

- Promote efficient use of serviced land
- Promote continued investment in older areas
- Limit public and private expenses
- Protect sensitive environmental resources
- Preserve rural character
- Conserve nearby fringe areas for future urbanization when public sewer and water service become available
- Reduce driving
- Enable increased use of transit and bicycling
- Preserve the distinction between urban and rural areas
- Create a stronger sense of neighborhood and community

14. **Metropolitan Planning:** Utilize land resources according to a plan that recognizes Springfield, Greene County and northern Christian County as a single metropolitan region with several independent cities or towns and intervening open space.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: MPO, SMCOG

Discussion: County needs to adopt Growth Management and Land Use Plan

15. **Urban and Rural Areas:** Continue and expand the current Urban Service Area policy to reflect this desire for more investment in the north, east and west. The Urban Area consists of land within the Urban Service Area and land within the Urban Reserve, as diagrammatically illustrated by Figure 18-2 in the Growth Management and Land Use Plan.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: None

Discussion: Growth should be compact and contiguous in and around Springfield and in the Surrounding Cities (Republic, Stafford, Willard, Battlefield, Nixa and Ozark), while the rural area should remain very sparsely settled. Springfield's Center City and the existing neighborhoods should be strengthened, and infill development should be promoted. Future urban densities should be based on market demand, but higher densities should be accommodated in Center City, the Activity Centers and the growing fringe of Springfield.

USA policy is complete; the growth management concepts are ongoing

16. **Monitoring:** Use the Springfield and Greene County geographic information system to monitor the supply of developable land within its Urban Service Area. Every five years (2000, 2005, etc.) review whether there is enough land within the Urban Service Area boundary to satisfy the above criteria. If necessary, adjust the boundary at that time.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility:

Discussion:

17. **City Initiated Annexation Policy:** It is the policy of the City of Springfield to vigorously protect its environment and economic base. To the extent that there are areas outside the City that could have substantial economic or environmental impact on the City and are urbanized or are urbanizing consistent with development within the City, Springfield should pursue city initiated annexation as directed by City Council upon review of a Plan of Intent to annex these areas.

Figure 18-6, Areas of Intended Annexation by the City of Springfield, identifies those areas adjacent to the City of Springfield for which Plans of Intent should be prepared and submitted to City Council for review at the appropriate time. Upon review by City Council and additional community discussion, a decision can be made whether to pursue city initiated annexations in these areas.

Initiate Action: Springfield Planning & Development Department

Primary Responsibility: Springfield Planning & Development Department

Secondary Responsibility: Springfield Economic Development Division

Discussion: The Plans of Intent must address all required elements as set forth by state law and should identify needed community facilities for annexation of these areas. The primary community facility will relate to fire protection and law enforcement service. Future fire station locations are addressed in the Community Facilities Plan Element.

19. **Public Agency Impact Mitigation:** The City of Springfield should work with the County Commissioners, fire districts, water districts and other service providers impacted by annexation of property in their service areas to develop policies and procedures to address the impacts of annexation on the service providers. The City has entered into an agreement with all surrounding Fire Districts to reduce fiscal impacts of annexation on the districts.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield and Greene County Law Departments

Secondary Responsibility: Springfield Fire Department

Discussion: May require development agreements

19. **Mapping:** Continue and expand the process begun in 1995 of identifying and mapping sensitive natural resources around Springfield and throughout the county on the City and County geographic information systems so that they can be flagged during the planning and development process.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: Greene County Assessors Office and Springfield IS Department

Discussion: This is a coordinated effort and should also include various regional, state, and even federal agencies as required.

20. **Environmental Resources:** Protect and preserve sensitive environmental resources to the extent feasible as urban development occurs. Use environmental resources as valuable assets, and incentives to high quality development and a means of reducing some development costs.

Initiate Action: Springfield Planning & Development Department

Primary Responsibility: Springfield-Greene County Parks Department

Secondary Responsibility: Ozark Greenways, Watershed Committee

Discussion: May require ordinance changes to include Best Management Practices, grading permits, tree preservation, park/greenway dedications/cash in lieu of/ easements

21. **Public Incentives:** Invest in parks, parkways, utilities, schools and similar amenities in a way that attracts private development to the northern, eastern and western side of the Springfield area more strongly than past trends.

Initiate Action: Springfield-Greene County Parks Department

Primary Responsibility: Springfield R-12, Springfield Public Works Department

Secondary Responsibility: Springfield Planning & Development Department, Ozark Greenways

Discussion: May require ordinance changes for developer incentives and or density bonuses etc.

- 22. Fiscal Management:** Springfield and Greene County should consider all potential funding sources to arrive at creative means of effectively implementing plan recommendations and should adopt a method for determining the value of projects or services provided. The following guidelines should be used.
- A. Adopt and use financial management policies for the City and County that include long-range planning and performance management.
 - B. Inform the community and obtain community input when financing capital projects.
 - C. Include cost-benefit analysis as part of each project. Benefits need to be well-defined and the analysis should look at the project from both a “good times” and “bad times” perspective.
 - D. Use benchmarking as a tool to measure financial performance and financial condition compared to other communities or counties of comparable size. Benchmarking should take into account different tax policies in different states and should be sure to address both long- and short-term debt.
 - E. Establish a direct relationship between revenue sources or taxes and the service or value received.
 - F. Link financing of projects to adopted plans.
 - G. Consolidate services when possible to achieve economies of scale and efficiency.
 - H. Identify and use several revenue sources so as to avoid becoming too dependent on any one source.
 - I. Choose revenue sources that are consistent with the ethical standards and integrity of the community.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Public Works Department, Greene Co Highway Department

Secondary Responsibility: Springfield Neighborhoods Division

Discussion: May require investigation into alternative means to finance projects

23. **Location and Design:** Industrial areas are generally incompatible with residential uses and should not be located adjacent to residential areas. A transition area or a step-down land use should be provided between industrial and residential uses. Industrial and related uses that have excessive visual clutter, noise, glare and/or odors should provide adequate screening and buffering.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: None

Discussion: May require ordinance changes for additional landscaping, buffering and tree preservation requirements.

24. **Front Setbacks:** Maintain the current setback requirements that allow houses to be built relatively close to the street. Continue to require that infill housing in existing neighborhoods reflect the setbacks of existing houses.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: None

Discussion: The current setback provisions may need to be clarified with respect to how the setback is determined. It may be appropriate to simplify the setback requirements and merely have a minimum and not relate to setbacks of adjacent houses. This should be analyzed and discussed in detail.

25. **Public Improvements:** Consider whether it is appropriate to adjust the level of construction and maintenance of County roads and bridges in the Rural Area to be compatible with the low level of development recommended in Vision 20/20 and the anticipated low traffic volumes.

Initiate Action: Greene County Planning Department.

Primary Responsibility: Greene County Highway Department.

Secondary Responsibility: MPO

Discussion:

26. **Locations:** The City of Springfield and Greene County should work to achieve Activity Centers in the locations listed below and shown on Figure 18-5.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility: Springfield Economic Development Division

Discussion: May require ordinance changes for overlay zones

27. **Coordination:** Involve all affected governmental units in planning and implementing this growth management plan.

- Consult with the Cities of Willard, Strafford, Battlefield, Brookline, Republic, Ash Grove, Walnut Grove and Fair Grove to gain their cooperation and support on concepts related to the Urban Reserve, the Rural Area, the Surrounding Small Cities, and major sewer and roadway improvements. Each City should be asked to adopt its own Urban Service Area boundary.
- Involve Christian County and the Cities of Nixa and Ozark in issues and plans relating to growth management, transportation and sanitary sewage treatment and interceptors. Enlarge the Transportation Planning Area and the Metropolitan

Planning Organization to reflect the changing size of the Springfield urbanizing area. Use this enlarged organization as a forum for discussing cross-county issues.

- Involve the Missouri Department of Transportation to ensure that their investments are consistent with the objectives of this plan.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility:

Discussion: County needs to adopt plan

28. **Recognition:** Recognize environmentally sensitive areas when locating and designing land uses and provide appropriate criteria and standards for addressing those areas.

The location of any land use must be sensitive to flood plains, sinkholes, water resources, steep slopes, faults, or endangered species. Residential densities may need to be limited where certain environmental conditions exist in order to prevent drainage problems, sewage disposal problems, flood damage, and associated water pollution problems.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility:

Discussion: May require ordinance changes to include Best Management Practices, grading permits, tree preservation, park/greenway dedications/cash in lieu of/ easements

29. **Location Criteria:** Encourage the location of medium and high density residential uses along Collector and Arterial streets.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Planning and Development Department, Greene County Planning Department

Secondary Responsibility:

Discussion: This will allow immediate access from these more intense uses to the collector and arterial system and will help in mitigating impact on local streets.

30. **Industrial Variety:** The community should offer a variety of industrial areas that fit well within the overall development pattern and offer opportunity for industrial growth and expansion.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Economic Development Division

Secondary Responsibility: Springfield Neighborhoods Division

Discussion: Industrial sites should address the following:

- Designate a variety of industrial sites in several concentrated locations near collector and arterial highways where uses may be clustered.
- Protect adjoining non-industrial areas by requiring industrial activities to meet strict standards and by ensuring their separation from residential areas.
- Locate industrial activities where large land areas suitable for horizontal expansion are available and where on-site storage, parking, and landscaped areas can be included.
- Locate and design industrial uses to have a minimal effect on adjoining land uses and on the environment.
- Encourage sites that function as business parks or research parks.
- Provide areas within the community where businesses with a strong office component and a strong industrial component can locate.
- Encourage appropriate service or retail land uses with corresponding pedestrian connections for employees.

31. **Redevelopment Activities:** There is a range of possible responses by the City or County to the problems created by inappropriate land use and access along arterial roads. The choice of methods should be made on a case-by-case basis.

Initiate Action: Springfield Planning and Development Department, Greene County Planning Department

Primary Responsibility: Springfield Neighborhoods Division

Secondary Responsibility:

Discussion: May require ordinance changes to include access management

32. **Established (Older) Urban Areas:** Keep existing urban areas attractive and economically viable so as to protect those private and public investments and assets.

Initiate Action: Springfield Planning & Development Department

Primary Responsibility: Springfield Neighborhoods Division

Secondary Responsibility: Urban Neighborhoods Alliance

Discussion: Our older, established areas are vital to the overall integrity of the community. Deterioration of these neighborhoods will tend to exacerbate urban sprawl and create “dead spots” in the community.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Year Two (2)

1. **Erosion:** The City should adopt erosion and sediment control regulations and include them with the zoning and/or subdivision ordinance.

2. **Efficiency and Cost-Effectiveness:** Use planning to leverage private investments, improve private and public design, heighten development efficiency and cost-effectiveness, and coordinate efforts.

3. **Sinkholes:** Amend the City’s sinkhole ordinance (and include it with the zoning ordinance) to require that water quality concerns be addressed when developing in sinkhole watersheds by providing vegetative buffer zones, setbacks, and extended-detention storage, and by regulating the handling and storage of hazardous and toxic materials.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Year Three (3)

1. **Activity Centers** Encourage in the Activity Centers higher density development, particularly employment, shopping and multi-family housing, served by transit, major roads and bicycle routes. Activity Centers, a key concept in the preferred development pattern for the Springfield area, are intended as a means of encouraging infill growth, of using infrastructure efficiently, of reducing auto trips and creating diverse, exciting urban locations. The primary Activity Center should be the Greater Downtown, which should benefit from public and private actions to become more interesting, diverse, highly developed and oriented to the pedestrian.

Components: The elements of an Activity Center will vary from one to another, but each should include, at a minimum, retail and office buildings and, ideally, multi-family housing, restaurants, and hotels, entertainment, and community facilities such as churches, public agencies, libraries, parks, etc. Activity Centers would play slightly different roles in the Springfield urban fabric and would share many characteristics but differ in their emphases. For example, Center City might focus on offices, entertainment, culture and education while Battlefield-Glenstone-James River Freeway (B-G-JRF) might concentrate on retail and service businesses, hospitality and multiple-family housing. Likewise, Center City would have a stronger orientation toward transit, pedestrian movement and public space than the B-G-JRF area. However, all Activity Centers would be important locations of development, investment, jobs and services. They would be diverse, would be served by all major and alternative transportation modes, and would be focal points of public investment.

Redevelopment: The City of Springfield and Greene County should provide guidance for the redevelopment and reinvestment necessary to create Activity Centers consistent with the intentions of Vision 20/20. Because several of the Activity Centers have already experienced a wave of development, further growth would have to be accomplished through redevelopment, infill and intensified land use. This is the normal course of evolution for prime urban locations such as these, and provides opportunities to achieve the design goals described in this plan. Because redevelopment that increases densities and creates more complex and interrelated patterns tends to be more difficult, municipal leadership, incentives and regulations should play an important role. It is recognized that the Activity Centers are at different stages of their desired evolution toward achieving the design goals described above. The City and County recognize that not every Activity Center will achieve these ideals in the near future, if ever, and that it may take several rounds of investment and reinvestment to reach a satisfactory state. Therefore, private and public investments should be made with an eye toward long-term, incremental improvements while keeping the design goals in mind. Activity Centers have been classified as Major, Community, Emerging and Potential Activity Centers.

- Major Activity Centers are those that already have a “critical mass” of employment, business and housing that they serve the entire region, namely Center City and the B-G-JRF area.
- Community Activity Centers are those that have established business or residential bases but are of lesser size or importance than the two Major Centers.
- Emerging Activity Centers are, as the name implies, just beginning to show promise as commercial-residential-civic hubs.
- Potential Activity Centers are those that have not yet developed but, because of their location, have potential as a future activity center.

2. **Public Investments:** Target major City and County investments, services and initiatives within the Urban Service Area, including Center City and the Activity Centers, and within or near the highway ring of I-44, US 65 and James River Freeway. Invest in needed transportation facilities, utilities or public-private financial partnerships that enable intensified concentrations of jobs and housing at the designated Activity Centers.

- Give additional preference to assisting projects that make use of underutilized infrastructure and services.
- Target redevelopment assistance funds to locations and projects that provide living-wage jobs in or near concentrations of lower-income households and which demonstrate linkage to those groups.
- Target transportation improvements in areas consistent with planned and expected development intensities.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Year Four (4)

1. **Pedestrian System**: Every local residential street should also accommodate walking via sidewalks and connections with other roads. The sidewalk network should connect to the greenway trails and also link to commercial areas, parks and schools.
2. **Road Corridor Land Use Planning**: The edges of arterial roads may be planned for any variety of land uses, ranging from single-family housing to shopping centers, as long as the roadway access guidelines are followed. Generally speaking, access efficiency and visibility should tend to guide more intensive land uses to the edge of major roads and land uses that generate less traffic to minor roads.

While there are reasons why housing developers may not want to locate next to an arterial road while businesses would, it is not necessary to line every stretch of arterial frontage with commercial or multiple-family development. In fact, allowing some low-density neighborhoods along arterial roads is both necessary and desirable. However, if housing is located along an arterial or collector road, its access must conform to the spacing guidelines of the Transportation Plan, meaning that intersections should be widely spaced and there should be no direct driveway access allowed.

GROWTH MANAGEMENT and LAND USE STRATEGIC PLAN

Year Five (5)

1. **Suburban, Traditional and Neo-Traditional Design**: Support the building community as it provides housing to meet the varied needs and demands of area home buyers. Work cooperatively with the building community in meeting these varied needs and demands to ensure that regulations continue to encourage current housing design concepts as well as traditional and neo-traditional housing designs that emphasize streetscape and neighborhood interaction.

2. **Forecasts:** Prepare and update forecasts of households and urban land consumption based upon the best available information. For Springfield, aggregate these forecasts by the total Transportation Planning Area and by sub-sector (e.g., southern, eastern, etc.). These forecasts should assume land use practices that support development of skipped-over parcels, redevelopment of obsolete land uses, greater use of underutilized sites, the creation of intensified “Activity Centers,” and changes in demographics resulting in somewhat less demand for single-family detached housing and greater demand for attached housing.

PUBLIC EDUCATION

Education Planning Group Recommendations

Year One (1)

- 1. Create and implement a public awareness plan for Springfield Public Schools with non-tax dollars that will inform the public of the unique learning opportunities available at Springfield Public Schools as well as create a greater awareness of the quality of education that is currently available for students. (Year One and ongoing)**

Initiate Action: Springfield Public School Board, Superintendent

Primary Responsibility: Better Schools For Kids Committee

Secondary Responsibility: Springfield Public School staff and faculty and Springfield community

Discussion: Springfield Public Schools has been recognized as an academic leader in the State of Missouri. At the same time, the district needs to remain competitive in attracting and retaining a quality teaching staff, as well attracting newcomers into the area that desire a quality education for their children. By developing a professional awareness campaign related to the opportunities at Springfield Public Schools, the committee believes both the school and community could benefit in achieving long-range goals that will continue to improve the existing learning environment.

- 2. Expand the efforts to offer alternative revenue sources like income tax or sales tax to increase funding and stabilize the revenue stream for Springfield Public Schools.**

Initiate Action: Springfield Public School Board, Superintendent

Primary Responsibility: Better Schools For Kids Committee, Springfield Public School Board, Superintendent

Secondary Responsibility: Springfield Public School staff and faculty and Springfield community

Discussion: For the past five years the Springfield Public School Board has placed a request for alternative funding sources as a high priority on its legislative agenda. The committee believes to accomplish this task greater awareness of the need of alternative sources of funding need to be established throughout the community. This recommendation is for a broader awareness campaign to be initiated that would include efforts within the faculty/staff and parent community, as well as the broader community.

3. Continuation of a Vision 20/20 Education Planning Group that will continue to monitor progress of accepted recommendations and provide valuable feedback on critical issues involving education. (Year One and ongoing)

Initiate Action: Springfield Public Schools, Vision 20/20 Coordinating Committee

Primary Responsibility: Vision 20/20 Education Planning Group

Secondary Responsibility: Springfield Public Schools, higher education institutes, city government, and community organizations.

Discussion: The community must feel a sense of ownership of the schools, pride in the schools and confidence in the leadership. The schools must trust the community, have a collaborative view of working with other entities in the community and find a way to hear a diversity of voices. Successes of the current public engagement process, such as the Mayor’s Summit and the focus groups conducted by SMSU, are examples the Education Planning Group recommends to be continued in the upcoming years.

4. Support the creation of a Commission on Children to focus on critical early childhood initiatives and issues. (Year One and ongoing)

Initiate Action: The city, county, chamber, Every Kid Counts, Community Partnership of the Ozarks, United Way, Community Foundation of the Ozarks, and Springfield Public Schools.

Primary Responsibility: The city, county, chamber, Every Kid Counts, Community Partnership of the Ozarks, United Way, Community Foundation of the Ozarks, and Springfield Public Schools.

Secondary Responsibility: Service clubs, child-serving agencies, health and mental health providers, the Child Advocacy Center, the Victim

Center, CASA, Rare Breed, OACAC, and others to be identified by the Commission on Children.

Discussion: During our deliberations on the Vision 20/20 planning sessions we discussed many times that schools are expected to go beyond traditional expectations of education. The entire community has such a stake in the outcome of what happens to our children, we must be ready to define the many needs and engage all possible others in taking on the challenges facing our children in their important developmental stages. This commission could be an umbrella group that would assist in identifying strengths and weaknesses in the current systems now available to serve needs of children. A coordinated effort is essential to success. The Education Planning Group believes that the Mayor's Summit identified the value of greater awareness and collaborative efforts of existing entities designed to meet the needs of children.

Education Planning Group Recommendations

Year Four (4)

1. **Create school choice options within the public school district by providing programs and schools that offer unique learning environments and opportunities.**

Initiate Action: Springfield Public School Board and Administration

Primary Responsibility: Springfield Public School Board and Administration

Secondary Responsibility: Springfield Public Schools faculty and staff.

Discussion: Based on the success of programs such as the International Baccalaureate located at Central, the gifted program at Phelps Center for the Gifted, and the Middle Years Scholars Program, there is ample evidence that the parents will support unique learning opportunities for students. The Education Planning Group believes that the Board of Education and school administration should explore models for additional unique learning opportunities and make recommendations for additional school choice options.

Education Planning Group Recommendations

Year Five (5)

1. Continue to place emphasis on academic achievement by reducing or maintaining class sizes at the “desirable” level as recognized in the Missouri School Improvement Plan.

Initiate Action: Springfield Public School Board and school administration.

Primary Responsibility: Springfield Public School Board, Superintendent, Springfield Community.

Secondary Responsibility: Springfield Public School Staff and Faculty

Discussion: Due to significant declines in state revenue resulting in necessary staff reductions, class size in many of the districts classrooms witnessed increases in student-teacher ratios. The Education Planning Group recognizes that increases in faculty and staff require a significant investment by the district and community. At the same time, the Education Planning Group believes that this goal should be an important goal for our district and community due to the positive impact on academic achievement.

REGIONAL

The Springfield-Greene County area has become a metropolitan region where each community in the region has ties with several or many other communities in the region. Better transportation systems, population growth, jobs, education, and health care facilities have served to create interdependence among the various communities in the region.

Over time, organizations have been formed to address particular issues that go beyond city and county boundaries within the region. These organizations address a number of issues including, environmental issues, transportation concerns, economic development, and others. Boundaries of these organizations vary somewhat with some organizations addressing issues in ten or more counties while others may only deal with parts of two counties.

Some of the key regional organizations include:

- James River Basin Partnership (dealing with environmental issues as they relate to water quality in the James River Basin)
- Solid Waste Districts (addressing solid waste issues statewide but organized throughout the state in multi-county districts)
- Community Action Agencies (multi-county agencies addressing needs of low and moderate income citizens in the areas)
- Southwest Missouri Council of Governments (addresses transportation, economic development, and general community development issues in a ten county area...includes the Southwest Missouri Economic Development District as part of the Council)
- Ozark Regional Economic Partnership (an outgrowth of the Springfield Chamber of Commerce, addresses economic development and general community development issues in a ten county area [same area as Council of Governments])
- Ozarks Transportation Organization – the Springfield Metropolitan Planning Organization (focuses on transportation and land use issues in the Springfield urbanized area consisting of the urban portion of Greene County and northern Christian County)
- Missouri Career Center (addresses job opportunities and job training in a multi-county region)

These organizations have boundaries that overlap and often address similar or related issues. Coordination among these agencies can provide opportunities for collaboration and avoid duplication.

REGIONAL STRATEGIC PLAN

Year One (1)

ACTION: **Develop growth area or urban service area agreements among Springfield, surrounding communities in Greene County, and Nixa, Ozark, and Fremont Hills in Christian County**

Initiate Action: City of Springfield and Greene County

Primary Responsibility: Springfield Planning & Development Department and Greene County Planning Department

Secondary Responsibility: Cities of Republic, Willard, Strafford, Battlefield, Nixa, Ozark, Fremont Hills, and Brookline

Discussion: *Communities in the Springfield urban area are growing and that growth can create competition for land. Defining areas of future growth based on the community's ability to provide services and in coordination with any surrounding community will provide for a more efficient development pattern and will allow the public sector to address capital improvement needs on a timely basis. Greene County has initiated discussions with communities in the county and encouraged them to develop urban service areas based on realistic growth assumptions and expectations. Initiating agreements among the communities in the metropolitan area can avoid future conflicts.*

ACTION: **Determine where regional organizations can share and/or consolidate resources or responsibilities**

Initiate Action: Ozarks Regional Economic Partnership and Southwest Missouri Council of Governments

Primary Responsibility: Ozarks Regional Economic Partnership and Southwest Missouri Council of Governments

Secondary Responsibility: James River Basin Partnership, Ozarks Transportation Organization, and other areawide and regional organizations

Discussion: *Some areas have a regional “umbrella” organization that houses various regional functions and activities. Such an organization may or may not be appropriate for this region; however, existing regional organizations may benefit through a process that looks at the mission, responsibilities, and resources of all regional organizations to determine if there are opportunities for greater effectiveness through organization changes or resource sharing.*

REGIONAL STRATEGIC PLAN

Year One Ongoing Actions

ACTION: **Coordinate transportation issues on a multi-county level**

Initiate Action: Southwest Missouri Council of Governments and Ozarks Transportation Organization (MPO)

Primary Responsibility: Southwest Missouri Council of Governments and Ozarks Transportation Organization (MPO)

Secondary Responsibility: Missouri Department of Transportation (MoDOT) District Office and Ozarks Regional Economic Partnership

Discussion: *Transportation issues obviously must be coordinated on a larger scale in order to assure consistency in the transportation system and to best utilize the financial resources needed to develop and maintain an excellent transportation system. The Council of Governments and the MPO are the key local agencies addressing transportation issues. These organizations have taken the lead, and should continue be the lead agencies, in assuring coordination on a regional level.*

ACTION: **Ensure appropriate labor skill levels throughout the region to meet workforce needs**

Initiate Action: Ozarks Regional Economic Partnership

Primary Responsibility: Missouri Career Center, Regional Universities and Community Colleges

Secondary Responsibility: Southwest Missouri Council of Governments, Ozarks

Regional Economic Partnership

Discussion: *Labor skills are a key component to economic vitality of the region. Matching industries' needed labor skills is an opportunity and a challenge to sustain economic development. Job Council of the Ozarks can serve as the coordinator of labor skills for the region. Regional universities and community colleges need to assess their roles in ensuring appropriate job skills to meet the needs and demands of existing and potential employers in the region.*

REGIONAL STRATEGIC PLAN

Year Two (2)

ACTION: Encourage Open Space and Greenway planning and trail development on a regional scale that provides linkages throughout the region

ACTION: Continue to market the region as a tourist destination and incorporate the concept of eco-tourism to take advantage of our natural features, streams, National Forests, and multitude of outdoor activities and challenges

TRANSPORTATION

Introduction

The Springfield Area Metropolitan Planning Organization (MPO), known locally as the Ozarks Transportation Organization, adopted a Long-Range Transportation Plan in June of 2001. This plan was part of the City of Springfield/Greene County Vision 20/20 comprehensive plan, a citizen-driven process to develop a long-range vision for how the area should grow and develop over the next twenty years. In addition to the Transportation Plan, other components of this comprehensive plan included a Center City Plan Element, a Community Facilities Plan Element, a Community Physical Image and Character Element, a Growth Management and Land Use Plan, a Historic Preservation Element, a Neighborhoods Element, and a Parks, Open Space, and Greenways Plan Element.

To enhance this historic citizen-driven planning process, City and County officials requested that a follow-up effort be undertaken to re-energize planning programs and to further encourage citizen participation in planning for the community's future. In the Spring of 2003, City and County officials announced that five-year strategic plans would be developed for several of the components of the Vision 20/20 comprehensive plan. A Coordinating Committee, made-up of citizen representatives, was formed to guide the strategic planning process and ensure that the voice of concerned citizens would be heard throughout the strategic visioning effort. To kick-off the program, a special open house was planned to encourage citizens to weigh-in on what direction that strategic planning effort should take. This open house, titled FutureFest, was held on a Saturday in the Spring of 2003 at the Jordan Valley Ice Park.

FutureFest included several "stations" where citizens could come and vote for priorities that should be addressed in the strategic plans for those components of Vision 20/20 that were being emphasized. One of the stations at FutureFest was transportation and was staffed by the MPO. Of the over two hundred recommendations contained in the transportation plan, approximately fifty were selected by the Coordinating Committee for citizens to vote on. Over three hundred citizens attended FutureFest and the majority of attendees stopped by the transportation station to cast their votes on transportation priorities for the City of Springfield and Greene County.

FutureFest

During the day long event at the Jordan Valley Ice Park, MPO staff answered numerous questions about the recommendations that were listed and assisted citizens in clarifying issues

that may not have been included in the fifty recommendations that could be voted on. Following the completion of FutureFest, the results were tabulated and the top ten transportation recommendations voted on by citizens were:

Transportation Survey Results

1. Require bike lanes and sidewalks on all major roads when those roads are improved.
2. Create a system of bicycle routes that are direct, safe, and easy to use.
3. Coordinated shuttle service for Jordan Valley Park and Central City.
4. Provide sidewalks along all major roads in the urbanized areas.
5. Remove continuous center turn lanes on roads such as Glenstone, Battlefield, and National and replace with landscaped medians.
6. Continue to upgrade traffic signal systems.
7. Use traffic calming techniques to address speed and safety concerns in neighborhoods.
8. Provide pedestrian access between residential neighborhoods and shopping/employment areas.
9. Determine feasibility of providing transit service outside Springfield and connect other communities via transit.
10. Assure that appropriate on-site and off-site improvements are incorporated in new developments.
10. (TIE) Continue to work with MoDOT on cost sharing of major projects.

Following FutureFest, the Vision 20/20 Coordinating Committee charged the MPO with establishing a five-year strategic transportation plan. The MPO Board of Directors, made up of elected officials from the nine MPO jurisdictions, in turn appointed representatives from the MPO's Technical Committee (transportation staff from City of Springfield, Greene County, and City Utilities) along with any interested citizens to develop the five-year strategic transportation plan. The committee was called the Vision 20/20 Transportation Planning Group.

Methodology

MPO staff scheduled a series of eight meetings to review all of the recommendations contained in the Transportation Plan with the Vision 20/20 Transportation Planning Group. At its first meeting, MPO staff spelled out the charge of the committee and suggested a process for reviewing the plan recommendations, and how a strategic plan could be developed from the existing Transportation Plan. Finally, the group elected a chair to oversee the planning process.

The Transportation Plan was divided into 10 components. The 10 components were streets and roadways, transit and paratransit, bicycle system, pedestrian system, transportation system and demand management, airports, trucking, intercity buses, railroads, and fiscal plan. Rather than attempt to try and prioritize over two hundred recommendations, the group agreed that the best

way to proceed was to examine each recommendation contained in the transportation plan by component and determine if it fit into one of three categories:

- The recommendation had been completed.
- The recommendation had not been completed and was not a priority to complete in the next five years.
- The recommendation had not been completed or was part of an on-going process and was a priority that could be addressed in the next five years.

If a recommendation fell into one of the first two categories it was dropped from further consideration. If the recommendation fell into the third category it was further sub-categorized into one of five areas:

- An on-going process that has been implemented, but requires continuing attention.
- An on-going process that has had significant progress towards implementation.
- An on-going process that has had some progress towards implementation.
- An on-going process in which little progress has been achieved.
- No action has been taken on the recommendation.

Once it was determined how much progress each recommendation had towards implementation, the group reviewed the recommendations within each of the ten components. For each recommendation, the group assigned an importance or priority level (high, medium, or low), a responsible agency or agencies, and a time frame for implementation (within next year, within 2-3 years, within 4-5 years).

A draft report was generated for transportation group review to react to the plan and its format. On the following pages, for each one of the ten components, are the recommendations prioritized by the transportation planning group.

TRANSPORTATION STRATEGIC PLAN

Streets and Roadways

Ongoing Actions

- ❖ Design all residential developments to include multiple access and egress points (where practical) and provide several travel routes through the neighborhood. Require all new residential subdivisions to provide public street movement to each cardinal direction unless impractical because of existing development constraints or environmental conditions. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works Departments, Greene County Planning and Highways.*
- ❖ Gaps in the sidewalk system should be filled. *Responsible Agencies/ Organizations: City of Springfield Public Works, Greene County Highways, MoDOT.*
- ❖ Improve substandard streets (narrow, open-ditch) to adopted standards with curb and gutter to ensure the safe movement of motor vehicles, bicycles, and pedestrians (i.e. Fort Avenue, Bennett Street, Cherry Street, Blackman Road, Catalpa Street, etc). *Responsible Agencies/ Organizations: City of Springfield Public Works and Greene County Highways.*

Include extra landscaping and berming along residential areas when installing public landscaping along major roads or when building new arterial roads in proximity to residential subdivisions. Springfield and Greene County should allocate funding for regular maintenance of landscaping in public rights-of-way so that these amenities remain attractive. In certain highly visible locations, an irrigation system should be installed to help ensure healthy plantings. (This is especially beneficial in commercial areas where there may be more heat and less groundwater.) *Responsible Agencies/ Organizations: City of Springfield Public Works, Greene County Highways, Public/Private Partnerships, and MoDOT.*

TRANSPORTATION STRATEGIC PLAN

Streets and Roadways

Year Two (2)

- ❖ The Roadway Classifications and design standards for the Major Thoroughfare Plan should be updated by the Springfield MPO, and subsequently adopted by and incorporated in the land development codes of the City of Springfield and Greene County, as part of their policies concerning the location and function of all major roadways. They should cooperate to preserve corridors. Future corridors should be established and adhered to, although some flexibility to determine precise alignments is possible during platting and right-of-way acquisition. All right-of-way preservation techniques should be explored in the effort to preserve roadway corridors as shown on the Major Thoroughfare Plan.
- ❖ Develop a consistent access management ordinance for Springfield, Greene County and MoDOT which requires during site plan review:
 - A limit to be placed on the number of access points allowed along commercial road corridors.
 - Consolidation of existing access points wherever possible.
 - The identification of prototypical options for removing or consolidating access points.
- ❖ Springfield and Greene County should use tools such as the adopted Major Thoroughfare Plan, subdivision ordinance, zoning controls, and criteria for the installation of traffic controls to ensure land use compatibility and the preservation of the neighborhood unit.

TRANSPORTATION STRATEGIC PLAN

Streets and Roadways

Year Three (3)

- ❖ Springfield and Greene County should have provisions for secondary circulation systems in their subdivision and zoning ordinances. The application of these provisions should be done on a case-by-case basis, where it applies to the need to improve an existing secondary circulation system or provide a new connection into an existing secondary circulation system.

- ❖ On the streets connecting Commercial Street, Government Plaza, and the Downtown District, consider changing traffic operation patterns and improving landscaping and lighting to help define and accentuate their role in connecting and integrating Center City

The MPO should work with the Federal Highway Administration and the Missouri Department of Transportation to regularly update the Functional Classification Map to align with the recommendations in the Major Thoroughfare Plan. The Functional Classification Map represents today's roadway function while the Major Thoroughfare Plan represents future function.

TRANSPORTATION STRATEGIC PLAN

Streets and Roadways

Year Four (4)

- ❖ The City of Springfield and Greene County should work with the Missouri Department of Transportation on the implementation of the recommendations in the Community Physical Image and Character Element of the Comprehensive Plan that address entryways to the City and other transportation system aesthetic concerns. Plans delineating the gateway area boundaries and Design Guidelines should be developed for these gateways. These guidelines should be distributed for public and private use. Where private landowners are interested in improving entryways, methods for financial assistance or tax incentives should be established by the local jurisdictions.

TRANSPORTATION STRATEGIC PLAN

Streets and Roadways

Year Five (5)

- ❖ Springfield and Greene County should encourage appropriate landscaping be installed between the curb and the sidewalk of new residential subdivision streets. The placement of underground utilities and the width of the public street right-of-way should be adjusted to accommodate planting trees so that benefits like storm

water and heat island mitigation can be realized. Care should be taken to preserve site distances for intersections and driveways when installing landscaping.

- ❖ Evaluate and identify opportunity areas along the roadway corridors where trees (especially) or shrubs could be introduced. Coordinate the efforts among the Missouri Department of Transportation, Greene County Highway Department and the Springfield Public Works Department to accomplish roadway landscaping.

- ❖ Springfield and Greene County should require tree planting in all new development and require planting with a berm between residential and major roadways to screen housing from the effects of traffic.

- ❖ Springfield and Greene County should initiate a program of planting trees along commercial and residential areas funded through the capital improvement program and annual budget.

TRANSIT and PARATRANSIT

TRANSPORTATION STRATEGIC PLAN Transit and Paratransit

Ongoing Actions

- ❖ City Utilities transit should maintain a strong marketing program. This marketing program should include periodic surveys of both transit riders and non-riders to identify attitudes toward the bus system and opportunities for customer-oriented improvements. City Utilities should design services that meet identified needs, and should implement and promote such services. Efforts should be coordinated with the MPO ridesharing program. City Utilities should also maintain and publicize their customer information services and should conduct frequent safety sensitivity training sessions for bus operators. *Responsible Agency: City Utilities.*

- ❖ The 1995 Short-Range Transit Plan, adopted by City Council and the Board of Public Utilities, contained performance measures and route performance profile

indicators. The City Utilities staff, with the assistance of MPO staff should review these measures periodically to determine whether any modifications should be made. *Responsible Agencies/ Organizations: City Utilities, MPO.*

- ❖ The MPO should support the area-wide transit system by supporting grants for their projects during the Transportation Improvement Program (TIP) process. Consideration should be given to projects that will help decrease City Utilities Transit System's annual deficit and efforts to expand the transit system service area throughout the urbanized area. *Responsible Agency: MPO.*
- ❖ City Utilities and City Council should review the fare structure periodically and adjust, if needed. *Responsible Agencies/ Organizations: City Utilities, City of Springfield.*
- ❖ SMSU and the City Utilities should review their capital and support needs annually through the budgeting process. The needs must be included in the Ozarks Transportation Organization's Transportation Improvement Program and in the Transportation Plan. *Responsible Agencies/ Organizations: City Utilities, SMSU, MPO.*
- ❖ All transit planning activities to be undertaken on behalf of City Utilities and SMSU must be included in the Ozarks Transportation Organization's annual Unified Planning Work Program. *Responsible Agencies/ Organizations: City Utilities, SMSU, MPO.*
- ❖ City Utilities and Southwest Missouri State University, in cooperation with the Ozarks Transportation Organization, should engage in joint data collections to achieve improvements to the FTA National Transit Database program of data collection and analysis in order to furnish information to the policy-makers on which transit decisions can be based. An annual report should be prepared documenting the status of the transit system and identifying opportunities for improvements. *Responsible Agencies/ Organizations: City Utilities, SMSU, MPO.*
- ❖ The City of Springfield and MoDOT should develop an implementation plan for sidewalk and ramp improvements to help improve the accessibility to and from the City Utilities fixed-route transit bus stops, providing connections to major destinations along these routes. *Responsible Agencies/ Organizations: City Utilities, City of Springfield Public Works, MoDOT.*
- ❖ Improve review procedures for the Federal Transit Administration (FTA) Section 5310 program that generally provides funding for one to two vans, requiring a 20 percent local match. There are always more needs in the community than there is funding. It is often difficult to gauge the relative benefit of each individual program to the community needs. Therefore, future-funding decisions should continue to stress the importance of sharing transportation resources between

agencies and investigate the possibility of shared fleets. *Responsible Agency: MPO.*

- ❖ City Council and the Board of Public Utilities adopted the guidelines in Tables 20-6, 20-7 and 20-8 of the Transportation Plan, as part of City Utilities' 1995 Transit Plan. All proposals for service improvements or reductions should be evaluated in relation to those guidelines before any official action is taken. *Responsible Agencies/ Organizations: City Utilities, MPO.*

- ❖ The MPO should continue to research transportation options that might include contracting paratransit transportation, shuttles, or other special transportation needs in the community. Such a contract could be with an individual company or a not-for-profit transportation provider, which could operate some or all of the service. *Responsible Agency: MPO.*

TRANSPORTATION STRATEGIC PLAN

Transit and Paratransit

Year Two (2)

- ❖ City Utilities should continue to perform periodic upgrades of their shop facilities.

- ❖ The City of Springfield with City Utilities should consider re-locating their transfer facility. They should also study the possibility of re-locating their bus maintenance facility and offices to a Center City location.

- ❖ Southwest Missouri State University should conduct periodic surveys of both transit riders and non-riders to identify attitudes toward the bus system and opportunities for customer-oriented improvements. SMSU should design services that meet identified needs, and should implement and promote such services. SMSU should also maintain and publicize their customer information services and should conduct frequent safety sensitivity training sessions for bus operators.

- ❖ SMSU should explore opportunities for marketing the campus shuttle system to the entire community, by joining with the promotions conducted by City Utilities Transit.

- ❖ The MPO should complete a Transit Development Plan (TDP) for City Utilities. The TDP should:
 - Explore possibilities for long-term regional service expansion through the use of a transit needs assessment, survey, community forums, focus group meetings, or other data gathering techniques.
 - Complete a financial and functional analysis should be completed to determine how the transit operations of SMSU and City Utilities could be merged or better coordinated.

- ❖ The MPO should assist in the facilitation of a merger between City Utilities and SMSU Transit in order to provide continuous service between the SMSU campus and the community. This will also serve to reduce competition for federal transit funding.

- ❖ The MPO should pursue public-private partnerships to generate additional revenue for the transit system.

TRANSPORTATION STRATEGIC PLAN

Transit and Paratransit

Year Three (3)

- ❖ Public transportation agencies in the Springfield metropolitan area should consider the use of monthly bus passes based on income levels, and other equity programs for individuals when they do not have an alternative means of transportation.

- ❖ To help protect student safety and to provide the student populations with the best level of service possible, SMSU should investigate the need for providing shuttle services to Center City attractions for students during nights and weekends – whether they provide the service or they decide to contract-out the service. This expansion would be subject to available financing and it should comply with SMSU’s Master Plan.

- ❖ The City of Springfield, City Utilities, SMSU, and area not-for-profit transportation providers should coordinate future shuttle service possibilities in the Jordan Valley Park, thus encouraging a pedestrian “auto-free” environment.

- ❖ Area not-for-profit transportation providers should continue to investigate opportunities for coordination of shuttle, van, and special needs transportation

services. The MPO can assist providers with information on the area's transportation needs and facilitate public/private agency discussions

- ❖ The MPO should work with Springfield metropolitan area jurisdictions to identify any legal barriers that may prevent private transportation operators from providing Paratransit and special needs transportation services in the area.

TRANSPORTATION STRATEGIC PLAN

Transit and Paratransit

Year Four (4)

- ❖ Southwest Missouri University officials should examine alternatives to help cover operational costs for the intermodal parking facility and shuttle system.
- ❖ Metropolitan area jurisdictions and transportation providers should facilitate the use of transit and shuttle services as attractive alternatives to the automobile through the following planning activities:
 - Effective land use planning, street network planning, and site design;
 - Increasing density at activity centers served by fixed route public transit;
 - Siting buildings to aid transit riders in addition to accommodating driving and parking;
 - Providing pedestrian amenities such as sidewalks and shelters in all major developments near transit and shuttle lines;
 - Pursuing transit and shuttle route restructuring in response to future demands, including innovative service programs;
 - Coordinating public transit with the implementation of Travel Demand Management techniques; and,
 - Monitoring the community for future transit opportunities.
- ❖ City Utilities Transit and the SMSU shuttle system should:
 - Investigate the feasibility of additional transit operational improvements such as the use of intermodal parking facilities and intelligent transportation system strategies, such as traffic signal timing to accommodate bus movements; and,
 - Continue to coordinate improvements at the interface between the City Utilities fixed route transit system and the SMSU shuttle system.

TRANSPORTATION STRATEGIC PLAN Bicycle System

Year One (1)

- ❖ The MPO should establish a Bicycle and Pedestrian Committee, which will develop, implement, update and revise as necessary a bicycle plan. *Responsible Agencies/ Organizations: MPO, Springfield Planning and Public Works, Greene County Highways and MoDOT.*

TRANSPORTATION STRATEGIC PLAN Bicycle System

Ongoing Actions

- ❖ The City of Springfield and Greene County should develop a risk management procedure for the area-wide bicycle system as part of a comprehensive effort to ensure that the bicycle route system is both accessible and safe to use. This can be achieved through:
 - Roadways and Greenway Trails should be maintained with smooth surfaces and be free of longitudinal openings
 - Ensuring that manhole covers, pavement patching, storm water inlet drains, and gutters do not impede bicycle traffic or cause a hazard and are safe for bicyclists and motorists.
 - Continue to provide safeguards for the Springfield-Greene County bicycle paths, routes, and lanes through warnings, procedures for calling-in hazards, and having a quick-response maintenance system.*Responsible Agencies/ Organizations: City of Springfield Public Works, Greene County Highways, MoDOT, Springfield/Greene County Park Board, Ozark Greenways.*
- ❖ Springfield, Greene County and MoDOT should work together to create continuous, safe, and uniform routes throughout the area by utilizing the

Manual of Uniform Traffic Control Devices (MUTCD) and AASHTO standards with regard to bicycle traffic control devices, bicycle crossings and bicycle route signs. *Responsible Agencies/ Organizations: City of Springfield Public Works, Greene County Highways, MoDOT.*

- ❖ Coordinate the needs for bicycle transportation and bicycle recreation in the Springfield-Greene County area. The Greenway system should include shared paths for bicyclists and pedestrians except where volumes warrant other options. *Responsible Agencies/ Organizations: City of Springfield, Greene County, Ozark Greenways.*
- ❖ Continue to investigate all existing and innovative financing techniques available to aid in the implementation of the bicycle route plan and the expansion of the Springfield-Greene County greenway system. *Responsible Agencies/ Organizations: City of Springfield, Greene County, MoDOT, Ozark Greenways, Springfield/Greene County Park Board, MPO.*
- ❖ Develop policies to provide seamless connection between exclusive bicycle paths, multi-use paths and streets designated as bicycle routes. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works, Greene County Highways and Planning, MoDOT, Ozark Greenways.*
- ❖ Improve substandard streets (narrow, open-ditch) to adopted standards with curb and gutter to ensure the safe movement of motor vehicles, bicycles, and pedestrians (i.e. Fort Avenue, Bennett Street, Cherry Street, Blackman Road, Catalpa Street, etc). *Responsible Agencies/ Organizations: City of Springfield Public Works and Greene County Highways.*
- ❖ The City of Springfield and Greene County should work with the school districts, MoDOT and parent-teacher organizations on sidewalk improvement recommendations for area schools in providing safe and adequate bicycle facilities and investigate funding options for these improvements. *Responsible Agencies/ Organizations: City of Springfield Public Works, MPO, Springfield/Greene County Park Board, Ozark Greenways, Greene County Highways, MoDOT, Area School Districts, Area Higher Education Institutions, PTAs.*
- ❖ The city should maintain its current policy of prohibiting riding bicycles on sidewalks in business districts and providing for bicycle travel on the streets (except for children). *Responsible Agencies/ Organizations: City of Springfield Police and Public Works, Greene County Highways, MoDOT.*

TRANSPORTATION STRATEGIC PLAN

Bicycle System

Year Two (2)

- ❖ Metropolitan area bicyclists should be provided with maps that outline the bicycle route system. The bicyclists should be encouraged to select marked or unmarked routes that incorporate suitable routes, as indicated on the Bicycle Suitability Map
- ❖ Bicycles should be considered in the selection and condition of traffic control devices. Although most traffic control devices apply equally to motorists and to bicyclists, bicyclists have distinctive needs in the following areas:
 - Signal timing and detection in order allow for safe crossing and bicycle detection at signals.
 - Bicycle-related signing and marking.
- ❖ The City of Springfield and Greene County should partner with MoDOT and local bicycle groups in providing an educational program and materials that promote safe bicycling to all levels of bicyclists.
- ❖ The City of Springfield, Greene County and the Missouri Department of Transportation should work together to create a bicycle plan that includes the following:
 - Design and location guidelines for bicycle routes, bicycle lanes and greenways to be incorporated into the public improvement design criteria and land development regulations for both jurisdictions in order to create a continuous, safe, and uniform system.
 - Provision for bicyclists to safely cross freeways, railroads, major drainage corridors, and other barriers.
 - Bridges designed for both bicycle traffic and pedestrian traffic. Such techniques may include:
 - Bicycle safe expansion joints
 - Retrofit a bicycle path onto an existing roadway bridge
 - Extend the bicycle path across the bridge on one side.
 - **Provide either bicycle lanes or wide curb lanes over the bridge.**
 - Use existing sidewalks as one-way or two-way facilities.
 - Provision for convenient alternative access when a bridge is on a route determined to be essential for bicycle and pedestrian transportation and cannot be improved to a reasonable standard, such as:
 - Routing bicyclists and/or pedestrians to an alternative, accessible and direct route;
 - Developing a parallel bicycle/ pedestrian bridge; or

- **Using an existing route as an alternative or developing a short-cut transportation route such as a bicycle/pedestrian underpass**
 - When additional streets are required to address bicycle route connectivity, make appropriate changes on the Major Thoroughfare Plan.
 - When connectivity is best provided by pedestrian and bicycle facilities, determine for the bikeways plan the location and type of crossing to be provided.
 - Standard signage, geometric design, bridge and crossing in accordance with MUTCD and AASHTO.
 - Costs of implementation and funding sources.
 - An implementation plan for a complete bicycle network that includes MoDOT routes as necessary.

TRANSPORTATION STRATEGIC PLAN

Bicycle System

Year Three (3)

- ❖ The City of Springfield and Greene County should coordinate transportation system management policies that can maximize efficiency and capacity to the area's future transportation system. To maximize this system, consideration should be given to the expansion of the bicycle route system with all roadway projects pursuant to Table 20-2 of the Long Range Plan as well as continually searching for new ways to enhance and finance the multi-modal transportation system.

- ❖ Springfield and Greene County should modify their land development code to include provisions for parking, storage and security of bicycles associated with building development in the same manner that parking provisions are now included. Consideration should be given to developer incentives, such as an off set to standard parking requirements.

TRANSPORTATION STRATEGIC PLAN

Bicycle System

Year Four (4)

- ❖ The City of Springfield and Greene County should explore the feasibility of supporting a Bicycle/Pedestrian Coordinator function that needs to be incorporated into the entire transportation planning process. The MPO should explore seeking seed grant funding for this position.
- ❖ Bicycle routes and the bus system should be cross-marketed in order to attract commuters.

TRANSPORTATION STRATEGIC PLAN Pedestrian System

Year One (1)

- ❖ New developments should make connections to existing trails or dedicate easements to accommodate connections to future trails as outlined in Figure 3 of the Parks, Open Space and Greenways element of the Comprehensive Plan. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works, Greene County Highways and Planning.*
- ❖ The sidewalk ordinances for the City of Springfield and Greene County should be revised to require any development containing or abutting an existing or proposed greenway provide a minimum of one greenway connection to provide all residents within a development access to the greenway. *Responsible Agencies/ Organizations: City of Springfield Planning, Greene County Planning, Ozark Greenways.*

TRANSPORTATION STRATEGIC PLAN Pedestrian System

Ongoing Actions

- ❖ The City of Springfield and the Missouri Department of Transportation should coordinate with City Utilities to provide pedestrian and transit stop improvements throughout the service area. *Responsible Agencies/ Organizations: City of Springfield Public Works, City Utilities, MoDOT, Greene County Highways.*
- ❖ The City of Springfield, Greene County and MoDOT should continue to work with the school districts and parent-teacher organizations on sidewalk

improvement recommendations for area schools and to investigate funding options to fund these improvements. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works, MoDOT, Greene County Highways and Planning.*

- ❖ The City of Springfield, Greene County and MoDOT should work together to find funds for sidewalk, pedestrian safety improvements, and ADA accessibility improvements. *Responsible Agencies/ Organizations: City of Springfield Planning, MoDOT, Greene County Planning, MPO.*
- ❖ The City of Springfield and Greene County should ensure that pedestrian connections are provided to all public facilities, from their designated parking areas and public streets. *Responsible Agencies/ Organizations: City of Springfield Public Works, MoDOT, Greene County Highways.*
- ❖ Each jurisdiction should have a program for assessing the need for and condition of sidewalks on routes within their jurisdiction and maintaining those sidewalks in a safe and functional condition. The program should include the identification and securing of a long term dedicated funding source. *Responsible Agencies/ Organizations: City of Springfield Public Works, MoDOT, Greene County Highways.*
- ❖ MoDOT's design policies should continue to reflect the need to accommodate pedestrians along parts of its system, especially in urban areas. *Responsible Agency: MoDOT.*

TRANSPORTATION STRATEGIC PLAN

Pedestrian System

Year Two (2)

- ❖ The City of Springfield, Greene County and MoDOT should work to identify sidewalk segments and other pedestrian facilities that need to be constructed in order to ensure network continuity and provide pedestrian ramps and sidewalk improvements to substandard segments, particularly targeting areas around elder care facilities, hospitals, etc. where the need for ADA accessibility is substantial. MPO staff should assist in exploring a long term dedicated funding source in order to finance the construction of these sidewalk segments.

TRANSPORTATION STRATEGIC PLAN

Pedestrian System

Year Three (3)

- ❖ The City and County land development regulations should be revised to:
 - Require sidewalks, pedestrian paths, greenway trails and connections as appropriate along arterial and collector streets and local roadways;
 - Require sidewalks or pedestrian paths along all streets in commercial areas;
 - Require sidewalks along internal private streets where appropriate; and,
 - Provide incentives for pedestrian friendly site plans
 - Provide easements and or construct paths to connect existing and proposed trails and
 - Allow for greenway construction or contribution in lieu of sidewalk construction in new subdivisions.

TRANSPORTATION STRATEGIC PLAN

Pedestrian System

Year Four (4)

- ❖ Work with existing businesses and require new businesses to provide pedestrian connections from the front door, through the parking areas, to connect to adjacent activity areas.

TRANSPORTATION STRATEGIC PLAN Transportation System and Demand Management

Year One (1)

- ❖ Continue to support and enhance the existing rideshare-matching program. The program is presently located in the Planning Division but could easily be transferred to another department, to City Utilities, or even to a private not-for-profit agency. The minimal level of activity should include continuation of the telephone line and the ability to provide match-lists to the public. Over time the program should be revised to contact major employers about commuter choice programs. A more concerted effort should be made to continue and enhance the duties of the rideshare position, and to promote ridesharing and vanpooling through assistance to major employers. *Responsible Agencies/ Organizations: MPO, City Utilities.*

TRANSPORTATION STRATEGIC PLAN Transportation System and Demand Management

Ongoing Actions

- ❖ Explore Advanced Transportation Management Systems options in the metropolitan area and investigate potential funding sources to implement these strategies. *Responsible Agency: MPO.*
- ❖ Continue to coordinate and implement technological advances to the traffic system. *Responsible Agencies/ Organizations: City of Springfield Public Works, Greene County Highways, MoDOT.*
- ❖ Expand the regional Intelligent Transportation System in accordance with recommendations of the Springfield Region ITS Concept Plan. *Responsible*

Agencies/ Organizations: City of Springfield Planning and Public Works, Greene County Highways and Planning, MoDOT, MPO.

- ❖ Consider using traffic calming methods in appropriate locations. Developers should be encouraged to implement traffic calming methods, where appropriate. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works, Greene County Highways and Planning, MoDOT.*

TRANSPORTATION STRATEGIC PLAN Transportation System and Demand Management

Year Two (2)

- ❖ Encourage coordination between the City Utilities fixed-route transit system and the Southwest Missouri State University shuttle system to maximize transit system efficiency in the metropolitan area.

TRANSPORTATION STRATEGIC PLAN Transportation System and Demand Management

Year Three (3)

- ❖ Increase community awareness of the rideshare program through additional advertising, promotion, and other means.
- ❖ Work with large area employers to look at various programs for implementing Transportation Demand Management (TDM) mechanisms, especially in areas where the transportation system meets or exceeds its capacity.

TRANSPORTATION STRATEGIC PLAN

Airport

Year One (1)

- ❖ An area of Airport influence should be developed surrounding the Airport in order to ensure appropriate development with regard to land use and to appearance. This will ensure development is compatible with Airport activities.
- ❖ Complete land acquisition for the Ozark Airport.
- ❖ Complete utility relocation and site grading of the Ozark Airport.

TRANSPORTATION STRATEGIC PLAN

Airport

Ongoing Actions

- ❖ The Airport should continue to seek additional carrier service from Springfield in order to provide increased service to more cities with greater frequency and more economical rates.

TRANSPORTATION STRATEGIC PLAN

Airport

Year Two (2)

- ❖ The Airport and the City of Springfield should consider converting to an Airport Authority or Transportation District. A board made up of regional representation with the ability to make independent financial decisions would govern the Airport.

- ❖ A 5000 foot paved runway should be constructed at the Airpark South general aviation facility.
- ❖ The Mid-Field Terminal design should be completed to include the Airfield and Access Roads.
- ❖ The Airport and Greene County should acquire the right-of-way necessary to develop the access roads to the new Midfield Terminal.

TRANSPORTATION STRATEGIC PLAN

Airport

Year Three (3)

- ❖ The Airport should continue with plans for additional general aviation facilities in order to provide for increased capacity for general aviation.
- ❖ The Midfield Terminal should be constructed and include the Airfield and Access Roads.

TRANSPORTATION STRATEGIC PLAN

Trucking

Ongoing Actions

- ❖ Address the issue of truck traffic in residential areas by
 - Designing subdivisions to provide for streets, which channel truck traffic to the arterial system without passing through residential areas.
 - Designing transportation facilities to discourage truck movement through residential neighborhoods.
 - Identification of streets with existing or potential for truck traffic and determine if truck traffic should be limited on those streets.
Responsible Agencies/ Organizations: City of Springfield Planning, Greene County Planning.
- ❖ Locate major activity centers requiring extensive goods and service movements near major highway interchanges and along major arterial streets, so that truck traffic will not impact residential neighborhoods. *Responsible Agencies/ Organizations: City of Springfield Planning, Greene County Planning.*
- ❖ Use traffic-calming devices and other means available to deal with problems in existing neighborhoods. *Responsible Agencies/ Organizations: City of Springfield Public Works, Springfield Neighborhood Conservation Division, Greene County Highways.*
- ❖ Ensure that the community is able to respond to hazardous material incidents by ensuring stringent provisions concerning the transport of hazardous materials are included in local regulations for the City of Springfield, Greene County, and the other incorporated cities within Greene County, providing periodic code review and updates to ensure that provisions remain current and working with Emergency Management, MoDOT, and others in the community to plan and carry out responses to Hazardous Materials incidents. *Responsible Agencies/ Organizations: City of Springfield Planning and Public Works, Greene County Planning and Highways, Southwest Missouri Council of Governments.*

TRANSPORTATION STRATEGIC PLAN

Trucking

Year Two (2)

- ❖ The zoning ordinances and subdivision regulations of Springfield and Greene County should be amended to include in the increase of truck traffic through residential areas as a reason to deny a case. *Responsible Agencies/*
- ❖ Design streets in a manner which truck traffic in residential areas is discouraged.
- ❖ Determine if there is a need for additional requirements for provision of off-street loading spaces in Center City by determining those areas where traffic congestion occurs due to truck deliveries and, working with neighborhood and merchant groups to determine the most effective method of dealing with the provision of off-street loading spaces. The traffic engineer has the authority to implement effective parking control measures.

TRANSPORTATION STRATEGIC PLAN

Trucking

Year Four (4)

- ❖ Provide for efficient freight transfer points by providing for a multi-modal or inter-modal facility for use by rail, truck, and air cargo.

TRANSPORTATION STRATEGIC PLAN

Intercity Buses

Year Two (2)

- ❖ City Utilities should continue current service to the location of the new intercity bus terminal and should investigate increased service to that location.

TRANSPORTATION STRATEGIC PLAN

Intercity Buses

Year Three (3)

- ❖ Consider a satellite intercity bus terminal in the existing Jordan Valley Park Parking Structure or any future Parking Structures in the Downtown Area.

TRANSPORTATION STRATEGIC PLAN

Railroads

Ongoing Actions

- ❖ Identify street crossings of railroad lines and recommend improvements to maintain safety and accessibility for both train and motor traffic. *Responsible Agencies/ Organizations: MoDOT, MPO, Railroad Companies, City of Springfield Public Works, Greene County Highways.*
- ❖ Through subdivision review, ensure that all new developments have adequate access to the major thoroughfare system without crossing railroad tracks. *Responsible Agencies/ Organizations: City of Springfield Planning, Greene County Planning.*
- ❖ The appropriate local government would negotiate with the railroads concerning the location and funding of future grade-separated crossings. *Responsible Agencies/ Organizations: MoDOT, Railroad Companies, City of Springfield Public Works, Greene County Highways.*
- ❖ Hazardous rail crossings should continue to be identified through the existing process with the appropriate state agencies. *Responsible Agencies/ Organizations: MoDOT, Railroad Companies, City of Springfield public Works, Greene County Highways.*
- ❖ Provide for industrial areas that are accessible to one or more of the following regional transportation facilities: airports, railroads, and the arterial roads or the interstate highway system. *Responsible Agencies/ Organizations: City of Springfield Planning, Greene County Planning, Chamber of Commerce, Railroad Companies.*

TRANSPORTATION STRATEGIC PLAN

Railroads

Year Two (2)

- ❖ Include in the ITS Implementation Plan a priority for providing location of trains and status of at-grade crossing warning equipment to applicable users such as emergency vehicle dispatch, traffic operations systems, and train dispatchers throughout Springfield and Greene County.

TRANSPORTATION STRATEGIC PLAN Railroads

Year Three (3)

- ❖ Removal of obsolete rail facilities, especially at grade crossings, can be achieved through negotiation between the city and the railroads, as has occurred in the past. In some cases, federal funds are available to assist with the removal and repair of at-grade crossings.
- ❖ When evaluating rezoning requests near a rail line, consider the suitability of the proposed use. If manufacturing or industrial uses are not feasible and the site characteristics permit, encourage use of the Planned Development District to provide bufferyards along rail lines. The city and county should also consider amending their zoning ordinances to include requirements for bufferyards between rail facilities and less-intense land uses, even when Planned Development District provisions are not used.

TRANSPORTATION STRATEGIC PLAN Railroads

Year Four (4)

- ❖ Provide for efficient freight transfer points by providing for a multi-modal or inter-modal facility for use by rail, truck, and air cargo.

TRANSPORTATION STRATEGIC PLAN

Fiscal Plan

Ongoing Actions

- ❖ The City of Springfield and Greene County should participate in efforts to ensure that an appropriate share of state and federal resources for roadways are allocated to the area. *Responsible Agencies/ Organizations: City of Springfield City Council, Greene County Commission, MPO Board of Directors.*

TRANSPORTATION STRATEGIC PLAN

Fiscal Plan

Year Two (2)

- ❖ The City of Springfield and Greene County should explore the creation of a road fund derived from general obligation bonds to provide the initial costs of street improvement projects, which would be repaid through tax-billing the abutting property owners.
- ❖ Jurisdictional policies should be reviewed to require private development to assist in undertaking a street improvement. If this development also benefits another landowner, the initial project contributor could be partially reimbursed through the tax-billing procedure. The initial contributor would be required to provide the construction costs, but the other affected property owners would be assessed in proportion to their frontage along the street and would repay the initial contributor over a period of 15 or 20 years.

TRANSPORTATION STRATEGIC PLAN

Fiscal Plan

Year Three (3)

- ❖ The City, County, and MoDOT should work together to secure various innovative funding sources for transportation improvements. Specific projects should be outlined as part of a package that is compiled for each funding source sought. All projects listed for funding through a particular source should be feasible to complete with the projected revenue stream that the funding source will produce.

TRANSPORTATION STRATEGIC PLAN

Fiscal Plan

Year Four (4)

- ❖ The City of Springfield, Greene County, and the Missouri Department of Transportation should also work with the private sector to ensure that the costs of new roadway improvements are equitably shared between all parties that benefit.

WATER QUALITY

Introduction

“In the Ozarks, quality of life is tied to quality of water is tied to economic development. If we lose one, we risk losing all.” These words of Todd Parnell, incoming President of the Springfield Area Chamber of Commerce in their January 2004, “Springfield Spirit” newsletter, couldn’t say it better. However, we, as a community are not making the investment that is demanded if our water resources are to remain the treasure they are today. Lake water quality is declining; streams are threatened by urban development and agricultural waste; groundwater levels are declining. We must take notice **now** and make the steps necessary to conserve these precious resources for future generations.

Water is what draws people to the Ozarks. According a Corps of Engineers’ study, Table Rock Lake is consistently rated number two or three nationally as a recreational lake. Thirty percent of the 5.7 million people who visit Branson each year come primarily for water related activities. Table Rock Lake and Lake Taneycomo generate over \$50 million annually and 500 jobs for fishing alone. In the past few years, water quality in Table Rock Lake has become an increasing problem. Water clarity has been declining and frequency of algae blooms increasing. One of the worst problem areas is the James River arm of the lake. The James River drainage basin includes the majority of the city of Springfield and the southern portion of Greene County.

In response to these concerns the Environmental Protection Agency (EPA) and Missouri Department of Natural Resources have placed the James River on the list of impaired waters (known as the “303(d) list” after a section of the Clean Water Act). The Pearson Creek and Wilsons Creek tributaries to the James River have also been listed. The Little Sac River, which drains the northern third of Greene County through Fellows and McDaniel Lakes to Stockton Lake, has also been placed on the list of impaired waters.

Citizens of Springfield and Greene County depend upon these lakes for our drinking water supply. We also depend heavily upon the bountiful supplies of high quality groundwater to supply our drinking water needs. Sixty thousand residents of rural Greene County and all of the cities in the County, except for Springfield, rely on untreated well water as their water supply. Industries depend heavily on groundwater for cooling, irrigation and process water. A study by the U.S. Geological Survey in the late 1980's indicated that are groundwater levels are declining sharply. It is clear that we must take action to conserve both the quantity and quality of our water resources.

Pollutants come from many sources. Over the past two decades we have come to realize that non-point source (diffuse) pollution, from farms, septic systems, and urban stormwater runoff contributes just as much to water quality problems as more readily recognizable sources such as factories and sewage treatment plants. Toward this end Congress amended the Clean Water Act in 1987 directing the States to clean up non-point source pollution, including stormwater runoff from urban areas. The *National Water Quality Inventory, 1996 Report to Congress* identified stormwater runoff as the leading diffuse source of pollution causing water quality impairment. Numerous studies support these findings.

National trends are reflected in the Ozarks. A wealth of information collected and compiled by the United States Geological Survey, the Missouri Department of Natural Resources, City Utilities, and area colleges and universities show that our water resources suffer from the same types of pollution. Both nationally and locally, poor understanding and management of stormwater runoff has led to polluted drinking water, increased flooding, impaired streams and lakes, and degraded wildlife habitat. However, communities that have developed aggressive water management programs, especially in conjunction with other environmental activities, have revitalized their water resources, improved quality of life and created places where businesses and residents want to locate.

Another national trend that holds true for Springfield and Greene County is that stormwater and water quality management has been neglected in favor of more obvious and better understood needs such as drinking water supply and sanitary sewage treatment. Today, our community spends \$30 million annually to operate the drinking water utility, and \$20 million annually for sewage collection and treatment. Meanwhile only Springfield and Greene County together spend \$7.6 million on stormwater management. The majority of these funds are spent on traditional storm drainage improvements, primarily in conjunction with streets and roads. Only a small fraction of this is devoted to water quality and watershed management.

As a result of the 1987 Clean Water Act, and subsequent emphasis on non-point source pollution, both Springfield and Greene County are now required to obtain state and federal permits for discharging stormwater into streams that drain from the city and county. (Note: Unlike sanitary sewage, stormwater runoff is not collected and treated and the city's wastewater treatment plants.) Springfield has until 2007 and Greene County until 2008 to implement the requirements of their permit. These permits are an unfunded federal mandate. We estimate that it will cost the city and county, combined, an additional \$3,000,000 per year to comply with stormwater permit requirements.

Our community has made much progress since the Water Resources Task Force made its report in 1996, however much remains to be done. In the following report we have set forth six goals and seventeen objectives. These goals and objectives represent a complete, fundamentally sound, and progressive water management program, which, if implemented by Springfield and Greene County, can effectively preserve our water resources for years to come. It has become clear, however, that these goals ***will not be achieved*** unless additional funding and resources are provided. Since the first Vision 20/20 plan, we have become more and more aware of the urgency of protecting our water resources. This cannot be achieved without addressing the issue

of long term funding. During the next five years we must make this a community priority.

Vision 20/20 Charge to Water Quality Planning Group

The Charge to the Water Quality Planning Group is to recommend a Five Year Strategic Plan to address water quality and related stormwater management issues and for implementation of VISION 20/20 Plan elements and other plans and/or studies related to water quality in the Springfield-Greene County metropolitan area that identifies key action steps to be undertaken and identifies the responsibility for carrying out the actions and their timing.

Planning Group Proceedings

The Planning Group met monthly, beginning in June 2003. The Technical Committee was responsible for compiling information needed for the Planning Group's consideration. The reports listed below were prepared by the Technical Committee and contain valuable background information considered by the Planning Group in formulating the 5-year Action Plan:

1. Status of Recommendations of the 1996 Water Resources Task Force
2. Current State of Water Resource Program & Recommendations for Issues Needing Further Consideration & Action
3. Summary of Existing Programs
4. Funding for Water Quality Programs

Our Goals

The Planning Group recommends that the community adopt and establish the following goals as the cornerstone for water quality management programs:

1. Provide sufficient supplies of good quality water to meet our community's needs for the foreseeable future.
2. Assure the quality of our streams, lakes and groundwater by effective management of watersheds.
3. Achieve water quality management goals in a manner that is compatible with other community plans, goals and priorities.
4. Provide programs that meet State and Federal regulatory requirements.

5. Provide adequate resources and funding to meet and sustain water quality and quantity goals.
6. Provide effective education and outreach to involve the community in achieving water quantity and quality goals.

Objectives

To achieve the goals set forth above, the following objectives must be established and implemented:

1. Develop water management plans for all watersheds in Springfield-Greene County
 - a. Establish priorities based upon water quality and quantity issues
 - b. Provide resources for development, administration and implementation of water management plans.
 - c. Ensure that comprehensive plans, zoning ordinances, subdivision regulations and other City and County plans and regulations are consistent with established water management plans.
2. Develop long-term groundwater quantity and quality management plan for Springfield-Greene County
 - a. Determine current status of groundwater usage, water table levels, and forecast future trends.
 - b. Seek legislative action to allow Springfield and Greene County to enact local groundwater management requirements.
 - c. Conserve groundwater supplies by managing and optimizing water use.
3. Improve design, construction and performance of best management practices (BMPs) for urban stormwater quality and quantity.
 - a. Provide designs that are visually appealing, enhance property values, maximize water quality benefits while minimizing construction and maintenance cost, enhance open space and recreational opportunities and protect public health and safety.
 - b. Require consideration of water quality and quantity early in the planning process for new developments.
4. Provide long term operation and maintenance for stormwater facilities
5. Develop effective methods and guidelines for protecting and restoring urban streams and waterways in a manner which improves water quality and reduces flood impacts
 - a. Integrate water quality management goals and actions into Parks, Open Space and Greenway Plan and other community plans
 - b. Develop riparian corridor protection and buffering standards and requirements for

- urban and rural streams
 - c. Develop prioritized capital improvements programs in the City and County
 - d. Change emphasis on flood control projects to give priority to re-opening and restoring waterways rather than closed storm sewers and culverts
 - e. Integrate these objectives with existing floodplain management programs
 - f. Minimize impacts of urbanization on flooding and water quality by minimizing quantity and rate of runoff
- 6. Provide for water quality enhancement in redeveloping areas as well as new public and private developments
 - a. City and County should exhibit community leadership by including water quality protection and enhancement measures in all public project and utilize public projects to demonstrate best management practices
 - b. Develop guidelines for private re-development projects
- 7. Provide performance monitoring for BMPs and establish benchmarks for water quality assessment
 - a. Coordinate and integrate this effort with the Community Environmental Health Report Card
 - b. Provide demonstration projects and performance monitoring to develop a better understanding of the effectiveness of local programs and guidelines.
 - c. Provide matching funds for grants for water quality and stormwater management projects
 - d. Utilize City-County GIS to compile, and coordinate data and to analyze water quality trends, overall water use and withdrawal
 - e. Coordinate and integrate this effort with present programs administered by the Springfield-Greene County Health Department, and expand these programs to meet water quality goals
- 8. Expand public education and outreach program
 - a. Integrate and coordinate programs provided by the Watershed Committee, James River Basin Partnership, and Springfield Solid Waste Management and Stormwater Education program, drinking water program, and wastewater management program
 - b. Provide education and certification programs for consultants, designers, contractors and staff
 - c. Expand and foster partnerships with the Springfield-Greene County Library, Discovery Center, Wonders of Wildlife and other organizations that play a role in water quality education
 - d. Expand and foster partnerships with all school districts and institutions of higher learning in Springfield-Greene County to encourage water quality and conservation education
 - e. Coordinate with and incorporate the recommendations of the Environmental Education Work Group of the Environmental Collaborative of the Community Partnership of the Ozarks

- f. Use the cooperative relationship established by the four primary water quality advocacy groups: the Watershed Committee, James River Basin Partnership, Upper White River Basin Foundation and Table Rock Water Quality, Inc. as a primary medium for regional public education and outreach.
 - g. Support the Watershed Institute as a central “home” for educational activities and facilities.
- 9. Improve and enhance erosion & sediment control programs for construction sites
- 10. Comply with Federal and State stormwater permit requirements
- 11. Provide funding assistance to encourage implementation of agricultural BMPs and participation in State and Federal cost sharing programs
- 12. Continue to fund and support City Utilities’ Water Comprehensive Plan to meet water supply needs for the Springfield Urban Area.
 - a. Promote water use efficiency
- 13. Continue to fund and support the City of Springfield’s Wastewater Master Plan to meet wastewater treatment and disposal needs for the Springfield Urban Area.
- 14. Develop program for regulating operation and maintenance of septic systems in areas not served by public sewers
- 15. Greene County should consider providing funding assistance to encourage connection of older subdivisions in the County to sanitary sewer
- 16. Provide funding for the “non-landfill” elements of the City of Springfield’s voter approved Integrated Solid Waste Management System: Household Chemical Collection Center, Recycling Centers, Yardwaste Recycling Center, and Information & Education Program, since these provide an important component of community outreach and involvement and reduce non-point source pollution
- 17. Establish long term, dependable funding sources to implement these actions
 - a. Determine levels of funding needed and best means to provide funding
 - b. Take a broad view of water quality issue to include all aspects of non-point source pollution, including septic systems and solid waste in addition to stormwater
 - c. Take a broad view of water supply to include not only the CU water system but all water supply sources used by City and County residents

Summary

Our community has made significant progress in the area of water quality protection since the Water Resources Task Force made its recommendations in 1996. However, we still cannot predict confidently

that our community's water resources will be conserved for future generations. The Water quality Planning Group feels strongly that we have reached the limits of what we can accomplish with the current level of resources. The 1996 Task Force recommendation called on the community to establish a long term funding source; however, other community needs have taken priority. Water quality must be made a community priority during the next five years.

We strongly urge the Vision 20/20 Coordinating Committee, the City Council and County Commission to endorse the goals, objectives and action plan which we have recommended, and to begin implementing these actions *now*.

We recommend that the four citizen water quality groups, the Watershed Committee of the Ozarks, James River Basin Partnership, Table Rock Lake Water Quality, Inc., and Upper White River Basin Foundation, be appointed as independent "watchdogs" to monitor our community's progress toward this plan on an annual basis.

WATER QUALITY STRATEGIC PLAN

Year One (1)

Begin process to establish a long term, dependable funding source to implement goals and recommendations.

ACTION: Inform and educate community leadership on water issues and needs.

Initiate Action: City Department of Public Works, County Resource Management Department, Watershed Committee of the Ozarks, James River Basin Partnership

Primary Responsibility: City Department of Public Works, County Resource Management Department

Secondary Responsibility: Watershed Committee of the Ozarks, James River Basin Partnership, Chamber Staff

Discussion: *Goals and recommendations of the Water Quality Planning Group need to be reviewed with the City and County leaders and other community leaders to seek their input and support. Business leaders need to be included early in the discussions of funding methods, and to determine the best means to achieve both economic and water quality goals. Feedback*

from the business community needs to be obtained as to what is felt is an equitable approach which they can support.

ACTION: Decide the level and scope of program desired.

- Initiate Action:** City Department of Public Works, County Resource Management Department, Watershed Committee of the Ozarks, James River Basin Partnership
- Primary Responsibility:** City Department of Public Works, County Resource Management Department, Springfield City Council, Greene County Commission
- Secondary Responsibility:** Watershed Committee of the Ozarks, James River Basin Partnership, Chamber of Commerce and other community leaders

Discussion: *Will the program include only the City of Springfield , or the City plus the Urban Services Area, or will it be county-wide? Will the program be limited to stormwater/urban runoff quality only or will its focus be non-point sources of pollution, including septic systems? Will there be separate and parallel city and county programs or should they be combined? If combined, would the program be organized under a joint City-County board similar to the Park Board or Library Board? The community and its leaders must make informed decisions to shape the program.*

ACTION: Build community understanding and support.

- Initiate Action:** City Department of Public Works, County Resource Management Department, Watershed Committee of the Ozarks, James River Basin Partnership
- Primary Responsibility:** City Department of Public Works, County Resource Management Department, Springfield City Council, Greene County Commission
- Secondary Responsibility:** Watershed Committee of the Ozarks, James River Basin Partnership, and other interested groups, Springfield Area Chamber of Commerce and other community leaders

Discussion: *Informational meetings need to be held with advocacy groups, civic and professional groups, neighborhood associations, and the news media. Work includes informational brochures, presentations, press releases, etc.*

ACTIONS THAT CAN BE IMPLEMENTED WITH EXISTING STAFF & FUNDING – YEAR ONE

ACTION: **Require water quality BMPs for new developments in all watersheds in the City and County.**

Discussion: *Both the City and County require water quality BMPs for new developments in the Pearson Creek and Fulbright Spring watersheds. City and County regulations need to be amended to require water quality protection measures in all watersheds.*

ACTION: **Revise regulations and policies to require consideration of water quality and quantity early in the planning process for new developments.**

ACTION: **Adapt improved design criteria for water quality BMPs.**

Discussion: *The City has already retained a consultant and begun drafting new standards as a part of their new Stormwater Criteria Manual. The County is included in the review process with the objective of adopting similar standards. The City has assembled a committee of consultants and developments to review these standards as they are being developed.*

ACTION: **Amend City sinkhole ordinance to include water quality protection policy BMP standards.**

Initiate Action: City Departments of Planning & Development, Building & Development Services and Public Works, County Resource Management Department,

Primary Responsibility: City Planning Commission and City Council, County Planning Board and County Commission

Secondary Responsibility: Watershed Committee of the Ozarks, James River Basin Partnership, Springfield-Greene County Health Department

ACTION: Continue and enhance existing water quality education and outreach activities.

Initiate Action: City of Springfield Department of Public Works, Springfield-Greene County Health Department, Greene County Resource Management Department.

Primary Responsibility: City of Springfield Department of Public Works, Springfield-Greene County Health Department, Greene County Resource Management Department.

Secondary Responsibility: Other watershed organizations and education providers.

Discussion: *Continue support for current staff and programs. Utilize existing programs such as Show-Me Yards & Neighborhoods for increasing awareness and providing technical assistance as well as **Choose Environmental Excellence** as a vehicle for recognizing efforts and accomplishments. Continue the productive cooperation among interested groups and education providers. Area formal education providers (colleges and universities, private schools and Springfield Public Schools) should plan an expanded role in the education of both their students and in the general community. Several action steps from the Community Partnership of the Ozarks/Springfield-Greene County Environmental Advisory Board Environmental Education - Environmental Justice Work Group Report can be implemented with existing staff and funding.*

WATER QUALITY STRATEGIC PLAN

Year Two (2)

ACTION: Conduct a formal funding study for stormwater and non-point source

pollution programs.

ACTION: Conduct study to determine current status of groundwater usage, water table levels, and forecast future trends.

ACTION: Develop the Watershed Institute

**ACTIONS THAT CAN BE IMPLEMENTED WITH EXISTING STAFF & FUNDING –
YEAR TWO**

ACTION: Adopt stream buffering protection ordinance.

WATER QUALITY STRATEGIC PLAN

Year Three (3)

ACTION: Offer the opportunity to fund the program to the voters.

**ACTIONS THAT CAN BE IMPLEMENTED WITH EXISTING STAFF & FUNDING –
YEAR THREE**

ACTION: Draft and adopt standards for re-development.

WATER QUALITY STRATEGIC PLAN

Years Four (4) and Five (5)

ACTION: Expand City & County programs for operation and maintenance for stormwater facilities, as required by state and Federal stormwater permits.

ACTION: Develop program for regulating operation and maintenance of septic systems

in areas not served by public sewers.

ACTION: Develop water management plans for all watersheds in Springfield-Greene County. Establish priorities based upon water quality and quantity issues. Ensure that comprehensive plans, zoning ordinances, subdivision regulations and other City and County plans and regulations are consistent with established water management plans.

ACTION: Expand the erosion & sediment control program in the City of Springfield and provide resources for plan review and construction site inspection for enforcement of the City's grading ordinance, similar to the County's program.

ACTION: Expand the water quality education and outreach program.

APPENDIX

Vision 20/20 Coordinating Committee

Ellen Baird	Regional Arts Council
Lesley Bridges	Springfield Public Schools
Greg Burris	Southwest Missouri State University
Milagros Calvetti	The Catholic Center
Bob Chancellor	
Aleta Dryer	
Julie Gillebeau	Council of Churches
Jan Horton	
Mike Long	
Larry Maddox	Springfield Branch NAACP
Mark McNay	Southern Missouri Containers
Kent Morris	Greene County Planning Department
Paul Nahon	
Richard Ollis	Springfield Area Chamber of Commerce
Gary Sullivan	Wilson's Creek National Battlefield
Patty VanWeeden	OACAC
Helen White	
Susie Wieland	
Rusty Worley	Drury University
Tom Wyrick	

Vision 20/20 Focus Groups

Affordable Housing Focus Group

Stacie Amschler	SW Center for Independent Living
Tom Barnett	Housing Authority of Springfield
David Bodine	The Kitchen, Inc.
Barbara Burton	
Marie Carmichael	Affordable Homes Dev., Inc.
Mark Dixon	
Aleta Dyer	
Sherry Gainer	AHAB
Cyndi Hill	The Salvation Army
Olivia Hough	Springfield Planning & Development
Donna Jones	Habitat For Humanity-Stone Chapel
Tobias Meeker	The Kitchen, Inc.
Matt Morrow	Home Builders Association of Springfield
Mary Norman	Springfield Public Schools
Denise Ogan	
Erman Owens	HAS Properties
Nancy Preffitt	SAHA
Jack Pugh	West Central Neighborhood Association
Shirley Sade	OACAC/Greene County Center
Patty VanWeelden	OACAC
Kim Warren	Great Southern Residential Lending
Tom Wyrick	

Center City Focus Group

Chris Akins	City of Springfield
Jim Baker	SMSU
Ruth Bamberger	
Gary Blankenship	Walnut Street Merchants Association
Nancy Brown	
Nancy Fazzino	Downtown Springfield Association
Brian Fogle	
Sam Freeman	Center City Development Company
Bob Horton	Har-Bell Athletic Goods
Jan Horton	

Tracy Kimberlin
Kay Logsdon
John Luce
Matthew Miller
Vern Morgan
Mary Norman
Bev Reichert
Tim Rosenbury
Louise Whall
Carol Williamson
Rusty Worley

Spfd Convention & Visitors Bureau
Springfield Regional Arts Council,
Lohmeyer-Russell Architects

Springfield Planning & Development

Drury University
Butler, Rosenbury & Partners
City of Springfield

Drury University

Cultural Focus Group

Jodie Adams
Ellen Baird
Jim Baker
Alan Bates
Roseann Bentley
Susan Brummel
May Collette
Christina Drale
Jeanne Duffey
Carlana Fitch
Gary Funk
Lisa Ghan
Lula Henderson
Tracy Kimberlin
Kay Logsdon
Mary Norman
Jean L. Morris
Ralph Rognstad
Janet Rose
Russ Rubert
Tom Russo
Emmett Sawyer
Jared Scott
Neanie Squires

Springfield/Greene County Parks Department
Springfield Regional Arts Council
SMSU
Bates & Associates

Springfield Regional Opera
City Council
SMSU College Arts & Letters
Greene County Libraries
Springfield Symphony
Community Foundation

Springfield Conv. & Visitors Bureau
Springfield Regional Arts Council

City of Springfield Planning & Development

Drury University
Springfield Public Schools
Baird, Kurtz, & Dobson, CPA's
Boyd Aluminum

Education Focus Group

Roseann Bentley
Pam Bondine
Tim Brown
Bruce Chrisope
Melissa Haddow
David Hough
Sara Lampe
Arthur Mallory
Marc Maness
Rebecca Martin
Morey Mechlin
Gail Melgren
Mandie Nelson
Richard Ollis
Sharon Price
Kenny Ross
Lloyd Young

Growth & Development Focus Group

Chris Akins	City of Springfield
Jerry Compton	
Aleta Dyer	
Susan Hansen	
Bob Hosmer	Springfield Planning & Development
Rick Hopkins	American Pasturage, Inc., Marionville
Carol Kueker	Springfield Glass Co.
Tom McLoud	McLoud & company
Mary Kay Meek	
Michael Mellinger	
Stephanie Montgomery	
Kent Morris	
Matt Morrow	Home Builders Association
Paul G. Nahon	
Daniel Neal	
John D. Owens	Ash Grove
Andrew Peters	
Patrick Platter	

Ann Razer
Paul F. Sherman
Bill White

Springfield Planning & Development

Regional Focus Group

Tom Byrd
Chris Coulter
George Cutbirth
Allen Kunkel
Rex Wilkinson
Shelia Wright

Southern Commissioner, Marshfield
Planning & Development, Branson
Presiding Commissioner, Galena
Regional Dev. Manager
Presiding Commissioner, Greenfield
Springfield Councilwoman

Transportation Focus Group

Karl Barke
Marcy Bertrand
Carl Carlson
Dawne Gardner
Clay Goddard
Ann Hall
Diane Hogan
David Hutchison
Joel Keller
Natasha Longpine
Kevin Lowe
Frankl Miller
Ryan Mooney
Ann Razer
Dave Roling
Marc Thornsberry
Jay Waggoner
Sandi West
Terry Whaley
Ilga Vise

Water Quality Focus Group

Chris Akins	City of Springfield
Ann Carter	Discovery Center
Bill Cheek	SMSU
Duane Galloway	City Utilities
Dr. Janice Greene	SMSU
Teri Hacker	
Steve Hancock	Clariant LSM (Missouri), Inc.
Kenny Knauer	Community Partnership
Judy McCune	
Mark McNay	Southern Missouri Containers
Tom McLoud	McLoud & Company
Robin Melton	Environmental Works, Inc.
Gary Pendergrass	ESC., Inc
Bob Smith	
Stephanie Stenger	
Dave Sturdevant	Watershed Committee
Elizabeth Turner	Center of Excellence
Dr. John Witherspoon	
Dr. Bobby Wixson	James River Basin Partnership
Jan Wooten	Watershed Committee