

## 2010 Community Strategic Planning Process

### Growth Management and Land Use Planning Committee

The committee has completed its review of the Growth Management and Land Use Plan and offers the following summary of its findings. This is the complete effort of the committee members and their discussions with staff.

From an Indian village to cabins to a thriving metropolis, Springfield has grown by leaps and bounds over the past 200 years. Today we continue to look at how Springfield develops and redevelops. The Growth Management and Land Use Committee has the vision for the future of Springfield to ***promote the development of a community that provides a high-quality of life in 2030 by supporting sustainable development; balancing the rights of individual property owners with community development goals; encouraging innovative strategies for revitalization; building on community strengths; providing connectivity and accessibility; maintaining natural resources; and promoting collaboration among the City of Springfield, Greene County and the surrounding municipalities.***

The committee agreed that the Growth Management and Land Use Plan, originally created by the Vision 20/20 planning process, still has a significant value to our current planning process and should still be an integral part of ongoing planning for our community. We also reviewed the way the City of Springfield has changed over the years since the original document was drafted and sought to adapt the changes in our planning process. The committee has revised the current Vision 20/20 objectives and created new goals for the City of Springfield, Greene County and surrounding municipalities to guide them as the area continues to revitalize and grow. A glossary of terms has also been included to define key terms used by this committee.

The committee, based upon discussions with the City of Springfield and Greene County planning staff, established that the current Urban Service Area\* (see Glossary of Terms) of the City of Springfield should be sufficient for the City to meet the goals and objectives for balanced growth\* (see Glossary of Terms), which was determined to be the preferred method of growth by both the previous Vision 20/20 plan and concurred upon by this committee. This balanced growth approach will also lend itself to higher densities. Creating higher densities will prove to be beneficial for future needs of such issues as housing, transportation and amenities, plus help to entice future growth in and around the City.

After the development of our goals and objectives, the committee received the HUD livability principles to review, which are designed to improve the quality of life and make America's neighborhoods "safer, healthier and more vibrant" (qtd. by DOT Secretary LaHood, June 16, 2009 press release). The committee found that our goals complement the HUD livability principles in areas such as creating value to communities and neighborhoods and creating more transportation choices.

The committee identified five primary goals that have been effective for the City in the past and will continue to support our needs for the future. By focusing on the following five goals, the City of Springfield will continue to promote managed growth and become a strong community locally, regionally and nationally.

- 1. Sustainability\*** (see Glossary of Terms): Developing the community in a sustainable manner should be a priority. The growth within the City of Springfield and the Urban Service Area needs to be sustainable in order to meet the needs of today and in the future. Some successful examples in Springfield are the new Hickory Hills School, the Green Circle Shopping Center, Discovery Center and BKD Corporate Office Building.
- 2. Revitalization:** Revitalization is essential in order to balance development throughout the City of Springfield and to keep it attractive to others. Areas like the Jordan Valley Innovation Center, the Hammons Field area and the IDEA Commons have already started to reach this goal.
- 3. Connectivity \*** (see Glossary of Terms): Connectivity and accessibility to local, regional and national areas will help expand our markets and culture in the City of Springfield, Greene County and the surrounding municipalities. From the Greenways\* (see Glossary of Terms) to the new Springfield-Branson National Airport, changes like these have already served in building stronger connections within and outside of the Springfield area. Better connectivity will spur greater economic development.
- 4. Natural Resources:** In order for us to continue to increase our quality of life for the current and future generations, it is vital for us to protect and preserve our natural resources. Some of the organizations, which are already successfully working to preserve our resources, are the Watershed Committee of the Ozarks and Ozarks Greenways.
- 5. Collaboration:** A community working together to identify common goals and needs will build a stronger area for potential growth and prosperity for the City of Springfield. We have seen successful collaboration efforts in the E-911 Center, Springfield/Greene County Health Department, Springfield Fire Department Hazardous Materials Response Team combined with the Logan-Rogersville Fire Protection Districts Team, the Trunked Radio System and the Greene County Jail.

# Goals for Growth Management and Land Use

The following are the five goals that the Growth Management and Land Use Committee developed to guide the City of Springfield.

## **Major Goal 1: Develop the community in a sustainable manner.**

### **Assumptions:**

- The Springfield metropolitan area will continue to grow in population.
- The existing Urban Service Area is currently adequate to accommodate that growth.
- Increased development densities are necessary to support public transportation.
- Increased development densities can reduce City services' costs.
- A vital city center will encourage increased densities in that area and counter the "donut" effect.
- Green infrastructure\* (see Glossary of Terms) should be used to complement increased sustainable development\* (see Glossary of Terms).
- Citizens expect urban services to be provided to the developed areas within the Urban Service Area.
- To be cost effective, proposed annexations should provide means to offset costs of city services.

**Objective A:** Increase density\* (see Glossary of Terms) in activity centers \* (see Glossary of Terms) and transit corridors.

Responsible Group: City of Springfield; development community, Community Development Corporations\* (see Glossary of Terms)

**Objective B:** Increase mixed-use\* (see Glossary of Terms) development areas.

Responsible Group: City of Springfield, development community, Community Development Corporations

**Objective C:** Integrate and encourage alternative modes of transportation to reduce community dependence on personal vehicles. The City of Springfield should study the efficiency and convenience of the public transit system and other transportation networks.

Responsible Group: City of Springfield, City Utilities of Springfield, Ozarks Transportation Organization, Springfield-Greene County Parks Department, Ozarks Greenways

**Proposed Performance Measure(s):**

The City of Springfield staff should track the increase in all density levels.

The City of Springfield should measure miles of bicycle and pedestrian paths created per year. City Utilities of Springfield should track public transit ridership for improvement of usage.

Estimated Cost to Achieve Goal: \$ \_\_\_\_\_

One-Time Cost: \$ \_\_\_\_\_

Ongoing Cost: \$ \_\_\_\_\_

Proposed Funding Source(s): Grants from HUD and DOT, private/public funding, TIGER II funds, Fees for Services

## **Major Goal 2: Create innovative strategies for revitalization**

### **Assumptions:**

- Revitalizing existing areas in economic decline and in need of new opportunities will create the climate for a more balanced development throughout the city.
- Difficulties with acquiring and combining tracts of land in developed areas discourage redevelopment.
- Development regulations and processes impact how a community develops.

**Objective A:** Balance growth and distribution of redevelopment throughout the City of Springfield.

Responsible Group: City of Springfield, Chamber of Commerce, Community Development Corporations

**Objective B:** Use Community Development Corporations to help with acquiring and combining land to encourage higher-intensity\* (see Glossary of Terms) development.

Responsible Group: City of Springfield, Greene County

**Objective C:** Designate localized City Districts to create a sense of identity and to capitalize on existing neighborhoods and historical districts.

Responsible Group: Urban Districts Alliance (UDA), Urban Neighborhood Alliance (UNA), Neighborhood Associations, City of Springfield

**Objective D:** Increase adaptive re-use\* (see Glossary of Terms) of existing institutions and buildings.

Responsible Group: City of Springfield

**Objective E:** Provide a wide variety of housing options within neighborhoods.

Responsible Group: City of Springfield

**Objective F:** Continue an ongoing review of the development process to streamline compliance with regulations.

Responsible Group: City of Springfield, Greene County

**Objective G:** The City of Springfield should create and adopt Urban design guidelines to embrace ideas such as Form Based Codes\* (see Glossary of Terms) or other applicable guides.

Responsible Group: City of Springfield

**Proposed Performance Measure(s):**

The City of Springfield shall track progress through the number of building permits and business licenses issued. Other means shall include crime statistics, tax revenue, brownfield\* (see Glossary of Terms) assessments and business and residential vacancies.

The City of Springfield should designate one city district per year for the next five years.

Estimated Cost to Achieve Goal: \$ \_\_\_\_\_

One-Time Cost: \$ \_\_\_\_\_

Ongoing Cost: \$ \_\_\_\_\_

Proposed Funding Source(s): Community Development Block Grants, Tax Credit Incentives, Fees for Services

## Major Goal 3:

### Protect and preserve our natural resources for future generations.

**Assumptions:**

- Our natural resources are a vital part of our community and quality of life.
- Conservation and protection of natural resources are vital to our prosperity.

**Objective A:** Protect and expand our parks and open spaces\* (see Glossary of Terms).

Responsible Group: City of Springfield, Springfield-Greene Parks & Recreation, Greene County, Ozarks Greenways, Wilson’s Creek National Battlefield

**Objective B:** Maintain high water quality and increase water quantity by securing and improving water resources for future generations.

Responsible Group: City of Springfield, City Utilities of Springfield, Springfield-Greene County Health Department, Watershed Committee of the Ozarks, James River Basin Partnership, Ozarks Water Watch, Tri-State Water Resource Coalition

**Objective C:** Protect our caves and karst ecosystems which contain plants, animals and natural communities that depend on the surrounding land and water to thrive and survive.

Responsible Group: City of Springfield, Springfield-Greene County Parks & Recreation, Greene County, Department of Natural Resources, Missouri Cave Association and other applicable partnerships

**Proposed Performance Measure(s):**

The City of Springfield will track the increase in acreage/mileage of parks and open spaces and will track improvement in water quality indicators. The City of Springfield shall also stay compliant with all Department of Natural Resources, Environmental Protection Agency and other applicable regulatory standards.

Estimated Cost to Achieve Goal: \$ \_\_\_\_\_

One-Time Cost: \$ \_\_\_\_\_

Ongoing Cost: \$ \_\_\_\_\_

Proposed Funding Source(s): Department of Natural Resources (DNR), Missouri Department of Conservation, US Fish and Wildlife, Environmental Protection Agency, US Department of Interior

**Major Goal 4:**  
**Increase connectivity and accessibility of the City of Springfield,  
Greene County and surrounding municipalities.**

**Assumptions:**

- Improved local, regional and national connectivity can expand access to jobs and markets.
- Springfield is a regional center for culture, commerce, education and healthcare.

**Objective A:** Improve air and surface transportation options to region and nation.

Responsible Group: City of Springfield, City Utilities of Springfield, Ozarks Transportation Organization, MoDOT, Springfield-Branson National Airport Administration and Board of Directors

**Objective B:** Expand Greenways, “The Link”\* (See Glossary of Terms) and other trail networks to provide better and safer bicycle and pedestrian traffic.

Responsible Group: City of Springfield, Greene County, Springfield-Greene County Parks Department, Ozarks Greenways

**Objective C:** Collaborate with regional partners to preserve arterial corridors for future roads and utilities.

Responsible Group: City of Springfield, Greene County, City Utilities of Springfield, Missouri Department of Transportation (MoDOT), Ozarks Transportation Organization

**Proposed Performance Measure(s):**

The City of Springfield will measure new miles of bicycle and pedestrian trails and new air connections.

The City of Springfield and City Utilities of Springfield will track the increase of public transportation ridership.

Estimated Cost to Achieve Goal: \$ \_\_\_\_\_

One-Time Cost: \$ \_\_\_\_\_

Ongoing Cost: \$ \_\_\_\_\_

Proposed Funding Source(s): City of Springfield, Greene County, City Utilities of Springfield, MoDOT, Ozarks Transportation Organization

**Major Goal 5:  
Promote better collaboration between  
regional and local governing bodies.**

**Assumptions:**

- Working together will identify common goals and needs.
- Governing bodies can better serve their constituents and create greater potential for growth and prosperity.
- Residents of the Springfield Urban Service Area should be given opportunities for active civic participation such as serving on commissions and boards.

**Objective A:** Promote better collaboration and strategic planning between the City of Springfield, Greene County and surrounding municipalities to foster a higher level of partnership and communication with all public entities.

Responsible Group: All public entities

**Objective B:** Reduce the duplication of public services where possible.

Responsible Group: All public entities

**Objective C:** Invest in technology improvements for public entities to create inter-operability of services.

Responsible Group: All public entities

**Objective D:** Provide a means for civic participation for citizens living within the Springfield Urban Service Area.

Responsible Group: City of Springfield

**Proposed Performance Measure(s):**

The City of Springfield and Greene County shall list all successful collaborations which have yielded cost cutting or service enhancing measures.

Estimated Cost to Achieve Goal: \$ \_\_\_\_\_

One-Time Cost: \$ \_\_\_\_\_

Ongoing Cost: \$ \_\_\_\_\_

Proposed Funding Source(s): Realized savings through collaboration

## **Template C – Inter-relationships, Themes, and Volunteer Hours Invested**

This community planning process is placing an emphasis on analyzing the inter-relationships of the various plan topics (chapters). Each committee is asked to address how its plan recommendations inter-relate with the other planning topics. Please include a brief narrative that addresses how your committee's recommendations relate to the following planning topics:

- **Arts, Culture, and Tourism:** Growth management and land use planning encourages the use of and establishment of local districts to create identities to help cultivate local arts, culture and promote tourism.
- **Early Childhood Development:** Early childhood development is enriched by open spaces and high quality natural resources.
- **Economic Development:** Growth Management and Land Use planning is a foundation for providing economic development opportunities in the community and the surrounding area.
- **Education and Workforce Development:** Growth Management and Land Use planning can encourage development of amenities to attract and maintain a diverse workforce and provide access to educational and career opportunities.
- **Global Perspectives and Diversity:** Increasing connectivity to areas outside of Springfield will provide opportunities for a diverse population.
- **Growth Management and Land Use:** This document serves as the Growth Management and Land Use Development Plan.
- **Housing:** Proper Growth Management and Land Use planning provides for a variety of housing options and complementary amenities.
- **Internal Organization:** Collaboration is essential for Growth Management and Land Use Planning.
- **Natural Environment:** Natural Resources preservation is vital for high quality of life and must be observed in Growth Management and Land Use Planning.
- **Public Health:** Strong development planning for open spaces, transportation options and other life necessities will encourage healthy lifestyles for the community.
- **Public Safety:** Growth Management and Land Use Planning helps to promote safe living environments. Planning for public safety services and collaboration between communities is an important part of development.

- Recreation and Leisure: Growth management and land use planning encourages the establishment of parks, open spaces and amenities will provide for recreational and leisure activities.
- Transportation: Transportation infrastructure impacts how growth is managed and land is developed. Through the promotion of density and the focus on alternative transportation modes, more compact development and greater connectivity can be achieved.

Each committee was asked to develop its plan recommendations within the context of four cross-chapter themes. Please answer the following questions to indicate how the committee’s planning addresses these four themes:

- Regionalism – How do the committee’s recommendations support a regional focus; how can the Springfield metropolitan area be a better “citizen of the region” by working with Greene County, surrounding cities, and southwest Missouri?

**One of the major goals for the Growth Management and Land Use committee was to increase collaboration between the City of Springfield, Greene County and the surrounding municipalities to provide better and more cost effective services to our community.**

- Sustainability – How do the committee’s recommendations support energy efficiency, recycling, low-impact construction, and other measures of sustainability?

**The Committee focused its recommendations on developing a community for present and future generations.**

- Minimize Poverty – How do the committee’s recommendations address our community’s poverty problem?

**Revitalization of existing areas will meet the committee’s goals of increasing density to provide for more cost effective public services, easier access to public transportation and expanding access to job markets which could help to reduce poverty.**

- Civic Engagement – How do the committee’s recommendations increase the level and breadth of civic engagement within the community?

**The committee has asked the City of Springfield to develop a means for civic participation for individuals living within the Springfield Urban Service Area so they have an opportunity to participate on City boards and commissions.**

Approximately how many volunteer hours has the planning committee invested in the development of this chapter?

**This document was compiled by the following committee volunteering 376 hours of their time:**

**Matt Edwards – co-chair  
Mike Scott – co-chair  
Duane Brett  
Marcy Bunch  
Leslie Carrier  
Jerry Compton  
Melissa Cox**

**Brad Erwin  
Gary Gibson  
Jenn Harrison  
Ted Hillmer  
Rob Rector  
Randy Villines**

**This committee also received the assistance of these staff members from the City of Springfield and Greene County:**

**Bob Hosmer  
Kent Morris  
Ralph Rognstad**

## **Objectives**

The *Growth Management and Land Use Plan* contains the following seventeen objectives. These objectives were taken from the original Vision 20/20 Growth Management and Land Use Plan and updated to meet the current needs of the City of Springfield.

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

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

Objective 3 – The Urban Service Area: Urban Service Area boundaries should continue to be used by the City of Springfield, Greene County and surrounding municipalities 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. Urban Service Area boundaries should be reviewed at a minimum of every five (5) years by the County and each municipality.

Objective 4 – The Rural Area: The City of Springfield, Greene County and the surrounding municipalities should seek to preserve and accentuate the difference between the highly serviced urban areas (Springfield Urban Service Area and the surrounding municipalities) and the less serviced rural area. The cities should be compact, efficient and walkable while the rural areas should be open and agriculture. 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 5 – Activity Centers: The City of Springfield, Greene County and surrounding municipalities should target several locations as activity centers. In those locations, plans, regulations and public investments should promote additional or new employment, expand retail business, higher density housing and expansion of transportation choices. Mixed-use developments should emphasize attractive public spaces and high quality architecture and site planning and be linked by multiple transportation choices and linear open space networks.

Objective 6 – Annexation: Proposed annexations should provide means to offset costs of city services. The City of Springfield should work to maintain a well-planned and fiscally sound community by including all appropriate land areas within its boundaries. Proposed annexations should also include discussion with all stakeholder entities.

Objective 7 – The Planning and Regulatory Process: The City of Springfield, Greene County and surrounding municipalities should build regional processes and relationships that accomplish balanced regional growth.

Objective 8 – Local and Regional Investments: The City of Springfield, Greene County and surrounding municipalities should invest in public facilities so as to maximize their impact and minimize duplication of public services.

Objective 9 – Land Use Plan Map: The City of Springfield should regulate land development consistently with the Springfield Area Land Use Plan map, Figure 18, and by collaborating with Greene County and surrounding municipalities in land use decisions.

Objective 10 – Reinvestment: The City of Springfield, Greene County and surrounding municipalities should promote continuous public and private reinvestment to ensure that established neighborhoods and commercial districts remain attractive places to live and work.

Objective 11 – Neighborhoods: The City of Springfield, Greene County and surrounding municipalities should work to create new neighborhoods that are sustainable. Existing neighborhoods should be preserved to protect their unique identity. All neighborhoods need to accommodate a variety of housing types, provide connectivity to multiple transportation systems and exhibit a sense of identity.

Objective 12 – Natural Resource Protection: The City of Springfield, Greene County and surrounding municipalities should protect environmental resources, particularly stream corridors, as a means of improving urban quality of life, safeguarding health, promoting private and public investment and creating long-term economic strength.

Objective 13 – Housing Choice: The City of Springfield, Greene County and surrounding municipalities should work to ensure a wide variety of housing options throughout the urbanized area through the promotion of sustainable development.

Objective 14 – Commercial/Office Development: The City of Springfield, Greene County and surrounding municipalities should work to provide sufficient and appropriate locations for commercial/office development to ensure a wide range of goods and services for the urbanized areas of Greene County.

Objective 15 – Industrial Development: The City of Springfield, Greene County and surrounding municipalities should work to provide the community with industrial areas that facilitate economic development and job retention and that are well integrated into the fabric of the surrounding community.

Objective 16 –Cluster Developments \* (see Glossary of Terms): Consistent with the effort to promote higher density, the City of Springfield, Greene County and the surrounding municipalities should encourage houses to be clustered on smaller than average lots in exchange for careful site planning and open space preservation.

Objective 17 – Connectivity: Plan for or re-create patterns of land use and road function that are mutually supportive and accommodate future multiple transportation services particularly along arterial roadways.

## Glossary of Terms

As growth management and land use has evolved, many terms have changed over the years to adapt to society's needs. The following are terms that are vital to growth management and land use and which helped shape the goals of the committee.

Activity Center: An area consisting of employment, intensified retail business, higher density housing and convenient public transportation. Design of Activity Centers should emphasize mixed-use development and multi-use development, attractive public spaces and high-quality site planning and architecture. Activity Centers should be linked to the bicycle and open space networks.

Adaptive Re-Use: The rehabilitation of an existing property to serve a new purpose while retaining its historic features.

Balanced Growth: A development pattern that is compact while also allowing for expansion into the Springfield Urban Service Area.

Brownfield: Abandoned, idled or underused properties where redevelopment is complicated by real or perceived environmental concerns.

Cluster Development: A development pattern - for residential, commercial, industrial, institutional or combination of uses, in which the uses are grouped or "clustered," rather than spread evenly throughout the parcel as in conventional lot-by-lot development.

Community Development Corporation: Member based, not-for-profit organization working toward the growth and redevelopment of designated areas within Springfield by improving the economic conditions and quality of life. Through a collaborative approach with local and regional stakeholders, it would coordinate long-term planning while pursuing short-term initiatives to regenerate designated areas.

Connectivity: Linking areas together through accessibility to basic services, roads, trails, communication networks, etc.

Density: The number of dwelling units situated on or to be developed upon a gross acre of land, generally expressed as "x" dwelling units per acre.

Form Based Codes: The relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.

Green Infrastructure: The strategic approach to land conservation through the interconnected network of open spaces and natural areas, such as greenways, wetlands, parks, forest preserves and native plant vegetation, which naturally manages storm water, reduces flooding risk, improves water quality and provides recreation opportunities.

Greenway: A linear open space; a corridor composed of natural vegetation. Greenways can be used to create connected networks of open space that include traditional parks and natural areas.

Infrastructure: Facilities and services needed to sustain industry, residential, commercial and all other land use activities, including water, sewer, natural gas, electric and communication lines, streets, roads and public facilities such as fire stations, parks, schools, etc.

Intensity: Development intensity is the amount of development per unit of land. For residential development, it is typically measured by the number of dwelling units per acre (density). For non-residential and mixed-use development, it is typically measured by Floor Area Ratio (FAR), which is the ratio of square feet of building floor area to square feet of lot area.

The Link: Bicycle and pedestrian network on the street system that connects the existing and proposed Greenways and the transit system.

Mixed-Use Development: Mixed use developments include residential, commercial and business accommodations in one area vertically or horizontally.

Open Space: Land and water areas preserved in an essentially undeveloped state.

Sustainability: Social and environmental practices that protect and enhance the human and natural resources needed by future generations to enjoy a quality of life equal to or greater than our own.

Sustainable Development: Maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which people and economies depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.

Urban Service Area: The area defined by Springfield/Greene County that describes the geographical limits of government supplied public facilities and services.

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