

Template B: Goals, Performance Measures, and Budgets

Concurrent with the City's strategic planning process, the Springfield Business Development Corporation (SBDC) contracted with Market Street Services to prepare a *Strategic Action Plan* to address community economic development initiatives. The *Plan* was publicly unveiled on October 28, 2010. The City of Springfield is a member of a formal economic development partnership with the SBDC, the Springfield Area Chamber of Commerce, City Utilities, and Greene County; therefore, it is reasonable and appropriate that the City's Economic Development Strategic Plan and Market Street's *Strategic Action Plan*, commissioned by the SBDC, should be consistent and complimentary. This document addresses specific issues identified during the City's planning process and draws from the *Strategic Action Plan* to augment those issues. The City's Economic Development Planning Committee focused primarily on local government activities while the *Strategic Action Plan* took a broader tack. Where appropriate, goals and actions from the two documents have been combined.

GOAL #1 – CREATE A COMPETITIVE BUSINESS CLIMATE

Assumptions

At the most basic level, businesses create jobs. Job creation and retention are paramount to sustained economic vitality and growth. Local government must provide an environment that makes it easy for businesses and investors to establish or expand their operations here. The City is operating under 50-year-old antiquated regulations that need to be updated. Those regulations are very specific and do not allow the flexibility of "outcome-based decisions". The development review process could be expedited with the use of technology and better coordination among the reviewing departments. The Economic Development Planning Committee also noted that City Council does not govern as a "board of directors"; sometimes delving into the details of departmental operations as opposed to guiding high-level policy decisions.

Objectives

1.1 Enhance existing efforts by the City of Springfield to reform local permitting systems and processes, improve application turnaround times, and encourage business-friendly staff attitudes.

1.1.1 The City should review its development review ordinances to assure that they allow flexibility while still protecting the public and achieving community goals.

1.1.2 Consider restructuring the interface of development review departments with the development community in order to provide a single point of contact.

The City has previously considered implementing a one-stop-shop concept where all development review staff would be housed together, thus facilitating communication

among staff and making the development review process more seamless for the development community. This concept should be revisited. In addition, the development community has indicated that there is a need for a single person who has the authority to arbitrate and make decisions that are consistent with the City Council's desired outcomes.

1.1.3 Consider the use of web-based permitting and hand-held code inspection technology in order to expedite the development review and construction inspection process.

Web-based permitting could provide an opportunity for the designer and staff to submit comments and review changes to site plans, plats, etc. electronically which could result in time-savings for the review process. Similarly, hand-held devices can expedite review by allowing the inspector to enter comments from the field rather than waiting until he/she is in the office to transcribe notes.

Responsible Group: [City Manager and Department Heads](#)

Proposed Performance Measure(s): [Survey the development community and track turnaround time.](#)

Estimated Cost to Achieve Objective:

1.2 Consider the functional consolidation of City of Springfield and Greene County planning departments and building departments.

The City and County have successfully consolidated several government functions, including the Health and Parks Departments. Establishing consolidated City and County planning and building functions will provide consistency and certainty to the development community and could result in cost-savings to both governments.

Responsible Group: [City Council and Greene County Commissioners](#)

Proposed Performance Measures: [does it happen?](#)

Estimated Cost to Achieve Objective:

1.3 Encourage City Council to govern as a "board of directors" by developing a vision and general policies for the development of Springfield.

1.3.1 After casting the vision, City Council should rely on their professional staff to implement their policies. Tasks of daily administration and management should be entrusted in these professionals without Council interference. Such interference creates poor morale and results in inconsistent delivery of services by departments.

1.3.2 Encourage City Council to focus on long-term economic development issues and avoid becoming mired in minor issues that distract from growth and progress. Council should especially strive to avoid the “no-growth mindset”.

Responsible Group: [City Council](#)

Proposed Performance Measures: [Survey those affected to gauge the process used](#)

Estimated Cost to Achieve Objective:

GOAL #2 – AGGRESSIVELY USE ECONOMIC DEVELOPMENT INCENTIVES TO ENCOURAGE INVESTMENT IN THE COMMUNITY AND TO ENCOURAGE JOB CREATION AND RETENTION

Assumptions

The 2010 study conducted by Market Street Services, Inc. indicated that many Springfield-area respondents think local and state incentives are not competitive and, thus, limit the area’s success in attracting and retaining new business investment. The City has taken a fairly conservative approach to incentives, limiting the use of most incentives to redevelopment of the center city. Outside the center city, the Enhanced Enterprise Zone has been used extensively to attract manufacturers, warehouse and distribution facilities and other non-retail commercial uses. When compared to other communities, however, Springfield has been conservative in the use of incentives, particularly the use of standard tools such as Tax Increment Financing and tax abatement. Incentives have proven to be a determining factor in *some* companies’ location decisions.

Objectives

2.1 Continue to explore creative and flexible methods of funding infrastructure costs associated with new development.

Currently, private developers are responsible for funding major infrastructure costs for new development projects that can result in a significant impediment to moving viable projects forward in a timely and economic manner. The City should look at creative ways to assist developers with these large upfront costs to spread the financial impact over a longer period of time that mirrors the economic benefit derived from them.

2.2.1 Allocate a portion of future capital improvements and transportation sales taxes to an economic development cost-share account. Funds from this account should be used to match developer contributions for major infrastructure improvements supporting new development.

2.2.2 Consider the use of Tax Increment Financing to offset public infrastructure costs in developments that provide significant benefit to the community.

2.2.3 Consider strategic infrastructure investments in order to “tee-up” development-ready ground that would assist with the expansion and attraction of companies within Springfield’s target industries and to assist in attracting retailers that would stabilize or add to the City’s sales tax base.

Responsible Group: [City Council and City Economic Development Department](#)
Proposed Performance Measures: [Feedback and survey from business community, Chamber and developers. Track projects and economic impact.](#)
Estimated Cost to Achieve Objective:

2.3 Continue to explore creative and flexible methods to attract and retain jobs and business investment in the community.

2.3.1 Consider the use of partial personal property tax abatement for projects that create or retain jobs and make a significant investment in personal property.

2.3.2 Encourage and support City Utilities as they consider the creation of an economic development rate rider to lower power costs for the area’s highest-volume users.

2.3.3 Consider utilization of an Economic Development Sales Tax to provide resources for economic development incentives, including establishment of a discretionary “deal-closing” fund.

Responsible Group: [City Council and City Utilities](#)
Proposed Performance Measures: [Completion of action on each of the above objectives.](#)
Estimated Cost to Achieve Objective:

2.1 Assure information about development incentives is readily available by preparing a resource guide and adopting policies regarding the use of local economic development incentives.

Responsible Group: [SBDC, Chamber of Commerce, City Economic Development Department](#)
Proposed Performance Measures: [Completion of Web based information site and printed information; both to include ongoing updates.](#)

Estimated Cost to Achieve Objective:

GOAL #3 – PLAN FOR AND DEVELOP INFRASTRUCTURE NEEDED FOR SUSTAINABLE, QUALITY GROWTH

Assumptions

Adequate infrastructure is critical to the long-term growth of Springfield and the surrounding region. The quality of the transportation system is a key component for many companies when deciding where to locate or whether to expand their business. The City of Springfield is an active participant in the Ozarks Transportation Organization as well as a partner with the Missouri Department of Transportation on road improvement issues. Similarly, water and sewer capacity, as well as redundant power availability, are key indicators to attracting and retaining businesses.

Objectives

3.1 Prioritize key infrastructure improvements needed to facilitate private investment.

3.1.1 Identify areas which lack adequate utility capacity, including water and wastewater systems, to meet projected development needs and implement a plan to address those inadequacies in advance of development.

3.1.2 Target public infrastructure improvements to priority development/redevelopment sites.

3.1.3 Continue to provide infrastructure improvements as needed in and around major developments and employers.

3.1.4 Assure the availability of appropriate communication infrastructure, including fiber optics and broadband, throughout the business community.

3.1.5 Continue to protect the community's water supply through best management practices for water quality and stormwater runoff.

Responsible Group: [City Utilities, Public Works and Economic Development Department](#)

Proposed Performance Measures: [Development and publication of the results for each of the above objectives to include possible or planned alternatives.](#)

Estimated Cost to Achieve Objective:

3.2 Consider strategic transportation system improvements.

A critical element of any community's economic viability is the quality of the transportation system both within the community and linking it to other communities. The Ozarks Transportation Organization (OTO) is the primary venue for regional transportation planning. Transportation needs are addressed more fully in the Transportation element of the Strategic Plan. The following transportation initiatives were identified as important economic development issues.

3.2.1 Consider the development of an "outer beltway road system". Map corridors to preserve them for future road development.

3.2.2 Provide for regional transportation links by developing plans for future highways, roadways, and parkways similar to the Highway 71 project through Kansas City.

3.2.3 Minimize rail/vehicle interaction through the development and implementation of a rail grade separation and closing program.

Responsible Group: [City of Springfield, Greene County and Ozarks Transportation Department](#)

Proposed Performance Measures: [Completion of the above objectives.](#)

Estimated Cost to Achieve Objective:

3.3 Encourage the continued growth and development of the Springfield – Branson National Airport.

3.3.1 Effectively market the airport’s business advantages, such as its port of entry, foreign trade zone, and duty incentives.

3.3.2 Enhance the cargo capacity at the Airport

3.3.3 Continue to increase the number of passengers using the airport which would increase the number of direct flights and encourage lower airfares.

Responsible Group: [Springfield-Branson Airport](#)

Proposed Performance Measures: [On-going marketing and advertising by airport; benchmark before and after cargo capacity at airport; measurement of passenger levels, Number of flights and measure airfares.](#)

Estimated Cost to Achieve Objective:

GOAL #4 – CREATE AND NURTURE A DIVERSIFIED WORKFORCE

Assumptions

A well-trained workforce is essential in attracting and retaining businesses. Education begins before formal entry into the K-12 system and continues throughout the worker’s career. The community must focus on early childhood education to build a basis for life-long learning. The quality of public K-12 education is important not only in terms of education and training, but also in terms of making the community a desirable location for families and businesses. Equally important is to support higher education learning opportunities as well as workforce training.

Objectives

- 4.1 Expand the availability and capacity of Pre-K and early childhood programs.
- 4.2 Ensure that the area’s K-12 school systems successfully prepare students for higher education and the local workforce.
 - 4.2.1 Implement innovative, nationally-proven alternative education programs in Springfield Public Schools.
 - 4.2.2 Fully leverage opportunities to expose Springfield area students to, and prepare them for, locally-available jobs.
 - 4.2.3 Coordinate K-12 schools with local two- and four- year colleges and universities.
 - 4.2.4 Provide sufficient resources and support to ensure student success.

Responsible Group: [Springfield Public Schools, OTC, Local Universities and Chamber of Commerce](#)

Proposed Performance Measures: [Feedback from education community, chamber and Achievement of objectives in the Education and Workforce Planning Committee report.](#)

Estimated Cost to Achieve Objective:

- 4.3 Maximize the impact of regional higher educational institutions.
 - 4.3.1 Encourage coordination and cooperation in the programs of the region’s two- and four-year colleges and universities.
 - 4.3.2 Encourage development of two- and four-year degree programs that support the Springfield area’s target business sectors.
 - 4.3.3 Encourage adequate, sustainable funding for public higher education.

Responsible Group: [Local Universities](#)

Proposed Performance Measures:

Estimated Cost to Achieve Objective:

- 4.4 Provide the local workforce with every opportunity to succeed.
 - 4.4.1 Help adults gain access to training and employment through a coordinated clearinghouse that supports adult workers.
 - 4.4.2 Ensure that all adults have access to reasonable and adequate public transportation options to their respective places of employment.

4.4.3 Provide effective coordinated social services assistance, including affordable childcare and substance abuse counseling.

Responsible Group: [Chamber of Commerce, City Utilities, business community,](#)
Proposed Performance Measures: [Surveys, feedback from business and social services organizations.](#)
Estimated Cost to Achieve Objective:

4.5 Improve talent attraction and retention of workers to the area, particularly young professionals and recent graduates.

4.5.1 Develop diverse marketing strategies focusing talent recruitment on former Springfield residents, graduates, and young professionals.

4.5.2 Leverage regional colleges and universities in talent retention and attraction efforts.

4.5.3 Ensure Springfield’s young professionals are more involved in local decision-making processes and on civic committees, boards and commissions.

Responsible Group: [The Network, Chamber of Commerce, Local Universities](#)
Proposed Performance Measures:
Estimated Cost to Achieve Objective:

GOAL #5 – PROMOTE A STRONG PRIVATE-SECTOR LED ENTREPRENEURIAL ENVIRONMENT

Assumptions

Many of the nation’s largest companies started out as small businesses launched by enterprising entrepreneurs. Ensuring that individuals with the desire and wherewithal to launch a new business are effectively supported, in addition to assisting existing small businesses with their growth ambitions, will create dynamic opportunities for local job and wealth creation.

Objectives

5.1 Provide financial support to the Springfield Business Development Corporation to assist in business attraction, retention and expansion activities.

Responsible Group: [Local Business Community, SBDC and Chamber of Commerce](#)
Proposed Performance Measures: [Achieve at a minimum \\$100,000 annual support to the SBDC.](#)
Estimated Cost to Achieve Objective:

- 5.2 Increase support for Springfield Innovation, Inc. in the assessment, coordination, and promotion of regional small business and entrepreneurial support services.

Responsible Group: [Local Business Community and Chamber of Commerce](#)

Proposed Performance Measures: [Measure success of programs](#)

Estimated Cost to Achieve Objective:

- 5.3 Provide seed and bridge capital to facilitate effective small business and entrepreneurial development through the Springfield Angel Network and other venture capitalists and philanthropists.

Responsible Group: [Local Investors, Business Community and Chamber of Commerce](#)

Proposed Performance Measures: [Establishment of revolving fund adequate to accomplish goal; the amount to be determined in conjunction with Chamber of Commerce.](#)

Estimated Cost to Achieve Objective:

GOAL #6 –ENSURE THAT SUFFICIENT, SUITABLE, INFRASTRUCTURE-SERVED LAND AND BUILDINGS ARE AVAILABLE FOR INDUSTRIAL, WAREHOUSE, AND DISTRIBUTION FACILITIES.

Assumptions

It's important to have land and buildings readily available when responding to businesses interested in locating or expanding in Springfield. The City has successfully partnered with the Springfield Area Chamber of Commerce, Springfield Business Development Corporation, Greene County, and City Utilities to develop two industrial parks in order to provide build-to-suit sites for manufacturers.

Objectives

- 6.1 Assist the SBDC to maintain an inventory of available industrial buildings and sites, including information about available utilities and road and rail access.

6.1.1 Assess the need for development of a third industrial park by the economic development partnership [or private industry](#).

6.1.2 Assess the need for a planned warehouse/distribution park, office space, and data center facilities.

Responsible Group: [Local Business Community, Chamber of Commerce and SBDC](#)

Proposed Performance Measures: [Feedback from Chamber, SBDC, and local Business community of City's cooperation and involvement.](#)

Estimated Cost to Achieve Objective:

GOAL 7: CONTINUE THE DEVELOPMENT AND REVITALIZATION OF CENTER CITY SPRINGFIELD.

Assumptions

A vibrant center city is an asset to the entire community. Springfield's center city, including downtown and Commercial Street, provides unique shops and restaurants, as well as numerous art galleries and live music venues. These businesses add to the overall vitality of the community and are an important factor in attracting and retaining young professionals to the community. Over \$410 million has been invested in the center city since 1997; over half of that private investment. The City of Springfield offers low-interest loans and property tax abatement to encourage center city redevelopment and investment. These incentives have played a key role in facilitating revitalization. Another key factor in center city's revitalization is the IDEA Commons. IDEA Commons is Missouri State University's vision to create a new type of urban research park that is blended with residential, retail and entertainment facilities, and supported by various university programs. It brings together Innovation, Design, Entrepreneurship and Arts (IDEA). The initial project in IDEA Commons is the Jordan Valley Innovation Center (JVIC), a University research center that provides support for business affiliates. Missouri State University invested over \$85 million in a former feed mill to establish the Jordan Valley Innovation Center. That investment has facilitated over \$38 million in research grants and the creation of 95 jobs at an average of \$70,000 annual wages.

Objectives

- 7.1 Continue the use of incentives such as low-interest loans and property tax abatement to advance the revitalization of center city.

Responsible Group: [City Economic Development Department and Urban District Alliance](#)

Proposed Performance Measures: [Benchmark and track projects incentives provided to.](#)

Estimated Cost to Achieve Objective:

- 7.2 Support the growth of the Jordan Valley Innovation Center and IDEA Commons.

7.2.1 Monitor the implementation of recently adopted form-based codes designed to facilitate development in IDEA Commons and modify as needed.

7.2.2 Facilitate the growth of Missouri State University and JVIC functions in the IDEA Commons by providing development and infrastructure assistance.

Responsible Group: [MSU and City of Springfield](#)

Proposed Performance Measures: [Feedback by MSU, actual growth and results.](#)

Estimated Cost to Achieve Objective:

GOAL #8 – BROADEN THE COMMUNITY'S VOTER AND LEADERSHIP BASE

Assumptions

Missouri annexation laws are cumbersome, requiring a petition signed by 100% of the property owners or a city-wide election prior to annexing. While the City of Springfield requires consent annexation prior to extending sanitary sewer service to developing areas, the City rarely acts on the petitions for residential areas. This has resulted in a large number of residential subdivisions surrounding Springfield which are located in unincorporated Greene County. Residents of these subdivisions are Springfield citizens in all aspects except residency. They own and work in Springfield businesses, they access Springfield medical and educational institutions, and they shop and dine in Springfield retailers and restaurants. Because they don't live within the Springfield city limits, however, they cannot vote in City elections or serve on City boards and commissions. They have no voice in the governance of their community and have no opportunity to provide community leadership within the city. Annexing these residential areas will benefit both the residents and the community by allowing the residents to participate in elections and on City boards and commissions that impact their lives on a daily basis, and by providing the City an expanded pool of voters and citizen volunteers. The benefit of annexing these residential areas does come with the responsibility of providing police, fire, and infrastructure maintenance, but this is overshadowed by the "human capital" benefit to the city.

Objectives

- 8.1 Actively pursue the annexation of areas with consent annexation agreements.

Responsible Group: [City Council, Planning Department, Citizens of Springfield](#)

Proposed Performance Measures: [Actual annexation results and reduction of pending requests.](#)

Estimated Cost to Achieve Objective:

- 8.2 Execute and maintain growth boundary agreements with all surrounding communities.

Responsible Group: [City Council and Planning Department](#)

Proposed Performance Measures: [Completion of agreements.](#)

Estimated Cost to Achieve Objective: