

VISION 20/20 STRATEGIC PLAN

YEAR END REPORT

YEAR ONE

Coordinating Committee

October 18, 2005

Background and Purpose

Approved in 2004, the *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. Development of the strategic plan, the work of eight citizen planning groups, was intended to provide a formal process for implementation of the adopted comprehensive plan. The eight planning groups were charged with going through the adopted comprehensive plan and identifying the actions that were most important to be addressed in the next five years. The comprehensive plan has a 20-year time frame.

The *Vision 20/20 Strategic Plan for Springfield and Greene County* addresses the following topical areas:

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

Each topical area had its own citizen planning group, which met regularly for months. The membership on these planning groups consisted of volunteers involved with the particular topic. Numerous public meetings, community events, and surveys were employed to both provide information to the general public and to solicit comments and feedback from the public on issues and strategies identified in the process.

The planning groups met in 2003 and 2004, and submitted recommendations to the VISION 20/20 Coordinating Committee. The Coordinating Committee undertook additional efforts at community involvement (including community-wide events and surveys). The Coordinating Committee then recommended a Five-Year Strategic Plan to the Springfield City Council, the Greene County Commission, the School Board, and other jurisdictions and agencies.

The Annual Assessment process was set forth in the *Vision 20/20 Strategic Plan for Springfield and Greene County*. This process was described as follows:

“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 reasons they could not. In addition, this report should look to the coming year and prioritize those actions to be undertaken.”

*YEAR ONE
ACCOMPLISHMENTS*

YEAR ONE – ACTIONS COMPLETED

Affordable Housing

Year	Action Number	Activity
I.	1.	The City has listed the Housing Office as an unfunded priority in the 2005-2006 budget. The Housing Collaborative of the Community Partnership of the Ozarks (CPO) is examining alternative resources for establishing the position within the next six months.
I.	2.	A housing conditions survey was completed and a final report published.
I.	3.	National Safe Haven models were explored and a permanent housing facility, which would satisfy requirements of the HUD grant, is being purchased. A \$300,000 HUD grant was secured for a transient housing facility and sites are being ranked.

Center City

Year	Action Number	Activity
I.	8.	Preliminary design for Wayfinding signs has been completed and mock-ups of some key signs are being prepared for demonstration to Council during November.
I.	9.	Over 100 units have been completed this year.
I.	10.	The CID has discussed asking City Council to revise the ordinance allowing loft dwellers to park in the CID/City public parking lots.
I.	13.	The Dash ‘n Dine downtown shuttle is operational.
I.	16.	Three developers are creating over 400,000 square feet of mixed-use redevelopment: College Station, Heers, and Wilhoit Plaza.
I.	17.	The UDA has secured funding for the creation of a Development Opportunity Package (to create a one-stop process for developers or businesses considering downtown investment).
I.	18.	The College Station projects will provide infill development.
I.	19.	New structured parking will be constructed as part of the College Station and Heers projects.
I.	20.	Streetscape and pedestrian improvements have been made for Robberson Alley, Trafficway, Patten Alley, Walnut, McDaniel, Campbell, and Olive.
I.	23.	To maximize on-street parking angle parking has been implemented on Main Street.
I.	24.	Wayfinding signs have recently been installed providing directions to downtown parking.
I.	27.	To address trash problems, the CID has paced 12 new trashcans.
I.	29.	The Jordan Valley Park Master Plan was adopted by City Council.

I.	30.	Completed report giving action steps to implement the recommendations of <u>Civility and Recovery: Reconciling Compatible Interests in the Commercial Street Area</u> . An implementation schedule has also been prepared.
I.	31.	The Commercial Street redevelopment concept was endorsed by the Commercial Club and is scheduled for review by UDA and City Council.
I.	32.	Rehab has been completed on the first floor of the Commercial Street police substation. Congressional allocation being considered to fund restoration of Commercial Club Building.
I.	33.	Pedestrian improvements between the stadium and Jordan Valley Park to OTC and Drury have been enhanced.
I.	34.	CDBG funds were used to complete streetscape plans for Walnut Street.
I.	37.	Government Plaza/Central Street Area was expanded east to National Avenue to include Drury University and Ozarks Technical Community College.
I.	38.	A standing Committee comprised of representatives of all institutions along the Central Street corridor was established. The committee will monitor progress of plan implementation and coordinate actions and policies of the individual institutions.

Cultural Plan (Note: The original *Springfield-Greene County Comprehensive Plan* did not have a Cultural Plan Element. In 2003-2004 a Strategic Plan was developed for Cultural issues. Actions are developed each year and have a separate numbering system.)

Year	Action Number	Activity
1	39	Inventory of arts and cultural opportunities done through Community Focus
1	40	Artist directory/database done through Creative Artist Resource Directory project and e-mail directory
1	42 & 44	Regular communication with members and public accomplished.
1	43	Membership benefits established.
1	46	Development of Creamery – Phase I completed
1	47	Facilities inventory done.
1	49 & 57	Brochures – endowment, festivals, needs list, membership, First Friday, arts calendar all completed.
1	50	Ties to school district accomplished through CLICK program; PYP at Field Elementary, and more.
1	51 & 58	Arts identity established with festivals, Vincent Van GOAT, etc.
1	52	Minority participation improved with representation on SRAC board, minority grant received.
1	54	Opportunities for children increased.
1	55	Regional organizations established.
1	56	Mentoring for new organizations established (examples: Missouri Film Alliance of Springfield, First Friday Art Walk)

1	59	Development of festivals on-going; ArtsFiesta and Kite Festival are new.
1	60	Opportunities for art in every day life now available.
1	61	Working with neighborhood associations on-going.

Education (Note: The original *Springfield-Greene County Comprehensive Plan* did not have an Education Element. Education actions have a different numbering system.)

Year	Action Number	Action
I.	1	<p>Springfield Public Schools and the broader community should work collaboratively to maximize academic resources for students.</p> <p>-Attract and coordinate additional volunteers in public schools. <i>Completed:</i> District implemented a volunteer recruitment system that meets the needs of coordination and increasing volunteers</p> <p>-Increase business partners for individual schools. <i>Completed:</i> District's new "formal" partnership program has increased the number of partners as well as provided structure to improve quality of partnerships within the school district.</p>
I.	2	<p>Maintain a strategic long-range plan, including yearly status reports, to measure outcomes and chart progress toward goals.</p> <p>Incorporate annual Vision 20/20 goal assessments with CSIP. <i>Completed:</i> Current and future recommendations adopted by administration will be incorporated and denoted as Vision 20/20 recommendation.</p>
I.	4	<p>Continue improving student academic achievement for MSIP desirable standards including:</p> <p>-Increase reading proficiency by third grade; promote existing community interventions which use trained volunteers. <i>Completed:</i> New district volunteer program trains and places tutors for literacy assistance.</p> <p>-Explore the possibility of giving high school credit to students in conjunction with community colleges or apprenticeship programs. <i>Completed:</i> Cooperative agreement between Springfield Public Schools and Ozark Technical Community College which allows students to make a smooth transition from high school to post-secondary education. Students earn high school and college credits simultaneously for specifically identified courses. Articulation agreements with OTC have been negotiated for Accounting I, Accounting II, and College Keyboarding. Negotiations are currently underway for the following additional courses: Network</p>

		<p><i>Administration, Marketing I, College Computer Applications, and Desktop Publishing.</i></p> <p><i>A variety of dual-credit course opportunities are available for SPS high school students.</i></p> <p><i>A variety of course offerings, including Employment Internship, provide high school students with the opportunity to earn high school credit while participating in various job placements.</i></p>
I.	6	<p>Minimize urban flight to outlying districts.</p> <p>-Conduct a demographic study to document population trends and project changes over the next 5 to 10 years. Use these results to maximize use of existing and future facilities. <i>Completed: Long-Range Planning Committee presenting report to BOE in October 2005.</i></p> <p>-Improve facilities through planning. <i>Completed and ongoing: Long-Range Planning Committee presenting report to the BOE in October 2005.</i></p>
I.	10	<p>Balance school populations within the district.</p> <p>-Consider implementing Boundaries Task Force recommendations. <i>Completed: Long Range Planning Committee utilized Boundaries Task Force report in final recommendations to the BOE.</i></p>
		EARLY CHILDHOOD
I.	12	<p>Expand quality early care and education. <i>Completed: District will act in a supportive role to CPO's Educare, the Mayor's Commission and the Educational Collaboratives. Intervention for early screening and parent training will continue via Parents As Teachers and for at-risk and young children with disabilities via Title I Wonder Years and Early Childhood Special Education. 10 additional Wonder Years programs are being implemented for 2005-06 school year.</i></p>
I.	13	<p>Collaborate with and promote community programs that nurture pre-K children.</p> <p><i>Completed: Cooperating with newly formed Mayor's Commission, District representation on CPO's Educare and EarlyCare and Education Collaboratives, participates in SMSU and Early Childhood Advisory Committees. PAT serves as a resource to childcare givers and provides information to parents and preschools on developmental milestones.</i></p>
I.	14	<p>Recommend a detailed analysis of how to better integrate early childhood services with K-12 services. <i>Completed: District participates in START (Springfield Transition and Resource Team). This is a statewide effort which focuses on transition from preschool to kindergarten. Their recent efforts include surveying kindergarten teachers to determine expectations for</i></p>

		<p>incoming kindergarten students, then disseminating these to parents, Head Start, Educare and childcare providers. START’s mission is, “All children, birth to kindergarten and their families, in the Springfield School District, will enjoy a smooth transition from one setting to another through a collaborative effort.”</p>
		PROFESSIONAL STAFF
I.	15	<p>Continue to identify and replicate best classroom practices. <i>Completed:</i> Instructional Specialists for School Improvement, Curriculum & Instruction Accountability Assistants, Curriculum Facilitators, and STEP-UP coaches, continue to work with building principals and faculty to incorporate best classroom practices into district classrooms.</p> <p>-Continue to emphasize Accountability Plan. <i>Completed:</i> District continues to implement and update accountability plan with additional focused research on effective practices with disaggregated groups of students.</p>
	15a	
I.	16	<p>Provide mentors for first-year teachers and avoid placing them in the most challenging schools to start. <i>Current Implementation:</i> All first-year teachers receive master teachers as mentors.</p> <p>-Establish a professional development approach for first-through fifth-year teachers to provide consistency in teacher development with emphasis on reading and writing skills across curriculum areas. <i>Completed:</i> Under the direction and supervision of Anita Kissinger, director of staff development, a new 5-year induction program for new teachers was first implemented in the current school year (2004-2005). The program known as STEP-UP (Supporting Teachers, Examining Practices & Uncovering Potential) is divided into three tiers of development over a period of five years. Implementation of Tier II (e.g. teacher induction program for second-year teachers) is scheduled to begin July 2005. Implementation of Tier III (e.g., teacher induction years 3 through 5) is scheduled for the 2006-07 school year, pending available funding.</p>
I.	17	<p>Partner with institutions of higher learning to provide training opportunities for teachers already in the field. <i>Completed:</i> SMSU, Drury, and Evangel have agreed to partner with SPS and award graduate credit to teachers participating in STEP-UP. Springfield Public Schools and four other public school districts are participating with SMSU and CMSU in the Missouri Elementary Mathematics Leadership Project, which is funded through a National Science Foundation Grant. Approximately 24 SPS teachers will be involved in this on-going, school-based, professional development opportunity for K-5 teachers.</p>
I.	23	<p>Explore the possibility of starting a Teacher’s Academy, to promote public school advocacy skills in teachers, perhaps linked to Leadership Springfield.</p>

		Completed: Leadership is for Teachers program implemented.
		COMMUNITY
I.	24	Expand SPS's existing Ambassador Training program. <i>Completed:</i> All new school employees will now go through Ambassador Program training.
I.	27	Continue the Vision 20/20 Committee as an ongoing community link to public schools. <i>Completed:</i> Working with Vision 20/20 Implementation Committee to provide progress reports.
I.	30	Consider creation of a City/County Commission on Children to foster a better environment for children in Springfield, including, but not limited to, education. <i>Completed:</i> Mayor's Commission on Children now active.

Growth Management & Land Use

Year	Action Number	Activity
I.	63.	City and County staff are working on unified subdivision regulations.
I.	64.	City and County have acquired sufficiently wide public right-of-way for additional arterial roads. Examples include: <ul style="list-style-type: none"> • Kansas Expressway • Farm Road 190 • Plainview Road/FR 182 (west from Golden) •
I.	65.	To protect key natural features the County is working on a Rural Growth Management Plan to address cultural, environmental, and soil factors.
I.	66.	Springfield and Greene County have established the future function and design of roadways as part of the MPO's new Major Thoroughfare Plan and updated Long Range Transportation Plan.

Regional

Year	Action Number	Activity
I.	71.	Springfield representatives have met with representatives from Republic, Strafford, Brookline, and Greene County to develop growth areas or urban service area agreements.
I.	72.	Staff has worked with regional organizations (SMCOG and OTO) to consolidate resources and responsibilities.

Transportation

Year	Action Number	Activity
------	---------------	----------

I.	73.	A bicycle and Pedestrian Committee was created by the MPO. The committee prepared a draft bicycle plan, which has been approved by the committee and forwarded to the MPO Board for adoption.
I.	74.	Greene County has adopted regulations to require dedication for greenways and access to greenways. The City is developing a policy requiring new developments to make connections to existing trails or to dedicate easement to accommodate connections to future trails (see Park Plan). It was presented to DIIG. Next step is presentation to Planning and Zoning Commission.
I.	75.	An amendment to the City of Springfield Sidewalk Ordinance requiring subdivisions to provide access to greenways has been prepared and presented to DIIG. Next step is presentation to Planning and Zoning Commission.
I.	76.	MPO staff has developed a marketing plan for Ride Share and are marketing the program to City employees.

Water Quality

Year	Action Number	Activity
I.	80.	In August 2004, a Chamber of Commerce Task Force reviewed and endorsed recommendations for water quality included in the Strategic Plan. Recommendations endorsed by the Chamber Board in October 2004. The Water Quality Funding Work Group, a committee of 15 business leaders was formed in December 2004 and met through June 2005 to make recommendations regarding funding the recommendations of the Water Quality Planning Group.
I.	81.	The Water Quality Funding Work Group has recommended that a 1/8-cent sales tax initiative be offered to the voters in late 2006. A planning committee of community leaders, including all areas of water resource management, will be formed to seek a permanent funding solution for water quality programs.
I.	83.	Springfield has included water quality BMPs in the first draft of the City's design standards. The County is planning to hold hearings this fall.
I.	87.	The Springfield-Greene County Park Department and Watershed Committee of the Ozarks have formed an education partnership. The Outdoor Education program of the Parks Department will be located at the Watershed Center at Valley Water Mill. Schematic design for the Watershed Center has been completed. Design of the Lakeside Learning Station has been completed. Groundbreaking is planned for late 2006.

*PROPOSED CHANGES
YEAR II ACTIONS*

ACTIONS PROPOSED FOR YEAR TWO

Affordable Housing

Year	Action Number	Activity
I.	1.	<i>Carry Over to Year II</i> – Establish a City/County Housing Office and Housing Director position to coordinate all housing needs.

Center City

Year	Action Number	Activity
I.	4.	<i>Carry Over to Year II</i> - Complete the renovation of the Gillioz Theater.
I.	5.	<i>Drop</i> from Center City and address through Cultural Development Plan - Inventory Existing Arts Facilities and Develop an Inventory of Needs
I.	6.	<i>Drop</i> from Center City and address through Cultural Development Plan - Identify and renovate buildings appropriate for arts groups.
I.	7.	<i>Carry Over to Year II</i> – Complete the Marketing Plan for JVP.
I.	8.	<i>Carry Over to Year II</i> – Implement the Wayfinding Plan.
I.	10.	<i>Carry Over to Year II</i> - Address parking issues related to continued residential development downtown.
I.	11.	<i>Carry Over to Year II</i> – Form the Downtown Neighborhood Association as part of Urban Neighborhoods Alliance.
I.	12.	<i>Carry Over to Year II</i> - Reinforce the pedestrian connection between Park Central Square & SMSU.
I.	14.	<i>Carry Over to Year II</i> to finalize plans and financing - Consider relocating Transit Transfer Facility
I.	15.	<i>Carry Over to Year II</i> - Implement Responsible Hospitality Plan.
I.	21.	<i>Carry Over to Year V</i> - Gateways should be created for the following locations to define entrances to Greater Downtown.
I.	22.	<i>Carry Over to Year II</i> - Implement the boarded Building/Building Maintenance ordinance to encourage rehabilitation of buildings.
I.	24.	<i>Carry Over to Year II</i> - Incorporate Wayfinding Concept as part of parking strategy.
I.	25.	<i>Carry Over to Year II</i> – Address employee and residential parking issues downtown (to be completed by consultant).
I.	26.	<i>Carry Over to Year II</i> - Prepare a Parking Management Plan, Study, or Analysis to address listed issues (to be completed by consultant).
I.	28.	<i>Carry Over to Year II</i> - Improve alleyways (as appropriate) similar to Robberson in order to develop a series of interconnected alleyways for pedestrian use.
I.	30.	<i>Carry Over to Year II</i> – Implement Responsible Hospitality plan.
I.	35.	<i>Carry Over to Year III</i> - Expand the Walnut Street district/planning area to

		include the properties along Walnut Street from Hammons Parkway to Kimbrough Avenue.
I.	36.	Carry Over to Year II - 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.

Cultural Plan (Note: The original *Springfield-Greene County Comprehensive Plan* did not have a Cultural Plan Element. A Five-Year Strategic Plan was developed for Cultural issues; actions were not broken down into individual years. Yearly actions are being developed each year.)

Year	Action Number	Activity
I.	39	Carry Over to Year II - Continue to track arts and cultural opportunities for the community. <ul style="list-style-type: none"> ▪ Continue Community Focus with statistical research ▪ Coordinate board publicity for board openings in the arts ▪ Year Two addition: consider a publication that focuses on opportunities for involvement.
I.	40	Carry Over to Year II - Develop an interactive artist directory/database <ul style="list-style-type: none"> ▪ Complete database with Drury University
II.	41	Carry Over to Year II - Promote artist residency program. Laid groundwork in Year One. <ul style="list-style-type: none"> ▪ Consider joining Studios Midwest ▪ Offer apprenticeships through Creamery programs, with stipends ▪ Partnership with SSCA for exchanges with Mexico and Japan ▪ ClayMobile with residencies assigned through Springfield Pottery
II.	45	Carry Over to Year II - Develop a marketing plan to increase exposure to the community. marketing plan for Artsfest; marketing plan for First Night; YEAR TWO PRIORITY: Draft of overall marketing plan
II.	46	Carry Over to Year II - Develop the Creamery Arts Center. YEAR TWO PRIORITY: <i>Infill and seeking funding for exterior work</i> <ul style="list-style-type: none"> ▪ Substantial completion date for Phase I was October 2005; a public open house was held on October 15, 2005. <p>Phase I – basic code work (electric, roof, plumbing, etc.) – Sept 2005 Phase II – infill (classrooms, costume shop, set studio, etc.) – Spring 2006 Phase III – Exterior work (tuck pointing, entrances) – <i>contingent on funding</i> Phase IV – Building expansion (administrative/Symphony offices, library, coffee/ice cream shop, etc.) - <i>contingent on funding</i></p>
II.	48	Carry Over to Year II - Develop Artist’s Coop. YEAR TWO: open a retail facility

II.	50	<p>Carry Over to Year II - Continue regular communication with Arts Council members & public.</p> <ul style="list-style-type: none"> ▪ <i>Continue newsletter, website, blog, and annual report</i> ▪ <i>Continue ex officio positions for member organizations</i> ▪ Year two addition: increase communication with artists and teachers ▪ <i>Establish ties to the area school districts.</i> ▪ <i>PIE and PYP</i> ▪ <i>Marshfield</i> ▪ CLICK
1	53	Carry Over to Year II - Audience development training purposely delayed for facilities development.
1	62	Carry Over to Year II - Development of a Contemporary Art Museum purposely on hold while need and support is determined.
II.	NEW	Implementation of \$1.4M federal appropriation and fulfillment of grants
II.	NEW	<p>Develop list of brochures and publications needed.</p> <p>YEAR TWO:</p> <ul style="list-style-type: none"> • Opportunities for involvement in the arts • Studios/gallery brochure • Redesign of newsletter (s) • Complete public art brochure • Complete history brochure • Brochure outlining rental policies and opportunities • Oral histories
II.	NEW	Develop strategy for leasing rooms; rental rates
II.	NEW	<p>Work on National Heritage designation in conjunction with committee, Chamber of Commerce and Springfield-Greene County Library. Designation could provide funding for oral histories, cultural and environmental preservation, etc. This new priority came out of the community leadership trip to Asheville, SC in 2004. The Arts Council's role has been to facilitate communications and assist in drafting a bill that is currently with Senator Talent's office to be introduced.</p>
II.	NEW	Provide ongoing support for events such as Artsfest, First Night, GOAT, etc. including UDA contract renewal for festivals management

Education (Note: The original *Springfield-Greene County Comprehensive Plan* did not have an Education Element. Education actions have a different numbering system.)

Year	Action Number	Action
		ACADEMIC ACHIEVEMENT
II.	1	Springfield Public Schools and the broader community should work collaboratively to maximize academic resources for students.
	1b	-Seek community sponsors for specific academic activities. <i>Current Implementation: Corporate sponsorship programs currently being reviewed by Superintendent and Director of Community Development</i>
II.	4	Continue improving student academic achievement for MSIP desirable standards including:
	4a	-Reduce class sizes (especially in primary grades and hands-on learning environments). <i>Current Implementation: District added 12 kindergarten teachers for 2005-06 to reduce class size. Committee continues to review and make recommendations for additional needs.</i>
II.	11	Encourage respect and discipline in classrooms through Character Education. <i>Current Implementation: Cooperating with Chamber of Commerce Character Education initiative.</i>
		COMMUNITY
II.	25	Improve community awareness of students' needs. <i>Current Implementation: As Strategic Initiative, Public Information Office increased the number of "good news" news Releases to the media this year and monitored coverage. Goal was at least four stories each month. Monthly "good news" report to all staff encouraged participation. Will continue to develop strategy and incorporate more student need awareness releases over next several years.</i>
II.	26	Create a marketing plan for Springfield's public schools with non-tax dollars. <i>Current Implementation: Better Schools for Kids recommended by marketing professionals to utilize District's PIO to achieve. In 2005-06 the Marketing strategy will include informing Realtor groups on how to provide District information to newcomers. Must work with Better Schools for Kids Committee on Broader Plan.</i>
II.	28	Consider partnering with the Chamber of Commerce to create "Key Communicators" in the broader community. <i>Current Implementation: Public Information Office currently sends via e-mail news updates to roughly 350 Key</i>

		<i>Communicators. List has grown about 10 percent this year. Revised district Web site in 2005-2006 will improve Key Communicators effort. We will consider partnering with Chamber in future years if demand requires.</i>
II.	32	Establish connections with community programs/groups that serve senior citizens. <i>Current Implementation: Plan implemented to increase both senior volunteers and partners in education.</i>
		FUNDING
II.	41	Educate community about the magnitude of unfunded mandates from state and federal levels. <i>Current Implementation: PIO working with Superintendent and BOE on initiative.</i>
II.	42	Mobilize community resources to offset potential program cutbacks. <i>Current Implementation: Partners in Education and Faith-based initiative targeting at individual school needs.</i>

Growth Management – Land Use

Year	Action Number	Activity
I.	63.	Carry Over to Year II – Initiate ordinance change to implement a Unified Development Ordinance for the Urban Service Area.
I.	65.	Carry Over to Year II - To protect key natural features the County is working on a Rural Growth Management Plan to address cultural, environmental, and soil factors.
I.	66.	Carry Over to Year II – Adopt MPO’s Major Thoroughfare Plan and updated Long Range Transportation Plan.
New		Add - Update the <u>Growth Management – Land Use Element</u> of the <i>Springfield / Greene County Comprehensive Plan</i>
New		Add - Update the <u>Parks, Open Space, and Greenways Element</u> of the <i>Springfield / Greene County Comprehensive Plan</i>

Regional

Year	Action Number	Activity
I.	71.	Carry Over to Year II – Complete growth area or urban service area agreements with Nixa, Ozark, Fremont Hills, and Christian County. Complete East U.S. 60 and West U.S. 60 Corridor Studies.
I.	72.	Carry Over to Year II – Assist SMOG and OTO (and other appropriate agencies) with consolidation efforts.
New		Add - Expand the Growth Trends Report to develop a regional database of relevant development and quality of life indicators
New		Add - Expand and adopt the activity center/major corridor concept as a regional model for planning

Transportation

Year	Action Number	Activity
I.	74.	Carry Over to Year II - A policy requiring new developments to make connections to existing trails or to dedicate easement to accommodate connections to future trails (see Park Plan). This was presented to DIIG. Next step is presentation to Planning and Zoning Commission. Greene County has adopted regulations to require dedication for greenways and access to greenways.
I.	75.	Carry Over to Year II - An amendment to the City of Springfield Sidewalk Ordinance requiring subdivisions to provide access to greenways has been prepared and presented to DIIG. Next step is presentation to Planning and Zoning Commission.
I.	77.	Carry Over to Year II – Work with Airport to establish an area of Airport influence surrounding the Airport to ensure appropriate development with regard to land use and to appearance. Currently the zoning ordinance and state law address prohibited and permitted land uses in the area. * This activity should be deleted or forwarded to Year II.
I.	78.	Delete – Complete land acquisition for the Ozark Airport. No land has been bought by the City of Springfield for a general aviation airport in Ozark. Land costs are too high.
I.	79	Delete – Complete utility relocation and site grading of the Ozark Airport. No land has been bought by the City of Springfield for a general aviation airport in Ozark. Land costs are too high.

Water Quality

Year	Action Number	Activity
I.	82.	Carry Over to Year II - After January 1, 2006, begin the public information campaign for the additional 1/8-cent sales tax.
I.	84.	Carry Over to Year II – City and County revise regulations and policies to require consideration of water quality and quantity early in the planning process for new development.
I.	85.	Carry Over to Year II – Adapt improved design criteria for water quality BMPs.
I.	86.	Carry Over to Year II – Amend City sinkhole ordinance to include water quality protection policy BMP standards.
I.	87.	Carry Over to Year II – Continue development of Watershed Center (initial planning completed).

FIVE-YEAR STRATEGIC PLAN
SUMMARY OF ACTIONS

***FIVE-YEAR STRATEGIC PLAN
ACTIONS BY YEAR AND BY PLANNING GROUP***

		<u>YEAR ONE</u>
		<i>AFFORDABLE HOUSING</i>
Year	Action Number	Action
I.	1.	Establish a City/County Housing Office and Housing Director Position to coordinate all housing needs. (p. 12)
I.	2.	Conduct a housing condition survey and report similar to those previously undertaken by the City of Springfield.
I	3.	Explore National Safe Haven models for transient housing and identify funding sources.
		<i>CENTER CITY</i>
I.	4.	Complete the renovation of the Gillioz Theater.
I.	5.	Inventory Existing Arts Facilities and Develop an Inventory of Needs
I.	6.	Identify and renovate buildings appropriate for arts groups.
I.	7.	Prepare and Implement a Marketing Plan
I	8.	Implement recommendations from the Wayfinding Plan
I.	9.	Initiate a loft renovation project in a major vacant building.
I.	10.	Address parking issues related to continued residential development downtown.
I.	11.	Form Downtown Neighborhood Association as part of Urban Neighborhoods Alliance
I.	12.	Reinforce the pedestrian connection between Park Central Square & SMSU
I.	13.	Investigate use of transit shuttle within downtown to better link parking facilities to activity areas within downtown.
I	14.	Consider relocating Transit Transfer Facility
I.	15.	Adopt a policy that incorporates a police presence as part of the downtown landscape.
I.	16.	Maintain a multi-functional business mix and focus on attracting retail development.
I.	17.	Develop a Business Retention and Attraction Strategy/Program and conduct systematic inventory of buildings and businesses.
I.	18.	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.
I.	19.	Opportunities should be sought to develop new, infill buildings and structured

		parking where there is now surface parking.
I	20.	Establish a process to set priorities to undertake streetscape and pedestrian improvements on listed streets.
I.	21.	Gateways should be created for the following locations to define entrances to Greater Downtown.
I.	22.	Implement the boarded Building/Building Maintenance ordinance to encourage rehabilitation of buildings.
I.	23.	Maximize on-street parking.
I.	24.	Incorporate Wayfinding Concept as part of parking strategy.
I.	25.	Address employee and residential parking issues downtown.
I	26.	Prepare a Parking Management Plan, Study, or Analysis to address listed issues.
I.	27.	Pick up junk, papers, trash, etc., and eliminate overflowing trashcans.
I.	28.	Improve alleyways (as appropriate) similar to Robberson in order to develop a series of interconnected alleyways for pedestrian use.
I.	29.	Complete and adopt Jordan Valley Park Master Plan and Design Guidelines.
I.	30.	Review the recommendations set forth in the report prepared by <i>The American Alliance for Rights & Responsibilities</i> <u>Civility and Recovery: Reconciling Compatible Interests in the Commercial Street Area</u> and prepare action steps to implement the recommendations, a schedule for implementation, and identify responsibilities for implementation steps.
I.	31.	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 UDA should become the economic development mechanism that markets the entire Center City area.
I	32.	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.
I.	33.	Identify connections from Walnut Street to Baseball Stadium, Jordan Valley Park, SMSU, Drury, and OTC.
I.	34.	Use current CDBG funds to finish the streetscape plans by September 2004 (Walnut Street).
I.	35.	Expand the Walnut Street district/planning area to include the properties along Walnut Street from Hammons Parkway to Kimbrough Avenue.
I.	36.	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.
I.	37.	Expand Government Plaza/Central Street Area east to National Avenue to include Drury University and Ozarks Technical Community College.
I	38.	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.
		<i>CULTURAL DEVELOPMENT</i> <i>(additional years' actions to be developed on a year by year basis by the Board)</i>
I.	39.	Inventory arts and cultural opportunities for the community.

I.	40.	Develop an interactive artist directory/database
I.	41.	Promote artist residency program.
I.	42.	Establish regular communication.
I.	43.	Build membership benefits to encourage a strong SRAC base.
I.	44.	Provide consistent information to SRAC members and the general public.
I.	45.	Develop a marketing plan to increase exposure to the community.
I.	46.	Develop the Creamery Arts Center.
I.	47.	Community-wide facilities inventory - identify space for arts use and reuse.
I.	48.	Develop Artist's Coop – determine appropriate space.
I.	49.	Develop list of brochures needed – complete brochures.
I.	50.	Establish ties to the area school districts.
I.	51.	Establish and boost an arts identity/arts presence for Springfield and the region. Establish regional directory. GOAT tour.
I.	52.	Develop minority participation. Consider grant opportunities, identify publication needs, look for participation in Park Day.
I.	53.	Provide and participate in audience development training and opportunities. Develop packages or family passes.
I.	54.	Develop programs that offer opportunities for children and their families.
I.	55.	Build a strong infrastructure of cultural organizations in the region.
I.	56.	Establish a mentoring program for newer organizations. Work with established organizations to encourage sharing; consider a collaborative project.
I.	57.	Develop brochures and publications in conjunction with CVB. Identify marketing needs. Utilize kiosk and other tools. Consider a joint advertising plan.
I.	58.	Provide ongoing support for events such as Artsfest, First Night, GOAT, etc.
I.	59.	Investigate development of festivals.
I.	60.	Create opportunities for the arts to be part of people's everyday lives.
I.	61.	Work with neighborhood associations to identify locations for public art and art-related activities.
I.	62.	Consider support for development of a Contemporary Art Museum. Work within framework of an Arts & Cultural Commission
		<i>GROWTH MANAGEMENT – LAND USE</i>
I.	63.	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.
I.	64.	Reserve a sufficiently wide public right-of-way for any additional arterial road by adopting an 'official map' of the planned road system.
I.	65.	Parks, open space and natural features should be used to protect key natural features such as creeks, create visual focal points, and provide recreation and beauty.
I.	66.	Work to establish the future function and design of every foreseeable road in and around Springfield.
		<i>PUBLIC EDUCATION</i>

I.	67.	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.
I.	68.	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.
I.	69.	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.
I.	70.	Support the creation of a Commission on Children to focus on critical early childhood initiatives and issues.
		REGIONAL
I.	71.	Develop growth area or urban service area agreements among Springfield, surrounding communities in Greene County, and Nixa, Ozark, and Fremont Hills in Christian County.
I.	72.	Determine where regional organizations can share and/or consolidate resources or responsibilities.
		TRANSPORTATION
I.	73.	The MPO should establish a Bicycle and Pedestrian Committee, which will develop, implement, update and revise as necessary a bicycle plan.
I.	74.	New developments should make connections to existing trails or dedicate easements to accommodate connections to future trails as outlined in Figure 3 of Parks Plan.
I	75.	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.
I.	76.	Continue to support and enhance the existing rideshare-matching program.
I.	77.	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.
I.	78.	Complete land acquisition for the Ozark Airport.
I.	79.	Complete utility relocation and site grading of the Ozark Airport.
		WATER QUALITY
I	80.	Inform and educate community leadership on water issues and needs.
I.	81.	Decide the level and scope of program desired.
I.	82.	Build community understanding and support.
I.	83.	Require water quality BMPs for new developments in all watersheds in the City and County.
I.	84.	Revise regulations and policies to require consideration of water quality and quantity early in the planning process for new developments.

I.	85.	Adapt improved design criteria for water quality BMPs.
I.	86.	Amend City sinkhole ordinance to include water quality protection policy BMP standards.
I.	87.	Continue and enhance existing water quality education and outreach activities.
		<u>YEAR TWO</u>
		<i>AFFORDABLE HOUSING</i>
II.	88.	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)
II.	89.	Locally owned and managed banks should develop easy to use loans for investors and rental property owners but not licensed contractors to use for the rehab of aging, substandard housing stock.
II.	90.	Encourage collaboration among social service providers and housing providers to establish a housing continuum.
II.	91.	Provide an Annual Affordable Housing Status Report to the Community.
		<i>CENTER CITY</i>
II.	92.	Establish an Arts District within the zoning Ordinance and Identify appropriate areas to designate as Arts District zoning in the downtown area.
II.	93.	Provide transit service from clubs and restaurants in downtown area to surrounding residential areas especially university related housing areas.
II.	94.	Consider % of construction costs for Art.
II.	95.	Continue and renew Community Improvement District (CID) to provide enhanced level of maintenance of public streets, alleys, sidewalks, signs, landscaping, and parking areas.
II.	96.	UDA should lead the way in organizing private efforts to upgrade the image and appearance of properties.
II.	97.	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.
II.	98.	Prepare a Market Study for Walnut Street and then target appropriate shops and restaurants to take advantage of the newly refurbished and enhanced streetscape.
II.	99.	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.
II.	100.	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.
II.	101.	Prepare and follow principles for building architecture and site planning.
II.	102.	Establish a strong linkage along the corridor, from Campbell Avenue to National Avenue, and fore linkages to Jordan Valley Park, Downtown, and

		Commercial Street.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the second year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
II.	103.	The City should adopt erosion and sediment control regulations and include them with the zoning and / or subdivision ordinance
II.	104.	Use planning to leverage private investments, improve private and public design, heighten development efficiency and cost-effectiveness, and coordinate efforts.
II.	105.	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
		<i>PUBLIC EDUCATION</i> <i>(no actions provided for the second year of the five-year strategic plan)</i>
		<i>REGIONAL</i>
II.	106.	Encourage Open Space and Greenway planning and trail development on a regional scale that provides linkages throughout the region.
II.	107.	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.
		<i>TRANSPORTATION</i>
II.	108.	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.
II.	109.	Develop a consistent access management ordinance for Springfield, Greene County and MoDOT which requires the following 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, and the identification of prototypical options for removing or consolidating access points.

II.	110.	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.
II.	111.	City Utilities should continue to perform periodic upgrades of their shop facilities.
II.	112.	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.
II.	113.	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 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.
II.	114.	SMSU should explore opportunities for marketing the campus shuttle system to the entire community, by joining with the promotions conducted by City Utilities Transit.
II.	115.	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).
II.	116.	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.
II.	117.	The MPO should pursue public-private partnerships to generate additional revenue for the transit system.
II.	118.	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.
II.	119.	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.
II.	120.	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.
II.	121.	The City of Springfield, Greene County and MoDOT should work together to create a bicycle plan that includes 17 specific items listed in the plan.
II.	122.	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.
II.	123.	Encourage coordination between the City Utilities fixed-route transit system and the SMSU shuttle system to maximize transit system efficiency in the metropolitan area.
II.	124.	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.
II.	125.	A 5,000 foot paved runway should be constructed at the Airpark South general aviation facility.
II.	126.	The Mid-Field Terminal design should be completed to include the Airfield and Access Roads.
II.	127.	The Airport and Greene County should acquire the right-of-way necessary to develop the access roads to the new Midfield Terminal.
II.	128.	The zoning ordinances and subdivision regulations of Springfield and Greene County should be amended to include the increase of truck traffic through residential areas as a reason to deny a case.
II.	129.	Design streets in a manner which truck traffic in residential areas is discouraged.
II.	130.	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.
II.	131.	City Utilities should continue current service to the location of the new inter-city bus terminal and should investigate increased service to that location.
II.	132.	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.
II.	133.	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.
II.	134.	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.
<i>WATER QUALITY</i>		
II.	135.	Conduct a formal funding study for stormwater and non-point source pollution

		programs.
II.	136.	Conduct study to determine current status of groundwater usage, water table levels, and forecast future trends.
II.	137.	Develop the Watershed Institute.
II.	138.	Adopt stream buffering protection ordinances.
		<u>YEAR THREE</u>
		<i>AFFORDABLE HOUSING</i>
III.	139.	Implement a local housing trust fund to finance local affordable housing initiatives.
		<i>CENTER CITY</i>
III.	140.	Link Greater Downtown to other parts of the community with bicycle routes and lanes.
III.	141.	Improve the water quality and edge treatment of Jordan Creek.
III.	142.	Prepare and adopt a streetscape improvement plan for downtown.
III.	143.	Look at moving all overhead wiring to the alleyways or underground.
III.	144.	Brick all sidewalks between National Avenue and Hammons Parkway.
III.	145.	Continue the period streetlights, sidewalk repairs, and banners west of Hammons Parkway.
III.	146.	Partner with DSA, SMSU, and City, and City Utilities to extend the streetscape design concept (new sidewalks, period streetlights, banners, benches, etc.) from Hammons Parkway to Jefferson Avenue.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
III.	147.	Encourage in the Activity Centers higher density development, particularly employment, shopping and multi-family housing, served by transit, major roads and bicycle routes.
III.	148.	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 centers.
		<i>PUBLIC EDUCATION</i> <i>(no actions provided for the third year of the five-year strategic plan)</i>

		REGIONAL <i>(no actions provided for the third year of the five-year strategic plan)</i>
		TRANSPORTATION
III.	149.	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.
III.	150.	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.
III.	151.	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.
III.	152.	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.
III.	153.	The Cit 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.
III.	154.	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 and private agency discussions.
III.	155.	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.
III.	156.	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.
III.	157.	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.
III.	158.	The City and County land development regulations should be revise to: require sidewalks, pedestrian paths, greenway trails and connections as appropriate along arterial and collector street and local roadways; require sidewalks or pedestrian paths along all streets in commercial areas; require sidewalks along internal private streets where appropriate; 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.
III.	159.	Increase community awareness of the rideshare program through additional advertising, promotion, and other means.
III.	160.	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.
III.	161.	The Airport should continue with plans for additional general aviation facilities in order to provide for increased capacity for general aviation.
III.	162.	The Midfield Terminal should be constructed and include the Airfield and Access Roads.
III.	163.	Consider a satellite intercity bus terminal in the existing Jordan Valley Park Parking Structure or any future Parking Structures in the Downtown Area.
III.	164.	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.
III.	165.	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.
III.	166.	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.
		<i>WATER QUALITY</i>
III.	167.	Offer the opportunity to fund the program to the voters.
III.	168.	Draft and adopt standards for re-development.
		<u>YEAR FOUR</u>

		<i>AFFORDABLE HOUSING</i>
IV.	169.	Coordinate the existing not-for-profit Housing Repair Organizations to provide comprehensive housing repair.
IV.	170.	The community should identify or develop a standard of expectations for both landlords and tenants and publicize them.
		<i>CENTER CITY</i>
IV.	171.	Retain and expand office uses and look at ‘office park’ marketing concept in relation to Jordan Valley Park.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
IV.	172.	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.
IV.	173.	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.
		<i>PUBLIC EDUCATION</i>
IV.	174.	Create school choice options within the public school district by providing programs and schools that offer unique learning environments and opportunities.
		<i>REGIONAL</i> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<i>TRANSPORTATION</i>
IV.	175.	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 addresses 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.
IV.	176.	Southwest Missouri University officials should examine alternatives to help cover operational costs for the intermodal parking facility and shuttle system.

IV.	177.	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.
IV.	178.	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, route transit system and the SMSU shuttle system.
IV.	179.	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.
IV.	180.	Bicycle routes and the bus system should be cross-marketed in order to attract commuters.
IV.	181.	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.
IV.	182.	Provide for efficient freight transfer points by providing for a multi-modal or inter-modal facility for use by rail, truck, and air cargo.
IV.	183.	Provide for efficient freight transfer points by providing for a multi-modal or inter-modal facility for use by rail, truck, and air cargo.
IV.	184.	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.
		<i>WATER QUALITY</i>
IV.	185.	Expand City & County programs for operation and maintenance for stormwater facilities, as required by state and Federal stormwater permits.
IV.	186.	Develop program for regulating operation and maintenance of septic systems in areas not served by public sewers.
IV.	187.	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.
IV.	188.	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.
IV.	189.	Expand the water quality education and outreach program.
		<u>YEAR FIVE</u>
		<i>AFFORDABLE HOUSING</i>
V.	190.	Give true incentives to owners and landlords to maintain properties while keeping the properties affordable.
		<i>CENTER CITY</i>
V.	191.	Develop design criteria and standards for downtown development.
V.	192.	Create an outdoor space for ceremonies and community gatherings that may also serve as an attractive forecourt for a major building or buildings.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the fifth year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
V.	193.	Support the building community as it provides housing to meet the varied needs and demands of area homebuyers. 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 new-traditional housing designs that emphasize streetscape and neighborhood interaction.
V.	194.	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.
		<i>PUBLIC EDUCATION</i>
V.	195.	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.
		<i>REGIONAL</i> <i>(no actions provided for the fifth year of the five-year strategic plan)</i>

		<i>TRANSPORTATION</i>
V.	196.	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.
V.	197.	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.
V.	198.	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.
V.	199.	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.