

*VISION 20/20 STRATEGIC PLAN*

*YEAR END REPORT*

*YEAR THREE*

November 2007

## ***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 THREE  
ACCOMPLISHMENTS*

## ***YEAR THREE – ACTIONS COMPLETED***

### Affordable Housing

Year	Action Number	Activity
I	1.	Carry over from Year I – Establish a City/County Housing Office and Housing Director Position to coordinate all housing needs.
II	1.	The City of Springfield ordinance was recently amended to provide incentives to developers to include low and moderate-income units in their market-rate multi-family housing developments.
III	1.	Carry over to Year IV.
<b>ONGOING ACTIONS</b>		
OG	2.	A Universal Housing Design Conference was held on October 19 & 20, 2006.
OG	4.	The Urban Neighborhoods Alliance assisted Springfield Public Schools in implementing an Employer Assisted Homeownership program called Teacher on the Block (February 2007).
OG	5.	The Urban Neighborhoods Alliance hosted Landlord Training programs in March of 2006 & 2007.
<b>OTHER STRATEGIES</b>		
OS	2.	Two certified homebuyers education programs have been implemented. The Urban Neighborhood Alliance offers the “Realizing the American Dream” program. Consumer Credit Counseling Services offers the “Make Your Move” program.
OS	3.	On November 13, 2007 the “2-1-1 for Community Services” number will be launched in Southwest Missouri. This number will provide resources for homeowners and tenants with housing problems.
OS	5.	The City annually sponsors neighborhood clean-ups.
OS	6.	Through a grant from the Community Foundation, the Community Partnership and AIDS Project of the Ozarks co-sponsored “Show Me the Way Home” in June 2007.
OS	7.	The City of Springfield’s Planning and Development Department has marketed the program to over 2,500 households in the program area.
OS	13.	“Show Me the Way Home” was held in June 2007.
OS	16.	OACAC offers classes titled “Better Rental Living.”
OS	18.	The Community Partnership developed a program to advertise subsidized and assisted housing on the City Utilities website.
OS	20.	Habitat for Humanity offers post-purchases training on home maintenance.
OS	21.	The City of Springfield recently financed its first Energy Star rated affordable housing unit.
OS	22.	The City of Springfield’s Planning and Development Department, the Caring Communities Initiative and the Urban Neighborhood Alliance recently partnered to host a resource fair in the West Central Neighborhood.

## Center City

Year	Action Number	Activity
I.	7.	<i>Carry Over From Year I – Complete the Marketing Plan for JVP.</i> Report – The Jordan Valley Marketing Council, CID, UDA, DSA, Walnut Street, Commercial Club, and the Springfield Regional Arts Council completely redesigned the <a href="http://www.itsalldowntown.com">www.itsalldowntown.com</a> website to develop a new event calendar, create enhanced business and member databases, and accept online transactions. DSA also facilitated a cooperative Center City marketing campaign through ACR-Nally for print and cable TV beginning in April 2007. A weekly e-blast is delivered to approximately 900 subscribers to promote the weekend’s activities.
I.	8.	<i>Carry Over From Year I – Implement the Wayfinding Plan.</i> Report – The City and its consultant previewed the Wayfinding Plan in 2006. Funding for the \$600,000 project was finalized through the passage of the 2007 ¼ cent sales tax for capital projects and the reallocation of monies originally set aside for the conversion of Campbell and Jefferson from one-way to two-way. Installation of the signage is scheduled for 2008.
I.	10.	<i>Carry Over From Year I - Address parking issues related to continued residential development downtown.</i> Report – A \$175,000 investment in the Davis Parking Garage brought 350 spaces back into circulation (especially for Downtown residents). Construction on the College Station and Heer’s parking decks will provide an additional 700 spaces for Downtown customers, freeing up some existing surface lots for residents. The Good Neighbor Handbook, prepared by the Hospitality Resource Panel, encourages developers and prospective residents to address parking prior to signing a lease.
I.	22.	<i>Carry Over from Year I - Implement the boarded Building/Building Maintenance ordinance to encourage rehabilitation of buildings.</i> Report – The market is encouraging developers to rehabilitate buildings. The “carrot” approach is currently favored over the “stick” of an ordinance.
I.	36.	<i>Carry Over From Year I - 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> Report – This lot is currently used as a performance area at Artsfest and as a children’s play area for Cider Days. Long-term development will continue to be discussed with the property owner.
II.	101.	<i>Carry Over From Year II – Prepare and follow principles for building architecture and site planning.</i> Report – HWSA is a local historic district and as such has any redevelopment projects reviewed by the Landmarks Board. State and federal historic tax credits provide significant incentive for developers and property owners to follow the Secretary of the Interior’s design standards.
III.	140.	<i>Link Greater Downtown to other parts of the community with bicycle routes and lanes.</i> Report – Bicycle routes and lanes on Central, Sherman, Trafficway, and

		Boonville, provide a grid to connect Center City and its institutions. Upcoming streetscape enhancements on Boonville and adjacent to Jordan Valley Park will provide key north-south and east-west linkages.
III.	142.	<i>Prepare and adopt a streetscape improvement plan for downtown.</i> Report – Public Works and the DSA developed a three-year plan for streetscape enhancements to be funded by local and federal sources. A DSA committee reviews the progress on this plan annually.
III.	143.	<i>Look at moving all overhead wiring to the alleyways or underground.</i> Report – HWSA, the City, and City Utilities examined the cost of relocating all overhead wiring and found the costs to be significant. With limited funding, the first priority was for new streetscapes on Walnut from John Q. Hammons Parkway to Jefferson. This goal should be reviewed again once the streetscapes are complete and as funding is available.
III.	144.	<i>Brick all sidewalks between National Avenue and Hammons Parkway.</i> Report – As with overhead wiring, the first priority is to expand the new streetscapes from John Q. Hammons Parkway to Jefferson Avenue. This goal can be reviewed again once the streetscapes are complete and as funding becomes available.
III.	145.	<i>Continue the period streetlights, sidewalk repairs, and banners west of Hammons Parkway.</i> Report – Two federal enhancement grants, matched with City ¼ cent funding, will extend the streetscapes from Jefferson Avenue to Kimbrough in 2008 and from Kimbrough to John Q. Hammons in 2009.
III.	146.	<i>Partner with DSA, Missouri State University, 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> Report – Representatives from UDA, Missouri State University, the City, and City Utilities agreed in 2007 that Walnut Street should be the primary pedestrian way between the campus and Downtown. The streetscape enhancements on Walnut Street are scheduled to be completed in 2009. MSU and the City will be working together for a new north-south multimodal thoroughfare to link Bear Park North with Walnut Street at the Kentwood Hall drive. This route will focus on the Bear Line shuttle, pedestrian, and bicycle modes of transportation.
V.	191.	<i>Develop design criteria and standards for downtown development.</i> Report – The City and UDA coordinate Redevelopment Team Reviews of Center City projects to review proposed designs. Stakeholders appear to be satisfied with the current process and standards. The Hospitality Resource Panel’s Good Neighbor Handbook encourages developers to proactively address parking, noise, lighting, and other impacts to surrounding properties while also reminding prospective residents that Center City is different from suburban settings.

V.	192.	<i>Create an outdoor space for ceremonies and community gatherings that may also serve as an attractive forecourt for a major building or buildings. Report – Jordan Valley Park has become the outdoor space for ceremonies and community gatherings. Park Central Square has the potential to become another venue for public events. Within Government Plaza, Harrison Stadium is an existing outdoor gathering spot and OTC, CU and the Midtown Library have indoor spaces for meetings. Scarce property in Government Plaza can be utilized for other needs.</i>
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**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
I	62	Contemporary Art Museum – this is no longer one of our projects although still a part of the Cultural Plan. The City Art Museum is expanding and will probably take over this project.
II	New	National Heritage Designation – the Bill that was with Senator Talent’s office has not yet been introduced
III	1	We hired a new director as of January 2007. Discussions are on-going with Parks Board regarding including this position under Parks Board
III	2	All programs up and running and highly successful and well-attended The Community Focus Report Card was accomplished this year.
III	3	The artist residency program was revised into the Storefront Studios Program where we partner with owners of vacant storefronts and warehouses and create studio space for artists of all levels and genres, including students at Drury, Evangel and MSU. As of this writing, we now have 10 studio spaces filled on a monthly basis at a nominal rent to cover our payment of utilities.
III	4	We just filled our Board with 8 new members, all dedicated to working together to move the Arts Council forward in all its activities and endeavors. We also placed on various committees other non-Board members from the community who have expertise in the various areas.
III	5	The Springfield Symphony moved into their new offices in the Creamery in August 2007
III	6	Carry over – use up contract with ArtsMarket
III	9	National Heritage Area – still to be studied

III	10	Develop Marketing Plan for Arts Council activities and programs. Our new director is a seasoned journalist and has expanded our image throughout the community with many press releases and articles published in various papers and magazines as well as a massive email campaign circulating all info about the Arts Council programs/events. The Council's newsletter has also been significantly expanded and is mailed six times a year to 1600 residents.
III	11	We continue to submit grants to CFO and Musgrave Foundation and are Working with MAC for our Community Arts three-year grant and continuing to report to the Dept. of Education on our Blunt grant reports and revisions.
III	12	The costume design shop is up and running and costumes are being created for Opera, Ballet and Springfield Little Theater as well as for other organizations that may need costumes.
III	13	Operating policies for the Creamery are almost completely in place. NEW We will create same for the new Set Design/Fabrication Workshop UDA Contract with policies has been approved and renewed in Aug. 07
III	14	Claymobile is fully operable and visits many schools and events as well as takes part in workshops offered at the Creamery
		See above about our Storefront Studios program. Lease Agreements have been prepared and signed by all those occupying the space at 319 N. Main Street (Butler Rosenbury building)
III	15	See above about our Storefront Studios program. Lease Agreements have been prepared and signed by all those occupying the space at 319 N. Main Street (Butler Rosenbury building)
III	16	We discontinued the idea of the t-shirts and instead are doing extensive PR and publicity/marketing of our events and workshops
III	17	Our Marketing Committee has a new chair who is diligently creating ways to expand our membership. We lowered the dues this year and created four new categories: Active Military, Artist, Senior and Student (Elementary, High School, College) and are doing very well with these new categories. We are printing a Kids Newsletter with the younger members and plan to create a mini-board.
III	18	Seeking funding support for operations through tax initiative options is Ongoing. We are trying to build our Endowment Fund to take care of maintenance needs.
III	19	We continue to ask businesses to sponsor our various events and workshops
III	20	We established this year our Arts Adventures program and each month take a group of from 20 to 40 people to various museums and art venues around Springfield, including Kansas City, St, Louis, OKC and other locations.
III	21	We are working with the CVB to bring attention to the Arts in Springfield and we actually are focused on making Springfield, "Art City USA". We have paid for banners to be strung beside the Mall with our logo and we contributed to the Simpson movie. Our director has made numerous presentations to various organizations highlighting the events and workshops the Council is offering.

III	22	We are not looking at a United Way of funding at this time having learned that it is not as successful a way to fund the Arts as had originally been anticipated.
III	23	Nothing came of this
III	24	This year, we implemented special programs focused at youth in the area including starting the Jordan Valley Jazz band (for high school students) and the Writing Workshop for Teens, both of which meets every week at the Creamery. We also started this year our Mini Monet Mondays to expose pre-schoolers to the Arts and this program has become very popular.
III	25	We created a new position, Arts Education Outreach Coordinator and she is booking Vincent Van Goat throughout the regional elementary schools. We are also planning various outreach programs beyond Springfield so that we can properly share the Arts with the communities in our 27-county region which in turn will bring in more contributions.
III	26	We have applied to Gannett without success. We paid to send 2 reps from our staff as well as 2 from the Opera, Ballet and Symphony to the Grant-writing Workshop at OTC with the idea of furthering grant-writing collaborations.
III	27	We have partnered with UDA and others from MSU and the community to create the Art Attack Project which is focusing on developing an Art in Public Places Ordinance, and creating an image of Springfield as the Art center of the area. Brochures will be created to show all the workshops that take place here. Our director will attend this fall's International Sculpture Conference in Seattle, WA to learn about creating sculpture exhibitions (permanent and on-loan) in Springfield.
III	28	The director attends as many meetings throughout the area as possible to broaden the awareness of the various programs and projects of the Arts Council and the Council sends two staff members to the Chambers new Networking group.
III	29	The Arts Council continues to serve as fiscal agent for the First Friday Art Walk and the Missouri Film Alliance
III	30	New this year was the Arts Council's Open Studios Art Tour where over 40 artists throughout the region opened their studios to the general public.
III	31	The Arts Council is working with the CVB but to date, no poll has taken place of tourists and visitors with regard to the Arts
III	32	Urban Neighborhoods Alliance – we partnered with this group and others to bring the new Dream Big Festival to Jordan Valley Park, which was a huge success. We are also partnering with Springfield-Greene County Libraries to establish for the first time the Sample of the Arts program, a free Arts program offered throughout the community with over 60 Arts programs for all ages, including theater, dance, music and visual arts at 8 libraries and at the Creamery Arts Center.
III	33	This fall, we created the Artist-in-Residence program where we send an established artist to elementary schools throughout the region. The artist stays at the school for the entire day, explaining at an assembly what it is like to be an artist, showing the tools required to create, and then she sets up an easel and works on a painting which the students check out the progress

		of which throughout the day. We have a total of 15 schools signed up to take part in this program which will culminate in an exhibit at the Creamery of the various paintings created at the different schools for the students to come and enjoy, together with other paintings created by the artist-in-residence.
III	34	We are not working on an interactive database with Drury. Instead, we are creating our own which we will gladly share with others.
III	35	Springfieldians have already begun referring to the Creamery as the “Art Beat of the City” although we are focused on making Springfield “Art City USA”
III	36	In addition to our artist-in-residence program being taken to regional schools, we are hoping to receive a grant from the CFO so that we can send the Symphony, the Opera, the Ballet, the Springfield Little Theater and representatives from the MSU theater department to 25 Title I schools, serving 10,720 students.
III	37	In Oct. 2008, we will launch the Missouri Literary Festival, bringing in authors from around the country to talk about their writing and their books, offering writing workshops to adults and children with opportunities for local writers to meet agents and publishers.
III	38	When the building is completed by November 2007, we will revise the Master Plan. We are currently looking into possibilities for expanding the parking and also to house a ceramic studio/workshop in the lower level.

## Growth Management & Land Use

Year	Action Number	Activity
I.	63.	The City and County completed work on steps that can be taken to make subdivision regulations as consistent as possible across the jurisdictional line. The jurisdiction, the City of Springfield and Greene County must make changes to their own regulations.
I.	65.	The Rural Growth Management Plan was drafted and is currently being presented around the county in a series of public meeting.
New in Yr II		A new concept, Metro 21, was developed and presented to City Council. The ideas expressed in Metro 21 will serve as the basis for the update to the <i>Growth Management/and Use Element</i> of the comprehensive plan.
III.	147.	The City has continued to encourage higher density development in the Activity Centers shown in the comprehensive plan. Higher density is particularly important in employment, shopping, and multi-family housing served by transit (or likely to be served by transit in the future), major roads and bicycle routes. A consultant has produced a study on development of activity centers in Springfield and surrounding areas. Ideas from that report are being implemented. The Activity Center concept has been implemented in the West Sunshine study which is nearing completion.

**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
III.	26	Created a marketing plan for SPS with private funds
III.	32	Established a senior citizens forum
III.	2	Established a district strategic plan
III.	7	Created additional choices for students with unique programming
III.	40	Maintained competitive teacher compensation to assure quality teachers
III.	29	Expanded the district's Ambassador Program

**Regional** (Note: There were no Regional actions for Year III in the 2004 Strategic Plan.)

Year	Action Number	Activity
New in Yr III		An expanded growth trends document was published, covering data for all jurisdictions in the expanded MPO area.
New in Yr III		We are nearing completions of a common growth boundary with the City of Willard. The growth boundary will need to protect the airport zones.
New in Yr III		A regional economics seminar was held (as has been done in previous years).

## Transportation

Year	Action Number	Activity
II	122	<p><i>Carry Over From Year II – 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.</i></p> <p>The City of Springfield and Greene County have identified sidewalks near schools to be the top priority for the area. Federal Transportation Enhancement Funding and Federal Safe Routes to School Funding is available to assist. City Utilities in conjunction with the City of Springfield are working to provide bus turnouts with bus shelters and sidewalks to</p>

		access these facilities.
II	131	<i>Carry Over From Year II – City Utilities should continue current service to the location of the new inter-city bus terminal and should investigate increased service to that location.</i>
III	150	<i>On the streets connecting Commercial Street, Government Plaza, and the Downtown District, consider changing traffic operation patterns and improving landscaping and lighting to help define and accentuate their role in connecting and integrating Center City. The City of Springfield has identified several streets to target with streetscape improvements. This is ongoing as funding becomes available.</i>
III	151	<i>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. City Utilities offers reduced fair bus passes based upon income level.</i>
III	152	<i>To help protect student safety and to provide the student populations with the best level of service possible, MISSOURI STATE UNIVERSITY 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 MSU’s Master Plan. MSU has expanded service hours on weekends.</i>
III	154	<i>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. A Transportation Coordination Plan has been completed.</i>
III	155	<i>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.</i>
III	161	<i>The Airport should continue with plans for additional general aviation facilities in order to provide for increased capacity for general aviation.</i>
III	162	<i>The Midfield Terminal should be constructed and include the Airfield and Access Roads. Funding is in place and Construction is underway.</i>
III	163	<i>Consider a satellite intercity bus terminal in the existing Jordan Valley Park Parking Structure or any future Parking Structures in the Downtown Area.</i>

## Water Quality

Year	Action Number	Activity
III	167	<i>Offer the opportunity to fund the program to the voters.</i> Voters passed Parks Tax in August 2006 which included 1/8-cent for Lakes Streams and Waterways. This will provide funding from July 2007 through June 2012. A study is underway to determine a long term funding source. See Action II.135.
III	168	<i>Draft and adopt standards for re-development</i> Work has not begun on this yet. Will carry over to year IV.
IV.	185.	<i>Expand City &amp; County programs for operation and maintenance for stormwater facilities, as required by state and Federal stormwater permits.</i> Both the City and County are currently developing programs to carry out this mandate.
IV.	186.	<i>Develop program for regulating operation and maintenance of septic systems in areas not served by public sewers.</i> Still planned for Year 4.
IV.	187.	<i>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.</i> It will not be possible to develop plans for all watersheds with current funding. Basins will be prioritized and plans completed to the extent that funding is available.
IV.	189.	<i>Expand the water quality education and outreach program.</i> The City and County, in partnership with Missouri State University, applied for and became the sponsor for Project WET (Water Education for Teachers) when it was given up by the Department of Natural Resources. MSU will be responsible for the statewide aspects of the program. The City and County funded portion will provide outreach into all levels of local primary and secondary education.

*PROPOSED CHANGES  
YEAR IV ACTIONS*

## ***CHANGES PROPOSED FOR YEAR FOUR***

### Affordable Housing

Year	Action Number	Activity
I.	1.	<i>Carry over to Year IV</i> – Establish a City/County Housing Office and Housing Director position to coordinate all housing needs.
III.	1.	<i>Carry over to Year IV</i> – Implement a local housing trust fund to finance local affordable housing initiatives.

### Center City

Year	Action Number	Activity
I.	21.	<i>Carry Over From Year I</i> - Gateways should be created for the following locations to define entrances to Greater Downtown. Report – Gateway signage has been installed on Walnut Street. Additional signage for the Downtown will be incorporated into the Wayfinding Plan in 2008. In progress.
I.	26.	<i>Carry Over From Year I</i> - Prepare a Parking Management Plan, Study, or Analysis to address listed issues (to be completed by consultant). Report – The City of Springfield submitted its MODESA Lite application to the State in 2005-2006. It will provide new resources to hire a consultant to assist the City, the CID and the UDA in developing a Parking Management Plan (particularly for the eastern half of the CID). In progress.
II.	94.	<i>Carry Over From Year II</i> – Consider % of construction costs for Art. Report – The UDA and SRAC are working together to promote up to two percent of construction costs for art on all public facilities. In progress.
III.	141.	<i>Carry Over From Year III</i> – Improve the water quality and edge treatment of Jordan Creek. Report – The City of Springfield is working with the CORPS of Engineers on a creek channel realignment study that encompasses the entire Jordan Creek system that will involve “day-lighting of the creek,” channel realignment and floodplain management that will benefit a substantial portion of the city. A segment of this restoration has been completed from Smith Park to Silver Springs Park including a greenway trail connection. Improvements along Jordan Creek are underway with the development of the Universal Paint property and the donation of 16 acres to the City from the BNSF Railroad. The donation of the Tindle Mills property to Drury University also allows for greenway improvements to connect Silver Springs Park with Jordan Valley Park. Ongoing.

**Cultural Plan** (Note: The original *Springfield-Greene County Comprehensive Plan* did not have a Cultural Plan Element. Actions are developed each year.)

Year	Action Number	Activity
I	40	<i>Carry over</i> – We continue to develop an interactive artist directory called the Artist Registry and now have over 40 artists included and continue to add new ones which we use for referrals when there are Calls For Artists. Remove the database with Drury as that is not one of our projects at this time.
I	48	<i>Carry over</i> – Develop Artists’ Cooperative Gallery space - We have established our Storefront Studios spaces where artists are able to exhibit their work at the studio space although it is not a retail space. Regarding Retail Space at the Creamery, we will look into this when the building renovations are complete. Still awaiting word from the City Attorney regarding this.
I	53	<i>Carry over</i> – Audience Development is an on-going effort and we will do more of this once the building is completed.
III		<i>NEW</i> We have hired a graphic artist to design a complement of brochures that will brand the Arts Council and these include a membership campaign kit, which Public Relations students at MSU are putting together. Brochures for our various events and activities, a new annual calendar of events throughout the area which Parks Board helped fund.

**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
1	1c 1d	Our public schools and the broader community should work collaboratively to maximize academic resources for students -Increase business partners for individual schools <i>Current Implementation: New partners continued to be added in the revised PIE program.</i> -Broaden the communication channels between all key stakeholders in our community <i>Current Implementation: New district strategic plan SP5 is focus of communication plan.</i>
1	2	Maintain a strategic long-range plan, including yearly status reports, to measure outcomes and chart progress toward goals <i>Current implementation: New district strategic plan SP5 is now in place for future planning.</i>
1	4	Continue improving student academic achievement to MSIP desirable standards including: -Continue lowering the dropout rate to at least the state average

	4b	<p><i>Current implementation: New strategies identified in SP5 strategic plan.</i></p> <p>-Add curriculum to retain kids not college bound</p> <p><i>Current implementation: The SPS curriculum review cycle provides for on-going revision of the district curriculum, including course additions and deletions. The diverse needs of all students are considered when Curriculum Development Councils formulate recommendations for BOE approval. Our most recent recommended mathematics adoption resulting in the selection of a standards based approach clearly demonstrates intentional efforts to provide a full and rich curriculum for all students.</i></p>
		<p>Minimize urban flight to outlying districts</p> <p>-Conduct a demographic study to document population trends and project changes over the next 5-10 years. Use these results to maximize use of existing and future facilities</p> <p><i>Current Implementation: Completed as part of SP5 strategic plan</i></p> <p>-Improve facilities</p> <p><i>Current Implementation: Plan to improve middle schools and complete air-conditioning by 2012.</i></p>
1	6 6a 6b	<p>Create choices for families within the public school district by providing unique programs at individual schools</p> <p><i>Current Implementation: Created new SPS Choice program as part of SP5 strategic plan. 25% of students will have choice available in next 10 years.</i></p> <p>-Promote Central High School’s Middle Years Scholars Program and International Baccalaureate program</p> <p><i>Current Implementation: Continued promotion as part of SPS Choice campaign.</i></p>
		FUNDING
1	40	<p>Maintain competitive teacher/staff compensation to assure quality teachers</p> <p><i>Current Implementation: 4.5% increase given to teacher ins 2007. SP5 goal is to be regional leader in total compensation package on annual basis.</i></p>
2	26	<p>Create a marketing plan for Springfield’s public schools with non-tax dollars.</p> <p><i>Current Implementation: Completed with SP5 campaign funding by private donors to the SPS Foundation.</i></p>
2	32	<p>Establish connections with community programs/groups that serve senior citizens. Completed and ongoing</p>

**Regional** (Note: There were no Regional actions for Year IV in the 2004 Strategic Plan. No changes were submitted).

## Growth Management

Year	Action Number	Activity
New In Year Two		<i>Carry Over From Year II – Update the <u>Growth Management – Land Use Element</u> of the <u>Springfield / Greene County Comprehensive Plan Report</u> - The update to the <u>Growth Management/Land Use Element</u> of the <u>Springfield / Greene County Comprehensive Plan</u> was delayed from year one. Work on the concept for Metro 21 (a new approach to growth management and land use planning was discussed and will serve as the basis for the <u>Growth Management/Land Use Element</u> during Year IV. That update will take a more regional approach and, in addition to the existing topics, will address environmental and energy issues</i>
New in Yr IV		<i>New - Greene County will adopt a countywide comprehensive plan.</i>
New In Year Two		<i>Delete - In year two there was discussion of updating the <u>Parks, Open Space, and Greenways Element</u> of the <u>Springfield / Greene County Comprehensive Plan</u>. Because actions were clearly laid out previous to the Park Tax vote in August 2006 it was decided that there was no need for an update of the Parks Plan</i>

## Transportation (Note – No changes were submitted)

Year	Action Number	Activity

## Water Quality (Note – No changes were submitted)

Year	Action Number	Activity

*FIVE-YEAR STRATEGIC PLAN*

*Adopted 2004*

*SUMMARY OF ACTIONS*

***FIVE-YEAR STRATEGIC PLAN  
ACTIONS BY YEAR AND BY PLANNING GROUP  
Adopted 2004***

		<b><u>YEAR ONE</u></b>
		<b><i>AFFORDABLE HOUSING</i></b>
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.
		<b><i>CENTER CITY</i></b>
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 & MISSOURI STATE UNIVERSITY
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 &amp; Responsibilities Civility and Recovery: Reconciling Compatible Interests in the Commercial Street Area</i> 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, MISSOURI STATE UNIVERSITY, 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.
		<b><i>CULTURAL DEVELOPMENT</i></b>

		<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
		<b><i>GROWTH MANAGEMENT – LAND USE</i></b>
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.

		<b><i>PUBLIC EDUCATION</i></b>
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.
		<b><i>REGIONAL</i></b>
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.
		<b><i>TRANSPORTATION</i></b>
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.
		<b><i>WATER QUALITY</i></b>
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.
		<b><u>YEAR TWO</u></b>
		<b><i>AFFORDABLE HOUSING</i></b>
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.
		<b><i>CENTER CITY</i></b>
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.
		<b><i>CULTURAL DEVELOPMENT</i></b> <i>(no actions provided for the second year of the five-year strategic plan)</i>
		<b><i>GROWTH MANAGEMENT – LAND USE</i></b>
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
		<b><i>PUBLIC EDUCATION</i></b> <i>(no actions provided for the second year of the five-year strategic plan)</i>
		<b><i>REGIONAL</i></b>
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.
		<b><i>TRANSPORTATION</i></b>
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.	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. MISSOURI STATE UNIVERSITY 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. MISSOURI STATE UNIVERSITY should also maintain and publicize their customer information services and should conduct frequent safety sensitivity training sessions for bus operators.
II.	114.	MISSOURI STATE UNIVERSITY 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 MISSOURI STATE UNIVERSITY 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 MISSOURI STATE UNIVERSITY Transit in order to provide continuous service between the MISSOURI STATE UNIVERSITY 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 MISSOURI STATE UNIVERSITY 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.

		<b><i>WATER QUALITY</i></b>
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.
		<b><u><i>YEAR THREE</i></u></b>
		<b><i>AFFORDABLE HOUSING</i></b>
III.	139.	Implement a local housing trust fund to finance local affordable housing initiatives.
		<b><i>CENTER CITY</i></b>
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, MISSOURI STATE UNIVERSITY, and City, and City Utilities to extend the streetscape design concept (new sidewalks, period streetlights, banners, benches, etc.) from Hammons Parkway to Jefferson Avenue.
		<b><i>CULTURAL DEVELOPMENT</i></b> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<b><i>GROWTH MANAGEMENT – LAND USE</i></b>
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.

		<b>PUBLIC EDUCATION</b> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<b>REGIONAL</b> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<b>TRANSPORTATION</b>
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, MISSOURI STATE UNIVERSITY 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 Missouri State University’s Master Plan.
III.	153.	The Cit of Springfield, City Utilities, MISSOURI STATE UNIVERSITY, 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.
		<b><i>WATER QUALITY</i></b>
III.	167.	Offer the opportunity to fund the program to the voters.

III.	168.	Draft and adopt standards for re-development.
		<b><u>YEAR FOUR</u></b>
		<b><i>AFFORDABLE HOUSING</i></b>
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.
		<b><i>CENTER CITY</i></b>
IV.	171.	Retain and expand office uses and look at ‘office park’ marketing concept in relation to Jordan Valley Park.
		<b><i>CULTURAL DEVELOPMENT</i></b> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<b><i>GROWTH MANAGEMENT – LAND USE</i></b>
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.
		<b><i>PUBLIC EDUCATION</i></b>
IV.	174.	Create school choice options within the public school district by providing programs and schools that offer unique learning environments and opportunities.
		<b><i>REGIONAL</i></b> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<b><i>TRANSPORTATION</i></b>
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.	Missouri State 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 MISSOURI STATE UNIVERSITY 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 MISSOURI STATE UNIVERSITY 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.
		<b><i>WATER QUALITY</i></b>
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.
		<b><u>YEAR FIVE</u></b>
		<b><i>AFFORDABLE HOUSING</i></b>
V.	190.	Give true incentives to owners and landlords to maintain properties while keeping the properties affordable.
		<b><i>CENTER CITY</i></b>
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.
		<b><i>CULTURAL DEVELOPMENT</i></b> <i>(no actions provided for the fifth year of the five-year strategic plan)</i>
		<b><i>GROWTH MANAGEMENT – LAND USE</i></b>
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.
		<b><i>PUBLIC EDUCATION</i></b>
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.
		<b>REGIONAL</b> <i>(no actions provided for the fifth year of the five-year strategic plan)</i>
		<b>TRANSPORTATION</b>
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.