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INTRODUCTION

IDEA Commons is a sub-district identified in the Jordan Valley Concept Plan that comprises approximately 88 acres within Springfield’s Center City bounded by Chestnut Expressway to the north, Mill Street and Water Street to the south, Campbell Avenue to the west, and the BNSF railroad and the North Fork of Jordan Creek to the east (Figures 1 and 2). It is also an initiative spearheaded by Missouri State University with the support of the City of Springfield and the Springfield Building Development Corporation (SBDC) to redevelop a portion of Center City into a new type of urban research park that will be blended with residential, retail, and entertainment facilities, and supported by various university programs. The initiative originated from the Jordan Valley Innovation Center (JVIC), which focused primarily on establishing a traditional urban research park in an urban setting, with a specialization in nanotechnology. The JVIC Activity Center Plan was adopted in 2006 to help coordinate future planning and development within this area. However, with the implementation of IDEA Commons, this plan now needs to be updated.

This report provides background information on recent planning and development activities and existing conditions within IDEA Commons, as well as development issues and challenges to be considered while developing the IDEA Commons Plan.

Figure 1, IDEA Commons and the Jordan Valley Concept Plan
Figure 2, IDEA Commons Location Map
IDEA COMMONS BACKGROUND

The IDEA Commons initiative began in the early 2000’s as the Jordan Valley Innovation Center (JVIC), a Missouri State University initiative to encourage industrial development through the creation of a research center in Springfield, Missouri. The initiative involved the phased redevelopment of the former Missouri Farmers Association (MFA) feed mill into a state-of-the-art research and development facility focusing on nanotechnology. The City of Springfield facilitated the redevelopment using HUD funding to purchase the feed mill in 2003. The property was subsequently sold to Missouri State University for one dollar. Utilizing funds provided by the US Department of Defense, Missouri State commenced redevelopment of the facility in fall, 2005. The first phase of JVIC was completed in spring, 2007 and was named the Roy Blunt Jordan Valley Innovation Center. The facility consists of five separate buildings, which together comprise approximately 75,000 square feet. The capabilities of the center include applied research in nanotechnology, bio-materials, advanced technologies, genomics/proteomics, bio-systems, software engineering and medical material device and instrument technologies.

The impetus for developing the Jordan Valley Innovation Center was the symbiotic relationships that often occur between institutions of higher learning and private firms engaged in high-tech research and development and manufacturing. JVIC enables Missouri State to partner with these firms to provide multi-disciplinary and hands-on instruction and research with advanced technology industrial instruments. As a result, students receive hands-on instruction and develop real world skills that will be marketable to prospective employers. At the same time, partnering firms can utilize the ideas and concepts resulting from the student research to develop commercially-viable products.

In support of this initiative, the City of Springfield commissioned PGAV Urban Consulting to develop an activity center plan to help coordinate future planning and development around JVIC. The plan, which was adopted in 2006, focused planning efforts within a 44 acre area, generally located between North Campbell Avenue and North Benton Avenue, and East Chestnut Expressway and West Mill Street (Figure 3).
In 2008, Missouri State University launched IDEA Commons. This new initiative expanded upon the existing Jordan Valley Innovation Center concept by incorporating a more holistic approach to urban research park development. IDEA Commons is an acronym for Innovation, Design, Entrepreneurship, and Art. The initiative’s goals are to:

- Expand opportunities for business development and commercializing research
- Develop capacity for University partnerships with entrepreneurs
- Focus on domains where expertise exists and synergy can be exploited – namely innovation, design, entrepreneurship, and art.

In addition to these goals, the new vision for IDEA Commons recognizes that Springfield’s colleges and universities have the ability to supply a highly qualified workforce to both existing and prospective businesses. In order to retain and capitalize on this valuable resource, IDEA Commons must also focus on livability and quality of life factors.
Implementation of IDEA Commons began in 2008, following the renovation of Brick City, Phase One at the northwest corner of West Mill Street and North Boonville Avenue, a portion of which Missouri State currently leases to house several elements of its Art and Design Department. The following year, the University acquired several properties from the City of Springfield and Willowbrook Foods for redevelopment and future expansion (Figure 4). Upcoming projects include:

- Expanding JVIC to spin off more manufacturing and research and development space to accommodate the number of interested tenants;
- Converting the former Willowbrook location at 405 North Jefferson Avenue into the Robert W. Plaster Center for Free Enterprise and Business Development, which will house Missouri State’s Small Business and Technology Development Center, Technology and Construction Management program, and other university- and community-based business support services;
- Transforming the former Springfield Mortuary site at 530 North Boonville Avenue into a laboratory for advanced materials processing in partnership with Crowder College in Neosho; and
- Adding another 30,000 square feet of renovated space to the current 20,000 square feet in Brick City for art and design programs, with the eventual build out to 100,000 square feet.

Figure 4, Missouri State University Projects
IDEA Commons has the potential to encourage new, high-paying employment positions through the facilitation of technology-based advanced research and development and manufacturing while simultaneously contributing to the economic diversity necessary for successful revitalization of Downtown Springfield.
EXISTING CONDITIONS AND REDEVELOPMENT CHALLENGES

Some of the earliest developed property in Springfield is located within IDEA Commons planning area. The south portion of the area (generally south of Mill Street) was part of the original incorporation of the City of Springfield in 1838. By 1855, the entire area inside and adjacent to the area had been annexed by the City of Springfield. According to Sanborn Fire Insurance Maps, the area originally developed throughout the late 19th and earlier 20th centuries. During that time, much of the area was platted, streets were constructed, and utilities were installed. With its location along the northern periphery of the downtown (the original incorporation of Springfield) and along the railroad, the IDEA Commons planning area supported a mix of residential, commercial, and industrial land uses. Initially, most industrial and commercial land uses were located along the south side of the activity center, adjacent to downtown and the railroad; while residential uses were primarily located along the north side. As the City grew, land uses began to intensify and mix. Sanborn Fire Insurance Maps from the early 1900’s through the late 1950’s show a gradual progression of industrial and commercial land uses moving northward and mixing with the residential uses. The maps also show a gradual intensification of these land uses, made evident by a growing proportion of land occupied by structures. Sanborn Fire Insurance Maps from the years 1902, 1933, and 1957 are provided in Appendix C.

Like most American cities during the latter half of the 20th century, development in Springfield shifted away from Center City towards the City’s edge and outlying rural areas. Consequently, the IDEA Commons, and Center City as a whole, experienced a slow decline. Buildings deteriorated as businesses and residents left the area. Infrastructure also deteriorated and became outdated, as more public resources for infrastructure improvements were allocated to support new development located outside of Center City.

Over the past ten years, Center City has seen a renewal. Mirroring national trends, development patterns and market forces have begun to shift in favor of downtowns. Within IDEA Commons, public initiatives such as Jordan Valley Park, the Jordan Valley Community Health Center, the State Crime Lab, and Missouri State’s IDEA Commons have been driving forces behind this renewal, providing the vision and leadership necessary to encourage private investment. As shown in Figure 5, recent redevelopment projects include:

- D.M. Oberman Building (residential/office mixed-use)
- Obelisk Home (retail) and Inspired Commerce Lofts
- Springfield Loft Apartments
- The 511 Project (residential lofts)
- Stoveworks Lofts
- Inveno Health, Inc. (healthcare products manufacturing)
- Mulhollan Furniture Building (residential lofts)

Much of the recent private investment in IDEA Commons has been facilitated by economic development incentive programs, primarily in the form of Historic Preservation Tax Credits and real property tax abatement programs authorized by Chapters 99 and 353, RSMo. Until a critical mass of economic activity and demand is achieved within IDEA Commons, future redevelopment activity will remain dependant on the continued use of economic development incentives.
Inadequate or Aged Infrastructure

Much of the IDEA Commons planning area is encumbered by aged, deteriorated, and inadequate infrastructure. This is primarily because much of the existing infrastructure was installed during the late 19th and early 20th centuries and has not been upgraded to meet current demand. The most prevalent infrastructure deficiencies concern water and streets.

Water

Low water pressure and undersized water lines are commonplace throughout Center City, including IDEA Commons. Although this is not a roadblock, it does present obstacles to redevelopment. The combination of low water pressure and undersized water lines make it difficult to provide the necessary volume and flow to fire sprinklers and other required fire suppression systems. City Utilities of Springfield, the agency that maintains the City’s municipal water supply and distribution system, has made it a priority to replace undersized water lines and improve water pressure, whenever feasible. Because most water lines are located beneath the streets, water lines have been replaced whenever major street maintenance/construction or utility work is performed.
Streets and Sidewalks

Streets and sidewalks play an important role in the function and livability of the City. From a utilitarian standpoint, they simply provide a conduit for people and goods to move from one place to another. However, from a sociological perspective, streets and sidewalks are part of the public realm and contribute to the city’s character, social life, and safety.

With the exception of North Boonville Avenue, most streets within IDEA Commons are not complete streets. In other words, they currently lack features and amenities that are necessary to enable safe, attractive, and comfortable access for all users, including bicyclists and pedestrians, and motor vehicles. Missing features and amenities include, but are not limited to the following:

- Curb and gutter;
- Sidewalks
- Pedestrian crossings;
- Bicycle lanes;
- Street trees/landscaping;
- Street furniture, and;
- Traffic calming measures (i.e. raised crosswalks, bulb-outs, speed tables, etc.).

Additionally, several streets within IDEA Commons are narrow and in need of resurfacing. A photographic inventory of existing street conditions is provided in Appendix B.

Phelps Street is the only east/west street that runs completely through the planning area that intersects with all of the north/south streets. It has the potential to become the primary east-west corridor inside IDEA Commons. However, it is currently in poor condition. As shown in Appendix B, East Phelps Street is narrow and lacks curb and gutter and sidewalks. Several sections are riddled with potholes, tire ruts, and broken or uneven pavement. Railroad tracks also run adjacent to the street between North Boonville Avenue and the eastern IDEA Commons boundary. Track has been abandoned and is no longer maintained between North Boonville Avenue and North Jefferson Avenue. However, the easternmost section between North Jefferson Avenue and the IDEA Commons boundary is currently active. In both cases, the close proximity of the railroad tracks to East Phelps Street makes it difficult to complete much needed street and sidewalk improvements.

East Chestnut Expressway is a four-lane divided highway that carries intra-city traffic between US Highway 65 and US Interstate 44. It comprises the northern boundary of the IDEA Commons planning area and intersects with North Campbell Avenue, North Boonville Avenue, North Benton Avenue, and North Washington Avenue. East Chestnut Expressway is beneficial in the sense that it carries large volumes of traffic along the north side of the planning area, which makes it a highly visible area of the City that is easy to reach by vehicle. At the same time, these characteristics create physical and psychological barriers for pedestrians travelling between IDEA Commons and areas to the north, such as Drury University, Ozarks Technical Community College (OTC), and Government Plaza. There are plans to construct a Greenway trail along the North Fork of Jordan Creek that will cross underneath the East Chestnut Expressway viaduct and connect to the existing trail at Silver Springs Park. When constructed, the new trail will provide an important pedestrian link to Drury University and OTC. However, the trail will not completely solve the problem of crossing East
Chestnut Expressway. The northern boundary of the IDEA Commons planning area along East Chestnut Expressway is approximately ½-mile long. Pedestrians wishing to cross East Chestnut are not likely to travel up to a ½-mile out of their way to use the Greenway trail. Instead, they are more likely attempt to cross at one of the intersections or opt for a different mode of transportation. From the standpoint of practicality, East Chestnut Expressway needs improved pedestrian crossings.

Flood Hazards

The south portion of the IDEA Commons is currently located within a regulated floodplain (Figure 6). Prior to World War II, Jordan Creek flowed across this area and frequently flooded adjacent properties. To help alleviate the flooding, the Works Progress Administration (WPA) constructed an underground conveyance system for the creek that extended from the confluence of the North and South Forks of Jordan Creek near Washington Avenue to Main Avenue. Over the years, as development within the watershed intensified, the flow and volume of storm water began to outstrip the system’s capacity. Consequently the areas adjacent to where the creek flowed once again became susceptible to flooding.
There are significant restrictions on development within this floodplain. In general, ground disturbances and/or building activities are prohibited unless, it can be demonstrated that such activities will not result in a one foot or greater rise in the base flood elevation anywhere else in the City. Depending on the project, achieving no rise in the base flood elevation can be extraordinarily expensive, beyond what the market might be willing to bear. Adding to this problem, redevelopment may also be hindered by limited access to project financing. Because the floodplain is susceptible to flooding, lenders may deem projects in this are too risky and refuse to extend credit unless they carry flood insurance and take certain measures to minimize the risk of property damage.

In 2008, the Federal Emergency Management Agency (FEMA) proposed revisions to the floodplain boundaries, which are expected to become effective early 2011. These proposed boundaries, provided in Figure 7, will encompass approximately twice the area as the current effective floodplain boundaries, thus increasing the number of affected properties.

The anticipated changes in the floodplain boundaries will likely further hamper redevelopment efforts, which underscore the need for mitigating the flood hazard in this area. Fortunately, steps are currently being taken to do that. In 2004, the City of Springfield partnered with the US Army Corps of Engineers (USACE) to conduct a feasibility study of the Jordan Creek watershed for the purposes of flood damage reduction and ecosystem restoration. The study is currently in the review phase and will be completed in...
2012. The study will provide recommendations that will reduce the potential for flooding throughout the Jordan Creek watershed, improve water quality, and restore the natural riparian corridor. Study recommendations will be funded through a 40%-60% cost-sharing agreement between the City and the USACE. It is anticipated the study will also provide opportunities for “day-lighting” sections of the creek that flow through the IDEA Commons planning area.

**Railroad**

BNSF Railways currently owns and operates a series railroad tracks within the IDEA Commons planning area. As shown in Figure 8, the tracks comprise a portion of the East Wye and extend west across the planning area to the BNSF/M&NA (Missouri and Northern Arkansas Railway) Interchange Yard and West Wye. There are currently two rail customers inside IDEA Commons. Combined, they generate only a few train movements per day. However, it is enough activity to block traffic and pose a safety hazard to both vehicles and pedestrians on a daily basis. With the exception of North Benton Avenue (Martin Luther King, Jr. Bridge) and the East Chestnut Expressway viaduct, all of the railroad crossings in the Activity Center are at-grade. The tracks are also located too close to East Phelps Street and West Mill Street (Figures 9 and 10), which makes providing street and sidewalk improvements difficult. Depending on the findings and recommendations that emerge from the USACE feasibility study, the tracks may also impede necessary improvements to Jordan Creek.
The East and West Wyes and the BNSF/M&NA Interchange Yard are part of a larger city-wide rail network that facilitates rail traffic between the Kissick Subdivision (serving the James River Power Plant), the UP (Union Pacific)/M&NA Railroad (serving an industrial park in southwest Springfield), and the North Yard and the BNSF Main Yard located along the main line.
In 2006, the City of Springfield adopted the Railroad Reconfiguration and Grade Separation Study, which provided recommendations for achieving the following goals:

1. Removing tracks within Center City to facilitate continued development of Jordan Valley Park and West Meadows;
2. Improving rail service to existing rail customers, and;
3. Eliminating train versus vehicle and pedestrian exposure along East Chestnut Expressway and Division Street.

The study recommendations, if implemented, will eliminate nearly all existing railroad tracks within IDEA Commons. The map provided in Figure 11 shows the proposed reconfiguration. Removal of the tracks will improve vehicular and pedestrian traffic and safety, facilitate street and sidewalk improvements along East Phelps Street and West Mill Street, and make additional land available for redevelopment. Removal of the tracks may also facilitate implementation of the USACE feasibility study recommendations. Much of the right-of-way will be preserved for improvements to Jordan Creek, public transit (i.e. bus or light rail), and/or other infrastructure-related projects.

**Figure 11. Proposed Railroad Configuration**

Implementation will take many years, requiring significant investment. According to the study, the improvements required for the reconfiguration may cost between $30 million and $40 million and may take seven years or longer to complete, depending on the availability of funds and whether the existing rail customers can be relocated.
Environmental Contamination

IDEA Commons is located within a former industrial area. Several properties have remained vacant and unused due to concerns, both real and perceived, regarding the presence of environmental contamination. This is a major obstacle to redevelopment. Out of fear of being held liable for clean-up of potential contamination, many buyers, lenders, and developers may disregard this area despite its advantages and opportunities, and instead, opt for a location perceived as being less of a risk. There are several resources available to property owners through the City and State Brownfields Programs that can help determine the presence of contamination and assist with cleanup.

Under the City’s program, property owners, non-profits, and government agencies can apply for Phase I and Phase II environmental assessments, funded through grants from the EPA. Also through EPA grant funding, the City can provide low-interest loans to private parties for environmental remediation. The State's Brownfield Redevelopment Program, administered by the Missouri Department of Economic Development (MoDED), offers tax credits to assist with up to 100% of the cost of the remediation of hazardous substances and petroleum and/or demolition, and also offers grants for public infrastructure improvements for up to $1 million.

The City and State Brownfields programs have helped facilitate recent redevelopment efforts inside IDEA Commons. Major redevelopment projects that utilized Brownfields incentives include the Missouri Highway Patrol Crime Lab, the Roy Blunt Jordan Valley Innovation Center, and the Jordan Valley Community Health Center. The Brownfields incentives have also assisted Missouri State University with its environmental due diligence on the properties it recently acquired from the City of Springfield and Willowbrook Foods. The City and State Brownfields programs will continue to play a critical role in the redevelopment of the IDEA Commons.

Land Use Regulations

The City of Springfield utilizes a conventional zoning ordinance to regulate the location and intensity of land uses. In general, this type of zoning ordinance segregates the types and intensities of land uses based on their compatibility with neighboring land uses. Conventional zoning has been enforced by the City of Springfield for over 60 years.

IDEA Commons is predominately zoned CC, Center City, and HM, Heavy Manufacturing zoning districts (Figure 12). The CC district is intended to support mixed-use development within Springfield’s urban core. It allows a broad variety of land uses, imposes minimal bulk regulations and does not require off-street parking. The HM district is intended to accommodate heavy industrial uses and other uses not otherwise provided for in other industrial districts. Unlike the CC district, the Heavy Manufacturing district prohibits nearly all residential land uses as well as most commercial land uses. It also imposes bulk regulations and off-street parking requirements. Other zoning districts currently present inside the Activity Center are the GI, Government and Institutional, district, which encompasses the Municipal Court Building and a portion of the Jordan Valley Community Health Center at the intersection of East Chestnut Expressway and North Benton Avenue, and the GM, General Manufacturing, district, which encompasses a vacant tract at the southeast corner of North Campbell Avenue and West Tampa Street.
The CC district is the most conducive City zoning district for the higher-intensity, mixed-use redevelopment that should be encouraged in the IDEA Commons. However, the types and intensity of uses are not the only concern. The design of private development, public spaces and the relationship between the two are not addressed in the CC district, or any other City zoning district. Certain design elements are critical to establish an identity for the area, promote active streets and transportation choice, ensure safety and encourage economic vitality.

Staff is in the process of developing a form-based code zoning district to address the deficiencies in the Zoning Ordinance. The proposed form-based code will be an overlay zoning district that will provide property owners the option of either developing pursuant to the requirements of the underlying zoning district (which is, for the most part, either the CC district or the HM district) or in accordance with the form-based code. The form-based code will offer few restrictions with regard to the type and intensity of land uses, but it will impose specific design standards to new development. The design standards will address items such as: building height, location of buildings and uses on sites, building materials and the relationship of buildings to public spaces. The form-based code zoning district, as applied to the IDEA Commons, will be unique because it will be written to achieve the specific goals of the IDEA Commons Plan.
IDEA Commons contains several examples of good design that have been utilized in redevelopment projects (Figure 13). Although each project is unique, they share common attributes that can be integrated into the design standards.

**Figure 13, Architectural Examples**

**Roy Blunt Jordan Valley Innovation Center**
524 N Boonville Ave  
Former MFA Mill

**Missouri State Crime Lab**
425 E Phelps St  
South side of rehabilitated L.E. Cox Building

**Stoveworks Lofts**
505 N Jefferson Avenue

**Jordan Valley Community Health Center**
440 E Tampa St  
North side of the rehabilitated L.E. Cox Building
Figure 12, Architectural Examples (continued)

D.M. Oberman Building  
600 N Boonville Ave  
Residential/Office Mixed-Use

Obelisk Home  
214 W Phelps St  
Retail/Office/Residential Mixed-Use

Founders’ Park Lofts  
331 E Water St  
Mulhollan Furniture Building

Missouri State Art & Design Department  
215 W Mill St  
Part of the Brick City redevelopment project
APPENDIX A

ACTIVITY CENTERS
Activity Center Planning

The Growth Management and Land Use element of the 2001 Springfield-Greene County Comprehensive Plan (herein referred to as the Comprehensive Plan) introduced the Activity Centers concept. Activity Centers are areas within the City that either currently are or will become locations of significant business and high-density housing development. The concept was introduced in the Plan as a method to encourage concentrated development in targeted locations so as to optimize transportation investments, citizen convenience, investor confidence, a compact growth pattern, and a sense of urban excitement.

Activity centers are classified according to their stage of desired evolution in response to existing and estimated future development activity as follows:

- **Major activity centers** are those that already have a “critical mass” of employment, business, and housing that serve the entire region, namely Center City and the Battlefield-Glenstone-James River Freeway (B-G-JRF) area.

- **Community Activity Centers** are those that have established business or residential bases but are of lesser size or importance than the two Major Activity Centers.

- **Emerging Activity Centers** are, as the name implies, just beginning to show promise as commercial-residential-civic hubs.

- **Potential Activity Centers** are those that have not yet developed but, because of their location, they have potential as a future activity center.

In 2006, the City of Springfield commissioned PGAV Urban Consulting to evaluate nine (9) targeted activity centers, including the Jordan Valley Innovation Center (JVIC) Activity Center, and develop the 2006 Springfield Activity Center Plan. Due to its unique characteristics, a separate plan was developed for the JVIC Activity Center.

The JVIC Activity Center Plan accomplished the following objectives, which laid the groundwork for the development of an urban research park in Center City, focused primarily on nanotechnology.

- Establish the direction for future planning and development;
- Provide general concepts for land use, building, and site design, in response to current and projected future growth and development trends;
- Analyze market capacity to support existing and future development, and;
- Recommend potential incentives or regulations to facilitate public and private investment.

In 2008, Missouri State University introduced IDEA Commons. It is an acronym for Innovation, Design, Entrepreneurship, and Art, which represents the Universities new vision for the portion of Center City surrounding JVIC. In support of this new initiative, the City of Springfield is developing the IDEA Commons Plan to replace the JVIC Activity Center Plan.
APPENDIX B

EXISTING STREET AND SIDEWALK CONDITIONS
1. E Phelps St, looking east from E Phelps St/N Washington Ave

2. Intersection of N Washington St & E Phelps St, looking south

Street is lacking sidewalks and curb and gutter; RR tracks are located on the street; Uneven pavement
3. E Phelps St, looking west from E Phelps St/N Washington Ave
   Street is too narrow; lacks sidewalks, curb and gutter;
   RR tracks make it difficult to make street improvements

4. N Washington Ave, looking north from E Phelps St/N Washington Ave
   Lacks sidewalks and curb and gutter

5. N Jones Ave, looking north from E Phelps St/N Jones Ave

6. E Phelps St, looking east from N Jefferson Ave/E Phelps St
   Lacks sidewalks, curb and gutter
7. N Jefferson Ave, looking south from N Jefferson Ave/E Phelps St
   Sidewalk is in poor condition, visually unappealing

8. E Phelps St, looking west from N Jefferson Ave/E Phelps St
   Could use additional sidewalks, curb and gutter, pedestrian scale lighting

9. E Phelps St, looking west near N Robberson Ave/E Phelps St
   Inactive RR tracks are an eyesore; street lacks sidewalks, curb and gutter

10. N Robberson Ave, looking north from E Phelps St/North Robberson Ave
    Lacks sidewalks
11. N Boonville Ave, looking north from E Phelps St/N Boonville Ave

A Complete Street; has features and amenities that accommodate vehicles, pedestrians, bicyclists and public transit (i.e. sidewalks, landscaping, bicycle lanes, pedestrian-scale lighting, crosswalks); streetscape is visually pleasing.

12. N Boonville Ave, looking south from E Phelps St/N Boonville Ave

13. E Tampa St, looking east from N Boonville Ave/E Tampa St
Street is too narrow; lacks sidewalks, curb and gutter, street trees, and lighting.

14. W Tampa St, looking west from N Boonville Ave/W Tampa St
Looks sterile; street trees could improve appearance.
15. E Chestnut St, looking east from N Boonville Ave/E Chestnut St
Street is in overall poor condition; has rough and uneven pavement; sidewalks are too narrow

16. E Chestnut St, looking east near N Robberson Ave/E Chestnut St

17. N Robberson Ave, looking south from E Chestnut St/N Robberson Ave
Street is too narrow; needs wider sidewalks, landscaping

18. N Robberson Ave, looking southeast from E Tampa St/N Robberson Ave
19. E Tampa St, looking east from N Robberson Ave/E Tampa St
   Too narrow, lacks several features and amenities.

20. N Jefferson Ave, looking south from E Tampa St/N Jefferson Ave
   Sidewalk is in poor condition

21. E Water St, looking west from near N Jefferson Ave/E Water St
   Street is in generally good condition; has several features of a Complete Street

22. W Mill St, looking east near N Campbell Ave/W Mill St
   RR track is a tripping hazard; street surface is rough
23. N Campbell Ave, looking south from W Phelps St/N Campbell Ave

24. W Phelps St, looking east from N Campbell Ave/W Phelps St
Sidewalks have been installed on the east side of the block.

25. E Tampa St, looking east from N Benton Ave/ E Tampa St
Street trees would improve appearance

26. N Jones Ave, looking north from East Tampa St/N Jones Ave
27. E Tampa St, looking east from N Washington Ave/E Tampa St

28. Intersection of E Chestnut Ave/N Jefferson Ave, from the west
APPENDIX C

SANBORN FIRE INSURANCE MAPS

YEARS 1902, 1933, & 1957
1902
Year - 1902
Year - 1902
Year - 1902
1933
Year - 1933
Year - 1933
1957
Year - 1957