

VISION 20/20 STRATEGIC PLAN

YEAR END REPORT

YEAR TWO

October 31, 2006

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 TWO
ACCOMPLISHMENTS*

YEAR TWO – ACTIONS COMPLETED

Affordable Housing

Year	Action Number	Activity
II.	89.	UMB and Great Southern banks have introduced new loan products to assist in the rehab of housing stock.
II.	90.	A Continuum of Care committee has been in existence for a number of years. This continuum provides an informal network of service providers and housing providers related to homeless services. The continuum is considering their role of moving people up the ladder of housing opportunity.
II.	91.	The Housing Collaborative has established a committee that is working on an Annual Affordable Housing Status Report to the Community.
III.	139.	Implement a local housing trust fund to finance local affordable housing initiatives.
ONGOING ACTIONS		
OG	4.	UNA received a grant of \$12,500 to administer an EAH program for local businesses.
OG	5.	UNA and the Springfield Police Department conducted a landlord training program on March 25, 2006. Fifty-six property owners representing over 2,250 units attended the training.
OTHER STRATEGIES		
OS	2.	The Executive Director of UNA recently became certified in homebuyer education through NeighborWorks America.
OS	4.	The first annual Housing Conference was held on June 9, 2006.
OS	14.	The City of Springfield has funded over \$130,000 of down payment assistance for homeownership through the ADDI (American Dream Down payment Initiative).
OS	16.	The National “Don’t Borrow Trouble” campaign has been adopted for use in Springfield. This is an educational campaign to combat predatory lending practices. A housing resource listing has been added to the City Utilities Transit website.

Center City

Year	Action Number	Activity
II.	92.	The UDA and SRAC are working together to explore designating the areas with Center City zoning as Arts Districts to reflect the current concentration of many of the community's galleries, live theatres, and public art in those historic business districts. Designating these areas as arts districts should also help with the goal of establishing the requirement for a percentage of public building construction costs be allocated to public art.
II.	93.	The Hospitality Resource Panel is coordinating programs to promote downtown MSU shuttle service, DU program with Yellow Cab, taxi stand and Bear TRACS program with MSU students.
II.	95.	The downtown property owners renewed the CID through December 31, 2016. A sales tax election for the registered voters in the district will be held this December.
II.	96.	The UDA used its new annual Progress Report and the new Business Opportunity Package to promote its loan programs and available properties. It also works with the membership organizations in each of its historic business districts to encourage property owners to improve their properties.
II.	97.	The UDA will host public information forums in September. City staff will provide pros and cons for each alternative. It is hoped that a final consensus on the one-way or two-way decision will be presented to the City Council in October.
II.	99.	The bulk of the redevelopment projects identified on south side of Walnut Street east of Kimbrough were completed with the renovation of four apartment buildings in 2005-2006.
II.	100.	David Eslick is currently updating the Historic house Walking Tour booklet for the Historic Walnut Street Association. Estimated completion – November 2006.
II.	102.	Current and planned streetscape projects, expanded events, new banner programs, and key completed redevelopment projects are expanding the linkage from Campbell Avenue to National Avenue, and forging linkages to Jordan Valley Park, Downtown, and Commercial Street.
I.	4.	Renovation of the Gillioz Theater scheduled to be completed by November 2006.
I.	11.	The Downtown Springfield Association is planning to expand its membership to include residents. It is felt that this is a more desirable alternative than starting another Center City organization. The Urban Neighborhoods Alliance is available to assist DSA with residential issues and programs.
I.	12.	The redevelopment of four apartment buildings on Walnut between Hammons Parkway and Kimbrough has dramatically improved the east-west pedestrian connection between MSU and Downtown. Upcoming streetscape improvements between Kimbrough and Jefferson will also enhance that east-west connection. The Wilhoit Plaza project has improved

		the southeast corner of Downtown and the northwest corner of campus. Meetings will be held this fall with the City, MSU, UDA, and HWSA to reinforce the pedestrian connection between the new JQH Arena and Downtown.
I.	14.	City Utilities is currently finalizing the relocation of the Transit Transfer Facility.
I.	15.	The Responsible Hospitality Institute assisted the City and the Urban Districts Alliance in the creation of the Hospitality Resource Panel. Monthly meetings of a 25-member group, representing the four stakeholder groups, have been held since December 2005. A brief list of accomplishments for the group include developing Hospitality Best Practices, securing a \$20,000 gift for supplemental police foot patrols, visiting Memphis entertainment district with four police officers, drafting a Good Neighbor Handbook, submitting Underage Patron and Drink Special ordinances to City Council.
I.	24.	Parking signage, consistent with the Wayfinding Concept, has been incorporated as part of the parking strategy. This includes new signage installed in Downtown and Commercial Street in 2005-2006.
I.	25.	A \$175,000 investment in the Davis Parking Garage brought 350 spaces back into circulation (especially for Downtown residents). Two temporary surface lots were added in 2006 (Campbell/Water and College/Main). The CID will host a Residential, Employee, and Student Parking Forum on August 29. Construction on the College Station and Heer's parking decks will provide approximately 1,000 spaces. Planning for a third new deck at Boonville and Olive is under review. MODESA Lite offers another funding source to assist with parking planning and expansion.
I.	28.	Robberson Alley and Patton Avenue were both significantly improved in 2005-2006. New lighting and resurfacing Patton between McDaniel and Walnut with brick pavers have helped make the district much more distinctive and pedestrian-friendly.
I.	30.	The Responsible Hospitality Institute assisted the City and the Urban Districts Alliance in the creation of the Hospitality Resource Panel in the fall of 2005. Monthly meetings of a 25-member group, representing the four stakeholder groups, have been held since December 2005. A brief list of accomplishments for the group include developing Hospitality Best Practices, securing a \$20,000 gift for supplemental police foot patrols, visiting Memphis entertainment district with four police officers, drafting a Good Neighbor Handbook, submitting Underage Patron and Drink Special ordinances to City Council.
I.	35.	The District has been expanded west to Kimbrough in its planning, complete with new gateway signage at the southeast corner of Kimbrough and Walnut and by moving Artsfest to the western edge of the University Plaza parking lot.

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.	39	Continued to track arts and cultural opportunities for the community. Contributed to Community Focus with a two-page arts section. Coordinated placement of board openings in the arts through Leadership Springfield and local publications. In development of a website section for Board applications and listings of opportunities for involvement. Began email directory of such opportunities. All processes in place – considered
II.	41	Have built an artist residency into plans for the ARTery, a new building that may be leased from Drury University. A re-zoning is pending with lease to follow if terms can be worked out. Sister Cities has on its agenda for fall trips to both Mexico and Japan to discuss an artist exchange. The Claymobile is up and running with a schedule of programs. Residency program is still in development.
II.	45	Marketing is on-going; a full marketing plan has been referred to the Marketing Committee under the direction of a new director.
II.	46	With the agreement with the Springfield Symphony for \$125,000 for infill and funding for classrooms, an arts library and an incubator office available through collaborative grants, the building is substantially complete. All basic code work is done, and the remaining infill is under agreement with construction to be bid this fall through the City. That construction will include the tuck pointing. The building includes offices for Opera and Ballet, dance studios, costume shop, a board room, and set fabrication studio.
II.	50	The Education program has taken off exponentially. “ARTivities” programs are available for all ages. We participated with the Zoo in Art Gone Wild, with great success. The after school, PIE and PYP programs are established. We have created the Character Education coloring book. Vincent Van GOAT is so popular we are considering a second GOAT. The summer workshops continue. The website is under a major update in partnership with It’s All Downtown and the Jordan Valley Marketing Council, with new calendar and ecommerce functions being added. The relaunch is planned for October. The newsletter and annual report are consistently produced. This is considered
II.	NEW	Have implemented a \$1.4M federal appropriation and various grants. The budget is spread over five years.
II.	NEW	The newsletter has found a consistent design; the public art brochure is complete.
II.	NEW	Developed a strategy for leasing rooms; rental rates.
II.	NEW	Provided support for events such as Artsfest, First Night, GOAT, etc. including UDA contract renewal for festivals management

Growth Management & Land Use

Year	Action Number	Activity
II.	103.	The City addressed erosion and sediment control regulations. The City's erosion control ordinance applies to building permits. City Council has directed staff to proceed with a more comprehensive erosion control ordinance. Staff work is nearing completion.
I.	63.	The City and County are meeting to develop similar subdivision regulations to accomplish this goal. Good progress is being made. There will be two updated regulations adopted, one for the City and one for the County. Enabling statutes will hamper the development of a single regulation for both entities.
I.	65.	The Rural Growth Management Plan is currently being revised after receiving input from around the county, the Planning Board and the County Commission. The Plan should be adopted later this year.
I.	66.	The Metropolitan Planning Organization (working with the City of Springfield) adopted a new Long Range Transportation Plan and Major Thoroughfare Plan. Representative of the City of Springfield and Greene County serve on the MPO Technical Committee and the Board of Directors.
New YR II		A new concept, Metro 21, is being developed as an update to the Growth Management/Land Use Plan. Metro 21 has been presented to the Management Team and to City Council. The plan update will begin after the Metro 21 concept is finalized.

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
II.	1 1b	Springfield Public Schools and the broader community should work collaboratively to maximize academic resources for students. -Seek community sponsors for specific academic activities. Current Implementation: Corporate sponsorship programs currently being reviewed by Superintendent and Director of Community Development Sponsorships increased for communication and strategic planning documents
II.	4 4a	Continue improving student academic achievement for MSIP desirable standards including: -Reduce class sizes (especially in primary grades and hands-on learning environments). Current Implementation: District added 12 kindergarten teachers for 2005-06 to reduce class size. Committee continues to review and make recommendations for additional needs. An additional 21 teaching positions were added for the 2006-07 school year.
II.	11	Encourage respect and discipline in classrooms through Character Education. Current Implementation: Cooperating with Chamber of Commerce Character Education initiative. Implementation completed district-wide
COMMUNITY		
II.	25	Improve community awareness of students' needs. Current Implementation: As Strategic Initiative, Public Information Office increased the number of "good news" news releases to the media this year and monitored coverage. Goal was at least four stories each month. Monthly "good news" report to all staff encouraged participation. Will continue to develop strategy and incorporate more student need awareness releases over next several years. Strategic plan, including a marketing plan, implemented for 2006-2007 school year.
II.	26	Create a marketing plan for Springfield's public schools with non-tax dollars. Current Implementation: Better Schools for Kids recommended by marketing professionals to utilize District's PIO to achieve. In 2005-06 the Marketing strategy will include informing Realtor groups on how to provide District information to newcomers. Must work with Better Schools for Kids Committee on Broader Plan. Implemented as part of the strategic plan
II.	32	Establish connections with community programs/groups that serve senior citizens. Current Implementation: Plan implemented to increase both senior volunteers and partners in education.

		Senior forum established and implemented. Volunteer program increased total number of participants in all demographic groups. Senior volunteer “school tour” group to be implemented this year.
		FUNDING
II.	42	Mobilize community resources to offset potential program cutbacks. Current Implementation: Partners in Education and Faith-based initiative targeting at individual school needs. Faith-based initiative, partners in education, and volunteer program continue to grow in numbers.

Regional

Year	Action Number	Activity
II.	106.	<p>The following tasks were completed in order to address open space and greenways on a regional scale and to provide linkages throughout the region.</p> <ul style="list-style-type: none"> A. Replacing the bridge that burned over the Little Sac River on the Frisco Highline Greenway. B. Working on South Dry Sac Greenway and Wilson’s Creek Greenway. C. Working on completion of Jordan Creek Greenway between Silver Springs and Smith Parks. D. Completed 70-acre Ozark Greenway Land Trust adjacent to the Wilsons Creek Battlefield E. Frisco Highline Greenway designated a National Recreation Trail by the National Park Service. F. Prepared plans for the Fred May Plaza on South Creek Greenway.
New		<p>The Growth Trends Report was expanded to include all MPO jurisdictions. The report was published in December 2005.</p>

Transportation

Year	Action Number	Activity
II.	108.	OTO (the Metropolitan Planning Organization) has adopted roadway classifications and design standards. Currently underway, Greene County has adopted the OTO Roadway Design Standards. The City of Springfield has established a staff committee to look at Urban Roadway Standards prior to adoption of the standards.
II.	110.	Springfield and Greene County have used tools such as the adopted Major Thoroughfare Plan, subdivision ordinances, and zoning ordinances when making decisions to installed traffic controls that are designed to ensure land use compatibility and the preservation of neighborhood units.
II.	111.	City Utilities continued to perform periodic upgrades of their shop facilities.
II.	112.	A study is currently underway addressing the relocation of City Utilities bus transfer facility. They will study the possibility of re-locating the bus maintenance facility and offices to a Center City location.
II.	115.	The MPO is completing a Transit Development Plan (TDP) for City Utilities. The TDP will 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. The TDP will also include a financial and functional analysis, which will determine how the transit operations of MISSOURI STATE UNIVERSITY and City Utilities could be merged or better coordinated. The TDP will be completed in the Fall of 2006.
II.	118.	Provided metropolitan area bicyclists with maps that outline the bicycle route system. The bicyclists are encouraged to select marked or unmarked routes that incorporate suitable routes, as indicated on the Bicycle Suitability Map.
II.	119.	Bicycles should have been 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. Standards are in place in Springfield, Greene County and with MoDOT are bicycle friendly.
II.	120.	An OTO Bicycle and Pedestrian Committee (made up of Springfield, Greene County, MoDOT, and local bicycle groups) has been formed . The committee will provide an educational program and materials that will promote safe bicycling for all levels of bicyclists.
II.	121.	The City of Springfield, Greene County and MoDOT are working together to create a bicycle plan that includes 17 specific items listed in the plan.
II.	123.	OTO is encouraging 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.	126.	The Mid-Field Terminal design is being completed and will include the Airfield and Access Roads.

II.	127.	The Airport and Greene County are acquiring the right-of-way necessary to develop the access roads to the new Midfield Terminal.
II.	130.	Analyzed requirements for provision of off-street loading spaces in Center City. Determined areas where traffic congestion occurs due to truck deliveries. Worked with neighborhood and merchant groups to determine the most effective method of dealing with the provision of off-street loading spaces.
II.	132.	Included 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.

Water Quality

Year	Action Number	Activity
II.	135.	<p>In August 2004, a Chamber of Commerce Task Force reviewed and endorsed recommendations for water quality included in the Strategic Plan. Recommendations endorsed by the Chamber Board in October 2004.</p> <p>The Water Quality Funding Work Group, a committee of 15 business leaders was formed in December 2004 and met through June 2005 to make recommendations regarding funding the recommendations of the Water Quality Planning Group. The group recommended that the City and County seek a 1/8-cent sales tax to provide roughly half of the estimated funding needed to fund the recommendations of the Water Quality Planning Group and to defer consideration of a stormwater utility for further study.</p> <p>The sales tax was placed on the August 2006 ballot as a part of the Parks Tax renewal and was passed.</p> <p>We plan to hire a consultant to conduct a formal long term funding study beginning in 2007.</p>
II.	136.	<p>Through the assistance of Congressman Blunt, Greene County received a Federal appropriation of \$250,000 in FY2006 to fund 50% of a 3-year groundwater study.</p> <p>In May 2006 Greene County entered into an agreement with the U.S. Geological Survey to begin the first phase of the study.</p> <p>Later this month Greene County will finalize an agreement with the U.S. Army Corps of Engineers to complete the study. The 3-year study will be completed in fall 2008.</p>
II.	137.	<p>The Watershed Institute is now known as the Watershed Center at Valley Water Mill. The Watershed committee has entered into a partnership agreement with the Springfield--Greene County Park Board. The Park Department will operate and maintain the Watershed Center site and house their Outdoor Education program at the Center.</p> <p>This month the Park Board entered a contract with Carson-Mitchell construction to build maintenance and operations building at the Watershed Center site. This will be a LEED certified building with a green roof. The Lakeside Learning Station and Streamside Learning Station have been completed and work is underway on the Spring Learning Station. Work on the Missouri Department of Conservation fishing pier and the trail connection to the South Dry Sac greenway will begin in 2007.</p> <p>The Watershed Committee is currently in the initial phases of a \$3 million capital campaign for the development of the Center. The project has been assisted by over \$ 1million in federal funding obtained through the efforts of Senator Kit Bond.</p>
II.	138.	<p>The City of Springfield has contracted with Wright Water Engineers to develop new design criteria. These will include stream buffering standards. It is Greene County's intention to adopt the same standards. The development of criteria and adoption process will continue throughout 2007.</p>
I.	82.	<p>Tax for an additional 1/8-cent sales tax was passed in August 2006.</p>

I.	84.	<p>As part of it's new one-stop shop, the City of Springfield is developing a new development review process. New requirements have been adopted for preliminary plat reviews and pre development reviews that require additional early-on information related to water resources and meetings with staff earlier in the planning process. So far this has been very helpful and we believe is leading to better developments in regards to storm water management.</p> <p>Greene County will carry over Action I. 84. to Year III.</p>
I.	85.	<p>The City of Springfield has contracted with Wright Water Engineers to develop new design criteria. . It is Greene County's intention to adopt the same standards</p>
I.	86.	<p>An ordinance to amend the City sinkhole ordinance to include water quality protection policy BMP standards has been drafted but has not been sent to City Council yet.</p>
I.	87.	<p>Report on Watershed Center is discussed under action II. 137. above.</p>

*PROPOSED CHANGES
YEAR III ACTIONS*

CHANGES PROPOSED FOR YEAR THREE

Affordable Housing

Year	Action Number	Activity
II.	88.	<i>Carry Over From Year II</i> – 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)
I.	1.	<i>Carry Over From Year I</i> – Establish a City/County Housing Office and Housing Director position to coordinate all housing needs.

Center City

Year	Action Number	Activity
II.	94.	<i>Carry Over From Year II</i> – Consider % of construction costs for Art. Report – The 2006 UDA Discover Downtown trip to Lawrence focused on retail development, civic parking prioritization, and public art. The UDA and SRAC will be working together over the next year to promote a required percentage of construction costs on all public facilities to go to art. In progress.
II.	98.	<i>Carry Over From Year II</i> – Prepare a Market Study for Walnut Street and then target appropriate shops and restaurants to take advantage of the newly refurbished and enhanced streetscape. Report – The Historic Walnut Street Association participates in the Jordan Valley Marketing Council and it will join CID, JVMC, DSA, and Commercial Club in the complete redesign of the www.itsalldowntown.com website. The need for a market study for Walnut Street will continue to be evaluated. In progress.
II.	101.	<i>Carry Over From Year II</i> – Prepare and follow principles for building architecture and site planning. Report – HWSA plans to prepare the principles for building architecture and site planning. It will then encourage property owners to utilize the principals in their future planning.
I.	7.	<i>Carry Over From Year I</i> – Complete the Marketing Plan for JVP. Report – The Jordan Valley Marketing Council, CID, UDA, DSA, Walnut Street, Commercial Club, and the Springfield Regional Arts Council are working together to completely redesign the www.itsalldowntown.com website to develop a new event calendar, create enhanced business and member databases, and accept online transactions. In progress.
I.	8.	<i>Carry Over From Year I</i> – Implement the Wayfinding Plan. Report – The City and its consultant previewed the Wayfinding Plan in 2006. Funding sources from public and private sources are currently being

		explored. In progress.
I.	10.	Carry Over From Year I - Address parking issues related to continued residential development downtown. Report – A \$175,000 investment in the Davis Parking Garage brought 350 spaces back into circulation (especially for Downtown residents). Two temporary surface lots were added in 2006 (Campbell/Water and College/Main). The CID will host a Residential, Employee, and Student Parking Forum on August 29. Construction on the College Station and Heer’s parking decks will provide an additional 1,000 spaces for Downtown customers, freeing up some existing surface lots for residents. Planning for a third new deck at Boonville and Olive is under review. MODESA Lite offers another funding source to assist with parking planning and expansion. In progress.
I.	21.	Carry Over From Year 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 reviewed with the CID as part of a series of “Greening Downtown” initiatives in 2006-07. In progress.
I.	22.	Carry Over to Year I - Implement the boarded Building/Building Maintenance ordinance to encourage rehabilitation of buildings. Report – The market is encouraging developers to rehabilitate buildings. The “carrot” approach is currently favored over the “stick” of an ordinance.
I.	26.	Carry Over From Year 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.
I.	36.	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. 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. In progress.

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

Year	Action Number	Activity
I.	40	Carry Over From Year I - Develop an interactive artist directory/database <ul style="list-style-type: none"> ▪ Complete database with Drury University Report – Dependent on Drury and student’s schedules – gained additional partners this year and process is on-going.
I.	48	Carry Over From Year I - Develop Artist’s Coop.

		Report – Awaiting a decision from the City Attorney regarding retail at the Creamery.
1	53	<i>Carry Over From Year I</i> - Audience development training purposely delayed for facilities development. Report – This is in development.
1	62	<i>Carry Over From Year I</i> - Development of a Contemporary Art Museum purposely on hold while need and support is determined. Report – <i>No longer a priority, although still part of the Cultural Plan for investigation in the future.</i>
II.	NEW	<i>Carry Over From Year II</i> – Work on National Heritage designation in conjunction with committee, Chamber of Commerce and Springfield-Greene County Library. Designation could provide funding for oral histories, cultural and environmental preservation, etc. This new priority came out of the community leadership trip to Asheville, SC in 2004. The Arts Council’s role has been to facilitate communications and assist in drafting a bill that is currently with Senator Talent’s office to be introduced. Report – Discussions continue with congressional offices. A funding bill was drafted but has not yet been introduced. This is still in progress.
III.	NEW 1	Hire director. Consider ramifications of an employee contract with the Park Board. The new director was suggested as a collaborator, facilitator and cheerleader. Original plan states: Investigate options for a staff position, perhaps in coordination with the Parks Department, the History Museum, the Sister Cities Program, or the Art Museum. Research examples of commissions (locally, the Library and Greenways, and the City of Seattle’s Arts Commission, and Blue Springs, MO).
III.	NEW 2	Continue current programs, such as summer workshops, exhibitions, educational partnerships, website improvements, festivals, workshops, grant writing/reporting, First Friday Art Walk, SRAC meetings, non-profit roundtable, JVP Marketing Council, Chamber Governmental Relations Committee, Character Education committee, Community Focus/Report Card committee, Good Community committee, quarterly Vision 20/20-Cultural Plan reporting, budget preparation, Art Gone Wild, Art Day at the Legislature, etc. Note: The Community Focus/Report Card is done every other year, and 2007 will be a publication year. This could involve significant staff or consultant time.
III.	NEW 3	Develop artist residency program (providing studio space for visiting artists, working with local universities on programs, perhaps partnering with Studios Midwest for a formal program).
III.	NEW 4	Ensure working Board committees. Solicit members of the Boards of other arts organizations to participate.
III.	NEW 5	Complete Symphony infill.
III.	NEW 6	Create audience development training as outlined in the MAC grant application; use up contract with ArtsMarket.
III.	NEW	Brochure development: studio tour weekends, a second coloring book (on

	7	public sculpture or other identified subject), new year of the annual calendar, possible “buy a brick” campaign.
III.	NEW 8	National Heritage Area – continue discussions with Chamber/City group
III.	NEW 9	Artists and/or culinary exchanges through the Sister Cities program.
III.	NEW 10	Develop Marketing Plan to market the Arts Council and area arts activities in a focused, directed manner, with a budget assigned to it. The Board wants to see more awareness and appreciation for programs. The Board suggested that marketing include getting a standard article in one or more local publications about arts, parks and recreation similar to what the Library provides to several local publications. (Marketing plan was in original plan)
III.	NEW 11	Submit annual CFO and Musgrave grants; consider other grant applications; work with MAC on reporting for the 3 year grant and with the Dept. of Education on the Blunt grant reporting and revisions.
III.	NEW 12	Open costume shop and work with CFO on a Spring public exhibition of the completed building.
III.	NEW 13	Adopt the operating policies; complete UDA contract and policies.
III.	NEW 14	Fully implement Claymobile.
III.	NEW 15	Develop Artist Studios – possibly in conjunction with Netter’s Building at the Gillioz. This could include developing leases and guidelines for use/rental.
III.	NEW 16	Arts Council t-shirts and a slogan were suggested, as well as putting the Arts Council name on everything for recognition.
III.	NEW 17	Form a membership services committee or group charged with developing memberships.
III.	NEW 18	Seek funding support for operations by investigating future tax initiative options and beginning education process. The Board discussed various funding mechanisms and options, and suggested a plan be developed to approach the community for a tax initiative. The Board wants a path for operational and capital support, and needs an active governmental relations role. They want to identify 1-2 goals rather than 50. Participation in the ¼ cent and level property tax initiative needs to be pushed for the capital improvements needed, and it was determined this is the time to be talking with the City about being a part of the next phase. There was also discussion about asking for a 3-5 year tax that would be half capital and half endowment, which may require enabling legislation. The MAPS program in Oklahoma City is an example, although it was all capital. There was a suggestion for a check off program for property taxes to volunteer to pay something toward the arts. Again, enabling legislation may be needed. Consider a percentage of new construction costs to be devoted to funding public art. Consider a percent for the arts from tax revenue to fund arts organizations and development. Depending on the City, participate in local tax mechanisms such as the ¼ cent for capital improvements and/or level property tax. (Investigating alternative funding options was part of the 2004

		Cultural Plan)
III.	NEW 19	Corporate support is a priority, even before tax revenue. There was a comment that Board leadership is required, including annual contributions for operations. If taxes are pursued, the Council would need to spell out what it would use the money for and what it has done in the past. Working with TV23 was suggested. Asking businesses to promote arts-related products and events was suggested.
III.	NEW 20	Doing an “Art To Go” program was suggested—a tour of arts that we charge people to go on and tour the City. This could potentially also be tours of other cities.
III.	NEW 21	Business retention visits were suggested, along with asking the Chamber to include our brochures in presentations.
III.	NEW 22	There was discussion about emulating United Way funding – looking at a United Arts Fund. This may require researching other cities and looking at Americans for the Arts’ recommendations – possibly attending that convention. (This was part of the 2004 Cultural Plan)
III.	NEW 23	There was a suggestion to add a voluntary contribution onto downtown restaurant bills for the arts.
III.	NEW 24	Having a youth arts group and focusing more on youth was discussed.
III.	NEW 25	Regional outreach was also suggested for reaching more donors.
III.	NEW 26	There was a suggestion to apply to the Coover grant cycle for a regional coordinator. Other grants considered priority AT&T, St. John’s, Gannett
III.	NEW 27	Form a public art committee within the Board structure (potentially could be assigned to Community Development committee) to encourage artists being brought into development and architectural activities throughout the area. This echoes the original plan that says: Promote utilizing art through the development of policies on public art, encouraging the incorporation of art and quality design into public projects (and into early planning). Coordinate and provide information to private developers about the availability of artists to provide input into the planning and design process.
III.	NEW 28	Encourage more municipal support for the arts, similar to the City/Chamber/CU regional development council, in which the director is funded by the coalition.
III.	NEW 26	Consider designing a collaborative project to strengthen and help the newer groups.
III.	NEW 30	Investigate the development of other festivals for the purpose of promoting a stronger arts identity.
III.	NEW 31	Work with the Convention and Visitors Bureau to poll tourists/visitors.
III.	NEW 32	Work with the Urban Neighborhoods Alliance for identification of neighborhood installations.
III.	NEW 33	Provide alternative arts learning to supplement school programs.
III.	NEW	Complete the interactive database with Drury University.

	34	
III.	NEW 35	Making the Creamery the “Art Beat of the City”
III.	NEW 36	More collaborations with schools, the Library, etc.
III.	NEW 37	Investigate other festivals for policies, ideas, layout.
III.	NEW 38	Revise Creamery Master Plan after Symphony 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
II.	28	<i>Carry Over From Year II</i> - Consider partnering with the Chamber of Commerce to create “Key Communicators” in the broader community.
II.	41	<i>Carry Over From Year II</i> - Educate community about the magnitude of unfunded mandates from state and federal levels.
III. New	25a	Create a Community Report Card about our schools annually. Action Plan: Each site has a report card and a district-wide report is currently being produced. (item completed)
III. New	29	Consider creating an “Ambassador Program” at individual school sites to better inform individual families about the workings of Springfield Public Schools. Action plan: Site Ambassadors program replaced by Superintendent’s monthly parent forum. (item completed)

Growth Management – Land Use

Year	Action Number	Activity
II.	104.	<i>Carry Over From Year II</i> – Use planning to leverage private investments, improve private and public design, heighten development efficiency and cost-effectiveness, and coordinate efforts.
II.	105.	<i>Carry Over From Year II</i> – 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
New In Year Two		<i>Carry Over From Year II</i> – Update the <u>Growth Management – Land Use Element</u> of the <i>Springfield / Greene County Comprehensive Plan Report</i> - The update to the <u>Parks, Open Space, and Greenways Element</u> of the <i>Springfield / Greene County Comprehensive Plan</i> was delayed until after the Park Tax vote was held in August 2006 so that planners would know the

		amount of funding available for park projects. Since that time, Planning and Parks staff have defined a scope for the update and have started meeting to work on the update. This project will be carried over to year three.
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Transportation

Year	Action Number	Activity
II.	109.	<i>Carry Over From Year II</i> – 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.	113.	<i>Carry Over From Year II</i> – 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.	117.	<i>Carry Over From Year II</i> – The MPO should pursue public-private partnerships to generate additional revenue for the transit system.
II.	122.	<i>Carry Over From Year II</i> – 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.	124.	<i>Carry Over From Year II</i> – 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.	<i>Carry Over From Year II</i> – A 5,000 foot paved runway should be constructed at the Airpark South general aviation facility.
II.	128.	<i>Carry Over From Year II</i> – 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.	<i>Carry Over From Year II</i> – Design streets in a manner which truck traffic in residential areas is discouraged.
II.	131.	<i>Carry Over From Year II</i> – 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.	133.	<i>Carry Over From Year II</i> – 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.	<i>Carry Over From Year II</i> – 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.
II.	116.	<i>DELETE</i> - 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..

Water Quality

Year	Action Number	Activity
I.	84.	<i>Carry Over From Year I</i> – City and County revise regulations and policies to require consideration of water quality and quantity early in the planning process for new development. Greene County will carry over Action I. 84. to Year III. Have not had staff time to complete revisions.

FIVE-YEAR STRATEGIC PLAN

Adopted 2004

SUMMARY OF ACTIONS

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

		<u>YEAR ONE</u>
		<i>AFFORDABLE HOUSING</i>
Year	Action Number	Action
I.	1.	Establish a City/County Housing Office and Housing Director Position to coordinate all housing needs. (p. 12)
I.	2.	Conduct a housing condition survey and report similar to those previously undertaken by the City of Springfield.
I	3.	Explore National Safe Haven models for transient housing and identify funding sources.
		<i>CENTER CITY</i>
I.	4.	Complete the renovation of the Gillioz Theater.
I.	5.	Inventory Existing Arts Facilities and Develop an Inventory of Needs
I.	6.	Identify and renovate buildings appropriate for arts groups.
I.	7.	Prepare and Implement a Marketing Plan
I	8.	Implement recommendations from the Wayfinding Plan
I.	9.	Initiate a loft renovation project in a major vacant building.
I.	10.	Address parking issues related to continued residential development downtown.
I.	11.	Form Downtown Neighborhood Association as part of Urban Neighborhoods Alliance
I.	12.	Reinforce the pedestrian connection between Park Central Square & 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 & 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.
		<i>CULTURAL DEVELOPMENT</i>

		<i>(additional years' actions to be developed on a year by year basis by the Board)</i>
I.	39.	Inventory arts and cultural opportunities for the community.
I.	40.	Develop an interactive artist directory/database
I.	41.	Promote artist residency program.
I.	42.	Establish regular communication.
I.	43.	Build membership benefits to encourage a strong SRAC base.
I.	44.	Provide consistent information to SRAC members and the general public.
I.	45.	Develop a marketing plan to increase exposure to the community.
I.	46.	Develop the Creamery Arts Center.
I.	47.	Community-wide facilities inventory - identify space for arts use and reuse.
I.	48.	Develop Artist's Coop – determine appropriate space.
I.	49.	Develop list of brochures needed – complete brochures.
I.	50.	Establish ties to the area school districts.
I.	51.	Establish and boost an arts identity/arts presence for Springfield and the region. Establish regional directory. GOAT tour.
I.	52.	Develop minority participation. Consider grant opportunities, identify publication needs, look for participation in Park Day.
I.	53.	Provide and participate in audience development training and opportunities. Develop packages or family passes.
I.	54.	Develop programs that offer opportunities for children and their families.
I.	55.	Build a strong infrastructure of cultural organizations in the region.
I.	56.	Establish a mentoring program for newer organizations. Work with established organizations to encourage sharing; consider a collaborative project.
I.	57.	Develop brochures and publications in conjunction with CVB. Identify marketing needs. Utilize kiosk and other tools. Consider a joint advertising plan.
I.	58.	Provide ongoing support for events such as Artsfest, First Night, GOAT, etc.
I.	59.	Investigate development of festivals.
I.	60.	Create opportunities for the arts to be part of people's everyday lives.
I.	61.	Work with neighborhood associations to identify locations for public art and art-related activities.
I.	62.	Consider support for development of a Contemporary Art Museum. Work within framework of an Arts & Cultural Commission
		<i>GROWTH MANAGEMENT – LAND USE</i>
I.	63.	Initiate ordinance change to implement a Unified Development Ordinance for the Urban Service Area. This would make all development regulations in the Urban Service Area and City similar.
I.	64.	Reserve a sufficiently wide public right-of-way for any additional arterial road by adopting an 'official map' of the planned road system.
I.	65.	Parks, open space and natural features should be used to protect key natural features such as creeks, create visual focal points, and provide recreation and beauty.
I.	66.	Work to establish the future function and design of every foreseeable road in and around Springfield.

		<i>PUBLIC EDUCATION</i>
I.	67.	Create and implement a public awareness plan for Springfield Public Schools with non-tax dollars that will inform the public of the unique learning opportunities available at Springfield Public Schools as well as create a greater awareness of the quality of education that is currently available for students.
I.	68.	Expand the efforts to offer alternative revenue sources like income tax or sales tax to increase funding and stabilize the revenue stream for Springfield Public Schools.
I.	69.	Continuation of a Vision 20/20 Education Planning Group that will continue to monitor progress of accepted recommendations and provide valuable feedback on critical issues involving education.
I.	70.	Support the creation of a Commission on Children to focus on critical early childhood initiatives and issues.
		<i>REGIONAL</i>
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.
		<i>TRANSPORTATION</i>
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.
		<i>WATER QUALITY</i>
I	80.	Inform and educate community leadership on water issues and needs.
I.	81.	Decide the level and scope of program desired.
I.	82.	Build community understanding and support.
I.	83.	Require water quality BMPs for new developments in all watersheds in the City and County.

I.	84.	Revise regulations and policies to require consideration of water quality and quantity early in the planning process for new developments.
I.	85.	Adapt improved design criteria for water quality BMPs.
I.	86.	Amend City sinkhole ordinance to include water quality protection policy BMP standards.
I.	87.	Continue and enhance existing water quality education and outreach activities.
		<u>YEAR TWO</u>
		<i>AFFORDABLE HOUSING</i>
II.	88.	Investigate the pros and cons and possible incentives to encourage private developers to include low and moderate income units in their market-rate housing developments (single-family and multi-family)
II.	89.	Locally owned and managed banks should develop easy to use loans for investors and rental property owners but not licensed contractors to use for the rehab of aging, substandard housing stock.
II.	90.	Encourage collaboration among social service providers and housing providers to establish a housing continuum.
II.	91.	Provide an Annual Affordable Housing Status Report to the Community.
		<i>CENTER CITY</i>
II.	92.	Establish an Arts District within the zoning Ordinance and Identify appropriate areas to designate as Arts District zoning in the downtown area.
II.	93.	Provide transit service from clubs and restaurants in downtown area to surrounding residential areas especially university related housing areas.
II.	94.	Consider % of construction costs for Art.
II.	95.	Continue and renew Community Improvement District (CID) to provide enhanced level of maintenance of public streets, alleys, sidewalks, signs, landscaping, and parking areas.
II.	96.	UDA should lead the way in organizing private efforts to upgrade the image and appearance of properties.
II.	97.	Make a decision on one-way or two-way for Campbell and Jefferson Avenues. As part of the decision-making process, analyze the cost for changing to two-way streets and analyze the potential benefits of changing to two-way streets.
II.	98.	Prepare a Market Study for Walnut Street and then target appropriate shops and restaurants to take advantage of the newly refurbished and enhanced streetscape.
II.	99.	Consider the use of a Redevelopment Plan for the south side of Walnut Street, east of Kimbrough, to address the deteriorated structures in that area. Consider incorporating incentives, power of eminent domain, etc., as part of the redevelopment plan.
II.	100.	Update the Historic house Walking Tour booklet to encourage Springfieldians and visitors to walk the district and learn and appreciate the historical significance of the buildings.
II.	101.	Prepare and follow principles for building architecture and site planning.

II.	102.	Establish a strong linkage along the corridor, from Campbell Avenue to National Avenue, and fore linkages to Jordan Valley Park, Downtown, and Commercial Street.
		CULTURAL DEVELOPMENT <i>(no actions provided for the second year of the five-year strategic plan)</i>
		GROWTH MANAGEMENT – LAND USE
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
		PUBLIC EDUCATION <i>(no actions provided for the second year of the five-year strategic plan)</i>
		REGIONAL
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.
		TRANSPORTATION
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.

		<i>WATER QUALITY</i>
II.	135.	Conduct a formal funding study for stormwater and non-point source pollution programs.
II.	136.	Conduct study to determine current status of groundwater usage, water table levels, and forecast future trends.
II.	137.	Develop the Watershed Institute.
II.	138.	Adopt stream buffering protection ordinances.
		<u><i>YEAR THREE</i></u>
		<i>AFFORDABLE HOUSING</i>
III.	139.	Implement a local housing trust fund to finance local affordable housing initiatives.
		<i>CENTER CITY</i>
III.	140.	Link Greater Downtown to other parts of the community with bicycle routes and lanes.
III.	141.	Improve the water quality and edge treatment of Jordan Creek.
III.	142.	Prepare and adopt a streetscape improvement plan for downtown.
III.	143.	Look at moving all overhead wiring to the alleyways or underground.
III.	144.	Brick all sidewalks between National Avenue and Hammons Parkway.
III.	145.	Continue the period streetlights, sidewalk repairs, and banners west of Hammons Parkway.
III.	146.	Partner with DSA, 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>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
III.	147.	Encourage in the Activity Centers higher density development, particularly employment, shopping and multi-family housing, served by transit, major roads and bicycle routes.
III.	148.	Target major City and County investments, services, and initiatives within the Urban Service Area, including Center City and the Activity Centers, and within or near the highway ring of I-44, Us 65 and James River Freeway. Invest in needed transportation facilities, utilities or public-private financial partnerships that enable intensified concentrations of jobs and housing at the designated centers.

		<i>PUBLIC EDUCATION</i> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<i>REGIONAL</i> <i>(no actions provided for the third year of the five-year strategic plan)</i>
		<i>TRANSPORTATION</i>
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.
		<i>WATER QUALITY</i>

III.	167.	Offer the opportunity to fund the program to the voters.
III.	168.	Draft and adopt standards for re-development.
		<u>YEAR FOUR</u>
		<i>AFFORDABLE HOUSING</i>
IV.	169.	Coordinate the existing not-for-profit Housing Repair Organizations to provide comprehensive housing repair.
IV.	170.	The community should identify or develop a standard of expectations for both landlords and tenants and publicize them.
		<i>CENTER CITY</i>
IV.	171.	Retain and expand office uses and look at ‘office park’ marketing concept in relation to Jordan Valley Park.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
IV.	172.	Every local residential street should also accommodate walking via sidewalks and connections with other roads. The sidewalk network should connect to the greenway trails and also link to commercial areas, parks, and schools.
IV.	173.	The edges of arterial roads may be planned for any variety of land uses, ranging from single-family housing to shopping centers, as long as the roadway access guidelines are followed. Generally speaking, access efficiency and visibility should tend to guide more intensive land uses to the edge of major roads and land uses that generate less traffic to minor roads.
		<i>PUBLIC EDUCATION</i>
IV.	174.	Create school choice options within the public school district by providing programs and schools that offer unique learning environments and opportunities.
		<i>REGIONAL</i> <i>(no actions provided for the fourth year of the five-year strategic plan)</i>
		<i>TRANSPORTATION</i>
IV.	175.	The City of Springfield and Greene County should work with the Missouri Department of Transportation on the implementation of the recommendations in the Community Physical Image and Character Element of the Comprehensive Plan that addresses entryways to the City and other transportation system

		aesthetic concerns. Plans delineating the gateway area boundaries and Design Guidelines should be developed for these gateways. These guidelines should be distributed for public and private use. Where private landowners are interested in improving entryways, methods for financial assistance or tax incentives should be established by the local jurisdictions.
IV.	176.	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.
		<i>WATER QUALITY</i>
IV.	185.	Expand City & County programs for operation and maintenance for stormwater facilities, as required by state and Federal stormwater permits.
IV.	186.	Develop program for regulating operation and maintenance of septic systems in

		areas not served by public sewers.
IV.	187.	Develop water management plans for all watersheds in Springfield-Greene County. Establish priorities based upon water quality and quantity issues. Ensure that comprehensive plans, zoning ordinances, subdivision regulations and other City and County plans and regulations are consistent with established water management plans.
IV.	188.	Expand the erosion & sediment control program in the City of Springfield and provide resources for plan review and construction site inspection for enforcement of the City's grading ordinance, similar to the County's program.
IV.	189.	Expand the water quality education and outreach program.
		<u>YEAR FIVE</u>
		<i>AFFORDABLE HOUSING</i>
V.	190.	Give true incentives to owners and landlords to maintain properties while keeping the properties affordable.
		<i>CENTER CITY</i>
V.	191.	Develop design criteria and standards for downtown development.
V.	192.	Create an outdoor space for ceremonies and community gatherings that may also serve as an attractive forecourt for a major building or buildings.
		<i>CULTURAL DEVELOPMENT</i> <i>(no actions provided for the fifth year of the five-year strategic plan)</i>
		<i>GROWTH MANAGEMENT – LAND USE</i>
V.	193.	Support the building community as it provides housing to meet the varied needs and demands of area homebuyers. Work cooperatively with the building community in meeting these varied needs and demands to ensure that regulations continue to encourage current housing design concepts as well as traditional and new-traditional housing designs that emphasize streetscape and neighborhood interaction.
V.	194.	Prepare and update forecasts of households and urban land consumption based upon the best available information. For Springfield, aggregate these forecasts by the total Transportation Planning Area and by sub-sector (e.g., southern, eastern, etc.). These forecasts should assume land use practices that support development of skipped-over parcels, redevelopment of obsolete land uses, greater use of underutilized sites, the creation of intensified "Activity Centers," and changes in demographics resulting in somewhat less demand for single-family detached housing and greater demand for attached housing.
		<i>PUBLIC EDUCATION</i>

V.	195.	Continue to place emphasis on academic achievement by reducing or maintaining class sizes at the ‘desirable’ level as recognized in the Missouri School Improvement Plan.
		REGIONAL <i>(no actions provided for the fifth year of the five-year strategic plan)</i>
		TRANSPORTATION
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.