



Strategic Planning for a Brighter Future

For more than 100 years, Springfield has generated jobs and growth for the region. The city has also become rich with interesting and entertaining attractions and lifestyle amenities. Yet, we face many challenges in sustaining the quality of life we've built and making improvements that will benefit the next generation.

Our community, with help from a wide cross section of community and business representatives, drafted a set of strategic goals for the next 20 years.

This collective vision is detailed in *Field Guide 2030*, a 20-year plan designed to establish a route for Springfield's future. The guide contains 13 chapters with four unifying themes that address the most pressing issues in our community at this time. Strategic planning is about setting priorities. There were many options to consider while developing this roadmap. The chapters address issues to improve quality of life in Springfield and set attainable goals for the area – in some cases stretch goals. And a community plan should do just that – make a community stretch.

A comprehensive, draft *Field Guide Action Plan* (containing goals and objectives) is available at fieldguide2030.com

The *Field Guide Action Plan* is intended to serve as a more detailed “menu” within which the community can select objectives that support the major goals listed in this document. It is unlikely the community will be able to afford to implement all of the potential objectives.

Arts, Culture, and Tourism

Major Goals

- Demonstrate and increase the awareness of the economic impact of arts and culture as one of the foundations/building blocks of overall economic and community development.
- Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.
- Develop and sustain arts and culture educational opportunities at the local and regional level.
- Financially sustain the operating and infrastructure needs of area arts and culture organizations.
- Increase opportunities and support for public art and individual artists.
- Use product development and promotion generated through the travel and tourism industry to increase sales tax revenue and other economic benefits.
- Use new and innovative communications to attract and retain engagement in arts and culture.

Early Childhood Development

Major Goals

- Ensure that children, pregnant women, and nursing mothers have easy access to nutritious foods at an affordable cost.
- Support resources for early health screenings and early intervention.
- The City of Springfield and Greene County will establish policy priorities that include issues affecting children's health and welfare.
- Springfield and Greene County leaders will work to assist in making health care (medical, dental, mental) accessible, easy, and affordable to all children, pregnant/post-partum women, and families.
- Reduce child abuse and neglect in Greene County.
- Create a community that provides the opportunity to work for all who have the desire to improve their economic status.
- Establish a community priority for quality, affordable housing for families.
- Make affordable, high-quality pre-school/pre-kindergarten available for all children.
- Provide opportunities for all pre-school/pre-kindergarten programs in the community to become/remain high-quality programs.
- Advocate for continued support for ongoing proven early childhood programs such as Parents as Teachers.
- Educate the community on the importance of affordable high-quality preschool/prekindergarten programs.

Economic Development

Major Goals

- Create a competitive business climate.
- Aggressively use Economic Development Incentives to encourage investment in the community and to encourage job creation and retention.
- Plan for and develop infrastructure needed for sustainable, quality growth.
- Create and nurture a diversified workforce.
- Promote a strong private-sector led entrepreneurial environment.
- Ensure that sufficient, suitable, infrastructure-served land and buildings are available for industrial, warehouse, and distribution facilities.
- Continue the development and revitalization of center city Springfield.
- Broaden the community's voter and leadership base.



Education and Workforce Development

Major Goals

- Ensure early childhood services and programs are connected to the K-12 educational system to better prepare children for school by reducing the at-risk pool within the community, and creating an environment that fosters better preparation for entry into the workforce.
- Champion a comprehensive educational system for all students P-20 plus that assures student readiness for work and further learning and provides access to all adults for lifelong learning opportunities and growth.
- Ensure access for business and workers to the full array of workforce and educational services and support.
- Strengthen partnerships with community, county, state, and federal agencies to meet the workforce and life-long training needs of our service area.



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Global Perspectives and Diversity

Major Goals

- To pass a resolution of intent that emphasizes and promotes inclusion for the City of Springfield and Greene County.
- Create an environment that retains college graduates and young professionals.
- Conduct a community assessment throughout the City of Springfield to identify existing multicultural activities, coordinate, and bring awareness to diverse activities in the community.
- Bring cohesiveness and some additional resources to the many ongoing, but fragmented, efforts aiming to promote the attractiveness and hospitality of Springfield to present and potential residents of different backgrounds.
- Have a major event that promotes diversity in Springfield that attracts Springfieldians and people outside of the community to Springfield.



Growth Management and Land Use

Major Goals

- Promote better collaboration between regional and local governing bodies.
- Increase connectivity and accessibility between and within the City of Springfield, Greene County, and surrounding municipalities.
- Create innovative strategies for revitalization.
- Develop the community in a sustainable manner.
- Protect and preserve our natural resources for future generations.



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Housing

Major Goals

- Establish a Housing and Neighborhoods Office. This office would be comprised of local government, non-profits, public, and private entities acting as a coordinating body for the purpose of identifying unmet housing and neighborhood needs and implementing solutions.
- Promote diversity of housing types in development and redevelopment patterns.
- Initiate and implement meaningful regulation and certification reform.
- Develop and establish a local “Angie’s List” format for voluntary scoring of rental housing, allowing prospective tenants to “review” landlords, and landlords to respond to scoring.
- Expand incentives and means for funding effective efficiency improvements of the area’s housing stock.
- Identify a two-year pilot program to evaluate advantages and disadvantages of rental registration and inspection program. A large number of rental units exist that do not meet safety and habitability standards.
- Pursue and expand assistance programs for residents to obtain and maintain housing that is affordable.
- Encourage consortium and other private models to expand availability of affordable housing.

Natural Environmental

Major Goals

- Establish an administrative position which can guide and coordinate many of the measures mentioned within this Natural Environment Chapter.
- Support local environmental/conservation non-profit organizations.
- Maintain air quality in Springfield and surrounding area in attainment with Environmental Protection Agency (EPA) National Ambient Air Quality Standards (NAAQS).
- Foster local food production so within the next five years 20 percent of all food consumed in Springfield and Greene County will be produced in this region.
- Increase the amount of renewable energy used in Springfield. This goal addresses renewable energy provided from the grid by City Utilities of Springfield (CU), as well as renewable sources distributed within the municipal electric system.
- Significantly increase conservation, energy efficiency, and renewable energy within Springfield-Greene County so future supply, beyond current generation capacity, is met through energy efficiency and renewable energy, not through the use of additional fossil fuels.
- Facilitate local environmental sustainability by transforming Springfield's built environment into one that embraces Green Building, Low Impact Development, and similar development strategies. *continued on back*

Natural Environmental

Major Goals, *cont.*

- Support environmental/conservational education.
- Reduce solid waste and improve recycling within our community.
- Integrate the natural and man-made environments through the use of green infrastructure and a green space system that links the region.
- Foster the utilization of native plants within our community.
- Ensure sustainable use of local groundwater resources.
- Use our public water supplies more efficiently, reduce waste, reduce the use of public drinking water for non-potable uses, and encourage water conservation practices in the community.
- Ensure sustainable, adequate City and County stormwater funding for water quality protection and infrastructure management.
- Renew and replace aging wastewater infrastructure, prepare for community growth, provide higher levels of service, and maintain regulatory compliance. Optimize existing sanitary sewer system capacity by efficiently operating and effectively operating and maintaining sewer collection system and treatment facilities, reduce infiltration and inflow (I&I) into the collection system, and provide a high level of service.
- Maintain or restore the pre-development hydrology of our watersheds and protect our waterways from pollution.
- Foster protection, replacement, and enhancement of Springfield trees.

Proactive City Management

Major Goals

- To attract and retain City employees by providing a competitive, effective, and comprehensive compensation program, which will reduce overall costs to the citizens.
- To improve communication between co-workers and departments through sharing of knowledge and information.
- Create an environment that promotes employee development and growth by providing opportunities for learning and self-development integrated with career planning and mentoring.
- Encourage the health, wellness, and well-being of all City employees through a comprehensive workplace wellness program that prioritizes the City's investment in its employees
- Create a culture of employee and community involvement and connectedness by embracing diversity within the community and the workforce.
- Improve the City's operations through better utilization of technology and process/operations review.
- Improve employee working environment through better management of facilities and vehicles.

Public Health

Major Goals

- Prevent obesity and related chronic disease, particularly among persons of low socioeconomic status by increasing access to healthy foods and supports for physical activity.
- Prevent and reduce the burden of obesity and related chronic diseases through increased physical activity.
- Prevent and reduce the burden of obesity and related chronic diseases through healthy weight management.
- Foster an environment that encourages the process and distribution of locally-grown food and supports sustainable agricultural development initiatives and practices.
- Develop and ensure safe and healthy environments both indoors and outdoors.
- Public health promotion and protection, disease prevention and emergency preparedness: prevent and control disease and illness across the lifespan, and protect the public from infectious, environmental, and bioterrorist hazards.
- Improve the community's health by increasing access to health care services for all populations.
- Strengthen the Health Department's capacity to conduct ongoing assessments, expand core public health services and programs, and serve as a model for prevention.
- Improve the community's health through the prevention, early detection, and management of chronic diseases.
- Establishment of the Public Health and Wellness Advisory Council (or "Prevention, Health Promotion, and Public Health Council") – modeled after the national Council in order to bring prevention and wellness to the forefront of greater Springfield's efforts to improve health.

Public Safety

Major Goals

- Identify and maintain awareness of major threats to local public safety, including technology-based threats and large-scale disasters.
- Strengthen interagency collaboration between local and regional response agencies.
- Educate citizens and promote public awareness on public safety measures and practices.
- Enhance proactive and practices that mitigate crime and adverse effects of public safety threats.
- Strengthen recruitment and retention of well-trained public safety staff to maintain safe and adequate staffing levels.
- Provide optimal facilities and equipment (including technology), and promote effective/efficient use of resources.
- Identify appropriate local, state, federal, and private revenue sources to support missions of local public safety agencies.

Recreation and Leisure

Major Goals

- Incorporate the “Community as a Park” concept with respect to development to ensure building is done in concert with parks, open space and greenways. In doing so, connect people’s living and working environments with the parks and open space system.
- Foster cooperative arrangements with other agencies and organizations to accomplish parks, open space and greenway environmental objectives.
- Adopt policies and ordinances that consider parks and greenways when acquiring land, obtaining easements or making public improvements.
- Preserve, enhance and promote the character of the community’s historic parks so they retain their original appearance and feel. All planning, design, construction, and maintenance should respect the historic character of these very special park sites.
- Work to provide a diversity of recreational programs, events and experiences that are inherently high in quality and high in value. Employ a highly-trained, skilled and dedicated professional staff to best serve the leisure needs of Springfield and Greene County.
- Support early childhood development initiatives and other related community efforts through a variety of affordable activities, including accessible recreation, outdoor initiatives, after-school programs, and non-organized play and social interaction.
- Play a central role in fostering community economic development by offering events that stimulate visitor spending, such as sports tournaments, special events and festivals, arts and cultural programs, historical interpretation, and other eco-tourism opportunities.
- Engage and communicate with elected officials and community leaders regarding the timing of approaching county-wide voters with additional park system improvements, programs, amenities and land acquisition opportunities.
- Utilize the “Recreation and Leisure” Chapter of Field Guide 2030 as a working document based upon park constituent experiences, patron feedback, professional staff recommendations, and applicable community benchmark data.

Transportation

Major Goals

- **Transportation Advocacy and Needs Assessment.** The transportation network should be monitored periodically, providing feedback for the support of the most comprehensive solution for transportation demand, safety, quality of life, economic development, availability of applicable funding, and the maximizing of beneficial returns on transportation investments. Transportation improvements should be based on this assessment and the network's relationship with the surrounding land use.
- **Operations and Maintenance.** The City of Springfield should continue to maintain streets, sidewalks, trails, and the airport, using the most effective strategies to maximize the efficient operation of the existing systems, keeping in mind safety, accessibility, sustainability, and collaboration.
- **Economic Development.** Encouraging economic growth and vitality for Springfield and the region by providing transportation infrastructure and facilities that ensure opportunities for future economic development and promote desired growth.
- **Multi-Modal, Interconnected System.** The City of Springfield should work within the region to develop, implement, and maintain a multi-modal transportation system that supports jobs, housing, education, accessibility, recreation, clean air, water conservation, and sustainability.
- **Quality of Life and Livability.** The City of Springfield should work to improve quality of life and livability by enhancing the effectiveness and aesthetics and improving the connectivity and accessibility of the street, pedestrian, bicycle, and light rail/monorail networks, promoting urban density and efficient development patterns, and increasing the efficiency and convenience of the existing public transit system.