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FORWARD SGF ISSUES & OPPORTUNITIES REPORT

A Summary of Existing Conditions in Springfield, MO



DRAFT
FOR STAFF REVIEW

ACKNOWLEDGEMENTS

Forward SGF Advisory Team

Tom Prater, Chair

David Atkisson

Laurel Bryant

Brad Erwin

Leslie Forrester

Tammy Jahnke

Britton Jobe

Amy Kern Stanfield

Ashley Norgard

Dee Ogilvy

Daniel Ogunyemi

John Oke-Thomas

Paige Oxendine

Danny Perches

Pete Radecki

Tom Rankin

Robin Robeson

Tim Rosenbury

Debbie Shantz Hart

Amanda Stadler

Susie Turner

Becky Volz

Judy Wyrick

City Staff

Mary Lilly Smith, Planning and Development Director

Brendan Griesemer, Assistant Director, Planning and Development

Randall Whitman, Principal Planner

Alana Owen, Senior Planner

Matt Schaefer, Senior Planner

Olivia Hough, Senior Planner

Wanda Young, Graphic Design Assistant

Lisa Gateley, Administrative Assistant

Consultant Team

Prepared by Houseal Lavigne



With assistance from



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INTRODUCTION

During spring 2018, the City of Springfield set out to create a new Comprehensive Plan, **Forward SGF**, a blueprint for the future. The Plan will guide growth and development in the community for the next decades to come, establishing policies that will help City leaders make substantive planning decisions. Ensuring **Forward SGF** is representative of the needs and desires of the community, large-scale community engagement was executed to learn the community's ideas and desires. Based on this feedback, the Plan will further grow Springfield as a safe, attractive, and inclusive place to live and work for all.

Talking Points

Navy blue call outs integrated within the IOR highlight the top issues or concerns identified across all input received during community outreach, including from residents, business stakeholders, and key stakeholders. These community talking points represent areas of focus for the **Forward SGF** Comprehensive Plan as well as future City initiatives. They are supported with facts and maps of Springfield that present existing conditions related to the talking point topic.

Assets

Springfield's assets, including major infrastructure projects, facility upgrades, and developments are highlighted throughout this IOR in green call outs. These assets identify recent or ongoing efforts of the City and the developer community that have or will enhance Springfield's as a place to live, work, and thrive, including its sense of place, character, mobility, and economy.

Past Plans

It is important for the Comprehensive Plan to build on past planning efforts that have helped shape Springfield into the community it is today. This includes various community-wide plans, studies, and reports, as well as plans that are specific to neighborhoods, transportation, or health. These past plans are within the IOR as orange call outs.

What is Forward SGF

Forward SGF will be Springfield's new Comprehensive Plan that creates a long-term vision for the City to implement over the next 20 years. The Plan will help guide positive growth within the community and inform future decision-making regarding planning and development. This includes strategies, policies, and recommendations for future land use, transportation, community facilities, natural resources, and sustainability. **Forward SGF** will be built off past planning efforts, existing policies that remain relevant, and at its core, community input from an extensive outreach process. It will create a cohesive vision that is representative of Springfield's residents, businesses, and community stakeholders, and will establish the critical steps in making that vision come true.

What Topics Will Forward SGF address?

Missouri law requires that any municipality with a planning and zoning commission must adopt a Comprehensive Plan to guide the physical development of the municipality. According to Sections 89.300-89.490 of the 2018 Revised Statutes of Missouri, the plan must illustrate recommendations for land use and development, and may also include recommendations regarding the roadway network and other public ways and spaces, public utilities, and blighted areas.

The statutes also state that the general purpose of the plan, "should be to guide the coordinated development of the municipality, in accordance with existing and future needs, to best promote the general welfare, as well as efficiency and economy in the process of development."

A typical Comprehensive Plan outlines the existing conditions of the City, describes future goals and objectives for development, and includes an action plan on how to achieve these goals and objectives.

While this preliminary list will be refined as the planning process moves forward, it is anticipated that the **Forward SGF** Comprehensive Plan will include sections on:

- Land use and development
- Economic development
- Housing and neighborhoods
- Transportation and mobility
- Community facilities
- Capital improvements and infrastructure
- Natural resources, resiliency, parks, and open space
- Cultural and historic resources
- Public health
- Community character and placemaking

Purpose of the Issues and Opportunities Report (IOR)

This IOR is a report on the existing conditions of the City of Springfield, which identifies critical issues and opportunities that should be addressed by the Comprehensive Plan. The analysis was informed by past planning efforts, demographic trends, community outreach, and extensive research and reconnaissance to establish a complete understanding of Springfield today. The IOR serves as the foundation of **Forward SGF** by highlighting community priorities, potentials, and key issues that need to be improved moving forward.

Located in the Ozarks region in southwest Missouri, Springfield has an estimated 2019 population of 169,609, making it the third largest city in Missouri. It is also the county seat of Greene County. Nicknamed the “Queen City of the Ozarks,” the City is known for its vibrant “big, small-town” feel, with a wide variety of art, historic, and entertainment attractions. Springfield exhibits a balance between urban and suburban, with mixed-use business districts, unique and desirable residential neighborhoods, and suburban development and commercial corridors located outside the City’s core.

The community is highly accessible by a series of major roadways, including Interstate 44, U.S. 160, and U.S. 60, and is home to the Springfield-Branson National Airport, which connects to 13 major continental destinations. The City is also considered the "Birthplace of Route 66," which was founded by the U.S. Highway 66 Association in the late 1930s. It became a popular transcontinental travel route, sprouting numerous businesses before undergoing a decline post-World War II with the development of the interstate system.

Further, Springfield is proudly home of the Double AA Springfield Cardinals, Johnny Morris' Wonders of Wildlife National Museum and Aquarium, and the national headquarters of O'Reilly Automotive and Bass and Prop Shops. As a major regional provider of medical care, and with four universities and five area colleges within city limits, Springfield is both a significant educational and employment center.

The City of Springfield shares boundaries with three municipalities: the cities of Battlefield, Republic (adopted in 2006), and Willard. Other nearby municipalities include Rogersville, Ash Grove, Walnut Grove, and Fair Grove. Per Section 89.144 of the 2018 Revised Statutes of Missouri, any city with a population greater than 25,000 may adopt and enforce regulations governing zoning, planning, subdivisions, and buildings within all or any portion of the unincorporated area extending two miles outward for the city's corporate limits. The city must have a zoning commission and a board of adjustment established, which can have the same powers within the unincorporated areas as they have within city limits when authorized by ordinance.

In 1984, the City of Springfield established the Urban Service Area (USA) with the Board of Public Utilities to set a boundary for the provision urban services. It is intended to promote cost-effective growth that is sensitive to environmental, community, and fiscal resources. Today, the policy is used by Springfield, Greene County, and other municipalities to delineate areas where municipal sewer service will be available to all users upon request (with certain limitations), as well as where transportation improvements will be focused. Areas where transportation improvements are focused are prioritized. Land within the USA is eligible to receive municipal sewer service through 2040.

In 2019, the City of Republic requested a modification to the joint USA. Similarly, the City of Battlefield requested modifying the USA boundary to be able to annex and provide services to the property at the northeast quadrant of State Road FF and Republic Road. The **Forward SGF** planning process will take into consideration these requests as it examines the future growth within the USA.



Planning Process Timeline



Getting Started

The plan is taking off!

Kicking off the planning process through meetings with key City staff, elected and appointed officials, and the Comprehensive Plan Advisory Committee to set the framework of the planning process and review overall direction and policy issues facing Springfield.



Research

Getting to know Springfield's market and demographics!

Analyzing existing market and demographic conditions and trends within Springfield and the larger market area to ensure the Plan's recommendations are grounded in market and economic realities, particularly as it relates to housing and employment. A firm understanding of the existing market and the potential for various types of development throughout Springfield also helps establish the foundation for land use planning and development decision-making.



Vision

What does Springfield want to be like moving forward?

Consists of establishing an overall "vision" for Springfield that can provide focus and direction for subsequent planning activities, serve as the "cornerstone" of the consensus building process, identify a path for growth and investment, and ensure the Plan is responsive to the needs and aspirations of the community.



Subareas

Helping areas that need a closer look!

Consists of working with City staff and Plan Commission to identify key areas in need of more detailed planning efforts to better guide focused investment. These subareas are considered more susceptible to development pressure and are more likely candidates for change, development, and investment. For each, guided considerations, objectives, and priorities will be identified, firmly establishing subarea character and future intent.



Adoption

The plan for Springfield is moving forward!

Consists of presenting the draft of the Comprehensive Plan to the CPAC and hosting public open houses to showcase the Plan to the community. Per the State's statutory requirements, the draft Plan will be presented to the Plan Commission at a public hearing, and revisions will be made based on feedback received. Finally, the refined Plan will be presented to the City Council for consideration and adoption.



Engagement

Get involved in the planning process!

Consists of a wide series of community engagement opportunities, including both face-to-face and online activities, to obtain the broadest levels of participation in preparing the Comprehensive Plan. The engagement process provides great opportunity for residents to communicate what they believe to be the strengths and weaknesses of the community, and to prioritize which issues are most important for the near- and long-term direction of the City.



Here & Now

What is Springfield like today?

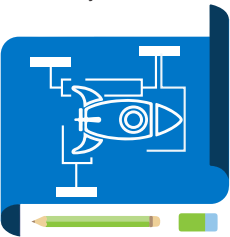
Consists of analyzing existing conditions and potentials within the community based on reconnaissance and research undertaken by the Consultant Team; data derived from company-licensed analysis tools; information provided by the City, surveys, and inventories; as well as feedback from community service providers and stakeholders. The information in the IOR, the product of this step, will provide a basis for the Plan's development and recommendations.



City-Wide Plans

Pulling all the pieces together into an action oriented plan!

Consists of preparing the preliminary City-Wide Plans for the core element of the Comprehensive Plan, including community profile/population, land use, economic development, transportation, housing and neighborhoods, community facilitates, natural resources and open space, cultural resources, and priority investment. These plan components will provide the "core" for the new Comprehensive Plan and will reflect outreach activities and the City's vision, goals, and objectives.



Center City

Creating a plan specific to the Center City!

Consists of conducting reconnaissance, outreach workshops, and vision and goals development specific to the Center City area. Based on this information, a subarea plan will be prepared that addresses land use and development priority development opportunity sites, urban design components, transportation and mobility, and streetscape and beautification specific to Center City.



Next Steps

The completion of this IOR signifies the end of the first phase of the planning process, providing a snapshot of the "Here and Now" as illustrated in the previous section. Community engagement will continue throughout the planning process. As the City has now established a strong understanding of what Springfield is like today, the next step is to work with the community to form a unified Vision as follows:

- **Vision:** The *Forward SGF* team will conduct a series of workshops featuring a mapping exercise where participants will put pen to paper in small groups and work together to define their vision for Springfield and illustrate the future the community desires to achieve. Input from this workshop series will be used to refine the preliminary list of community issues and identify Comprehensive Plan priorities.
- **Goals & Objectives:** Future community outreach will also include focus groups to further define community goals and identify preliminary policies related to specific planning themes, such as transportation, parks and open space, and housing.
- **Plan Recommendations:** The vision, goals, and objectives will be used to guide the development of action-oriented recommendations for City-wide plans and policies, which can be considered the "core" of the Comprehensive Plan.

COMMUNITY OUTREACH & ENGAGEMENT

The City has undertaken an extensive public engagement process to identify community priorities and focus planning efforts. A wide range of outreach formats and tools were utilized as part of this initial engagement process, including one-on-one and focus group interviews, online questionnaires, large-scale community workshops, small neighborhood workshops, an online mapping application, and pop-up booths at community events. The following section provides an overview of community outreach efforts made so far in the planning process and top issues, actions, and assets established by the community.

Importance of Engagement

Community engagement is an essential component of the development of the Comprehensive Plan, as it supports a bottom-up approach to the development of the City's vision, goals, and objectives. It gives residents, the local business community, and important community stakeholders a chance to be heard and an opportunity to take part in determining the future of the City. Community engagement has been a crucial aspect of the planning process and will continue to be so until the end when the Plan is finally presented to City Council for adoption. Future outreach events will be promoted through the project website, where online surveys will also continue to be available throughout the entirety of the planning process.

Outreach Overview

Over the course of three months, the initial phase of the **Forward SGF** outreach program yielded an unparalleled amount of information regarding the issues and opportunities facing the Springfield community. During the summer and fall of 2019, a total of 57 workshops were conducted, engaging nearly 1,500 participants in face-to-face community engagement exercises. In addition, over 5,500 people participated online through a series of surveys and use of map.social, an online mapping tool. The **Forward SGF** Community Outreach Summary report is publicly available through the **Forward SGF** project website (www.forwardsgf.com), which provides an in-depth summary of major talking points and online survey responses. Key themes from community outreach have been integrated throughout the IOR in corresponding sections.



1,466
In-Person Engagement Participants



6,108
Online Engagement Participants



41
Postcards



57
Total Workshops



1,341
Total Workshop Participants



1,097
Faculty and Staff Surveys Taken



84
August Kickoff Participants



32
Online Business Surveys Taken



611
map.social Points Created



482
Online Residential Surveys Taken



3,886
Student Surveys Taken



Most Cited Issues & Actions

These tables present the overall most cited key issues and actions identified by the Springfield community during the outreach process. Input from all work-shops conducted were categorized and tallied to identify key planning themes. The number of times an item was mentioned is provided in the tally column and used to rank community priorities under a given planning topic.

Poverty, crime, and homelessness, lack of public transportation, and low wages were the top five most frequently mentioned issues within Springfield. Similarly, addressing homelessness, improving public transportation, beautifying the City, improving sidewalk and trail connectivity, and reducing crime were the top five actions community members would like to see undertaken. The key planning themes are called out and further discussed in various sections of this IOR.

Key Issues

<i>Health and Safety</i>	<i>Tally</i>
Poverty	341
Crime	291
Homelessness	279
Drugs	195
Lack of healthcare resources	128
Child welfare	67

<i>Jobs and Economic Development</i>	<i>Tally</i>
Low wages	191
Lack of workforce development	91
Inability to retain young talent	89
Low available workforce to fill job opportunities	55
Lack of sustainable economic growth	44
Youth issues and education	32
Lack of economic diversity	26
Tourism	13

Key Actions

<i>Health and Safety</i>	<i>Tally</i>
Address homelessness	138
Reduce crime	90
Improve access to health care	88
Increase police presence	82
Poverty	40

<i>Jobs and Economic Development</i>	<i>Tally</i>
Attract higher paying jobs	72
Workforce development	71
Incentivize diverse retail, mixed-use, and service development	55
Raise minimum wage	38
Retain young workforce	27

<i>Transportation</i>	<i>Tally</i>
Lack of public transportation	220
Lack of pedestrian connectivity	173
Lack of bicycle infrastructure	135
Traffic	117
Lack of multimodal investment	51
The City is too auto-centric	30

<i>Land Use and Development</i>	<i>Tally</i>
Lack of zoning code enforcement	45
Lack of downtown development	39
Lack of community gathering spaces	31
Lack of convention center	29
Difficult development process	20
Lack of quality sports facilities	15

<i>Transportation</i>	<i>Tally</i>
Better public transportation	152
Improve sidewalk and trail connectivity	119
Bike infrastructure	84
Street connectivity	36
Road maintenance	31

<i>Land Use and Development</i>	<i>Tally</i>
Build convention center	72
Update building standards	42
High density development	25
Increase adult and family venues, activities, and recreational opportunities	23
Build sports complex	21

<i>Natural Resources and Open Space</i>	<i>Tally</i>
Lack of greenway/trail connectivity	65
Lack of environmental concern	62
Lack of greenspace	56
Maintaining water quality	36
Lack of renewable energy options/resources	27
Air pollution	20

<i>Housing</i>	<i>Tally</i>
Lack of affordable housing options	163
Poor housing stock	60
Nuisance properties	57
Sprawl	27
Vacant housing	22
Lack of rental regulation	14

<i>Natural Resources and Open Space</i>	<i>Tally</i>
Connect greenway trails	88
Renewable energy	43
Daylight Jordan Creek	36
More parks, dog parks, open space	34
Tree protection ordinance	33

<i>Housing</i>	<i>Tally</i>
Build affordable housing	75
Address nuisance properties	37
Rental registration and regulation	28
Code enforcement	21
Rental inspection program	16

<i>Character and Identity</i>	<i>Tally</i>
Lack of diversity	180
Lack of beautification	136
Lack of community identity	109
Lack of inclusion	91
Lack of community pride	44
North vs South mentality	38
Civic Engagement	19

<i>Government and Infrastructure</i>	<i>Tally</i>
Aging infrastructure	88
Lack of stormwater management	51
Lack of bold leadership	50
Lack of sufficient funding	45
Lack of adequate trash services	35
Failure to annex	20

<i>Character and Identity</i>	<i>Tally</i>
City beautification	125
Create identity	74
Strengthen diversity and inclusion	41
Embrace arts community	24

<i>Government and Infrastructure</i>	<i>Tally</i>
Upgrade infrastructure	49
Consolidate trash collection	40
Leadership to engage community	23
Annexation	21

No Silver Bullet

Per State of Missouri planning enabling legislature, Comprehensive Plan must first and foremost address land use and development. While the Comprehensive Plan will address a wide variety of topics, it is not a silver bullet for all public policy and City initiatives. The following summary of community outreach talking points covers a wide variety of issues and opportunities within Springfield that were identified by the community. It should be noted, however, that the Comprehensive Plan is geared towards spatial issues related to future development and growth and will not address all themes presented in this document.

Several of the outreach themes highlighted in this report can be dealt with directly in the Comprehensive Plan while others will require an indirect approach. For example, the plan will be able to directly address housing issues using established mechanisms such as the zoning ordinance and code enforcement. However, issues such as education and crime are less impacted by land use and development policy and infrastructure projects.

For these issues, the Comprehensive Plan can play an indirect role by addressing environmental contributors to the issue and raising awareness of community priorities that need to be dealt with outside of the Forward SGF planning process.

Most Cited Community Assets

The following presents a summary of key assets and strengths identified by Springfield's community. These assets represent the positive aspects of the Springfield community that should be preserved as the *Forward SGF* Comprehensive Plan provides recommendations for the future. The City's outdoor and natural areas were identified as top assets, followed closely by higher education institutions. In addition, residents' ability to collaborate on issues facing the community were highlighted as a top strength of the community. While Springfield has numerous assets, a selection of assets have been profiled throughout this IOR to ensure that issues are discussed alongside positive elements of the community.

Key Assets

<i>Character and Identity</i>	<i>Tally</i>
Collaboration	176
People	150
Charitable	91
Small town feel	85
Friendliness	76
Arts community	62
Historical elements	40
Momentum	34

<i>Quality of Life</i>	<i>Tally</i>
Low cost of living	155
Central location	92
Size	25
Safe	10

<i>Natural Resources and Open Space</i>	<i>Tally</i>
Outdoors	214
Parks system	172
Trail system	109
Ozarks	89
Beauty	57

<i>Infrastructure</i>	<i>Tally</i>
Utilities	24
Grid system	23
Regional connections	17
Airport	15

<i>Economic Development</i>	<i>Tally</i>
Entrepreneurship/small business	59
Downtown	58
Bass Pro	46
Diversity	37
Civic Engagement	31
Tourism	16

<i>Amenities and Services</i>	<i>Tally</i>
Higher education	197
Medical facilities	68
Big city amenities	56
Libraries	44
Public schools	40

Online Engagement

map.social

Using map.social, over 600 points of interest were mapped by community members through the summer and fall of 2019, which visually highlighted existing assets, issues, and opportunities within Springfield. Participants created personalized maps that pinpointed the following elements:

- Public safety concerns
- Community assets
- Development priority sites
- Problematic intersections
- Undesirable uses
- Desired use/development
- Desired paths
- Poor appearances
- Other (for elements not included in the categories above)

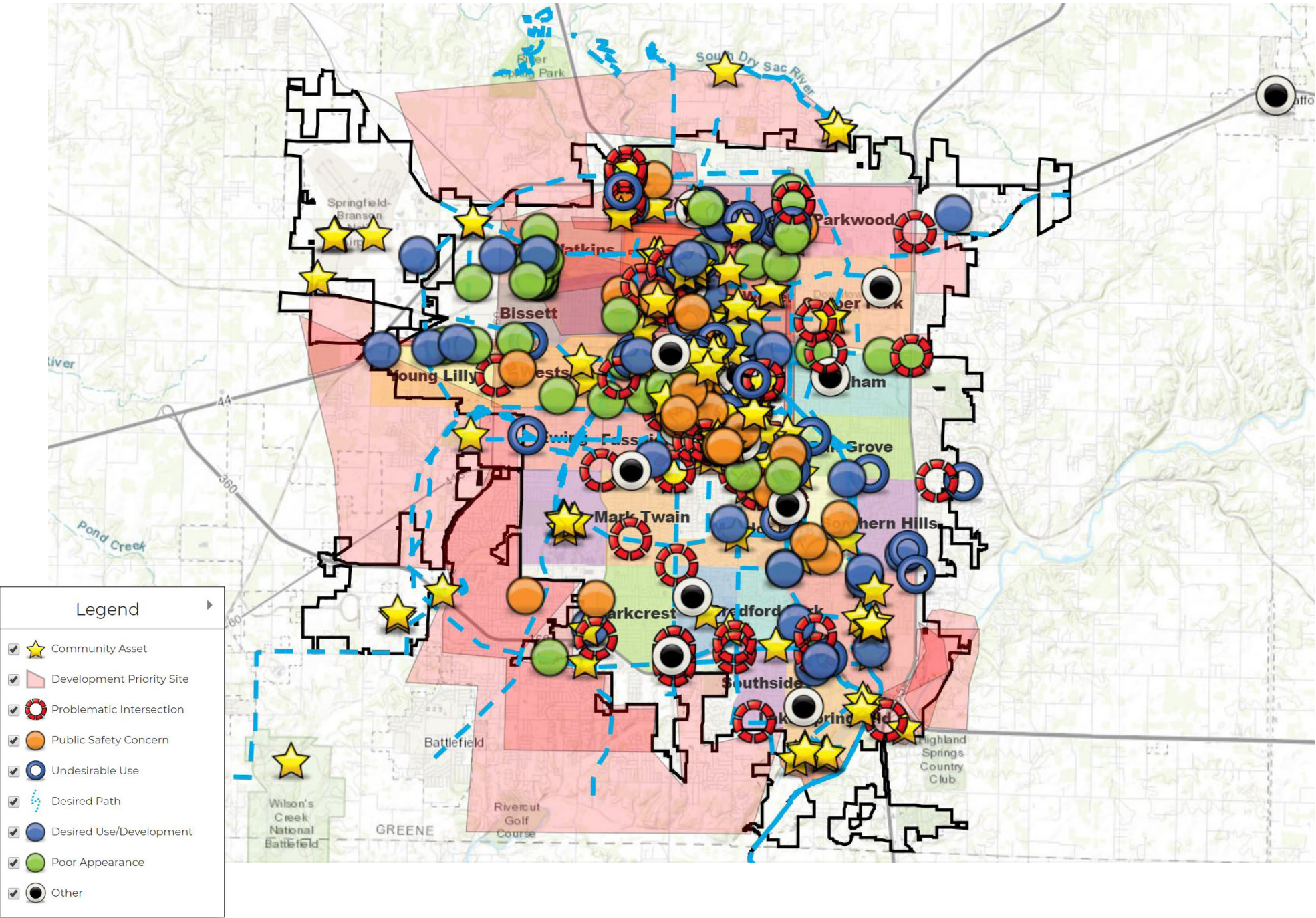
The City was able to combine all map points received to collectively view the data and determine “hot spots” of issues and opportunities per category.

Surveys

The online questionnaire provided on the *Forward SGF* project website enables Springfield residents to participate in the outreach process remotely throughout the entire planning process. Between October 16th and November 27th, 2018, the questionnaire, which featured multiple choice questions about housing, transportation, land use, and more, was completed by nearly 454 respondents.

In addition, online questionnaires were sent to students, staff, and faculty at high schools, colleges, and universities throughout Springfield to gain their perspective on issues, assets, character, public places, and services within Springfield. A total of 3,373 responses were received between October 16 and November 4th, 2019.

NOTE: A detailed discussion of feedback discussion received through both surveys and map.social are included in the Forward SGF Community Outreach Summary report.



DEMOGRAPHIC OVERVIEW

This section identifies the present demographic conditions in the City of Springfield as they relate to the statistical composition of its population and economic indicators. It provides valuable insight into the City through summaries of technical information related to demographic trends and an examination income, age, racial and ethnicity, and industry and employers within the community.

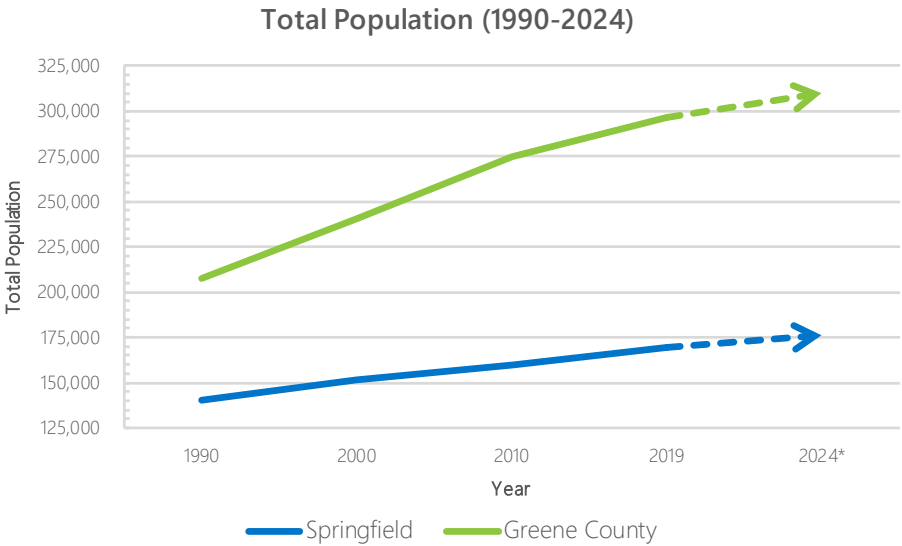
Population & Households

Both Springfield and Greene County have experienced steady growth in population and households over the last three decades . Largely through new subdivision development, population began to grow significantly in the 1990's. The City's population has grown by 12 percent since 2000. Additionally, the City's population is projected to grow by nearly 6,700 people (four percent) in the next five years.

Growth has also occurred in the surrounding county. While Springfield continues to make up over half of the Greene County population (57%), its share has declined steadily since 1990 when it constituted 70% of total residents.

Population					
	2000	2010	2019	Change (2000-2019)	CAGR (2000-2019)
Springfield	151,580	159,615	169,609	18,029	12%
Greene County	240,391	275,174	296,700	69,649	29%

Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates

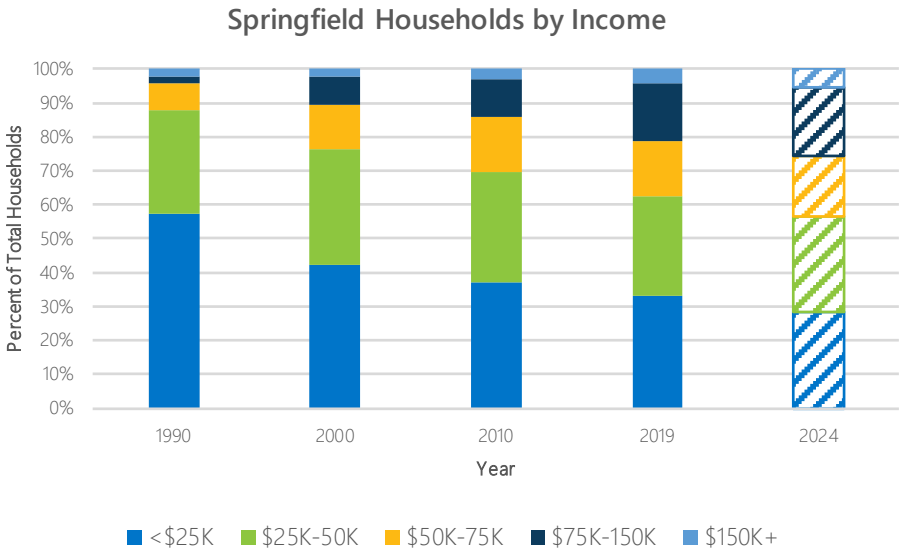


Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates

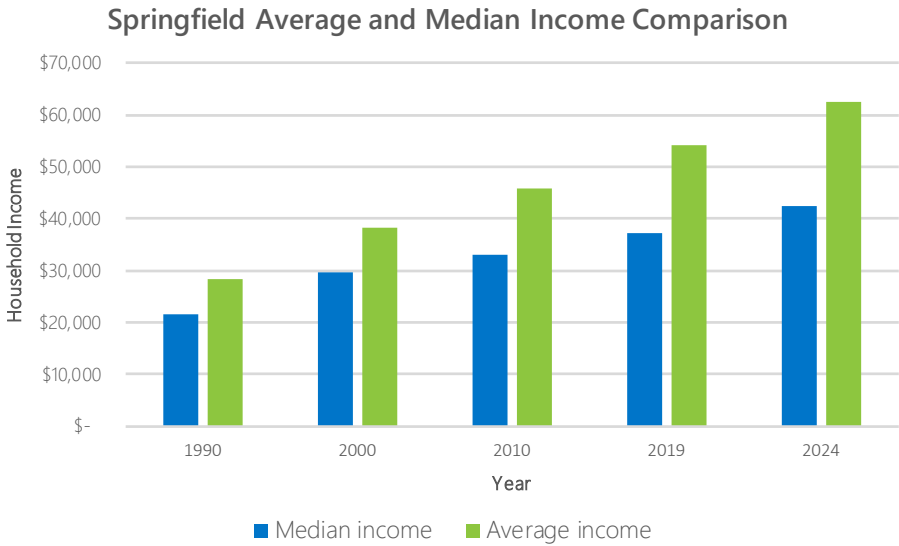
Income

Springfield’s median household income (\$37,125) is lower than that of the County (\$46,679). While incomes in both the City and the County have been increasing steadily over the past three decades the County has grown at a higher rate. Additionally, the County’s incomes are expected to continue growing at a faster rate through 2024.

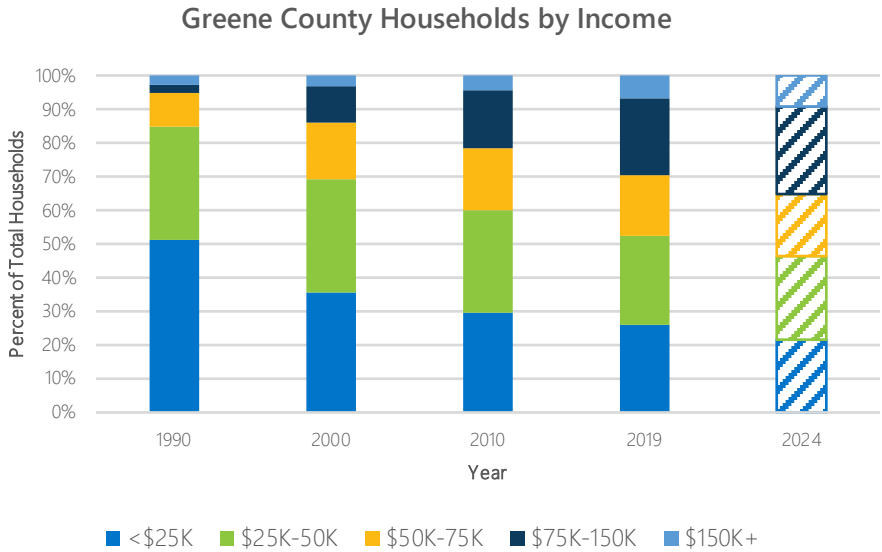
In 2019, 62 percent of Springfield households earned less than \$50,000 a year compared to just over 50 percent of households in the County. Higher concentrations of lower-income households are common in urban areas such as Springfield because they have more employment opportunities, some of which earn lower wages such as those in the Retail sector.



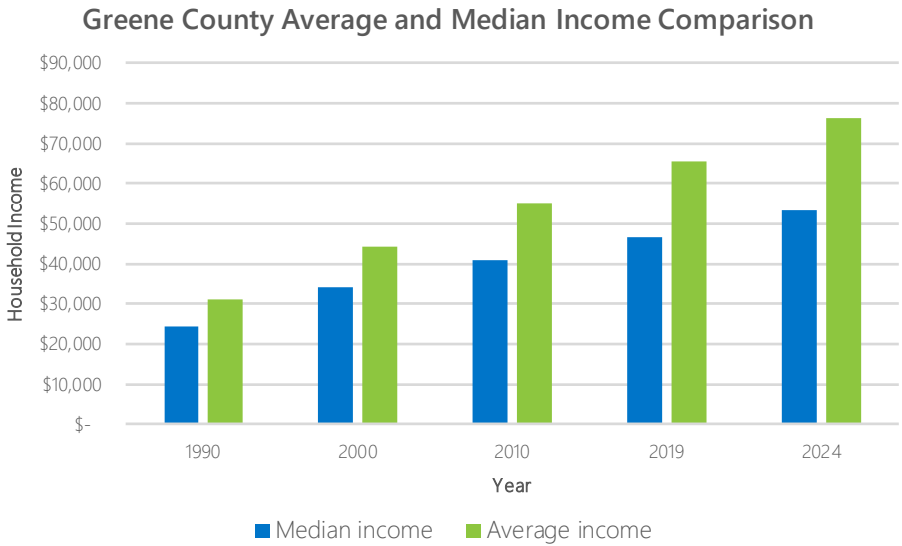
Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates



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Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates

Age

The City's median age of 35.4 has been increasing which is in line with state and national trends. In comparison, Springfield is slightly younger than Greene County (37.5). Trends from the past three decades indicate the greatest increases overall have been in older age cohorts, particularly in the 45-65 population. The 65+ population has also grown and is the only age group to not experience any decline since 2010. It is also expected to grow the most over the next five years. This is important as the City plans for the future, particularly regarding age targeted housing and access to emergency/social services. This is also a trend that is being experienced by communities across the country.

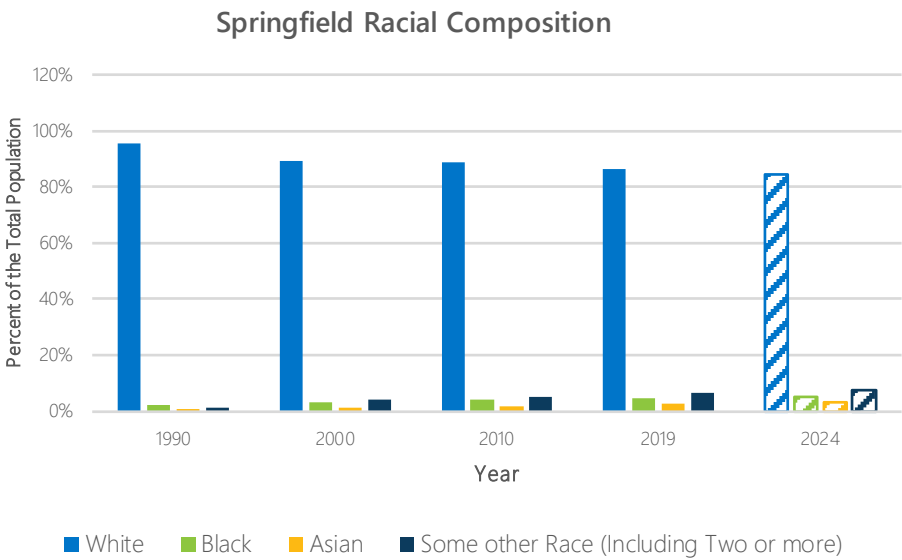
Median Age						
	1990	2000	2010	2019	Change (1990-2019)	CAGR (1990-2019)
Springfield	31.7	33.5	33.2	35.4	3.7	0.4%
Greene County	32.5	35.1	35.8	37.5	5.0	0.5%

Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates

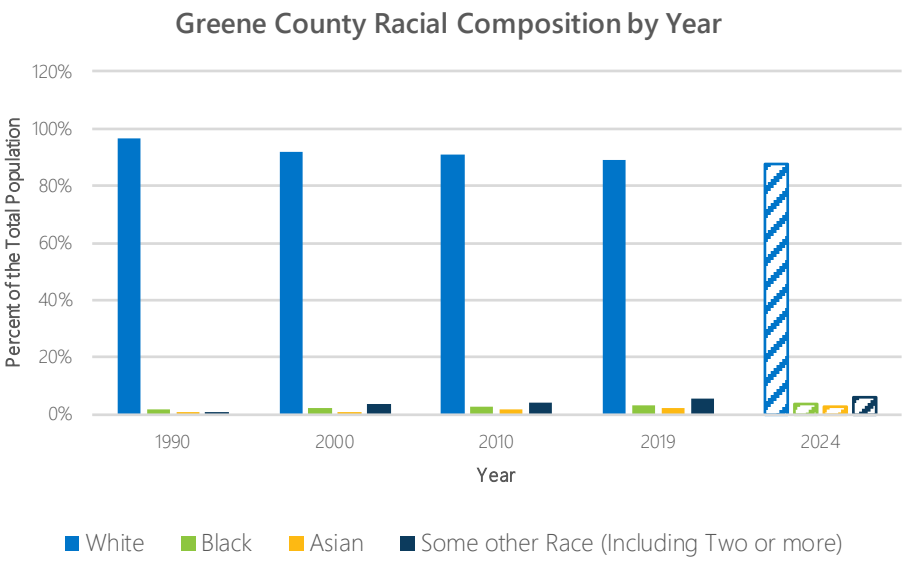
Race & Ethnicity

While the majority of Springfield residents identify as white (as defined by the U.S. Census Bureau), the City has become increasingly more diverse over the past 30 years. The same is also true for the County.

In addition, the U.S. Census Bureau defines Hispanic as an ethnicity, which is distinct and separate from race. A person of Hispanic origin can identify as being of one or multiple races. While the Hispanic population makes up just four percent of the County population and five percent of the City population, it has increased with each census.



Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates



Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Esri Business Analyst; Houseal Lavigne Associates

Lack of Diversity & Inclusion

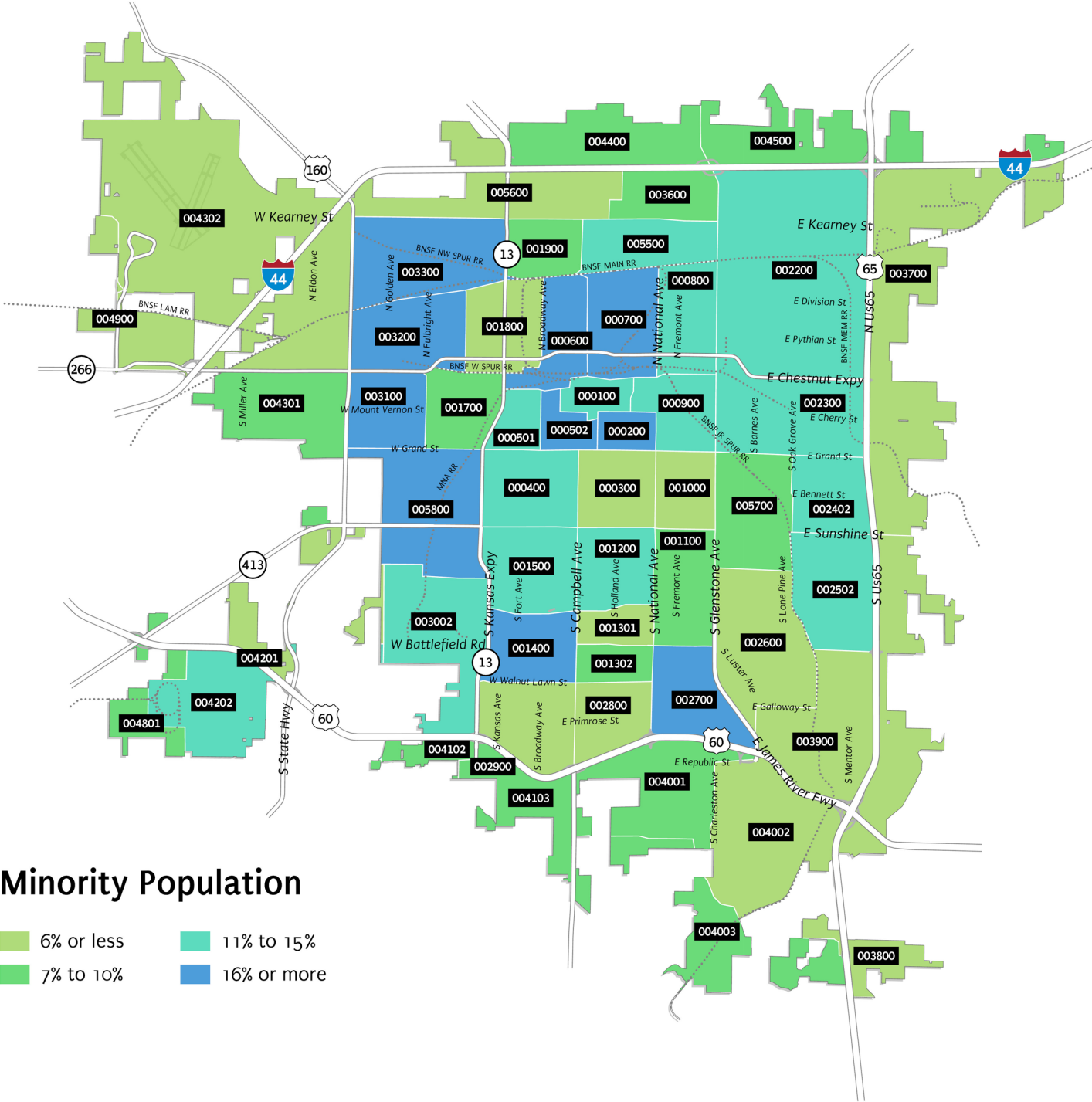
The lack of inclusion and lack of diversity regarding racial and ethnic groups, the LGBTQ community, and people of varied socioeconomic backgrounds were highlighted as the top two concerns by the business community. Participants expressed that the community is not welcoming to different types of people and beliefs and that there is a need for stronger inclusion.

Facts

- The City of Springfield is 91.3% White compared to 84.6% for the State of Missouri.
- The City of Springfield is 4.5% Hispanic or Latino compared to 4.0% for the State of Missouri.
- Among Springfield’s home-owning households, 92.9% have a White, non-Hispanic householder, 2.3% have a Black householder, and 1.4% have a Hispanic or Latino householder.

Diversity Rate Map

The following map displays the percentage of non-white population per census tract in Springfield. The northwestern quadrant of the City, including Downtown, West Central, Ewing, Tom Watkins, and Midtown, as well as census tract 005800, 001400, and 002700 have the highest rate of diversity above 16%. Low diversity census tracts are primarily located on the eastern edge of Springfield, the area surrounding the airport, and census tracts scattered within the City such as 002900, 002800, 00300, and 001000.



Industry & Employers

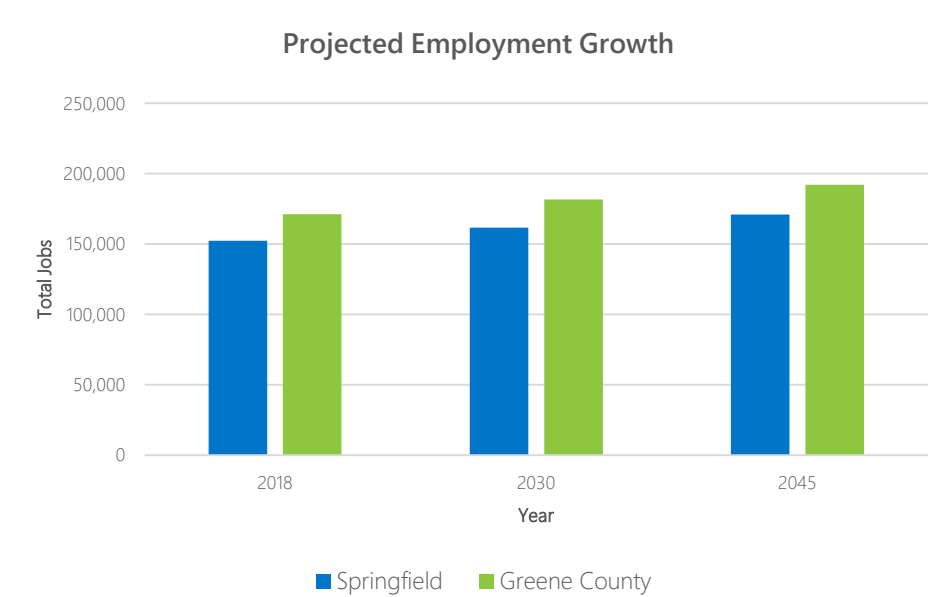
With the presence of the Medical Mile District and large providers such as Mercy Health and CoxHealth, the healthcare secetor is the largest employer amongst Springfield workers. Retail is the second largest sector in Springfield even though it accounts for less than half the number of employees in healthcare. This underscores the importance of the healthcare industry on the City's economy. Springfield accounts for approximately 90 percent of all jobs in Greene County.

Labor Shed

Approximately one-third of Springfield's workforce are local residents who both live and work the City. The remaining two-thirds of workers commute to Springfield from adjacent communities such as Nixa, Ozark, and Republic as well as those more than an hour's drive away including Monett, Joplin, and Kansas City. The City's 2019 estimate for total daytime population, including those commuting to Springfield for work or schooling, was nearly 255,000. The significant amount of people that travel daily to Springfield for work marks the City as a regional employment center.

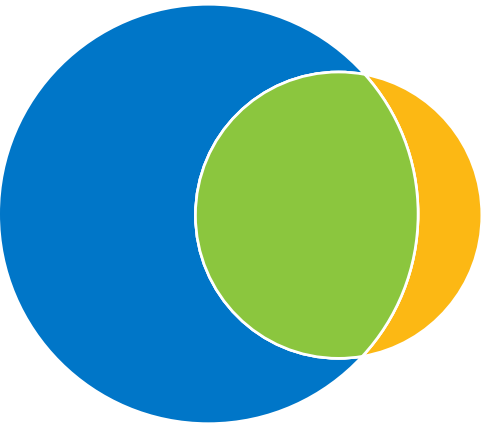
Ozarks Transportation Organization (OTO), the Springfield region's Metropolitan Planning Organization (MPO), projects Greene County to gain nearly 21,000 jobs between 2018 and 2045, or 689 annually. Springfield has consistently accounted for about 90 percent of total jobs in the County. If this trend is to continue, Springfield can anticipate adding 18,000 new jobs over the next 25 years.

2017 Employment				
	Springfield		Greene County	
NAICS Codes	Number	Percent	Number	Percent
Health Care & Social Assistance	30,719	21.2%	31,882	19.7%
Retail Trade	16,273	11.2%	18,494	11.4%
Accommodation & Food Services	13,217	9.1%	14,138	8.7%
Manufacturing	10,616	7.3%	11,825	7.3%
Administrative & Support & Waste Management & Remediation Services	9,125	6.3%	9,871	6.1%
Educational Services	8,988	6.2%	11,712	7.2%
Transportation & Warehousing	8,357	5.8%	10,146	6.3%
Wholesale Trade	7,276	5.0%	8,757	5.4%
Professional, Scientific & Tech Services	7,109	4.9%	7,742	4.8%
Finance & Insurance	7,070	4.9%	7,428	4.6%
Construction	5,650	3.9%	7,286	4.5%
Management of Companies & Enterprises	4,985	3.4%	5,149	3.2%
Other Services (except Public Administration)	4,009	2.8%	4,628	2.9%
Public Administration	3,631	2.5%	3,926	2.4%
Information	3,266	2.3%	3,346	2.1%
Real Estate, Rental & Leasing	2,035	1.4%	2,367	1.5%
Arts, Entertainment & Recreation	1,907	1.3%	2,182	1.3%
Utilities	449	0.3%	650	0.4%
Agriculture, Forestry, Fishing & Hunting	116	0.1%	214	0.1%
Mining	11	0.0%	63	0.0%
Total	144,809	100.0%	161,806	100.0%



Source: Ozarks Transportation Organization; Houseal Lavigne Associates

Employment Inflow & Outflow



- 95,794 Work in Springfield & Live Outside
- 18,468 Live in Springfield & Work Outside
- 49,105 Work & Live in Springfield

Source: OnTheMap 2017

Talent Attraction & Workforce Retention

While Springfield is home to several higher education institutions with nearly 50,000 graduate and undergraduate students, there is concern within the community that Springfield is experiencing trouble attracting and retaining the next generation of talented workers. Several workshop participants identified “brain drain,” where the well-educated graduates from local universities move elsewhere for better employment opportunities, as a top priority.

Comments identified some of the primary causes as a lack of career development for young professionals, low wages, and the lack of attractive job opportunities in chosen fields. It was said that the area’s low wages turn students off to the idea of staying in Springfield when they see potential to get paid more with an advanced degree somewhere else.

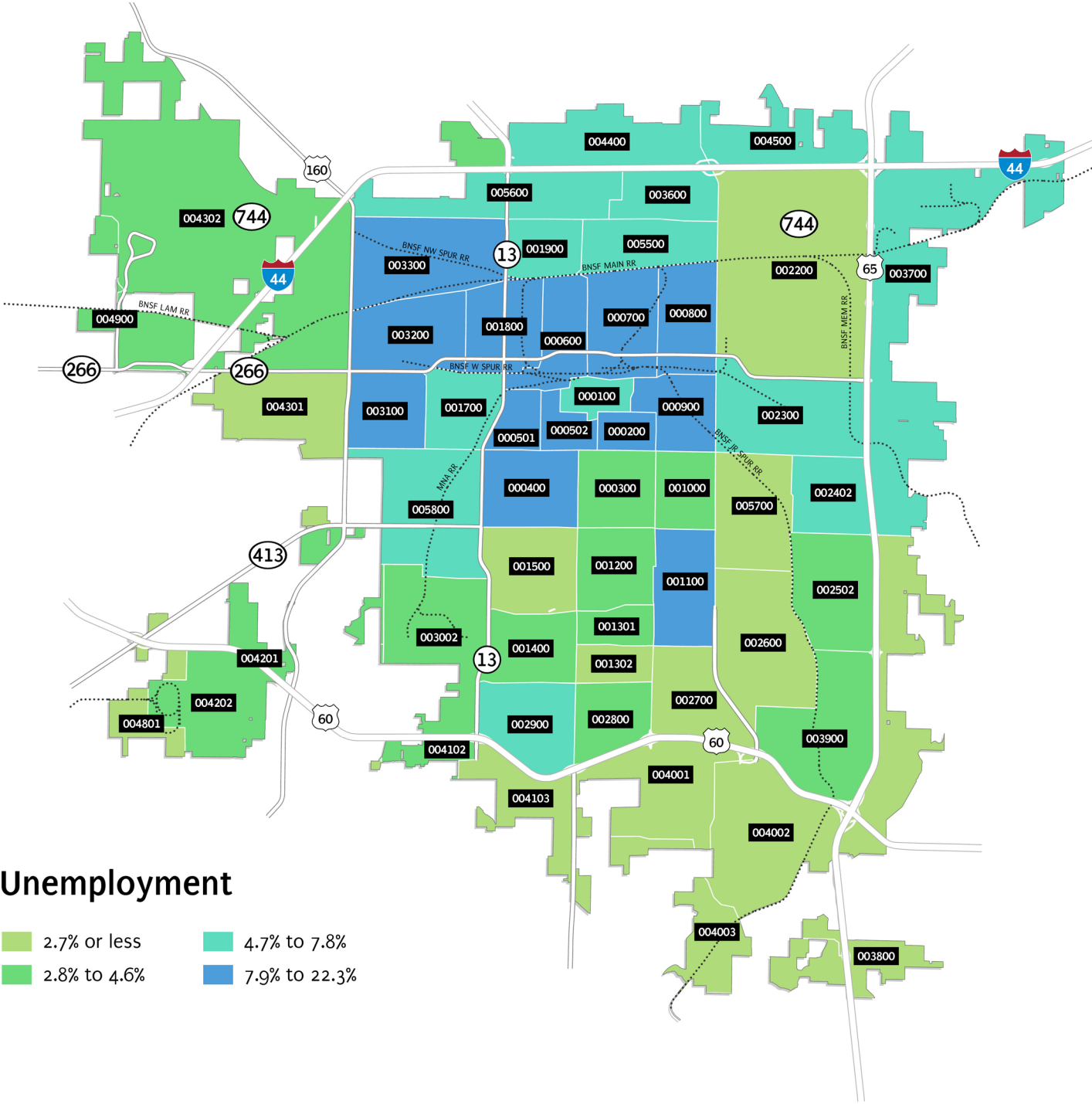
Input from business workshop participants also highlighted concern with the ability to bring outside talent to the region. Business participants noted a tight job market and the seeming inability to attract a qualified workforce to fill job opportunities, even for those businesses that can pay higher wages. Comments from business workshops noted low wages as an issue, but also a perceived lack of amenities and lower regional quality-of-life for those considering taking a job in the community. The need for workforce development to close skills gap and manage the growth of qualified workers was also expressed.

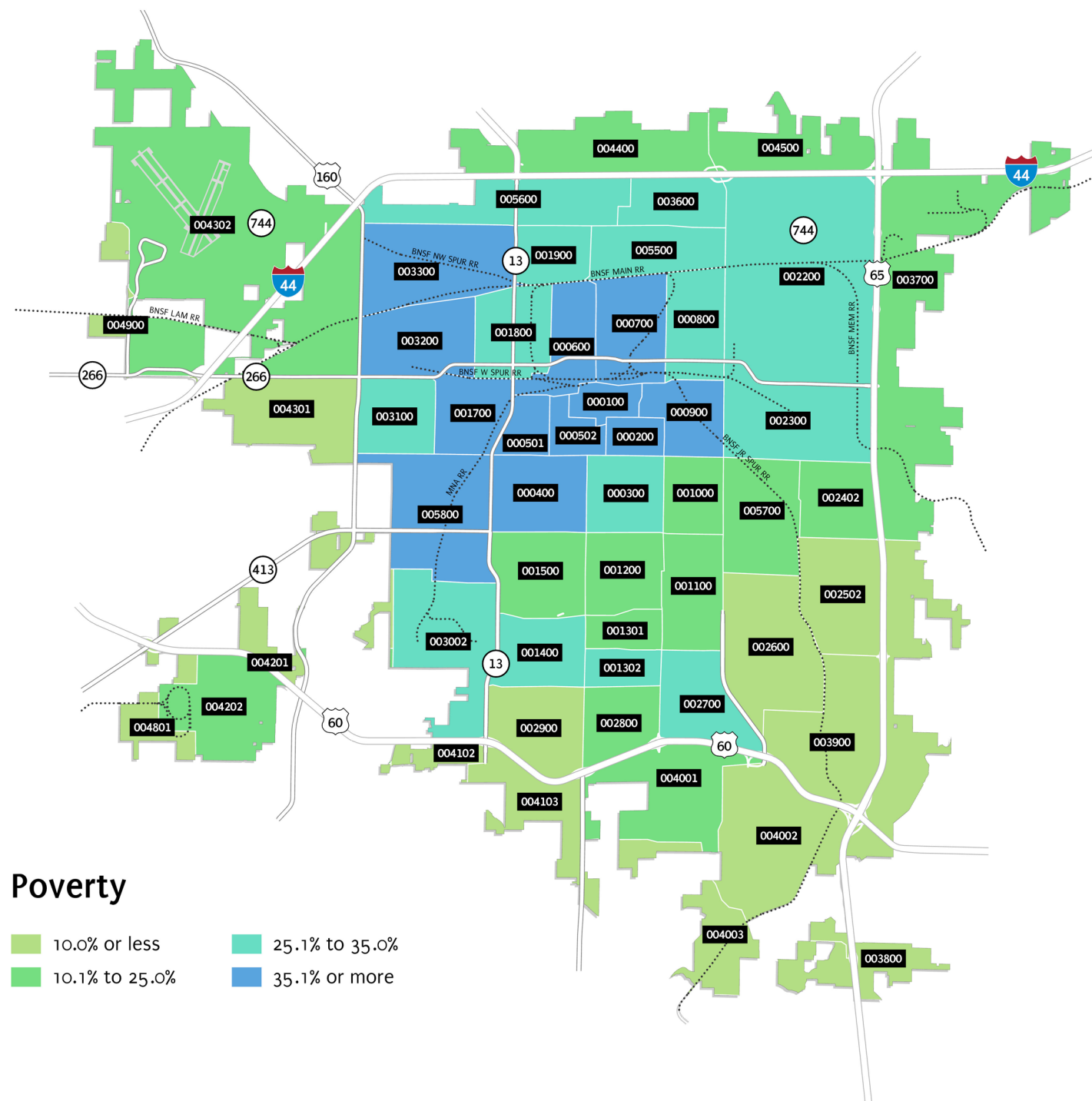
Facts

- Nearly 1,500 higher education students replied to an online *Forward SGF* questionnaire and 29% indicated that they were either “likely” or “very likely” to live in Springfield after graduation.
- With an unemployment rate for the Springfield metro area at close to 3%, community concerns are related to underemployment and a lack of skilled workers for available jobs.

Unemployment Rate Map

The following map displays unemployment rates in Springfield per census tract. Unemployment is highest in the census tracts surrounding Downtown, the area west of Route 13, and census tract 001100 further south along Glenstone Avenue.





Poverty



Poverty

Poverty, including generational poverty, was the most commonly identified issue among workshop participants. Comments highlighted a perception of a high homeless population and prevalence of panhandling and also called attention to a potential lack of resources and programs for low-income households and the homeless. Further, the need for job opportunities and career development to address poverty within Springfield was indicated. Comments also indicated that poverty appears to be concentrated within certain neighborhoods and the gap between those neighborhoods and other areas of Springfield may be widening.

Facts

- The poverty rate in Springfield is 25.7%. One out of every 3.9 residents of Springfield lives in poverty.
- This is 39% higher than the poverty rate for Greene County (18.5%) and nearly double that of the State of Missouri (14.6%, or one out of every 6.8 residents).

NOTE: Each year, the U.S. Census estimates of the level of pre-tax income needed to cover basic needs. Those who live in households with earnings below those incomes are considered to be in poverty. The official poverty thresholds do not vary geographically, but they are updated for inflation using the Consumer Price Index (CPI-U). While Springfield's poverty rate is somewhat offset by the area's low cost of living.

Poverty Rate Map

The following map displays poverty rates per census tract within Springfield. The highest poverty rates are concentrated within and around Downtown, spreading westward towards census tracts 003300 and 005800. There is a large cluster of low poverty census tracts in the City's southeastern area.

Low Cost of Living & Low Wages

Input from participants highlighted the cost of living as a great attribute and a potential pull factor in attracting new young professionals and families to Springfield. However, the low cost of living was often mentioned as being linked to the issue of predominating low wages in the region. Comments cited a particular concern regarding low wages as it relates to preventing upward mobility among low-income families which can be a barrier to escaping poverty and improving living conditions. Some comments also indicated increasing wages overall would provide more disposable income needed to shop in local stores and eat at local restaurants.

Low wages were also discussed as a detriment to efforts in attracting people outside the region who may be turned off by a low salary and not take the extra step to see what can be gained in terms of affordable home prices and low transportation costs.

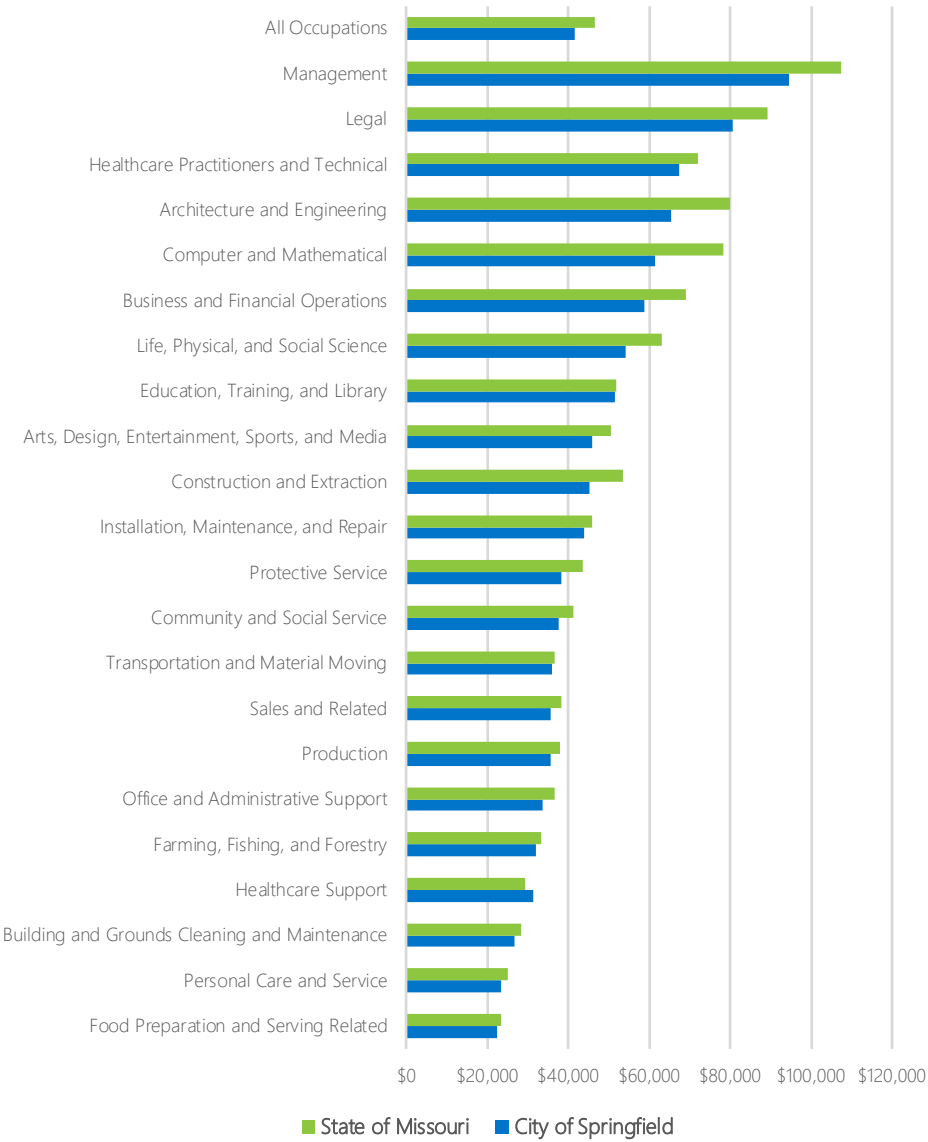
Facts

- Kiplinger ranked Springfield 19th in the list “25 Cheapest U.S. Cities to Live In,” with an overall cost of living index that is 14.1% below the national average. Conversely, Greene County wages rank the lowest among major metro areas in Missouri with an average weekly wage of \$847.

Annual Mean Wage Comparison

The following chart compares the 2018 annual mean wage per major occupational group between the City of Springfield and the State of Missouri. Both show similar trends, with Management being the highest paying occupational group and Food Preparation and Serving related occupations being the lowest. Across all occupations, Springfield’s annual mean wage of \$41,610 is lower than Missouri’s at \$46,460.

Annual Mean Wage Comparison (May 2018)



Source: U.S. Bureau of Labor Statistics

Demographic Overview Conclusion

Overall the City of Springfield is projected to grow by more than 6,000 people by 2024. Incomes will continue to increase, however a quarter of the population is still expected to earn less than \$25,000 annually denoting the need for strong public services to help support this segment of the population. The City is also aging, with the 65 and older age group projected to grow the most over the next five years. This will correlate to an increased need for age targeted housing and access to emergency/social services. Equally on the other end of the age spectrum, the younger age groups are seeking similar housing types both as post-secondary students and young professionals. Additional discussion regarding housing needs and market implications are included in Land Use and Development.

LAND USE & DEVELOPMENT

*Existing land use and development in Springfield has been inventoried to identify issues and opportunities related to the City's built form, character, and sense of place. The following analysis included field reconnaissance and review of the City's Land and Development Code and municipal land use data. This inventory will be used to inform recommendations of **Forward SGF** regarding where to direct future development and investment in Springfield. This section also includes an overview of market potential for retail, office, and industrial uses, and a review of the existing housing stock.*

Placetypes Approach

The **Forward SGF** planning process will utilize a place-based approach to land use planning that characterizes specific areas based on their character, scale, form, and function. This place-based approach is not focused on the use of a specific parcel, but rather is concerned with the collective mix of uses that establish a place. Existing land use and development has been characterized using a place-based approach that defines 12 "placetypes" within Springfield. Taken together, the placetypes provide a land use and development palette that defines all existing areas of the City.

By thinking of Springfield as a collection of unique places, **Forward SGF** will promote the development of places at a neighborhood or district scale, providing for a greater deal of flexibility and potential for innovation. The place-based approach promotes development and reinvestment that enables vacant and underutilized parcels and blocks by focusing not just on land use, but also on design, functionality, and access to infrastructure.

Existing Placetypes

From historic C-Street and North Springfield, to the historic Route 66 corridor and Lake Springfield neighborhood, Springfield comprises unique areas that join to create one distinct community. As is true with many large cities, Springfield has places with different histories and character. The intent of the **Forward SGF** Comprehensive Plan is to preserve Springfield's established neighborhoods and commercial districts, while encouraging reinvestment and new development that provides for a sustainable future. The place-based approach will allow the City and its partners to effectively plan and manage existing unique areas and define desired growth and development across the City and in adjacent areas of Greene County.

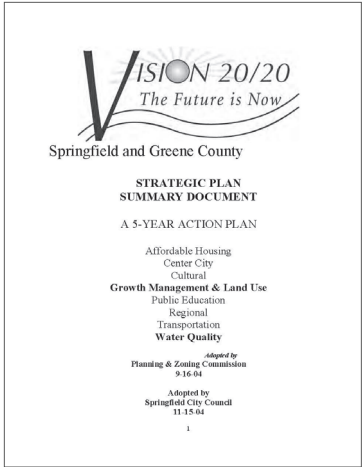
Each of Springfield's 12 placetypes faces a unique set of issues and opportunities that should be addressed in the Comprehensive Plan process moving forward. Springfield's existing placetypes include:

- Established Neighborhood
- Edge Neighborhood
- Mixed Residential
- Mixed-Use
- Neighborhood Node
- Commercial Corridor
- Industrial
- Commercial & Light Industrial
- Institutional & Employment Center
- Rural & Undeveloped
- Regional Green Space
- Airport

Vision 20/20 Comprehensive Plan

The City of Springfield has maintained a comprehensive plan since the 1990s to serve as a policy guide for the overall development of the community. Adopted in 2004, the "Vision 20/20, The Future is Now" Comprehensive Plan is a citizen-driven five-year action plan for Springfield and Greene County. Vision 20/20 works towards achieving high quality of life by fostering a vibrant community where people can learn, work, and play in safety and comfort for the long term.

The plan's major themes include creating a community for all people, livability and quality of life, environment and water quality, Center City revitalization, and intergovernmental coordination, addressing topics such as affordable housing, growth management and land use, culture, education, and transportation.





Land Use in Phelps Grove

Legend:

- Single Family Residential
- Multi-Family Residential
- Commercial
- Community
- Undeveloped
- Buildings
- Parks

Map Labels:

- Phelps Grove Park
- Phelps Grove Cemetery
- Phelps Grove School
- Phelps Grove Church
- Phelps Grove Hall
- Phelps Grove Store
- Phelps Grove Garage
- Phelps Grove Barn
- Phelps Grove Farm
- Phelps Grove Mill
- Phelps Grove Bridge
- Phelps Grove Road
- Phelps Grove Lane
- Phelps Grove Drive
- Phelps Grove Avenue
- Phelps Grove Street
- Phelps Grove Court
- Phelps Grove Circle
- Phelps Grove Square
- Phelps Grove Plaza
- Phelps Grove Park
- Phelps Grove Cemetery
- Phelps Grove School
- Phelps Grove Church
- Phelps Grove Hall
- Phelps Grove Store
- Phelps Grove Garage
- Phelps Grove Barn
- Phelps Grove Farm
- Phelps Grove Mill
- Phelps Grove Bridge
- Phelps Grove Road
- Phelps Grove Lane
- Phelps Grove Drive
- Phelps Grove Avenue
- Phelps Grove Street
- Phelps Grove Court
- Phelps Grove Circle
- Phelps Grove Square
- Phelps Grove Plaza

Scale: 0 to 100 feet

Map Source: Map of Phelps Grove, Maine, 1890. Digitized by the Maine State Library.



Established Neighborhood

The Established Neighborhood placetype consists of the City's older single-family residential neighborhoods. Established Neighborhoods located near the core of Springfield usually have streets in a gridded block pattern, lined with sidewalks and trees to allow residents to walk to nearby neighborhood amenities. Land uses include single-family detached homes along with supporting uses, such as religious institutions, schools, and small neighborhood parks. Mobile home parks are also included. The Established Neighborhood is the predominant place-type in Springfield, where most residents live and grow up in the community. It is dispersed throughout the City in large clusters, taking up 30 percent of Springfield's total land area.

Issues & Opportunities

- The quality of housing stock varies widely within Springfield's established neighborhoods and condition and vacancy appear to be an issue in select areas. The proportion of vacant housing units is highest in areas north of Downtown where the vacancy ranges from 13 to 17 percent for Census Block Groups south of Commercial Street and north of Grand Street. Strategies may be needed to promote reinvestment and the upkeep of existing homes. It is also important that any future infill housing reflects the scale and character of the surrounding neighborhood.
- Accessory dwelling units (ADUs), which are referred to as "Accessory Apartments" in the City's zoning code, can provide for greater housing choice within established neighborhoods without negatively impacting community character. ADUs also provide opportunities for multi-generational housing wherein parents downsize and continue to live with their children and grandchildren. The City currently allows ADUs as a conditional use in the R-SF Single Family Residential District and R-TH Two Family Residential District. The planning process provides an opportunity to review the success of current ADU regulations and evaluate potential to expand use of ADUs to address community priorities regarding housing choice and affordability.
- Aging industrial and commercial areas along Springfield's railroad corridors and major roadways (such as Division Street, Thomas Street, Chase Street and Florida Street) often abut residential neighborhoods and have minimal screening in place. This mix of incompatible uses without proper buffering creates the potential for undesirable views and noise pollution to impact quality of life for adjacent residents.



Edge Neighborhood

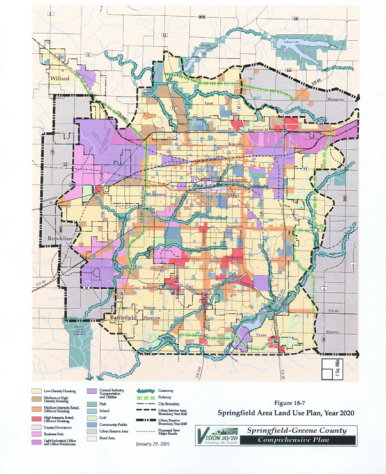
The Edge Neighborhood placetype comprises new residential neighborhoods that are suburban in nature and often have curvilinear streets with a predominantly single-family detached housing stock. Edge neighborhoods typically date to 1990 or later and are primarily located in the periphery of city limits in previously undeveloped areas. These newer subdivisions usually lack the neighborhood amenities that are embedded in throughout more traditional neighborhoods. Instead, religious institutions, schools, and small parks often located just outside the subdivisions. Edge Neighborhoods can contain large lot single-family homes due to the availability of land in new outer edge subdivisions, such as the residential neighborhood within the Millwood Golf and Racquet Club at the City's southernmost point.

Issues & Opportunities

- While edge neighborhoods tend to be lower density, this may not be a sustainable practice for future development along Springfield's periphery. As the City looks to ensure the cost-efficient provision of services and address other community priorities such as reliable transit, a more dense neighborhood development pattern may be more appropriate. The Comprehensive Plan process needs to establish land use and development policies that provide a clear vision as to how edge neighborhoods and adjacent placetypes should develop in relation to long term goals.
- As Springfield continues to grow, boundary agreements with surrounding municipalities such as the City of Republic and Battlefield will need to be considered when determining potential expansions and annexations.

Growth Management & Land Use Element

The Springfield-Greene County Growth Management and Land Use Plan establishes broad guidance for private and public development of the region and is intended to be used in conjunction to other elements of Vision 20/20. The Plan outlines strategies to accommodate and direct future growth and development based on housing and population trends and projections. Such strategies range from low-density fringe growth to the south of the City, to compact infill development, and more balanced growth to the north, east, and west.



Galloway Redevelopment Area

Formerly a suburban village to historic Springfield, the Galloway neighborhood comprises the area along Lone Pine Avenue from Battlefield Road to Republic Road. Despite the many natural and open space amenities that are easily accessible from the neighborhood, much of the land remained undeveloped due to its challenging terrain. Then in 2013, the City Council approved the neighborhood to be designated as a blighted area, qualifying potential developments for Chapter 99 tax abatements. This spurred a number of completed and underway developments since 2015, including retail and multiple residential developments, forming a new mixed-use neighborhood.

City Council created a report in July 2019 outlining new policy for development in Galloway to be used when reviewing applications for rezoning and subdivisions. This included Use Conditional Overlay Districts in conjunction with rezoning cases to protect existing character. Recommendations included restricting uses, incorporating appropriate design elements, and limiting excessive grading or rock blasting. In addition, the report addresses public safety, environmental protection, and image enhancements, including stream buffer easements, tree canopy protections, and increased landscaping requirements.



Mixed Residential

The Mixed Residential placetype contains a majority of single-family attached and multifamily residential dwellings, such as single-family attached (townhomes, rowhomes, duplexes, etc.) and multifamily buildings (apartments, university housing, and single-family detached converted into multiunit dwellings). This placetype is usually found around higher intensity areas such as Downtown, commercial corridors, and industrial areas, creating a buffer towards less dense single-family neighborhoods.

It can be characterized by subdivided plats of single-family attached or multifamily dwellings, or traditional single-family neighborhood blocks that have a substantial number of individual higher-density residential parcels mixed in. Mixed Residential areas near the Downtown help create activity and increase local shoppers that patronize businesses. They are also popular options for university and college students, young professionals looking for housing close to work, and seniors looking to downsize.

Issues & Opportunities

- Housing condition and quality of construction are of particular concern in some of the mixed residential areas surrounding Missouri State University. Multifamily properties were often discussed alongside issues of housing quality during outreach and engagement. Targeted code enforcement and updated development regulations may be warranted to ensure that high quality housing stock is provided across all housing types and price points.
- Housing affordability is a top community concern and it is estimated that in 2017 approximately 24% of Springfield households were cost-burdened. Mixed residential neighborhoods represent an opportunity to diversify Springfield's housing stock, provide for a greater range of affordability, and increase housing options near desirable locations like Downtown and along key transit corridors. Mixed residential areas could also play a role in buffering single-family areas from more intense commercial and industrial areas.



Mixed-Use

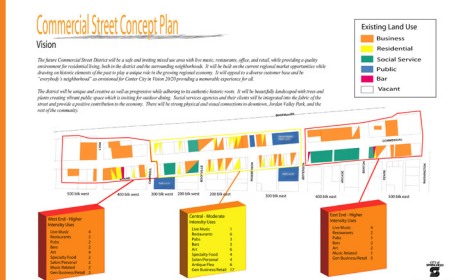
The Mixed-use placetype contains a diverse collection of uses, such as residential, retail, office, institutional, and public gathering spaces, and is geared towards pedestrians with sidewalks and streetscaping elements. Buildings are usually located at or near the sidewalk's edge to provide a desirable sense of enclosure. Vertical mixed-use buildings (with residential or office typically located above ground floor retail) are also common in the Mixed-use placetype. Springfield's primary Mixed-use areas are Downtown, Commercial Street, and W Chesterfield Street by the intersection of U.S. Route 13 and U.S. Highway 60. These areas have a unique sense of place and provide places for community gathering and socializing. In addition, a few major standalone mixed-use developments have been recently developed, including Farmers Park at Republic Road and Business U.S. 60, and Galloway Creek along Lone Pine Avenue.

Issues & Opportunities

- The City has made significant efforts toward the revitalization of the historic Commercial Street corridor, including the ongoing Historic Jefferson Avenue Footbridge Rehabilitation and pedestrian alleyway and parking lot enhancements. Despite recent success, opportunities remain to renovate key properties and fill vacant or underutilized sites along C-Street. The planning process can be used to evaluate tools such as the existing TIF district and identify strategies that promote further reinvestment including potentially building up the residential areas that support local C-Street businesses.
- Recent mixed-use development has occurred in areas such as Chesterfield Village. Field observations and input from key stakeholders indicate new mixed-use areas have not been as successful as initially hoped with slower paced leasing activity and a perceived lack of street activity. If additional mixed-use areas are envisioned for the future, further evaluation of recent mixed-use projects could help identify common factors of success. For example, review of existing mixed-use areas could speak to whether there is a need to encourage additional residential development within mixed-use districts, or if location and access to surrounding supporting residential areas sufficient.

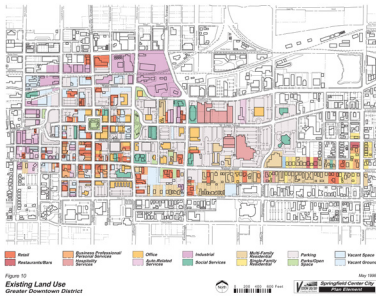
Commercial Street Historic District Strategy

The Commercial Street Historic District Strategy was accepted by Springfield's City Council in February of 2006. The document provides a framework for the revitalization of the six-block corridor and National Register Historic District. It calls for a safe and inviting mixed-use area that provides a quality environment for commercial and residential uses, land use strategies that create a live music and entertainment district in the area, and investment by private stakeholders. The document aims to draw on historic elements of the corridor while maximizing regional market opportunities to play a unique role in a growing regional economy.



Center City Plan Element

Developed in 1998, the Center City Plan Element is a component of Vision 20/20, the City of Springfield and Greene County's Comprehensive Plan. Presented at two scales, including the Center City as a whole and a more focused look at its three primary districts: Greater Downtown District, the Commercial Street District, and the Governmental Plaza District, the Center City Element outlines strategies and recommendations to strengthen the quality of urban design throughout the City Center. Further, it outlines strategies to form a vibrant and dynamic City Center for all people to experience and to foster a common vision between the City of Springfield and the Urban Districts Alliance. This element will be reviewed in further detail as part of the Center City phase of the Comprehensive Plan update process.



- Reinvestment within Downtown Springfield, including a mix of private investment and public-private-partnerships, has been credited with fueling growth of the City's overall economy. Despite sustained success over the past several years, the community has expressed a desire for a greater emphasis to be placed on providing opportunities for public gather and interaction in the Downtown. As new projects come online and others are proposed, there may be opportunities to expand placemaking efforts that foster activity and add visual interest (e.g. public art, festoon lighting, water features, etc.) in the Downtown. Such initiatives can be used to activate pedestrian areas along key corridors and connect new residential projects to commercial areas.
- Due to Springfield's historic growth pattern and rail access, aging industrial districts with outmoded buildings surround portions of the Downtown. While industrial uses are generally not desirable in proximity to a central business district, these areas represent opportunities to expand the downtown through adaptive reuse (such as a brewery or loft housing) or repurposing aging buildings for live-work or maker space for small businesses. The emergence of several breweries and distilleries to the west of Downtown is an example of this potential for expansion.

Rising Developments in Downtown

Downtown Springfield has seen incredible growth over the past 25 years, largely due to three key factors: the creation of the Vision 20/20 Comprehensive Plan, which identifies local issues and strategies on how to address them, Missouri State University's (MSU) decision to expand into Downtown, and the enactment of the Missouri Preservation Tax Credit Program. This program was designed to preserve historically significant buildings and foster economic growth, giving developers a state historic tax credit worth 25% of qualified rehabilitation expenses, which they can transfer and sell. These three factors paired together led to an urban renewal boom, including the following developments:

The Cresco Building

Located across the street from The Frisco, The Cresco Building is a new infill development on a previously vacant half-acre parking lot that houses 100 MSU students. The development overlooks Jubilee Park and contains open greenspace, covered and open air-seating, and firepits.

Frisco Lofts

Located at 309 N Jefferson Avenue in the Downtown, Frisco Lofts is the first universally designed multifamily housing in Springfield. It is a 68-unit affordable housing development that was constructed to be accessible by all, including people with disabilities. The historic building was rehabilitated from a 100-year-old office building using historic tax credits.

Hotel Vandivort

Hotel Vandivort is Springfield's first boutique hotel and is located in the heart of Downtown. Listed on the National Register of Historic Places as a local historic site, the 108-year-old structure was rehabilitated from an old Masonic Temple. The hotel combines modern and vintage industrial in design, with 50 guest rooms and an upscale restaurant, The Order.





Neighborhood Node

The Neighborhood Node placetype comprises small clusters of commercial and gathering places within residential neighborhoods that serve nearby residents. These nodes act as neighborhood anchors, creating focal points of activity. Neighborhood Nodes consist of a mix of local serving retail and service providers such as salons, dry cleaners, restaurants, convenience stores, and small offices, as well as amenities such as community centers, small parks, schools, civic and cultural facilities, and adjacent multifamily development. They are usually located at the intersection of busier streets within a larger residential neighborhood.

Issues & Opportunities

- Some Neighborhood Nodes contain small-scale industrial or auto-oriented commercial businesses that can impact the pedestrian experience. Some of these uses may be incompatible with surrounding development and should locate to other more appropriate areas. However, design features, such as parking lot screening and activating blank walls, can be used to foster a more pedestrian-friendly environment while maintaining valued local service providers and retailers.
- Several existing Neighborhood Nodes contain vacant properties and building condition is fair to poor. Most Neighborhood Nodes also lack streetscaping. Efforts to more clearly delineate these districts and identify focal areas, such as small plazas or key intersections, may increase activity.



Commercial Corridor

The Commercial Corridor placetype includes commercial development that varies in scale, ranging from stand-alone businesses to large retail centers that draw regional customers, located along major roadways that receive high volumes of traffic. Such development contributes significantly to Springfield's economic prosperity and local tax base.

These corridors are auto oriented and usually have sizable parking lots facing the public right-of-way to provide easy access for cars; however, they also can contain infrastructure for pedestrians, bicyclists, and transit services. Common uses within the placetype include chain restaurants, gas stations, hotels, national retailers, movie theaters, and smaller offices. Commercial Corridors provide a wide range of major shopping, service, entertainment, and employment destinations for both residents and visitors from across the region.

Issues & Opportunities

- The poor appearance of Springfield's commercial corridors was identified as a top community issue related to community identity and economic development. Some Commercial Corridors, such as Glenstone Avenue, generally lack landscaping and surface parking lots dominate the landscape. In addition, overhead utilities often combine with a heavy use of pole signs of varying height to create visual clutter along key corridors. The planning process will further review development standards including landscaping, sign, and parking regulations to identify potential strategies for improving the appearance of future development. Strategies for improving existing development will also be evaluated.

- Many Commercial Corridors lack bike and pedestrian infrastructure. The City has made recent efforts to make corridors more welcoming for active modes of transportation, such as at Primrose Street and Campbell Avenue, where pedestrian medians were constructed to increase crossing safety.
- Access management is poor along many of the City's older Commercial Corridors, where multiple curb cuts are typically provided for each business, creating a high number of potential points of conflict as vehicles exit and enter travel lanes. Lack of cross access between properties also exacerbates the need for local traffic to use major roadways to reach nearby destinations.
- New development in Commercial Corridors, such as along Kearney Street, can be hampered by shallow lot depths that limit the potential for modern commercial development without parcel assembly to provide for access and parking. The limited depth of commercial parcels also impacts the ability to provide appropriate screening and buffering between adjacent residential areas.



Industrial

The Industrial placetype consists of light and heavy industrial uses dedicated to a range of industries such as manufacturing, packaging, warehousing, storage, and distribution. In addition to manufacturing plants and warehouses, industrial areas can include uses that supplement other primary industrial functions such as outdoor storage, storage tanks, and cooling towers, or high intensity outdoor activities, such as mining at Conco Quarries Inc. While industrial areas are critical to Springfield's economy and employment base, when located along major corridors these areas can also detract from the attractiveness of the City. Compatibility issues related to noise or congestion can also arise when industrial areas are located adjacent to residential neighborhoods. Industrial areas are often located along major roadways to provide quality freight access. A significant amount of land is dedicated to the industrial placetype within Springfield, including older industrial areas surrounding the Downtown, along railroad lines, and in the western and northeastern areas of the City.

Issues & Opportunities

- There are many instances of open-air industrial uses, such as salvage yards or material storage, that abut residential or commercial uses without proper screening. Such exposure greatly diminishes the appearance of the surrounding neighborhood. Stormwater runoff from outdoor storage areas can also be problematic and may require monitoring in areas near water features such as industrial areas along Fassnight Creek.
- Industrial development is in high demand within Springfield and the identification of future industrial areas will be critical to the continued expansion of the City's employment base. The eastern portion of the Interstate 44 corridor, as well as the area surrounding the airport, have been the focus of most of the City's industrial growth. The Plan needs to identify where such development should occur in the future with reference to infrastructure and service provision, access to skilled labor, and major transportation routes.



Commerce & Light Industrial

The Commerce and Light Industrial placetype includes areas with an eclectic mix of light industrial, commercial, and office uses that serve as commerce and employment hubs. This placetype contains large employers and smaller retail and offices among industrial establishments. Commerce and Light Industrial areas are located along major roadways and railroad corridors to leverage transportation access for economic development. This includes along Chestnut Expressway, north of Downtown, at Kansas Expressway and Butterfield Road, and at Kearney Street and U.S. Route 65. Large surface parking lots usually exist to accommodate the high number of workers from within and outside the community. New development is limited within Commerce and Light Industrial areas and land use conflicts with adjacent residential areas are common.

Issues & Opportunities

- Many existing Commerce and Light Industrial areas are located in close proximity to residential areas, and often pocket the edges of older neighborhoods. While some of these areas could remain and be strengthened as local employment centers, it may be desirable to transition several Commerce and Light Industrial areas to another placetype such as Mixed Residential or Commercial Corridor. Redevelopment could help alleviate conflicts with desired residential development and improve the appearance and function of these areas.
- There is a need for increased screening and buffering between Commercial/Light Industrial areas neighboring lower intensity placetypes.
- Access management is poor in most Commerce and Light Industrial areas, where multiple curb cuts are frequent and cross access between properties is limited.



Institutional & Employment Center

The Institutional and Employment Center placetype contains institutional uses, such as universities, municipal facilities, large religious complexes, museums, and community centers, as well as major office and business parks. These areas act as centers of culture, education, and business development, while providing numerous job opportunities for residents of Springfield and others from the region. This placetype is dispersed throughout the City, with major concentrations located at Government Plaza and Cox Medical Center South Emergency and Trauma Center. Major institutions include, Ozarks Technical Community College, Missouri State University, Drury University, and Evangel University.

Issues & Opportunities

- Walkability within Institutional and Employment Centers can be problematic and opportunities exist to expand the sidewalk network and improve pedestrian infrastructure.

- Some Institutional and Employment Centers are focal points of neighborhoods and significantly affect the way the neighborhood functions and appears. For example, Missouri State University abuts both the Downtown Mixed-Use area and the residential neighborhood to the south, directly impacting land use and development character within each area. The City's coordination with such institutions will be key in ensuring proper maintenance and growth that is in line with the surrounding area's character.
- As areas that provide jobs and vital services to the Springfield community, it is important that existing and future Institutional and Employment Centers are highly accessible, well connected to public transit, are integrated with greenspace, and are supported by nearby commercial businesses for employees.
- This placetype is often located along key corridors with development abutting residential areas. There is a need for increased screening and buffering to adjacent neighborhoods.



Rural & Undeveloped

The Rural and Undeveloped placetype contains areas predominantly dedicated to agriculture, low-density, single-family detached housing, and undeveloped properties. Remaining agricultural land used for crop production and farming are usually vast in size and present a valuable economic resource for the City. Rural land is located mainly on the periphery of Springfield where development has not yet occurred, away from high activity urban and suburban areas. Undeveloped parcels are less common and are dispersed throughout the City.

Issues & Opportunities

- As the City continues to grow, Rural/Undeveloped areas may be redeveloped into different placetypes. It is important for the City to assess where such transformation is desired and where infill development should be prioritized.



Regional Green Space

The Regional Green Space placetype consists of Springfield's natural environments as well as major community parks and recreational facilities that draw both residents and regional visitors. Regional Green Spaces are an essential factor in making Springfield a desirable place to live, as they allow for active and passive recreation, healthy lifestyles, beautification of the community through greenery, and natural habitats with ecological value. Springfield's community parks are dispersed throughout the community, such as Meador Park, Phelps Grove Park, and Cooper Park and Sports Complex. The green space surrounding Lake Springfield and along the James River provides a regional destination for hiking, fishing, boating, wildlife watching, and enjoying the outdoors. Springfield's cemeteries and golf courses are also included within this placetype.

Issues & Opportunities

- The City's parks and open space were routinely identified as a top community asset during community outreach. Moving forward in the planning process, park needs and the identification of future regional green space should be taken into consideration when identifying areas for future residential development. Further discussion of existing park service areas, is included in Chapter 7: Natural Resources and Sustainability.



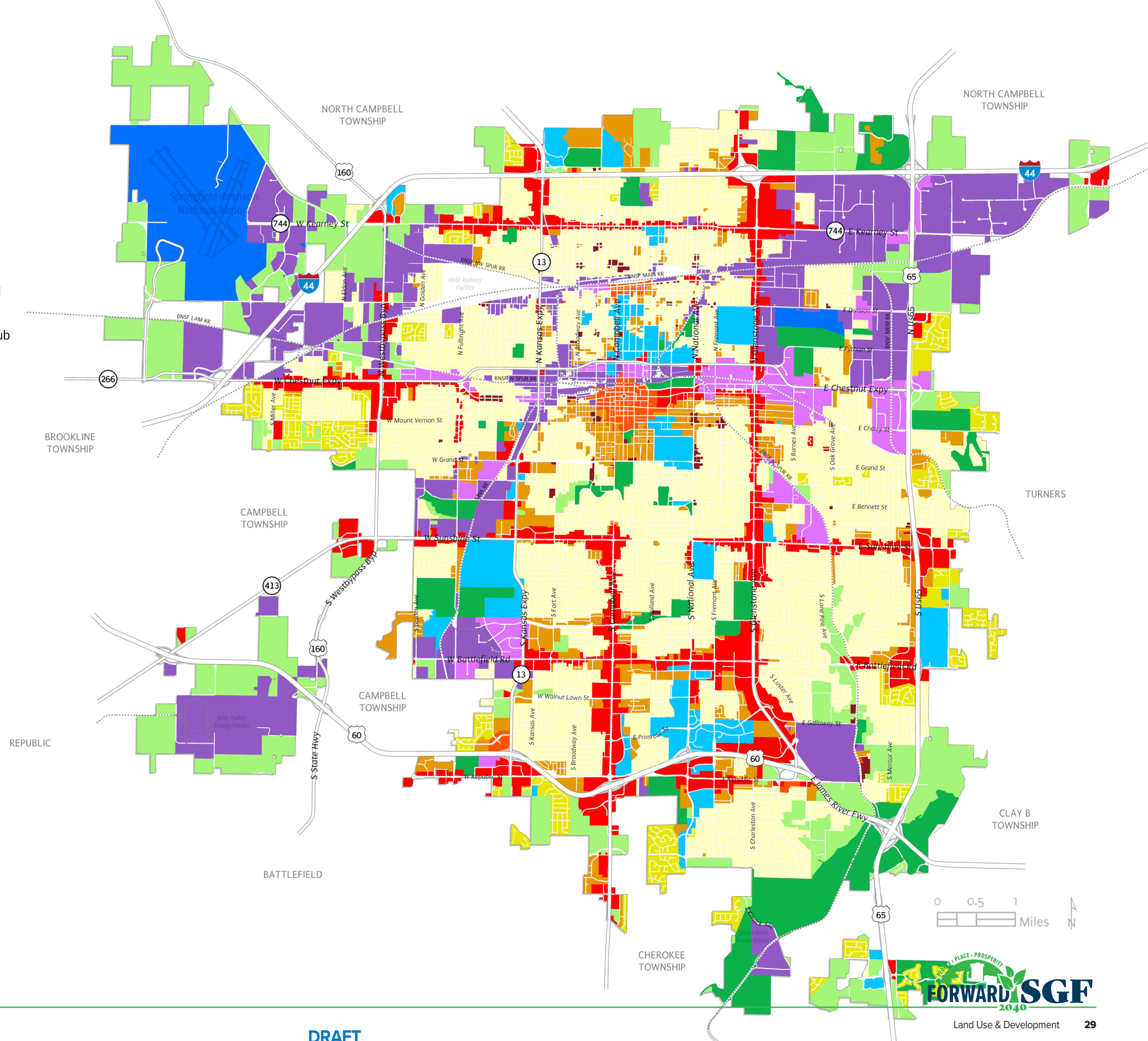
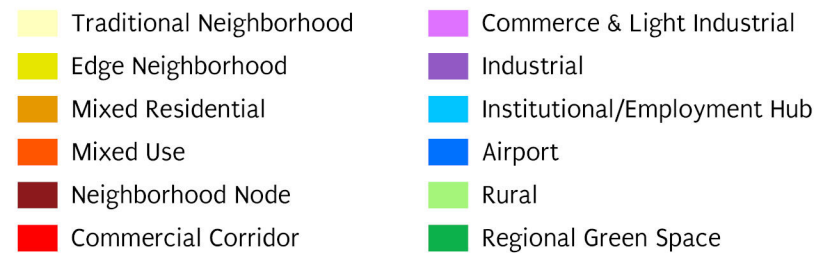
Airport

The Airport placetype includes land dedicated to airport facilities. Springfield has two airports: Springfield Branson National Airport, located at the most northwestern limit of the City, and Springfield Flying Service Inc, located in the City's northeastern area on Division Avenue. Springfield Branson National Airport has been experiencing exponential growth over the past eight years, reaching one million annual passengers in 2018 to and from over 13 major U.S. cities. This regional travel hub also is an economic driver, carrying approximately 16,000,000 pounds of freight from Springfield in the first six months of 2019, up 8.8 percent from the previous year. Springfield Flying Service, Inc. is a smaller Downtown commercial airport, which provides refueling, maintenance, aircraft storage services to customers.

Issues & Opportunities

- As Springfield continues to grow, the City will need to ensure properties surrounding the airports are compatible, taking into consideration noise and visual impacts.
- For many, the Springfield Branson National Airport is the first and last impression they have of Springfield. It is important that the airport, as well as the area leading to and from the facility, are attractive and create a lasting, positive image of the community.

Existing Placetypes





Lack of Beautification

A lack of beautification within Springfield was identified as a prevalent concern. Specifically, participant comments related to the physical appearance of Springfield's commercial areas and main roadways. Areas of particular concern included local commercial routes as they approach major intersections and expressways, routes leading to the airport, and community gateways in general. As several key corridors are under the jurisdiction of the Missouri Department of Transportation (MDOT) or Greene County, coordination with those agencies will be crucial when undertaking future beautification efforts.

The condition of housing and properties in some neighborhoods was also highlighted as a concern. Participants identified the need for better property maintenance, including landscaping, improving aging infrastructure, cleaning trash on streets and in yards, and enhancing blighted areas, particularly in the North Side. This was also connected to the desire for improved maintenance and provision of public parks and green space to improve neighborhood character. Additional input cited concern with the quality of design and construction in the downtown and other commercial districts, as well as for apartment development.

Facts

- Of nearly 450 Forward SGF online questionnaire respondents, 48.1% cited the character of major corridors as a weakness facing Springfield's commercial and industrial areas.
- When asked to identify Springfield's greatness weakness among all topics addressed in the questionnaire, 35.4% of respondents selected image and identity (which was the second most behind transportation).

Division Street

The image above is a street view of Division Street leading to the Springfield-Branson National Airport. During community outreach, Division Street was identified as a route in need of beautification, especially as it is the often the first and last impression for locals and visitors traveling via the airport.

Community Identity

A strong positive community identity is essential in promoting community cohesion among residents. It can also foster a positive outward image that can be leveraged to increase tourism, promote economic development, and attract new professionals and families to the City.

Participants underscored a concern that Springfield currently lacks a strong regional and national identity despite its many assets and there is a need to differentiate the community from other mid-sized communities and "all the other Springfields" in the country.

The opportunity to leverage Springfield's outdoor assets for promotional efforts, particularly the community's unique position as a gateway to the Ozarks for its recreation and impressive natural environments, was highlighted to further carve the City's image. Participants also linked the concept of community identity to economic development and establishing a cohesive vision to attract businesses and workforce from across the nation.

Comments also highlighted Springfield's various neighborhood organizations as great assets in defining local identity and organizing local initiatives. Regarding neighborhoods, participants also noted a strong north-south divide in Springfield related to community identity as well as income and "declining neighborhood fabric."

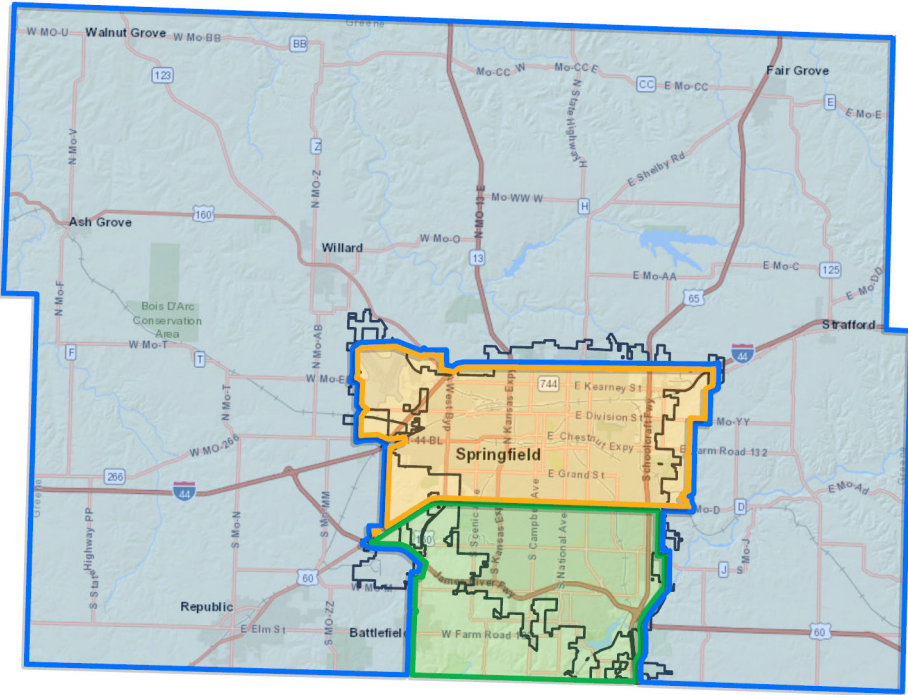
Facts

- Based on the criteria established in the Neighborhoods Element of the Vision 20/20 process, the City defined 34 neighborhood service areas. As of 2019, 22 have registered neighborhood organizations.

Market Overview

The office, industrial, and retail markets were assessed to better define Springfield’s position within the context of the competitive market area. Data from CoStar and Esri, national providers of real estate and demographic analytics, were utilized for this analysis. The following highlights both current conditions and historical trends within these three markets. The housing market is analyzed separately.

For all three markets, the City is divided into six submarkets in CoStar with a seventh submarket incorporating the other areas of Greene County. The six within the City have been grouped into to larger submarkets, Northern City and Southern City, to provide context and match local understanding of the region. Average rents and vacancy rates vary depending on sources. For consistency, CoStar data is used in assessing all markets.



Office, Industrial, and Retail Submarkets

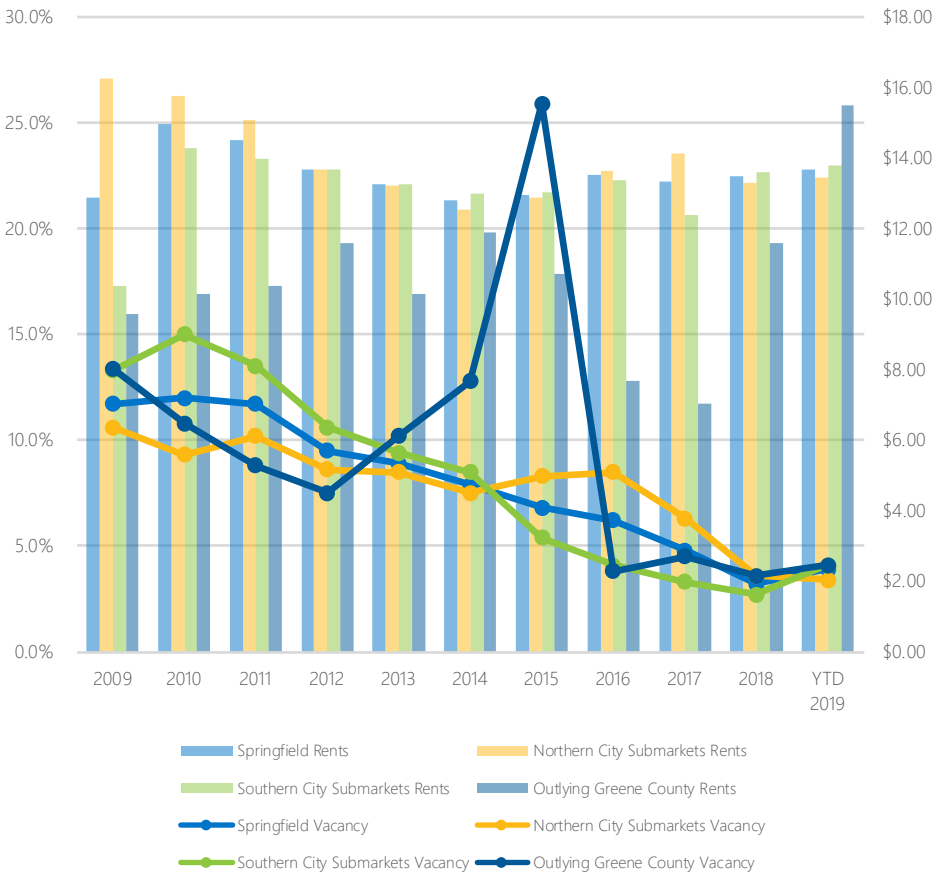
- Northern City
- Outlying Greene County
- Southern City

Office

Both the Northern City and Southern City submarkets are fairly healthy in terms of average rents, which have remained steadily above \$12.30 per square foot since 2010. Similarly, vacancy rates for both submarkets have been below 10 percent since 2013. The Northern City submarket has a reported a vacancy rate of 3.4 percent with an average market rent of \$13.44 per square foot. The Southern City submarket is at 4.1 percent vacancy with rents averaging \$13.77 per square foot.

The City’s office market has a vacancy rate of 3.9 percent and an annual average rent of \$13.68. While vacancy and rents have fluctuated, the market area has been relatively stable for several years. Additionally, the City’s office market appears to be even stronger when compared to Outlying Greene County as it has experienced fewer and less intense variation. The prominence of medical offices and other businesses coupled with the expected employment growth suggest that Springfield will continue to see a demand for office space for the foreseeable future.

Office Trends

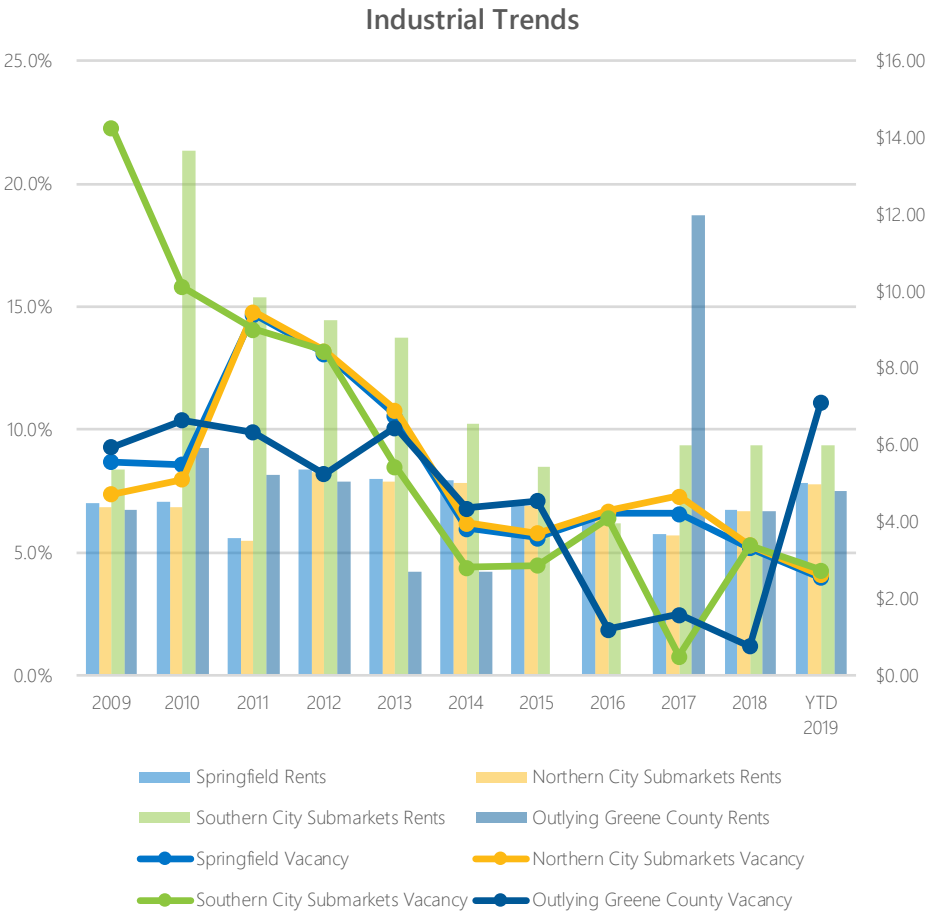


Source: CoStar; Houseal Lavigne Associate

Industrial

The Northern and Southern City submarkets vary more for the industrial market than for the office market. While vacancy rates in both submarkets have declined significantly since 2011, Southern City's rate has been lower and fluctuated more than Northern City's rate. Rents are higher in the Southern City submarket, but have again experienced greater fluctuation. The differences between the two submarkets is caused by the Southern City having the majority of Springfield's industrial development. For example, Relics Antique Mall, a 90,000-square-foot warehouse space, was built but not yet leased causing the high vacancy rate . Additionally, in 2010 the AG CU Operations Center at 2137 W. Kingsley Street was leased at \$15 per square foot, effectively doubling the average rent for industrial property. The industrial market segment consists of a mix of manufacturing, light industrial, logistics and flex space.

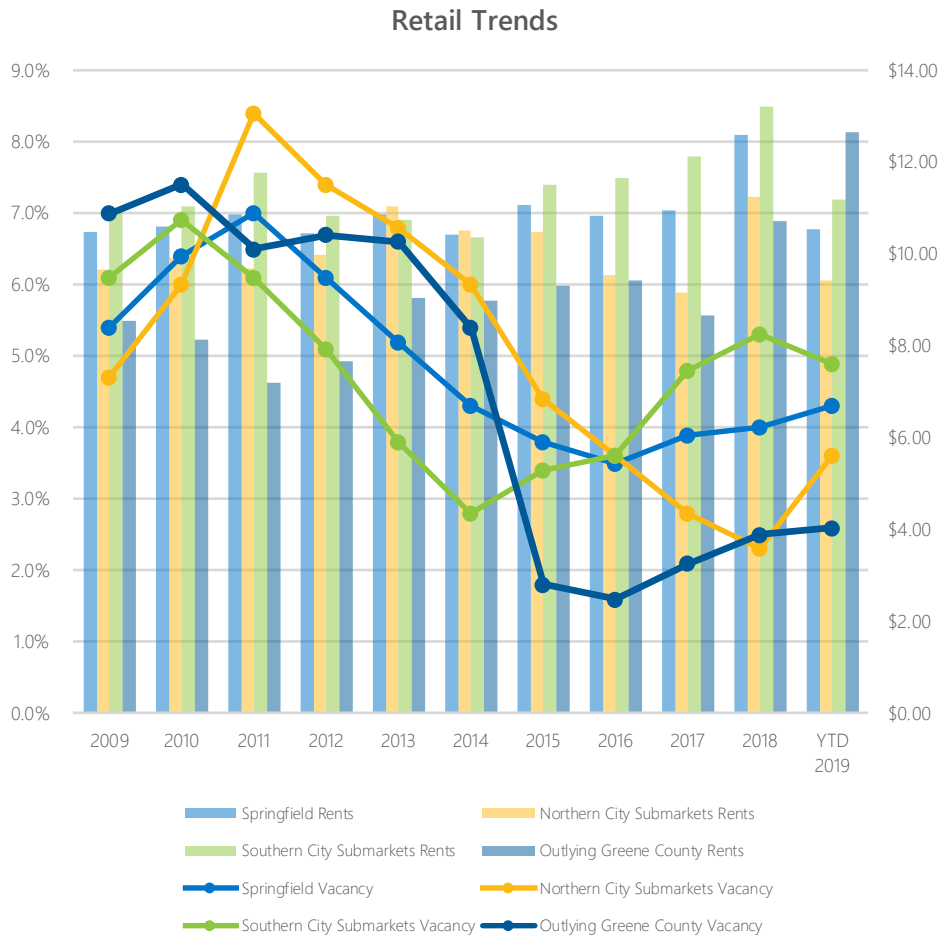
At four percent vacancy, and \$5.01 per square foot average rent, the Springfield market continues to outperform Outlying Greene County at 11.1 percent vacancy and average rents of \$4.82 per square foot. Costar reported industrial rents for the County at net zero for 2015 and 2016, indicating no leasing activity over during this time. While Springfield's industrial market is smaller than its office market, its prominence as the largest urban area in southern Missouri provides a competitive advantage over other locations.



Source: CoStar; Houseal Lavigne Associate

Retail

The City of Springfield contains over 7.2 million square feet of retail space spread throughout the City. According to Esri data, annual consumer expenditures by Springfield residents on retail, food and drink amounts to approximately \$400 million and a supply of retailers, restaurants and bars that support roughly \$500 million. In some municipalities, this would equate to an oversupply and saturation, however the Springfield market serves as a destination drawing from a much larger geographic area as well as its significant visitor and day-time population.

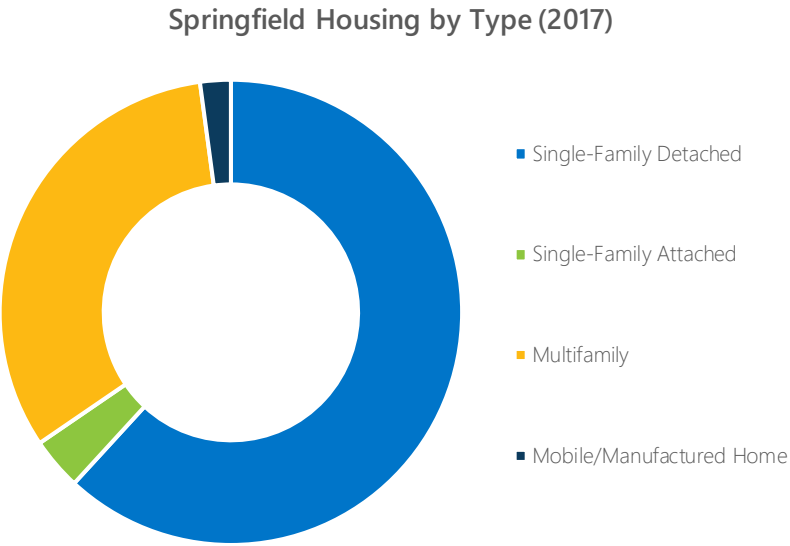


Source: CoStar; Houseal Lavigne Associate

Residential and Housing

While the City's housing is fairly diverse, single-family detached units represent approximately 62% of the City's housing supply. The majority of single-family homes are owner-occupied, with rental units making up most of the multifamily market. In terms of location, most of the City's supply of multifamily units and renter population resides in the central area of the City, close to the colleges and universities (Ozark Technical, Missouri State, Drury, and Evangel) and Downtown. Smaller-lot, owner-occupied single-family homes also exist in this area while larger-lot homes are located on the edges of the City in newer subdivisions.

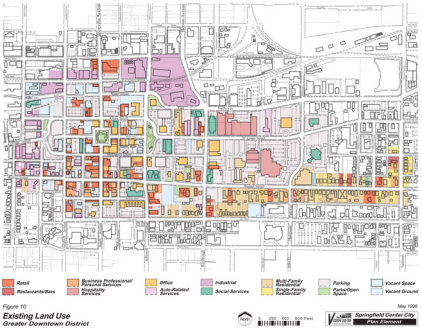
NOTE: A more in-depth discussion of off-campus student housing as a portion of the rental and multifamily market in Springfield will be further explored as part of the Center City Master Plan phase of the planning process.



Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Houseal Lavigne Associate

Consolidated Plan

The 2015-2019 Consolidated Plan was created to identify housing, homelessness, supportive service, and non-housing community needs in Springfield. Developed through a coordinated community participation process, the plan provides a strategy for allocating U.S. Department of Housing and Urban Development (HUD) federal funds under the Community Development Block Grant (CDBG) and Home Investment Partnership (HOME). The plan includes a strategic plan that identifies strengths and impediments within the community, prioritizes keys issues, and describes the implementation of the plan.



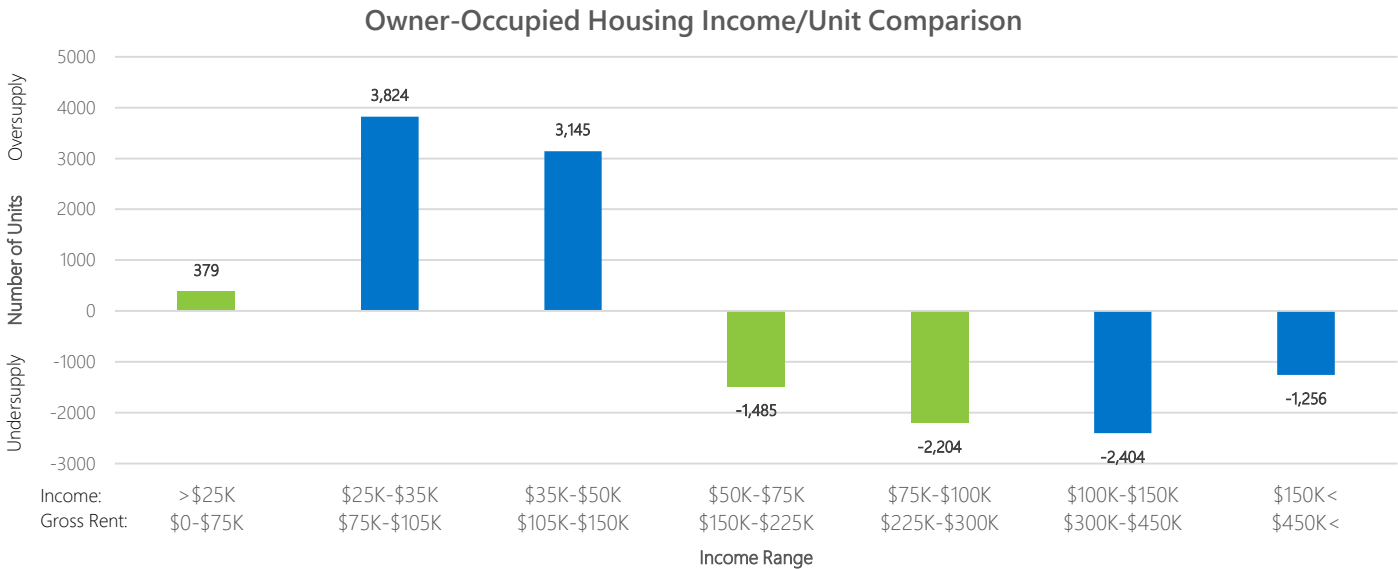
Housing Affordability

There is an identified shortage of housing units that are affordable at both the lowest and highest income levels. An established benchmark of thirty percent of income allotted to housing is utilized in determining the relationship between cost and income (for both renters and owners). A lack of housing units in the higher income/home value range simply indicates that households earning higher incomes could afford a higher-priced home than they currently occupy. While some may choose to so regardless of availability, others may seek options outside of the community.

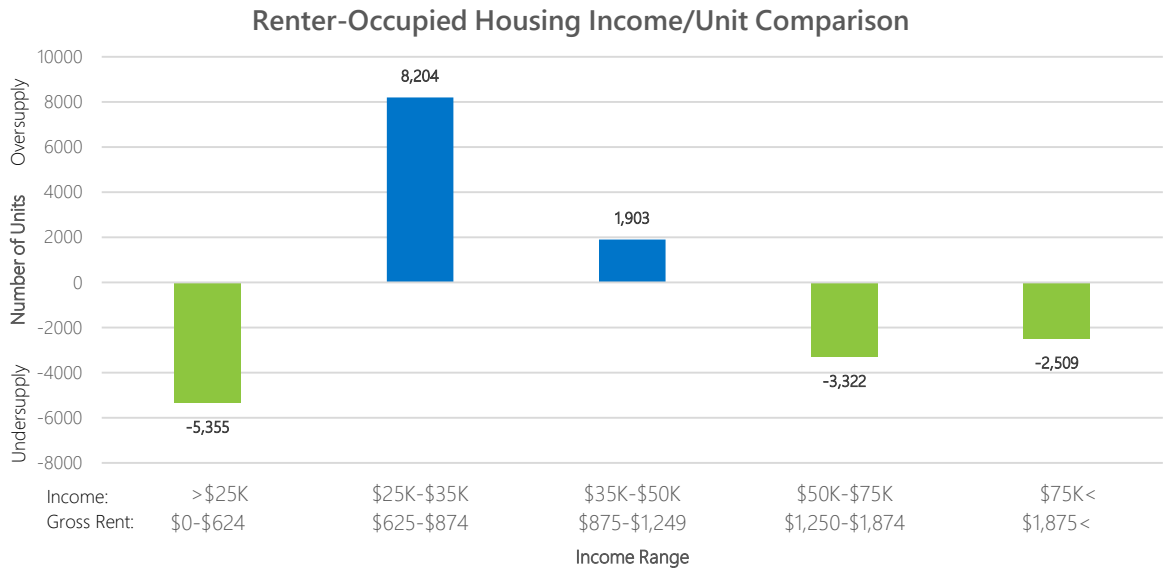
As the City plans for future housing need, it is important to recognize that price, housing type, and location must be factored. Access to transit and centers of employment will continue to drive demand for multifamily (primarily rental) in all areas of the City. Currently, mixed-use development is concentrated in the central area of the City with some in the southwest.

This product appeals to both younger and older age cohorts (18-34 and 65+) and should continue to be encouraged as a means of attracting new residents and retaining those seeking to downsize. There may be additional opportunities for mixed-use in other areas of the City, but the feasibility of the nonresidential component of the development must be carefully analyzed.

While achieving a balanced housing supply in terms of product and affordability is desirable, it is important to recognize that owner occupied single-family detached will continue to be the predominant housing type in Springfield as well as the larger market area.



Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Houseal Lavigne Associate

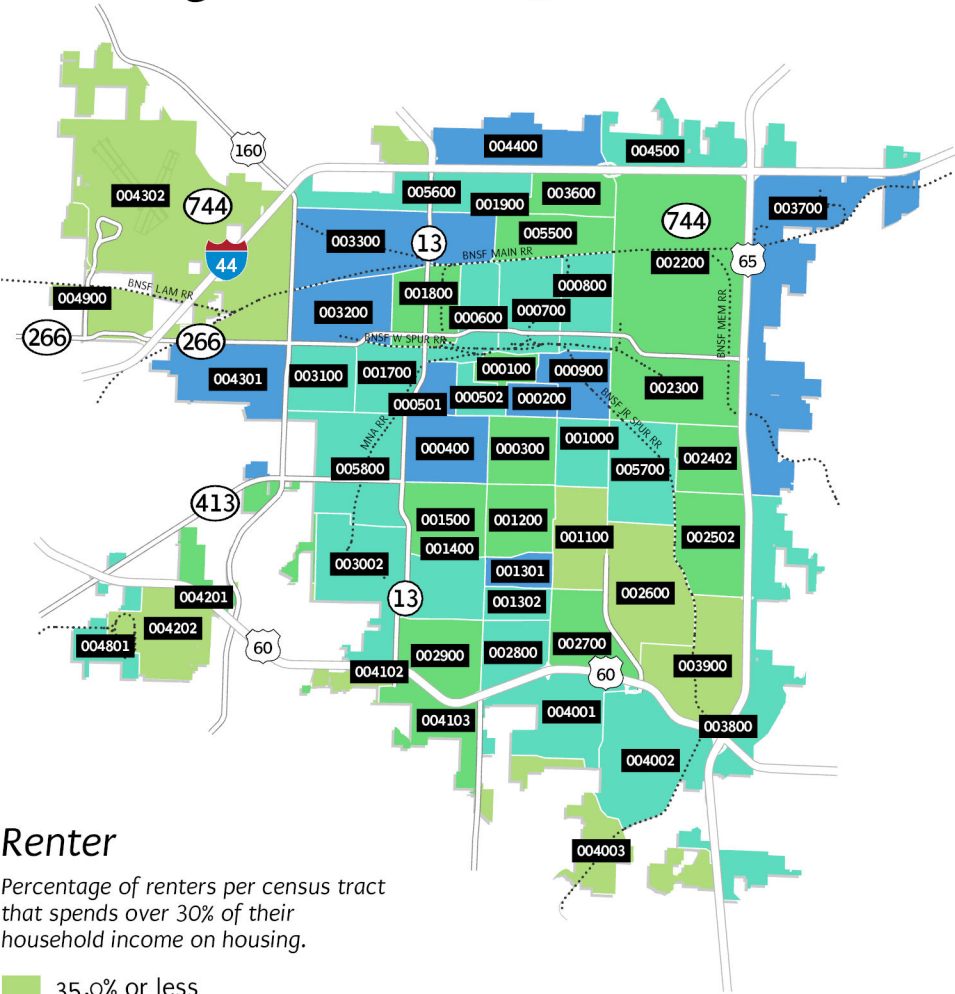


Source: U.S. Census; 2013-2017 American Community Survey 5-Year Estimates; Houseal Lavigne Associate

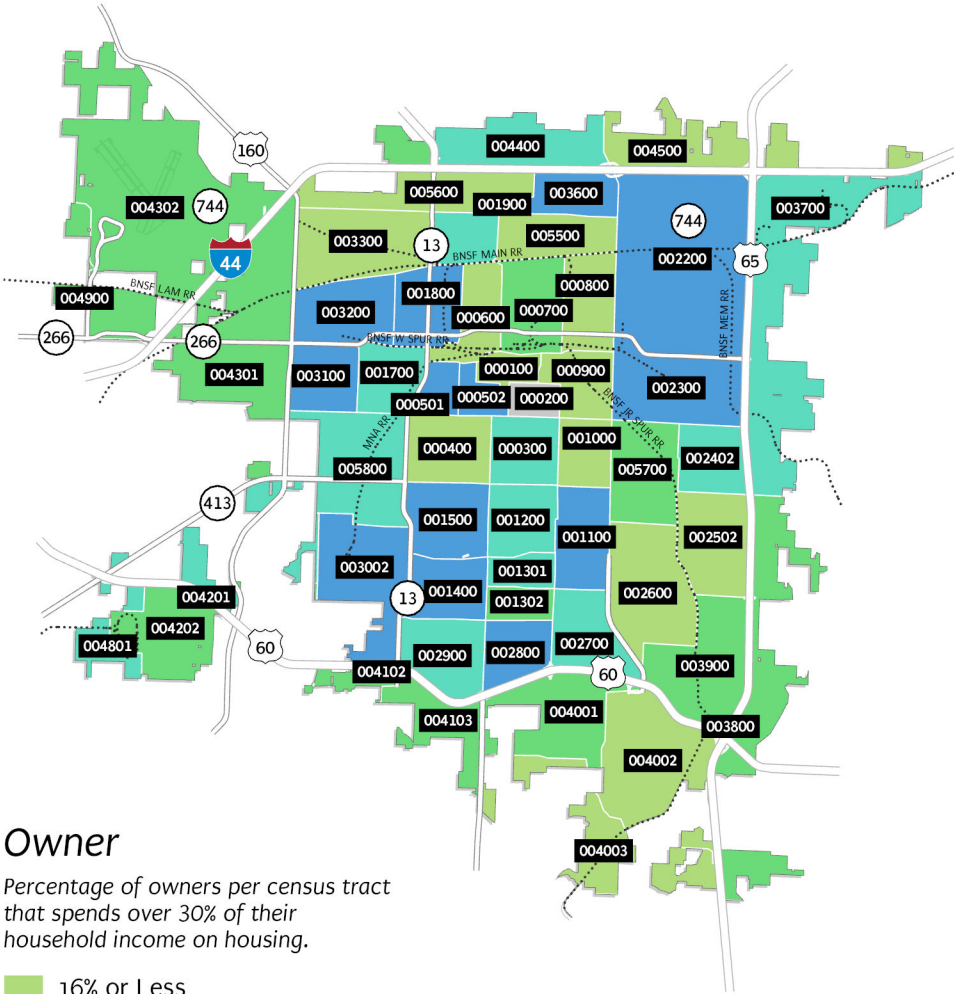
Conclusion

As the largest urban area in southern Missouri, Springfield is well positioned to capture future market growth across a variety of uses. It is not only the largest economic center in the region, but also the strongest retail destination with tens of thousands of workers, shoppers, and students traveling to the City every day. The City's market is also stronger than the County's across all uses evaluated in this market overview. Additionally, with better access to necessary facilities and services, such as utilities, transit, and transportation routes, the City is more desirable to employers and businesses. The planning process will further coordinate growth opportunities with land use.

Housing Affordability



- 35.0% or less
- 35.1% to 48.0%
- 48.1% to 58.0%
- 58.1% to 73.0%



- 16% or Less
- 17% to 21%
- 22% to 31%
- 32% to 53%
- No data*

Housing Diversity

The need for greater diversity in housing choice within the City was a frequently cited concern among workshop participants. Comments brought attention to two aspects of housing:

1) providing quality, affordable housing for low-income families and people in poverty, and 2) providing housing that is attractive to target demographics, such as professionals, young families, and seniors. There was consensus on the overall need for higher housing diversity to serve the needs of these varying population groups and stages of life.

The quality of existing rental housing was also flagged with comments focused on issues with absentee landlords who do not properly maintain their properties and nuisance properties in poor condition. Community comments highlighted unfamiliarity with or poor enforcement of rental inspection procedures, regulations, and rental property registration procedures. Participants also expressed the desire for historic preservation for neighborhoods and historically significant architecture.

Facts

- In 2017, 45% of the housing units in Springfield were owner-occupied.
- The average mortgage payment and apartment rent in Springfield are 28% and 29% below the national average respectively. Despite lower housing costs, an estimated 24% of households in Springfield were considered cost-burdened (paying more than 30% of income for housing) in 2017.

Housing Affordability (Renter & Owner) Map

The following maps display housing affordability rates for both owners and renters per census tract based on the percent of households who spend over 30% of their income on housing per census tract. For renters, housing is unaffordable primarily in the northeastern edge and northwestern quadrant of the City. The proportion of cost-burdened homeowners is highest in the eastern area of the City west of U.S. Route 65, west of Downtown, and the southwestern area of the City near Battlefield Road.

Zoning Overview

Zoning and development controls are key in shaping communities as they define what specific land uses are permitted; the density, scale, and orientation of those uses; and requirements for parking, landscape, signs, and other standards that help direct growth in a visually attractive and suitable manner. Springfield's current zoning regulations are outlined in Chapter 36, Article III of the Land Development Code of the City of Springfield, Missouri. The City's zoning is divided into 27 districts.

Residential Districts

Springfield has six residential districts that at varying densities that aim to create livable, attractive residential neighborhoods. All residential districts besides the Manufactured Home Community District (R-MHC) allow for supplementary uses that serve governmental, educational, religious, recreational, and other neighborhood needs under certain restrictions intended preserve and protect the residential character. New single-family dwellings are not permitted in medium and high density residential districts (R-MD, R-HD) to ensure that vacant land set aside for multifamily development is not prevented by less intense development.

R-SF - Single-Family Residential District

This district is intended primarily for single-family detached dwellings at low residential densities of approximately seven units per acre. The majority of Springfield is zoned as R-SF, containing over 17,250 acres.

R-TH - Residential Townhouse District

This district is intended to accommodate a variety of housing types, including single-family detached, single-family semi-detached, duplex, and townhouse dwellings, at low to moderate residential densities (approximately 11 units per acre). This district is also intended to function as a transition between the less intense single-family district and more intense multifamily districts.

R-LD - Low-Density Multifamily Residential District

This district is intended to accommodate multifamily developments at densities up to approximately 18 units per acre and is intended to serve as a transition between lower density and higher density residential districts. It is intended for areas that have access for vehicular traffic from collector or higher classification streets without traversing minor streets in adjoining residential neighborhoods.

Certain other structures and uses necessary to serve governmental, educational, religious, recreational, and other needs of neighborhoods are allowed as permitted or conditional uses subject to restrictions intended to preserve and protect the residential character of this district.

R-MD - Medium-Density Multifamily Residential District

This district is intended to accommodate multifamily developments at densities up to approximately 29 units per acre, including typical garden apartment development. It is intended to serve as a transition between major streets or commercial areas and lower density residential areas. The district is intended for areas with vehicular access from collector or higher classification streets without traversing minor streets in adjoining residential neighborhoods.

R-HD - High-Density Multifamily Residential District

This district is intended to accommodate multifamily developments located in and around the Center City or other high-intensity use areas, at densities up to approximately 40 units per acre. It is intended for areas that have access for vehicular traffic from collector or higher classification streets without traversing minor streets in adjoining residential neighborhoods.

R-MHC - Manufactured Home Community District

This district is intended for manufactured housing communities, which include manufactured housing developments and subdivisions, at low residential densities of approximately eight units per acre. It is intended that such communities are located, designed, and improved to be attractive and accessible, while reducing any adverse effects on neighboring properties.

Springfield Community Improvement District (CID)

The Downtown Springfield Community Improvement District (CID) was originally created in 1999 and renewed in August 2016 for another 15 years to grow Downtown into a cleaner, safer, and more inviting destination. Resident voters who live in the district approved a half-cent sales tax initiative that funds safety and security, image enhancement, maintenance, and parking improvements. Other funding sources include a property assessment and voluntary contributions from governmental and non-profit organizations. The CID is roughly bounded by Kimbrough Avenue on the east, Elm Street on the south, Grant Avenue on the west, and Chestnut Expressway on the north. As a result of this initiative, Downtown is further becoming an attractive center for the community to enjoy arts, culture, food, nightlife, and local businesses.

Commercial Districts

LB - Limited Business District

This district is intended for uses that provide convenience goods or personal services primarily to people residing in adjacent residential areas. It also includes selected retail and service uses that are similar in land use intensity and physical impact to the neighborhood sales and service uses permitted in this district. This district is designed to accommodate compact, freestanding commercial centers or to function as a transition between more intense commercial uses and residential neighborhoods. Because the permitted retail and personal service uses may be an integral part of the neighborhood, more restrictive requirements for light, air, open space, building design and landscaping are made than are provided in other commercial districts. This district should be located along or at the intersections of collector or higher classification streets.

GR - General Retail District

This district is intended for uses that provide community-wide personal and business services, shopping centers and specialty shops. This district is also intended for on-site production of handcrafted items in conjunction with retail sales. Commercial uses permitted in this district are generally required to conduct business activities indoors. The need for community-wide accessibility dictates that this district should be located along or at the intersection of two or more arterial or higher classification streets. Areas zoned GR are intended to be at least five acres in size unless the zoning is based on an adopted plan or comprehensive zoning scheme.

HC - Highway Commercial District

This district is intended for commercial uses which depend upon high visibility, generate high traffic volumes, or cater to drivers. These characteristics dictate that this district be located along or at the intersections of arterial classification streets or along frontage roads adjacent to the interstate or other limited-access streets. This district is also intended for on-site production of handcrafted items in conjunction with retail sales. Areas zoned HC are intended to be at least five acres in size unless the zoning is based on an adopted plan or comprehensive zoning scheme.

CS - Commercial Service District

This district is intended for business uses which provide essential commercial services and support activities, but which do not necessarily require high visibility. This includes on-site production of handcrafted items in conjunction with retail sales, as well as for businesses that combine wholesale and retail sales that require extensive outdoor activities. Such uses have higher environmental impacts (noise, dust, glare, etc.), which make them incompatible with the office or retail character of other business districts. The district is intended to function as a transition between industrial development and commercial development, and should be at least five acres in size unless the zoning is based on an adopted plan or comprehensive zoning scheme.

CC - Center City District

This district is intended to be a mixed-use district that accommodates a variety of residential, commercial, and light industrial uses. It is intended for older commercial and light industrial areas, particularly the central business district and commercial street area that tend to accommodate a wide variety of uses. These areas generally developed early in the city's history and do not display the characteristics of typical modern suburban development. These areas may also be experiencing or be in need of rehabilitation or redevelopment, which is supported by the district's regulations.

COM - Commercial Street District

The intent of this district is the same as the CC district's, except it is intended for older commercial and light industrial areas fronting and adjacent to Commercial Street. The City has approved a Commercial Street Redevelopment Plan and has approved financing mechanisms to implement that plan. Uses proposed in this district are consistent with the redevelopment strategy and aims to protect the historic character of the area.

There are two sub-zones in this district: the COM-1 district, which is designed to permit new construction that is more compatible with the existing historic buildings within the landmarks district along Commercial Street, and the COM-2 district, which is designed to allow new construction that is consistent with more recent commercial development.

Industrial Districts

RI - Restricted Industrial District

This district is intended primarily for uses engaged in light manufacturing, assembling, and fabrication, warehousing, wholesaling, and service operations which conduct all activities within a building with no external impact. Examples of uses include the manufacturing or servicing of business machines, cloth or leather products, and medical appliances. This district is intended to serve as a transition between more intense industrial development and commercial, office, or multifamily residential development.

LI - Light Industrial District

This district is intended to allow industrial operations and activities that do not create applicable nuisances or hazards. All industrial operations and activities are permitted provided they are conducted inside a building, although related outdoor storage is permitted. Areas zoned LI are intended to be at least five acres in size unless they adjoin a GM, general manufacturing, or HM, heavy manufacturing district or the zoning is based on an adopted plan or comprehensive zoning scheme.

GM - General Manufacturing District

This district is the basic manufacturing district for Springfield. The use limitations for this district are set so that most industrial uses that are reasonably careful with respect to housekeeping and external impacts will be able to comply. Areas zoned GM are intended to be at least ten acres in size unless they adjoin an HM, heavy manufacturing district, or the zoning is based on an adopted plan or comprehensive zoning scheme.

HM - Heavy Manufacturing District

This district is intended for heavy industrial uses and other uses not otherwise provided for in the other industrial districts. The intensity of uses permitted in this district makes it necessary to separate it from all residential districts wherever possible with good accessibility provided to major rail, air facilities, and highways. Areas zoned HM are intended to be at least 20 acres in size unless the zoning is based on an adopted plan or comprehensive zoning scheme.

IC - Industrial Commercial District

This district is intended to allow industrial operations and activities in combination with commercial uses areas where the combination of such uses is consistent with the City's policies and plans. All industrial operations are permitted if conducted inside, although related outdoor storage is permitted. IC districts are intended to be located primarily at major intersections in or adjacent to industrial areas and on land that is designated as a mixed industrial/commercial use area in the comprehensive plan. Areas zoned IC are intended to be at least five acres in size unless they adjoin a LI, GM, or HM district, or the zoning is based on an adopted plan or comprehensive zoning scheme.

Office, Institutional & Special Districts

O - Office Districts (O-1, O-2)

The two office districts permit the same uses but differ in intensity. The O-1 district is designed to be a restrictive district for low intensity office or professional uses, which may be located outside the Center City adjacent to any of the residential districts, with appropriate buffers and landscaping to prevent potential adverse effects on adjacent residential areas. The O-2 district is designed to allow more intense use of land that is near the central city district or other high intensity use areas.

GI - Government & Institutional Use District

This district is intended for lands where federal, state, or local government activities are conducted, where governments own the property, and to major public and private educational and medical facilities. It is not intended to classify all lands owned by government into this district, but only those uses that are comparatively intensive or which require substantial buildings. This district is also intended to classify land that is vacant but has been designated for the activities listed above in an adopted plan.

WC – West College Street District

This district is intended to be a mixed-use, urban district that accommodates a variety of residential and commercial uses. The three sub-areas established by this district are intended to encourage an eclectic mix of businesses, artist studios, architecture and residents consistent with the adopted College Street Corridor Plan. The subareas include WC-1, the mixed-use sub-area; WC-2, the live/work sub-area; and WC-3, the residential sub-area.

UC - Urban Conservation District

This district is intended to be used with other districts to promote the health, safety, economic, cultural, and general welfare of the public by encouraging the conservation and enhancement of the urban environment. The Urban Conservation Plan and District were created under Article VI, Sections 19 and 21 of the Constitution of the State of Missouri. They aim to conserve neighborhood character and integrity; promote reinvestment; encourage efficient use of urban lands; support rehabilitation of the physical environment; reduce blight; and foster harmonious, orderly, and efficient growth.

L – Landmarks

This district is intended to promote the creation, preservation, and use of historic sites, landmarks, and districts for the educational, cultural, economic, and general welfare of the public. The district aims to safeguard the City's historic, aesthetic, and cultural heritage and enhance the aesthetic quality of neighborhoods. It also is intended to stabilize, increase, and sustain property values, strengthen the City's economic base, foster civic pride, ensure harmonious growth, and establish a visual archive of historically significant assets.

PD - Planned Development District

This district is intended to encourage more creative and imaginative design than generally is possible under conventional zoning regulations. PD districts may be permitted during the application and approval of site and use plans. Suitability for its designation is determined by accordance with the Comprehensive Plan. Goals of the district include decreasing traffic congestion, improving safety, promoting health and the general welfare, avoiding undue concentration of population, and facilitating the adequate provision of transportation, water, sewerage, schools, parks, other public necessities.

Overlay Districts

UN - University Combining District

This district is an overlay district intended to be used in combination with any one of the multifamily residential districts. The principal function of this district is to permit use types that ordinarily cluster around a university, but which are not located on university property in multifamily residential zones abutting colleges and universities. This district permits increased densities for student housing in multifamily residential districts when they are related to a university without disturbing the existing density. Further, it preserves the lot size requirements and bulk regulations that would be applicable to private residential uses.

AO - Airport Overlay District

This district is intended to regulate the development of noise-sensitive land uses, to promote compatibility between the Springfield-Branson National Airport and the surrounding land uses, to protect the Springfield-Branson National Airport from incompatible development, and to promote the health, safety, and general welfare of property users.

CO - Conditional Overlay District

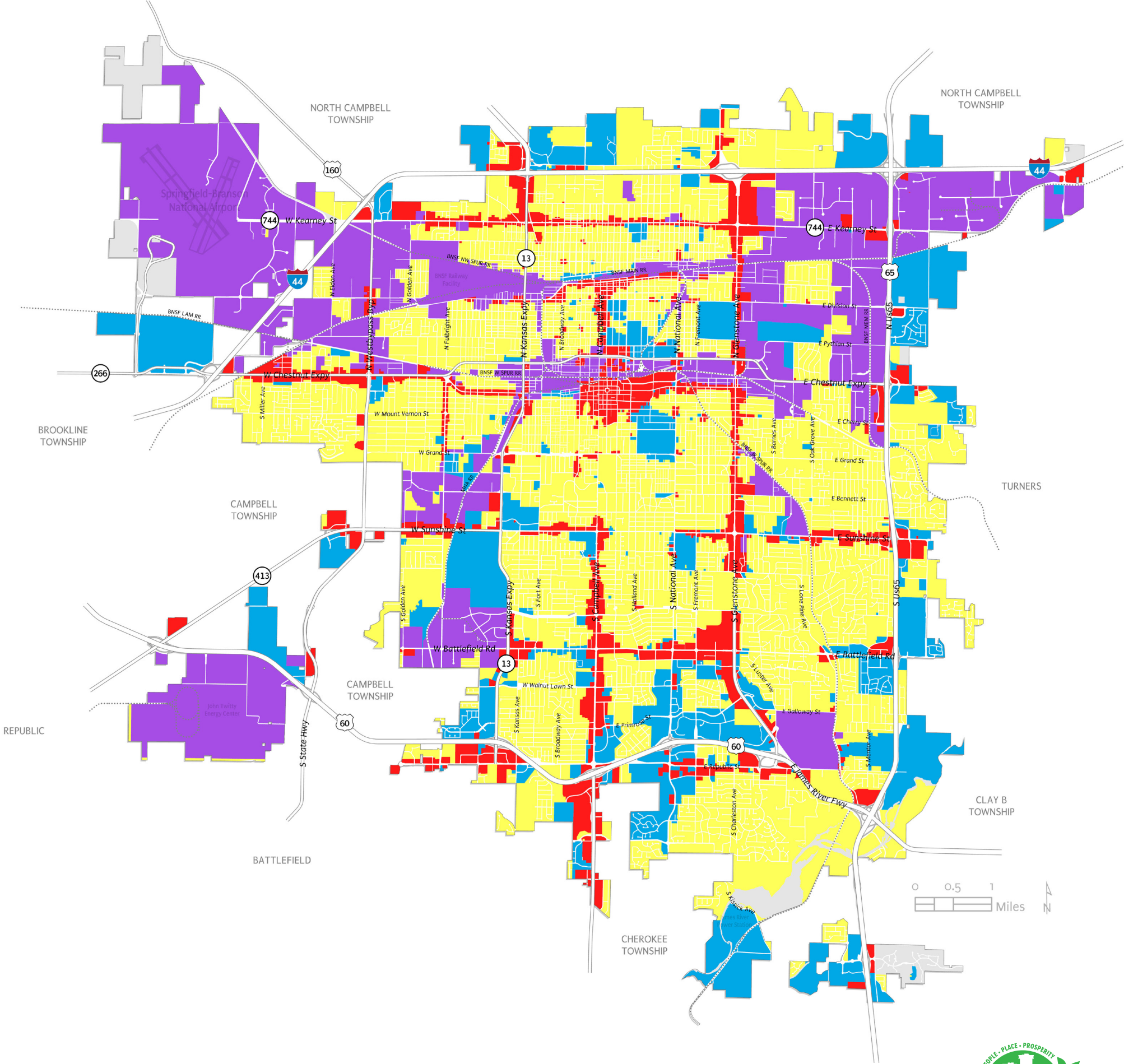
This district is intended to be placed over a base zoning district as an overlay zone that limits uses and conditions originally permitted by right. It is intended for when a base zoning districts' allowed uses would not be appropriate for a particular property, even though the use itself could, if properly planned, be appropriate for the property consistent with the comprehensive plan and the base district's intent.

LWO - Live/Work Overlay District

This district is an overlay district intended to be used in combination with any residential zoning district (R-SF, R-TH, R-LD, R-MD, R-HD, or R-MHC), where a work area can be established on the first or main floor or in an accessory building. The primary purpose of this district is to permit live/work units as defined and regulated by the City's Building Code as adopted. Specific work uses, standards, and conditions are established when a specific live/work overlay district is approved.

Current Zoning

- Residential Districts
- Commercial Districts
- Industrial Districts
- Office, Institutional, and Special Districts



Zoning Issues & Opportunities

In addition to establishing zoning districts, the Springfield Land Development Code also establishes development standards which are generally applicable to the entire community. Below is a brief review of those controls and how they might impact investment in the community.

Permitted & Conditional Uses

Through the establishment of zoning districts, the City controls which types of land uses are permitted as of right, as a conditional use, or are prohibited. Conditional uses require a permit, which is received through additional review and approval by the Planning and Zoning Commission. Chapter 36, Article III, Division 4 of the code includes separate sections for each zoning district, all of which include a separate list of permitted and conditional uses. This method of organizing permitted and conditional uses makes it difficult for code users (i.e. developers, property owners, residents, potential investors, etc.) to compare and contrast the uses that are permitted in different zoning districts.

In addition, lists of permitted and conditional uses include “use groups,” such as the retail sales or medical office use groups, which lack references to the section of the Code where they are defined. Further, that section is embedded in Division 1 after the effective date of the adoption of the Code and other general provisions. This location is not intuitive and makes it necessary for the user to flip back and forth between the sections.

Landscape Requirements

Compared to similar municipalities throughout the country, Springfield’s landscape requirements are minimal. Currently, Section 36-482 of the City Code requires interior parking lot landscaping, perimeter parking lot landscaping, and buffer yards. Although the required locations for landscaping are standard, the number of landscape elements that are required in those areas is subpar. For example, the City only requires interior parking lot landscaping in parking lots containing 30 or more spaces, while industry standard is between 10 and 15 spaces.

Additionally, the section does not contain graphics or other methods to visually demonstrate the requirements, making them difficult to understand and administer. The appearance of Springfield’s commercial areas is a top concern among the community and improving development standards, including raising the standard for what is considered adequate landscaping, could ensure that future development contributes positively to the community’s image.

Planned Development District

Section 36-405 of the Code addresses planned unit developments (PDs). Unlike many PD ordinances, Springfield’s does not establish location, size, or use triggers that would require certain developments to go through the PD process. As such, all developments can potentially be submitted for PD designation, which can be strenuous on City staff capacities, while development ideal for PUDs, such as large scale or context sensitive development, may not be submitted.

Sign Ordinance

The City’s sign ordinance was last updated in 2014, several years before the Supreme Court of the United States held that municipalities do not have the right to impose content-based restrictions on commercial and non-commercial signs in the Reed vs. the Town of Gilbert case. Like many municipalities, Springfield’s sign ordinance imposes different standards for signs based on their content and is therefore not compliant with federal requirements.

TRANSPORTATION

*The movement of goods and people within the City of Springfield is dependent on a well-connected and integrated transportation network. High access and connectivity are also essential for supporting land use development and economic growth. The transportation network within Springfield consists of a robust system of roadways, public transit, and pedestrian and bicycle facilities, which is examined in the following section. A review of key past plans and policies, as well as existing issues and opportunities are also identified, which will be used to shape transportation recommendations in **Forward SGF** moving forward.*

OTO Transportation Plan 2040

Transportation Plan 2040 is the 5-year update to the Ozark Transportation Organization's (OTO) Long Range Transportation Plan. The plan establishes the region's transportation needs and priorities for the next twenty years. The plan addresses the following goals:

- Support the economic vitality of the region.
- Encourage productive land use through consistency between planned growth, economic development patterns, and transportation improvements.
- Increase the safety and security of the transportation system for all users.
- Increase accessibility and mobility for all transportation modes.
- Improve connections within and between all modes of transportation.
- Encourage efficient system management and operations.
- Preserve the existing transportation system and monitor system performance.
- Maximize resources by promoting partnerships, collaboration, and good planning principles.
- Actively seek secure and reliable transportation funding.
- Provide education and advocacy for transportation.
- Protect and enhance the environment when planning for transportation improvements.
- Support the efficient movement of goods.

Roadway Network

Street Functional Classification

The City currently utilizes the Major Thoroughfare Plan adopted by the Ozarks Transportation Organization (OTO), the Metropolitan Planning Organization, to classify its streets. The plan is intended to provide a framework for decision making related to the roadway network. It addresses existing and proposed roadway alignments, development patterns, and future needs, and classifies the roadway network into the following street categories:

- **Freeway:** A fully controlled access highway with grade-separated interchanges at major thoroughfares. Intended for high-volume, high-speed traffic movement between cities and across the metropolitan area. Not intended to provide direct access to adjacent land.

- **Expressway:** A limited-access highway with some grade crossings and signals at major intersections. Intended for high-volume, moderate to high speed traffic across the metropolitan area with minimal access to adjacent land.
- **Primary Arterial:** A street primarily intended to provide for high volume, moderate speed traffic between major activity centers. Access to abutting property is secondary to major traffic movement and is subject to necessary control of entrances and exits.
- **Secondary Arterial:** A street which augments and feeds the principal arterial system and is intended for moderate volume, moderate speed traffic. Access to abutting property is partially controlled.

- **Collector:** A street that collects and distributes traffic to and from local and arterial streets. Intended for low to moderate volume, low speed, and short length trips while also providing access to abutting properties. At the time a collector street is platted, it may be designated as a residential or commercial/industrial collector, depending upon the predominant land use it will serve. A commercial/industrial collector must be constructed to higher standards in order to accommodate truck traffic.
- **Local:** A street for low-volume, low-speed, and short-length trips to and from abutting properties. During the platting process, a local street may be designated as an industrial, commercial, high-density residential, normal residential, or low-volume residential street, depending upon the predominant land use it will serve.

Classification Based on Function

The ever evolving conditions within a growing and vibrant city like Springfield require the reevaluation of roadway classifications periodically to ensure that the roadways are classified according to how they function. National trends have looked to address this as well by adopting street typologies. Street typologies provide a context of the conditions around the roadway for how the street right of way should look. For instance, if a primary arterial crosses through a residential area, a cross section of how the roadway should appear within that setting.

Street Functional Classification

- Freeway
- Expressway
- Primary Arterial
- Secondary Arterial
- Collector
- Proposed Roadway

Regional Transportation Agencies

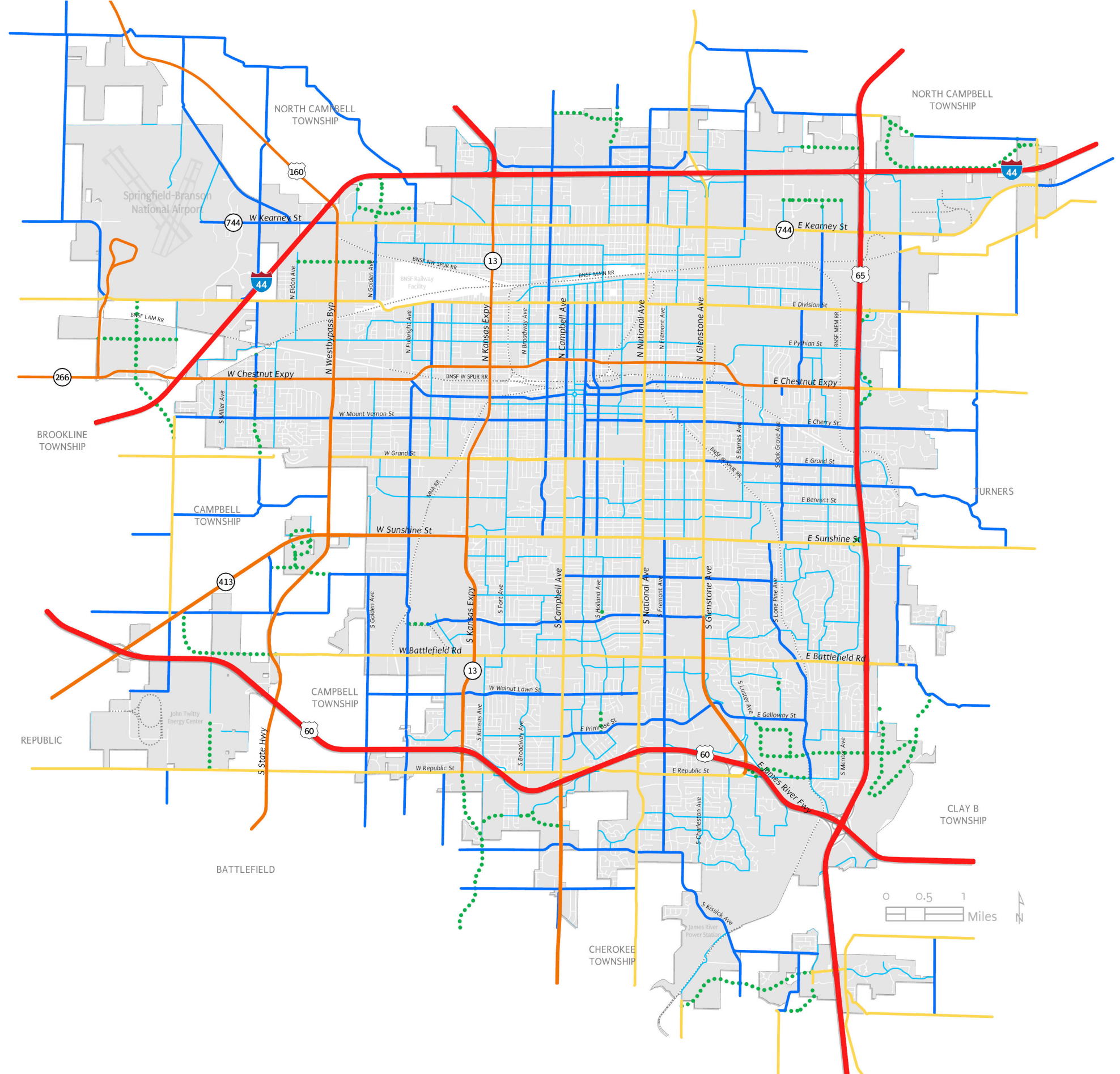
The Ozarks Transportation Organization (OTO) is the designated Metropolitan Planning Organization (MPO) for the Springfield urbanized area. MPOs serve to conduct and lead a continuing, cooperative, and comprehensive transportation planning process. The OTO comprises four components: the Board of Directors, the Technical Planning Committee, the Bicycle and Pedestrian Advisory Committee, and the Local Coordinating Board for Transit. MoDOT, regional planning commissions (RPCs), MPOs, city officials, and county officials form regional partnerships to gather and evaluate local input on transportation needs.



OZARKS TRANSPORTATION ORGANIZATION
A METROPOLITAN PLANNING ORGANIZATION

Per requirements of Title VI of the Civil Rights Act of 1964, federally funded recipients must ensure that there are no disproportionate adverse impacts on minority or low-income communities, or those considered transportation dependent due to age or physical limitations, when allocating or spending federal funds.

These recipients are also required to review the benefits and burdens of projects and programs are balanced between the population at large and those traditionally underserved in the planning and programming process. OTO has identified minority and Hispanic, low-income, disabled, elderly and youth, and limited English proficiency communities within the region. Projects that may impact these communities are marked in its FY 20-23 Transportation Improvement Program (TIP) as environmental justice issues that could need additional analysis during the National Environmental Policy Act (NEPA) process.



Traffic & Congestion

Traffic and congestion were identified as a top issue within Springfield, particularly in the Downtown and on major roadways. Comments underscore auto-dependency as a primary cause with too many personal vehicles crowding the roadways. While congestion was a popular concern at workshops, comments indicate issues may be focused in certain areas. For example, traffic signal timing along key routes was highlighted as a primary point of frustration in participant comments. In addition, some workshop comments ran counter to this issue, indicating that congestion is minimal outside of peak hours and convenience of travel should be viewed as an asset.

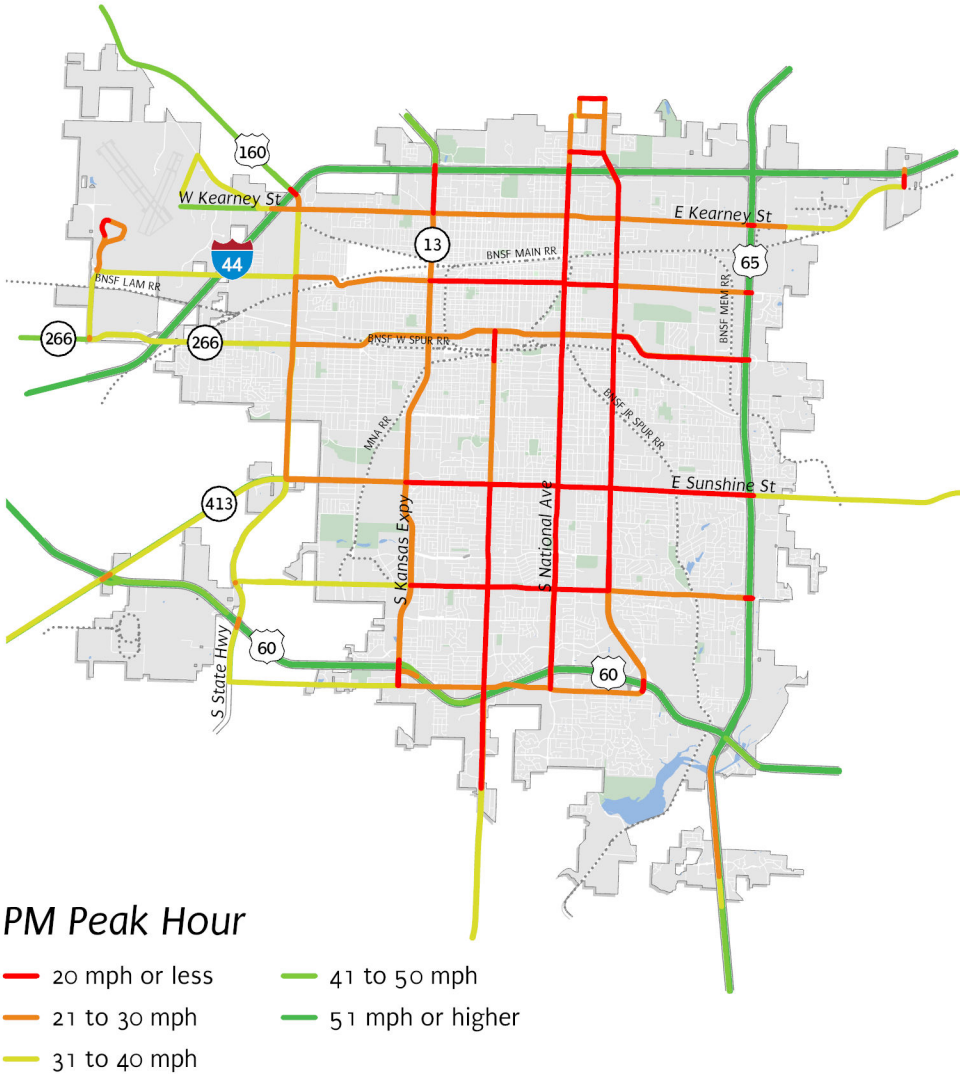
Facts

- The average travel time to work for residents living in Springfield is 17.7 minutes. That is 26% lower than the average 24.0 minutes for Missouri and 24.1 for the Midwest.

Travel Speed Map

The following maps are the AM and PM peak hour travel speeds, which help to illustrate when and where traffic congestion occurs. Similar to the LOS intersection analysis, the most congestion occurs in the PM peak hour. During AM peak hours, Downtown, the Springfield-Brandon National Airport, and north of the Glenstone Avenue and Interstate 44 intersection experience the highest congestion. PM Peak Hours have the same congestion areas, in addition to along National Avenue, Glenstone Avenue, and southern Campbell Avenue.

Travel Speed





Traffic Congestion

Personal vehicles are the predominant mode of transportation in the City of Springfield. Like many communities, Springfield experiences congestion within the transportation network during the peak periods. As Springfield is both a local and regional hub of commerce, the City experiences a significant influx of vehicles from adjacent communities during peak periods. While this supports economic vitality within the community, it also creates significant delays and queues.

Per the 2019 City of Springfield Community Survey, of the City services provided, residents were least satisfied with overall flow of traffic (28 percent). The last- four surveys conducted identified the top three most important City services to emphasize as: Maintenance of City Streets, Flow of Traffic in the City, and Quality of Police Protection.

Congestion Management Process

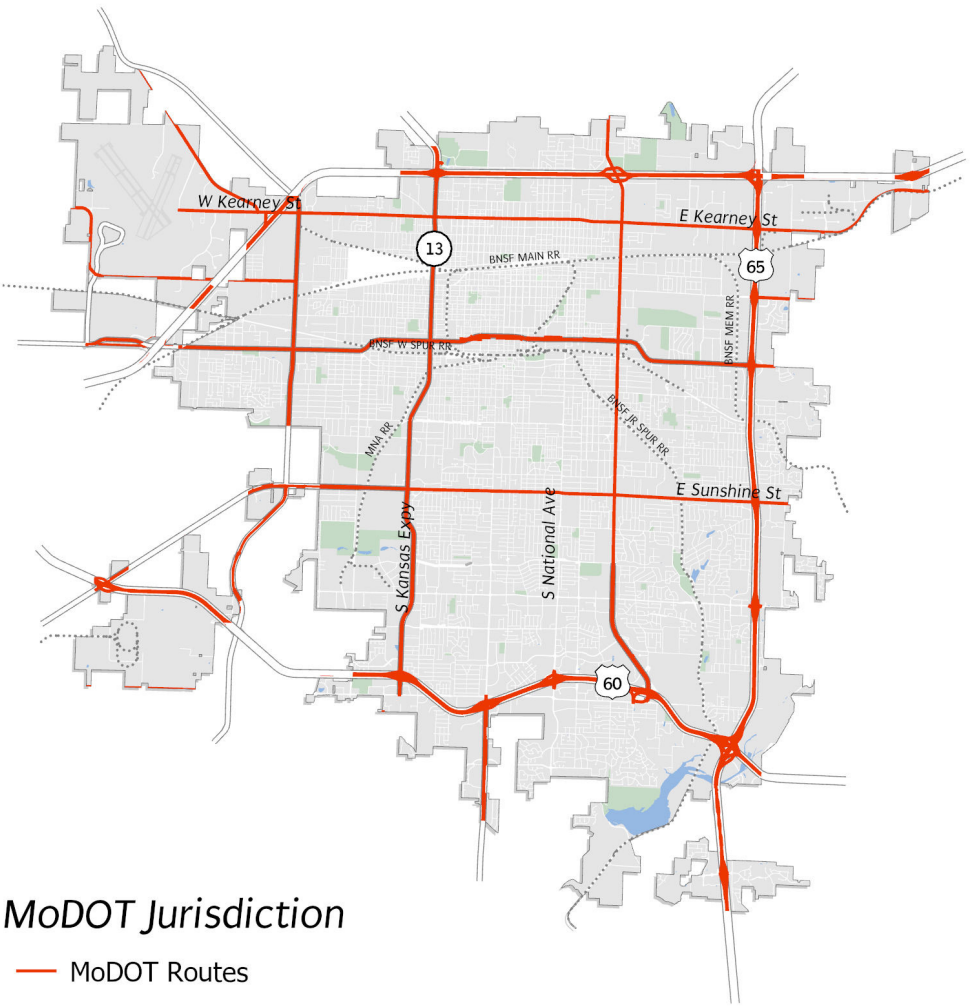
The City of Springfield works closely with the Ozarks Transportation Organization (OTO) on managing congestion by working through a Congestion Management Process (CMP) every three years. The CMP is currently being updated for the 2020 year and will be incorporated into the final recommendations of Forward SGF. The 2017 CMP identified the following strategies to help reduce congestion:

- **Strategy #1:** Improve Roadway Operations
 - Intersection Geometric Improvements
 - Intersection Signalization Improvements
 - Coordinated Intersection Signals
 - Incident Management – Detection, Response, & Clearance
 - Bus Turnout Construction
- **Strategy #2:** Reduce Vehicle Miles Traveled (VMT) At Peak Travel Times
 - Land Use Policies/Regulations
 - Employer Flextime Benefits/ Compressed Work Week

- **Strategy #3:** Shift Trips from Automobile to Other Modes
 - Fleet Expansion/Bus Service Expansion
 - Improved/Expanded Bicycle Network
 - Bicycle Storage Systems
 - Improved/Expanded Pedestrian Network
- **Strategy #4:** Shift Trips from Single Occupancy Vehicles to High Occupancy Vehicles Rideshare Matching Services
 - Vanpool/Employer Shuttle Programs
 - Improved/Increased Park-and-Ride Facilities and Capital Improvements
- **Strategy #5:** Add Capacity
 - Capacity Expansion

Travel Speed

Congestion and incident management occur at a jointly operated transportation management center between the City of Springfield and the Missouri Department of Transportation (MoDOT). The center collects data, observes traffic, assists in incident management, and distributes travel information to the public. The expressways and primary arterials within the community are a mixture of City and MoDOT owned, making MoDOT an integral part of the Springfield’s transportation network. Travel time information is gathered through transportation network sensors. Travel time is another metric that can help analyze a transportation networks’ performance.



MoDOT Jurisdiction
 — MoDOT Routes

Cut-Through Traffic

The problems of cut-through traffic and speeding affect many neighborhoods in Springfield. Typically, high levels of cut-through traffic result when major businesses or institutions are located near residential areas and street system conditions are such that it is faster and/or easier to use minor residential streets than collector or arterial roads. The police department has worked with neighborhoods in the past on patrolling and enforcement to reduce the speed of traffic, especially cut-through traffic. This has provided some success at reducing speed, although when the area is not monitored, speeds tend to return to previous levels. Traffic calming standards were introduced in the Phelps Grove Neighborhood Plan, which was the first where thresholds were established for neighborhood traffic.

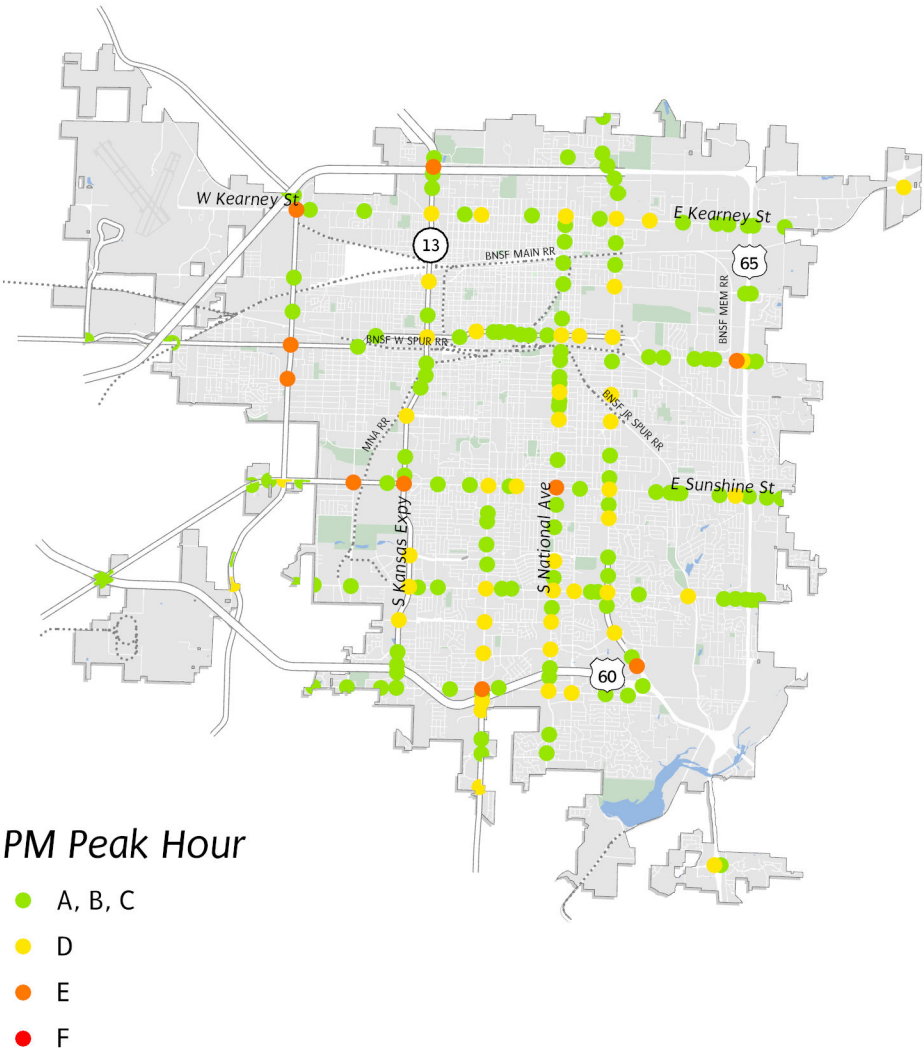
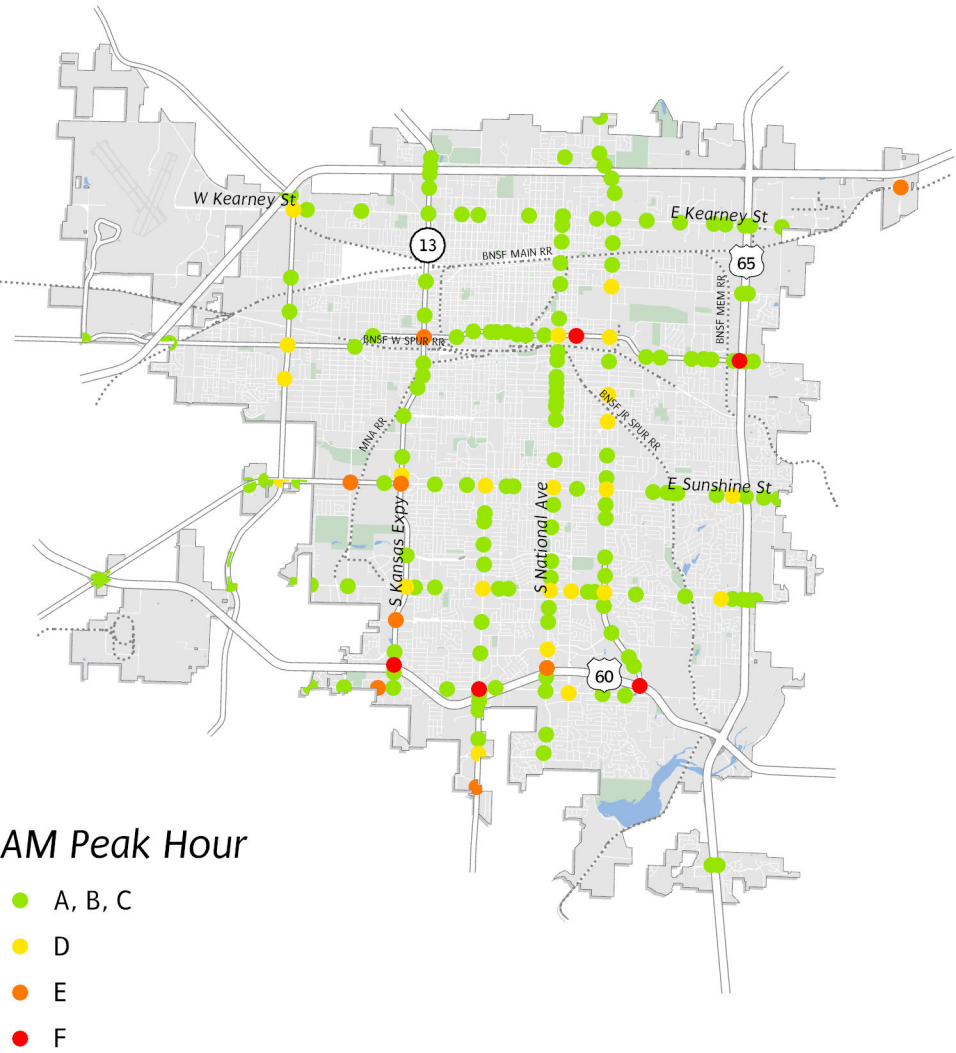
Traffic Calming Measures

Since the introduction of traffic calming standards in Phelps Grove Neighborhood, traffic calming measures have been introduced throughout the City to encourage safer, more responsible driving. This includes in the Rountree, Fassnight, Midtown, and Primrose/Galloway neighborhoods, and within commercial districts, including Downtown and Historic C-Street.

Level of Service

One measure of traffic congestion is Level of Service (LOS), a metric that is defined by the Highway Capacity Manual, which is published by the Transportation Research Board. It takes into consideration number of lanes, traffic volumes, traffic signals, and signal timing to determine how much delay is created. LOS is established on a scale of A (free flow) to F (significant delays and congestion). Often, intersections in urban areas such as Springfield are the primary contributors to delay. The PM peak hour at major intersections experience the most congestion in the City, as illustrated in the following maps.

Level of Service





Pavement Condition Rating

The City continually monitors pavement conditions and recently completed a comprehensive assessment of pavement conditions throughout Springfield. That assessment utilized a metric called Pavement Condition Index (PCI) to evaluate all roadways within the City's system. The City has an active goal of 70 PCI for its entire roadway system; however, study results indicated an existing PCI of 68. To maintain a PCI of 68 or better, the study recommended an annual investment of six to seven million dollars. The current budget allocated for annual pavement rehabilitation is \$4.3 million dollars, which the study concludes would result in deteriorated pavement conditions with a 66 PCI over the next five years.

Transportation Funding

Funding the reliability, safety, expansion, and enhancement of Springfield's transportation system will continue to be a challenge for the City. The reduction of revenue from the gas tax due to increasing availability of alternative fuels and more efficient vehicles will not only directly impact the transportation budget, but will also reduce partner agencies' (such as Greene County Highway and MoDOT) ability to collaborate on necessary transportation improvements. This includes roadway, bridge, and right-of-way improvements.

The cost of maintaining and expanding the transportation system will also continue to rise, thus reducing buying power and the number of projects that could be accomplished with existing revenues. All of these factors play an important role in how funds are allocated and how Springfield's transportation system will develop over the next 20 years.

Evaluation Matrix for Project Prioritization

Capital improvements and transportation enhancements are funded through the City's 1/4 Cent Capital Improvements Sales Tax and 1/8 Cent Transportation Sales Tax. Projects are identified through public input, City department and partner agency assessed needs, prior public agency commitment, and equitable geographic distribution.

OVERALL RANKING	PROJECT NAME	Subtotal City/ Agency Need	Survey Ranking	Partner Agency / Commitment	Council Zone
1	Campbell & Walnut Lawn	12	5	Yes	3,4
2	National & Division	11	7	---	1,2
3	Kansas Expwy & Walnut Lawn	12	6	Yes	3
4	Kansas Expwy & Sunset St.	12	9	Yes	3
5	National Ave. Walnut Lawn to Battlefield	10	2	---	4
6	Central Street - Phase 2 Campbell to Clay	9	14	Yes	1

Source: City-Wide Improvement Programs Pamphlet

Projects are then evaluated based upon multiple factors, including overall benefit to the community, total crashes, traffic capacity, infrastructure condition, economic development potential and flooding within the project area. The evaluation criteria also include traffic flow and maintenance of City streets, which were both rated as top two areas of emphasis by the 2019 City of Springfield community survey. The table below illustrates the results of the analysis from the most recent renewal of the 1/8 cent transportation sales tax.

Development Review Process

The City utilizes a development review process that evaluates the transportation impacts of developments through a developer-provided Traffic Impact Analysis. A tiered system is utilized to determine the scope of the required Traffic Impact Analysis, which reviews all modes of travel for the proposed development(s). Regular review of the Traffic Impact Study Policy practices should occur regularly to ensure that the City is in line with peer communities and adequately addressing traffic concerns caused by development.

Parking

Parking is an important component of Springfield's identity as a regional destination as residents and visitors both look for convenient parking near their destination. As Historic C-Street and Downtown see continual investment and renewal, parking supply will always need to be considered. Zoning in either district currently does not require provisions for parking, and a usage fee is not associated with most of the public parking. With future development, more pressure will be placed on the public parking system. Further evaluation and study of parking in these two districts is needed to determine the future needs and how those needs can be fulfilled.

Parking within residential neighborhoods is generally allowed on local streets that are wide enough to accommodate it. There are some neighborhoods that require parking permits to prevent non-residential drivers from utilizing the parking supply.



Public Transit

City Utilities Transit

The City currently supports all modes of transportation within the community. This includes public transit provided by City Utilities. The agency operates the fixed-route bus system within Springfield with approximately 1.5 million annual unlinked trips. City Utilities has operated the public transit system for Springfield since 1945, including a paratransit service, Access Express, for passengers with disabilities or health conditions that need assistance. Approximately 1.25 million unlinked trips are made annually on City Utilities Transit System.

The transit system has seen a downward trend in trips taken by bus in the past couple of years, with 1.25 Million riders in 2018 down from 1.6 million riders in 2012. Ridership consists mostly of transit-dependent riders. In 2018, the bus systems’ on-time performance was 81 percent.

The bus operates seven days a week from 6 a.m. to 11:10 p.m. (7:10 a.m. to 11:10 p.m. on Sundays), except for major holidays (New Year’s Day, Memorial Day, Independence Day, Labor Day, and Thanksgiving), when service runs 8:10 a.m. to 6:10 p.m. On Christmas Day, service runs from 11:10 a.m. to 5:10 p.m. Access Express runs on the same schedule as the fixed route system.

Several payment options are available, including single-ride fares, bulk ticket books, unlimited daily and monthly passes, and semester-long passes geared toward college students. Senior citizens, people with disabilities, or Medicare card holders can apply for reduced fares. Children under the age of five ride for free. Tickets can be purchased via the Token Transit smartphone app, ticket vending machines located at the Transit Center of the Boonville Brick Shelter, the Transit Center ticket window, Walgreens, local colleges, and Price Cutter. Smart Cards can be purchased and preloaded, then reloaded when more funds are needed.

Missouri State University Transit

In addition to City Utilities, Missouri State University (MSU) operates a fixed route transit system, the Bear Line, through a private contract in and around the MSU campus. It is available to the public at no charge and service is generally offered when school is in session. The service provides many intermodal opportunities around campus and connects MSU’s main campus to its growing facilities downtown.

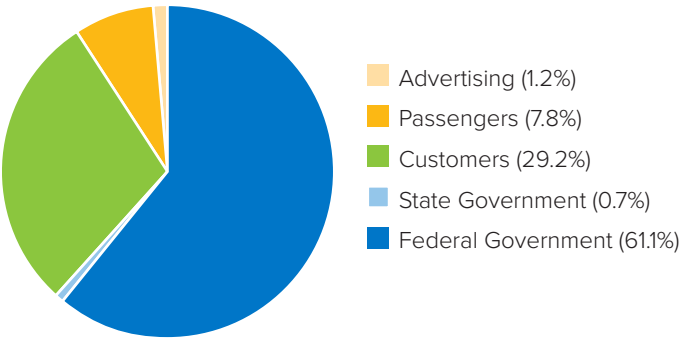
Alternative Bus Services

Numerous agencies provide additional transportation, such as OATS Inc., which provides on-demand service for people with disabilities and the elderly in Springfield. Two intercity bus companies, Greyhound Lines Inc. and Jefferson Lines, also serve the community. Greyhound has over 3,800 stops throughout North America, and Jefferson has stops in 14 states including 19 in Missouri. Greyhound provides connections to Jefferson City, Kansas City, and St. Louis where passengers can board Amtrak trains.

Transportation Element

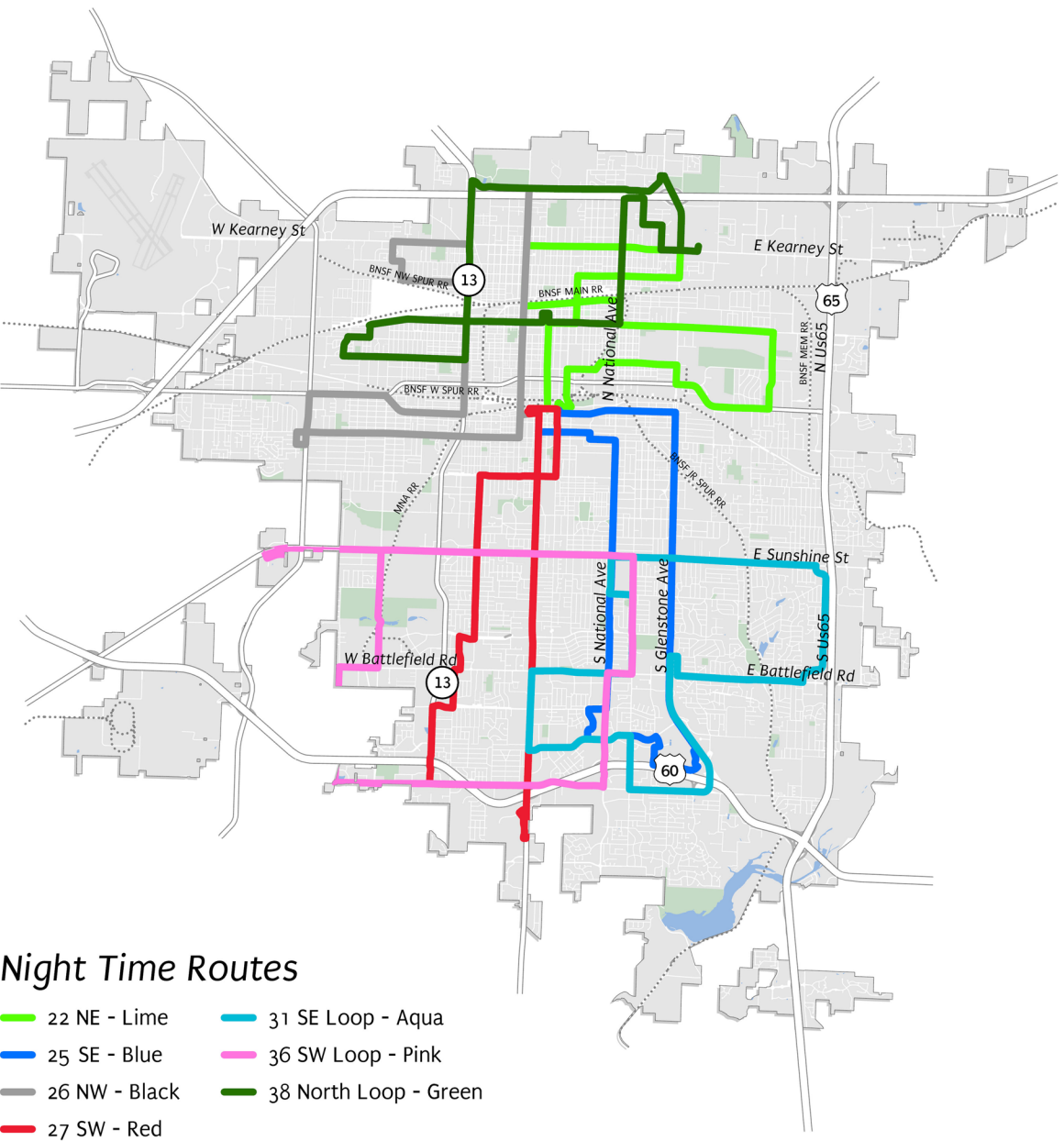
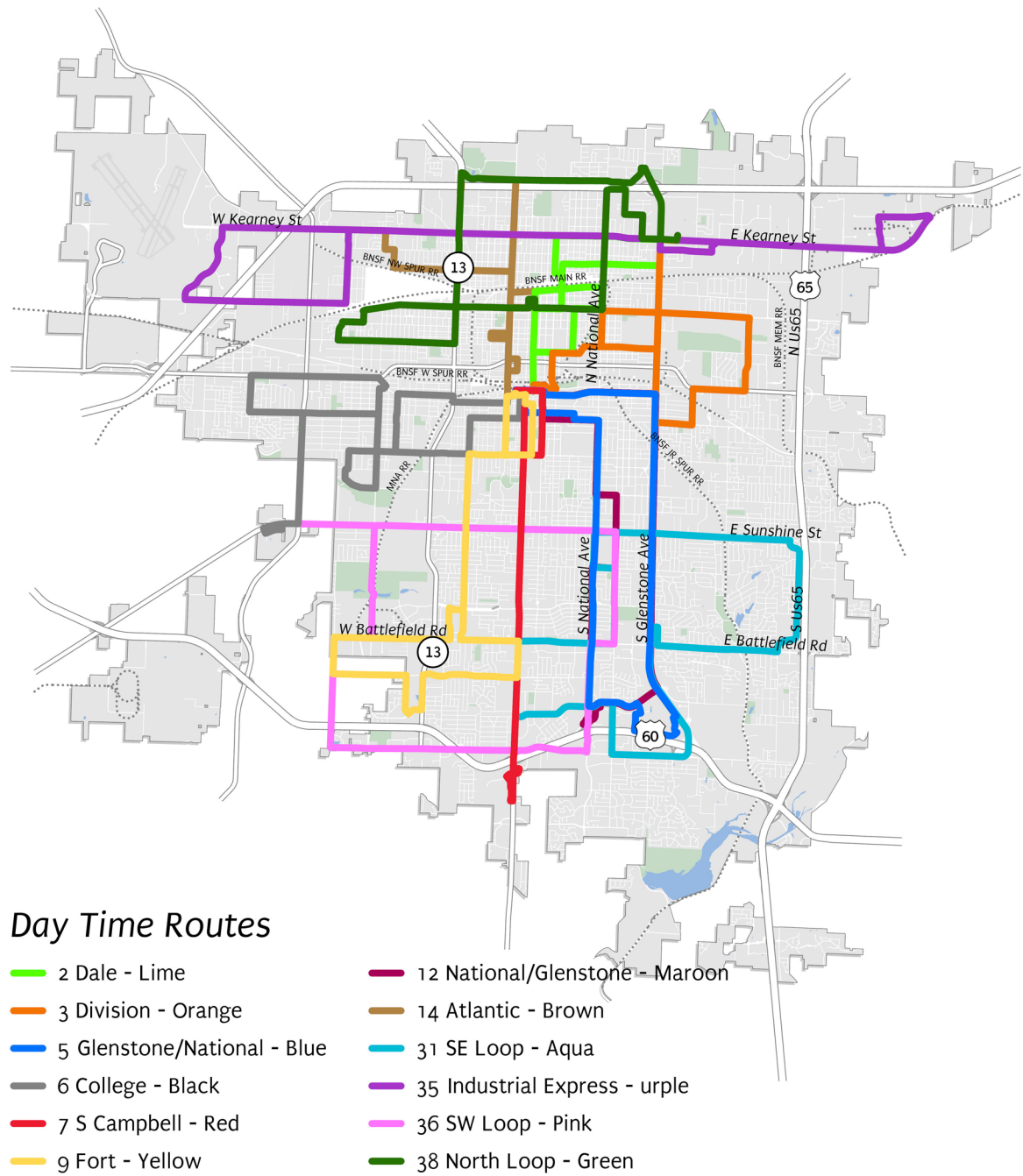
The Vision 20/20 Transportation Element focuses on directing regional transportation investments to improve the local economy of quality of life. Key planning principal included improving roadway efficiency and capacity, access control, transit use, and bicycle and pedestrian systems. The plan also seeks to maintain a competitive freight transportation system to provide effective linkages to state, national, and international markets. To achieve such goals and ensure consistency with federal, state, and regional environmental standards, the importance of planning coordination and public participation is accentuated.

Transit Funding
(City Utilities 2018)



Source: 2018 City Utilities Annual Report

Transit Routes



Public Transportation

Related to the call to enhance multimodal accessibility is the issue of public transportation, which was also a top priority at all three community-wide workshops. Comments described public transportation in Springfield as inefficient and unreliable. Participants noted the large geographic size of Springfield and indicated that there are not enough routes to sufficiently cover the community. Other comments indicated a desire for more frequent buses, shorter distances between stops, and expanded service times on some routes. In addition to discussing local bus service, workshop participants expressed a desire for expanded interregional bus service to other parts of Missouri such as Kansas City and Branson.

Facts

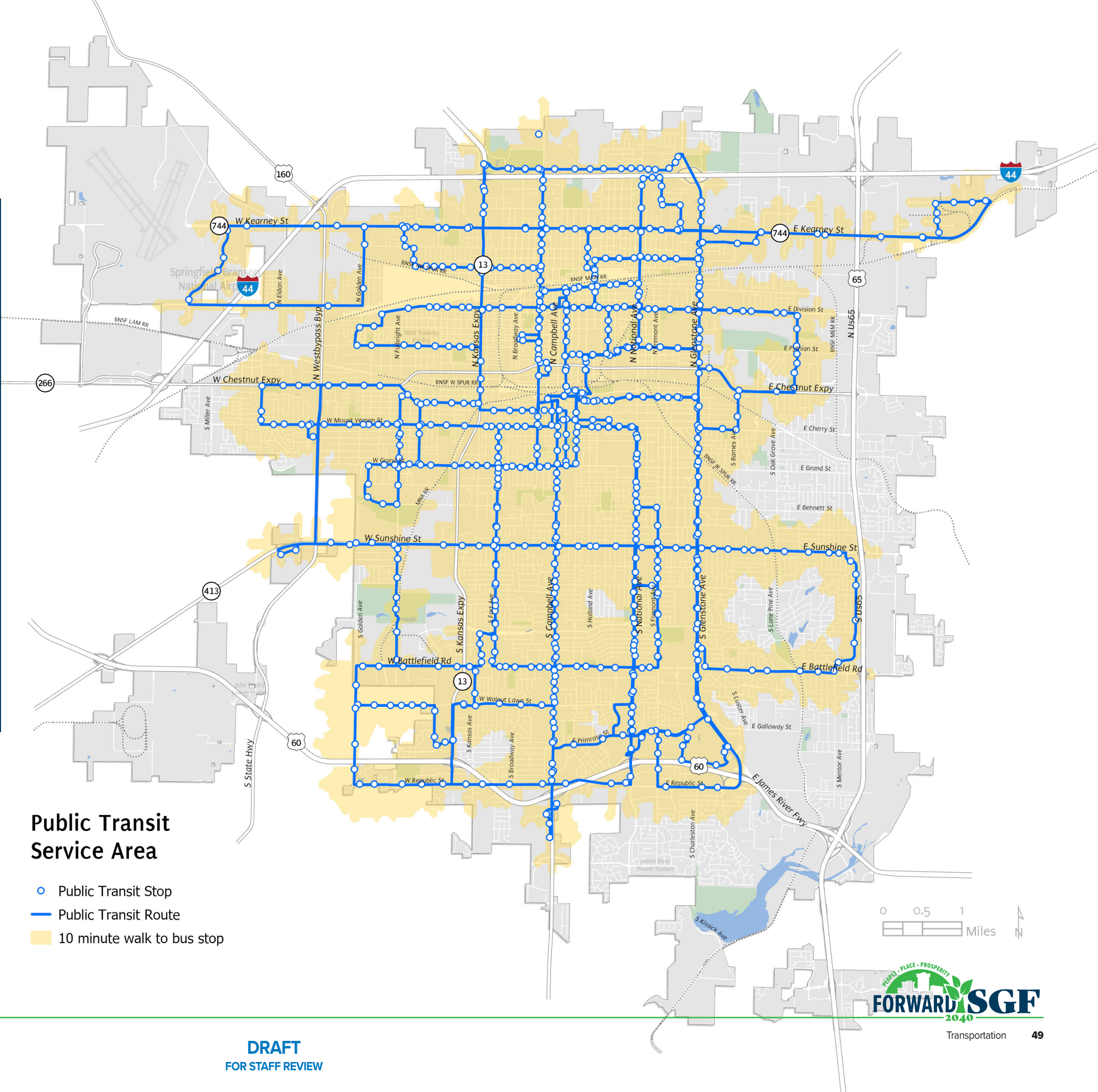
- Springfield offers 241 route miles along 12 routes and had 1.29 million passenger trips in 2018.

Public Transit Service Area Map

The following map displays Springfield's public transit service area based on a 10-minute walking distance to all bus stops. The map identifies a high concentration of bus stops in the northern central region of Springfield, while outer neighborhoods lack access to public transit. There are some pockets of inaccessibility, such as in the Southeast Springfield neighborhood by Lone Pine Park and the industrial area north of Battlefield Road between Kansas Expressway and Golden Avenue.

Forward SGF Issues & Opportunities Report

Transportation 49





Springfield-Branson National Airport

The Springfield-Branson National Airport (SGF) is a publicly owned facility five miles northwest of Downtown Springfield. According to the 2012 Airport Master Plan, the airport covers 2,791 acres with plans to acquire 1,572 additional acres. SGF is considered a Class I airport by the Federal Aviation Administration (FAA), as it has scheduled air service for aircrafts with more than 30 passengers. It is owned by the City and administered by an 11-member board appointed by the City Manager and confirmed by the City Council. The airport is not funded by local tax revenue or general City funds and its utilities are provided by City Utilities.

SGF's airlines include American, Delta, United, and Allegiant. Allegiant was the only airline that saw a decrease in available seats in July 2019 as compared to July 2018; the other three airlines had more seats available. The four airlines provide nonstop service to 13 destinations: Los Angeles, Phoenix, Las Vegas, Denver, Dallas, Houston, Chicago, Charlotte, Atlanta, Tampa/St. Petersburg, Orlando, Punta Gorda/Ft. Myers, and Destin/Ft. Walton Beach.

Airport usage has increased 8.5 percent in 2019 in takeoffs and landings compared to the first half of 2018. June 2019 was the busiest month in the Springfield airport's history, with 118,477 total passengers. The airport reported that more than one million passengers used SGF in 2018, representing an 8.3 percent increase over 2017, and setting a yearly passenger record for the fourth consecutive year.

A large portion of surrounding land is unincorporated Greene County and does not fall into Springfield city limits. The surrounding land uses are predominantly light manufacturing, agricultural, and some residential. The airport owns and maintains the terminal, runway/taxiway complexes, navigation/lighting systems, and leases space to private companies such as airlines, car rental agencies, and restaurants. These leases and contracts provide enough funds for daily operations, and the airport also receives grants from the FAA.

Facility Improvements

The 2012 Airport Master Plan reported runway 14/32 as being in "below average" condition; however, that runway was rehabilitated in 2011. In addition, the Midfield Terminal opened in 2009 and the construction of 700 more parking spots is underway as of July 2019, in addition to the 300 spots added less than 3 years ago. Once completed, there will be space for approximately 2,700 vehicles. By the end of 2019, the airport plans to allow valet parking, and by 2020, add charging ports for electric vehicles and a covered sidewalk.

Freight

The Burlington Northern Santa Fe Railroad serves Springfield, though its network is mostly overcapacity in this region. It is the major carrier of coal from the Powder River Basin in Montana to Memphis, Tennessee, where it is then distributed throughout southeast United States. Trucks travel over Interstate 44 and other major highways, with one of the top 25 truck bottlenecks in the State located on Kearney Street west of U.S. Route 65.

The City's central location within the country supports the freight hauler industry and employers within the area. Major freight generators exist in the northeast and northwest portions of the City, primarily centered on Partnership Industrial Park East and Partnership Industrial Park West. Partnership Industrial Park East and West have seen steady growth over the last ten years, and it is anticipated that each industrial park will continue to grow, adding to the freight traffic generated to and from these areas of Springfield.

The City is also home to six intermodal facilities: two air-to-truck/rail, three rail-to-truck, and one truck-to-truck. In addition, the Springfield-Branson National Airport transports freight to destinations across the nation. To improve freight movement in the region, MoDOT's 2017 Missouri Freight Plan recommends interstate capacity upgrades, motor carrier accommodation, and flexible freight funding.

Walkability

Everyone is a pedestrian at some point in their trip, whether they walk to school, work, the bus stop, or simply from a parking spot to a store. Ensuring that Springfield is a walkable place is a critical component of developing and maintaining a well-functioning transportation system for the City, while also supporting local economic growth and the health of the community.

Greater walkability can increase mobility while reducing reliance on motorized transportation and parking spaces for short trips. Improved pedestrian infrastructure can also extend the reach of public transit deeper into Springfield's neighborhoods by making it easier and more pleasant to walk to bus stops along existing routes. Walkability can also be an important economic driver, benefitting both local businesses and increasing property values, as visitors and potential residents are increasingly attracted to neighborhoods where people of all ages can walk. Further, walkability promotes active living and can positively impact the mental and physical health of Springfield residents.

Many efforts are underway to improve active modes of transportation in Springfield, including the City's adoption of a Complete Streets Policy, the development of an ADA Transition Plan, and the recent Ozark Transportation Organizations adoption of the Regional Bicycle and Pedestrian Trail Investment Study. Additionally, City staff utilize a number of unadopted or informal working plans and lists internally to prioritize walking and bicycling projects. There is opportunity strengthen and build upon these efforts to provide a more solid foundation for walking, bicycling, and ultimately placemaking in the City.

SGF Yields

The City recently initiated an outreach campaign called SGF Yields to engage the public in pedestrian safety. The campaign works to initiate a cultural shift in Springfield towards being a more pedestrian-friendly community. The two key components of that campaign are education and awareness. The education component actively works to make the community aware of pedestrian-involved crashes through print, infographics, and videos. The awareness component is directed toward creating messages along pedestrian and motorist travel ways, such as with decals, stickers, signage, and Mr. Walker (a character of created by the campaign) statue installations as a reminder to watch out for each other.

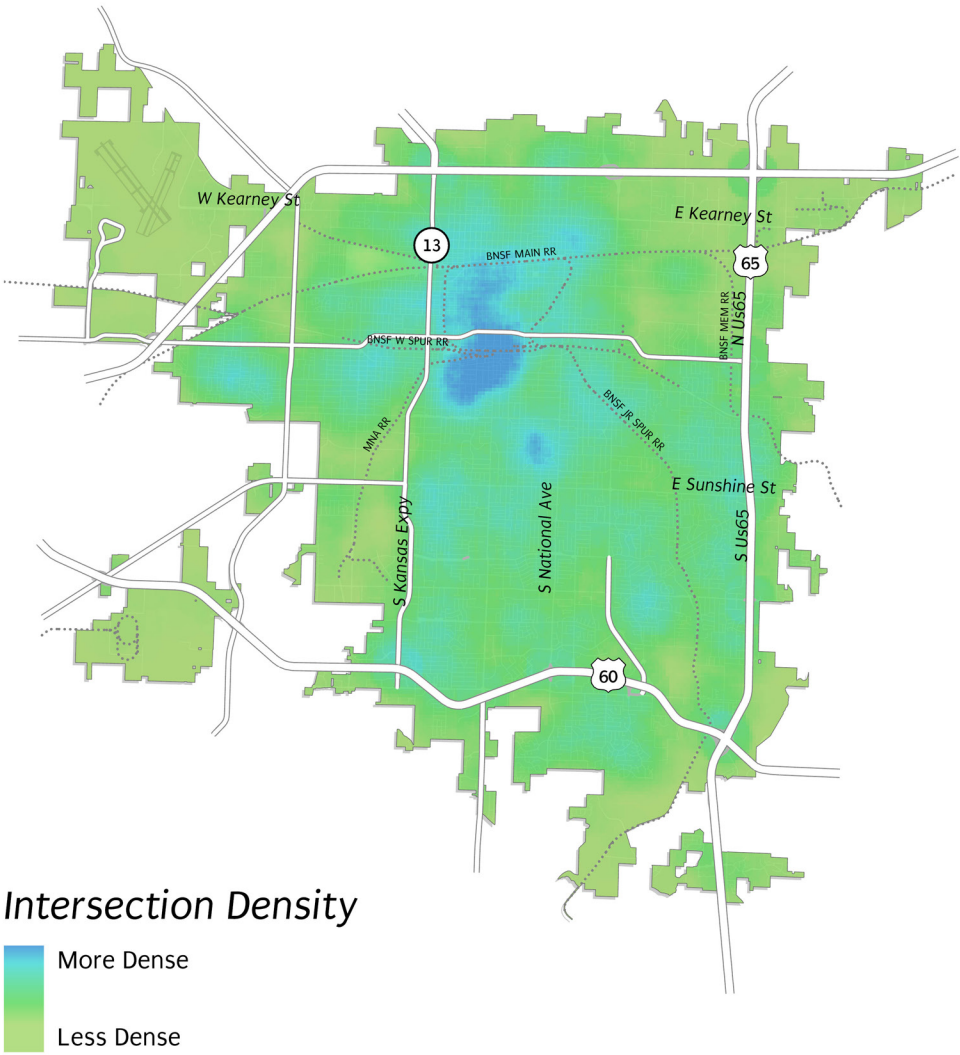
Factors Influencing Walkability

The following factors, among others, influence Springfield's level of walkability and the quality of the pedestrian experience:

- **Land use and development patterns:** Factors such as connections to land use and the number of destinations accessible within a reasonable walking distance.
- **Infrastructure:** The presence of sidewalks, lighting, crossing infrastructure such as crosswalks, enhanced crossing treatments, and wayfinding.
- **Safety or personal security:** Real or perceived fear of crime and traffic safety (vehicular speeds and intersection design).
- **Street and sidewalk/trail design:** Whether and to what degree streets are designed for all ages and abilities. To encourage walking, street and sidewalk/trail designs should be based on adjacent existing or desired land uses, and not vehicular needs.

Intersection Density

Intersection density impacts walking rates as a greater number of intersections within an area allows pedestrians to access more destinations and take more direct routes. Where intersections are further apart, pedestrians tend to cross in the middle of the block at unmarked and often unsafe crossing locations to reach their destinations. As shown in the map below, intersection density is highest in the central sections of the City, especially in Downtown and in neighborhoods to the southwest and north. Intersection densities are lowest in the far-eastern, western, and southern sections of Springfield, where streets are spaced farther apart and arranged less in a grid pattern.



Active Transportation

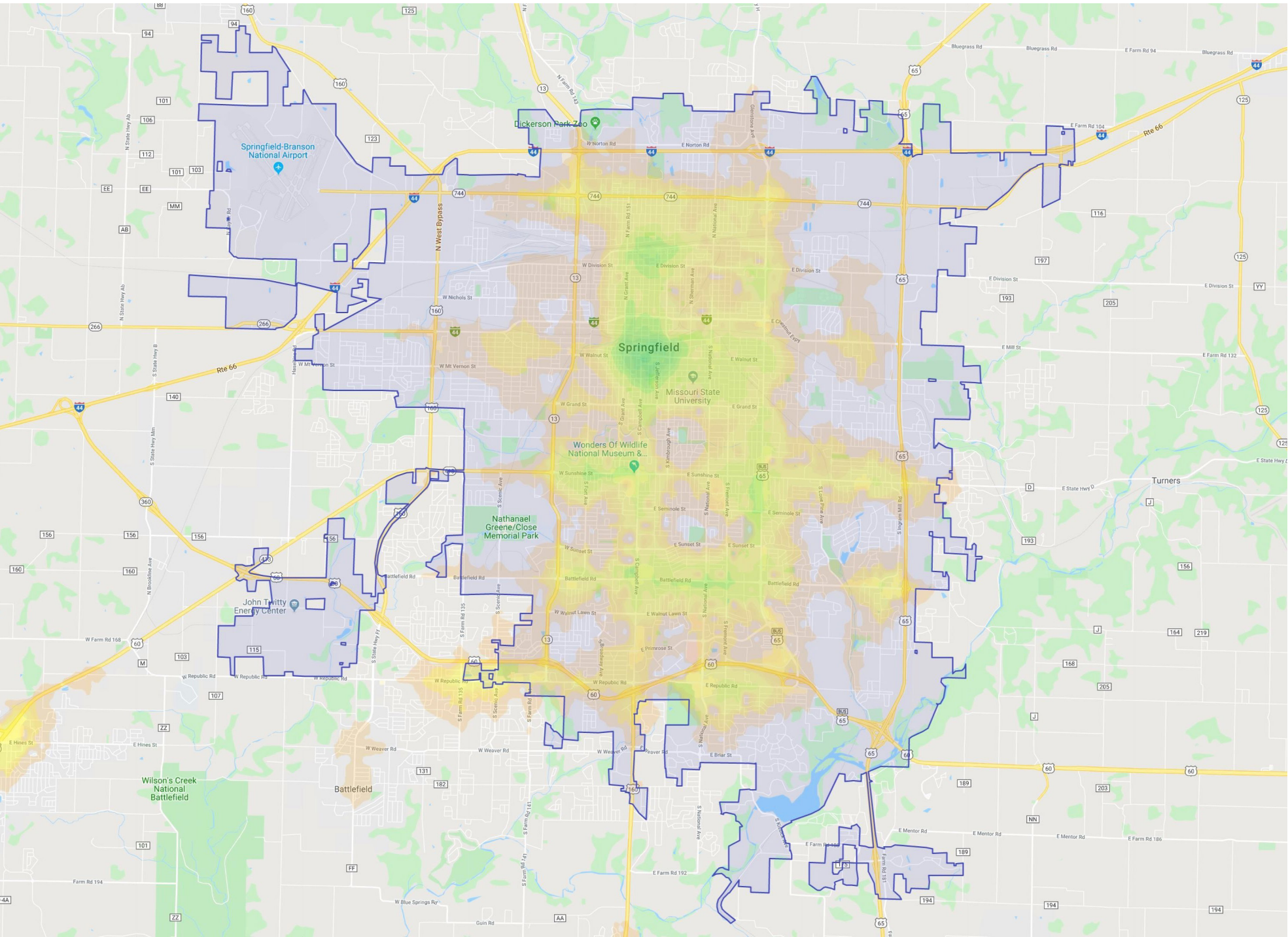
Issues related to active transportation (walking and biking) consistently ranked among the top priorities at all three community-wide workshops. Lack of investment in multimodal accessibility throughout Springfield was an important issue discussed with an emphasis on an overall lack of safe and convenient bicycle infrastructure in Springfield. Participants commented on a lack of bicycle lanes, trail connectivity, and a limited awareness among automobile drivers. There was similar discussion regarding the low walkability of the City citing a lack of sidewalks, crosswalks, and ADA accessible streets. Other comments highlighted a sentiment that outside of the downtown and some isolated neighborhoods, the City was generally unwelcoming to bicyclists and pedestrians.

Facts

- Springfield has 75 miles of trails, 29 miles of bicycle lanes, and 30 miles of shared bicycle lanes, not including the 7-mile LINK.
- According to the U.S. Census Bureau, approximately 6% of Springfield's workforce commutes by walking or biking.

Walk Score Map

The following map from Walk Score analyzes the walkability of Springfield based on walking routes to destinations including grocer stores, schools, parks, restaurants, and retail. Springfield has average Walk Score of 38, categorizing it as a car-dependent community. The most walkable areas are Downtown, Commercial Street, Rountree, Walnut Street, and along Battlefield Road, while walkability drastically decreases towards the periphery of the community.



Source: www.walkscore.com

Sidewalks

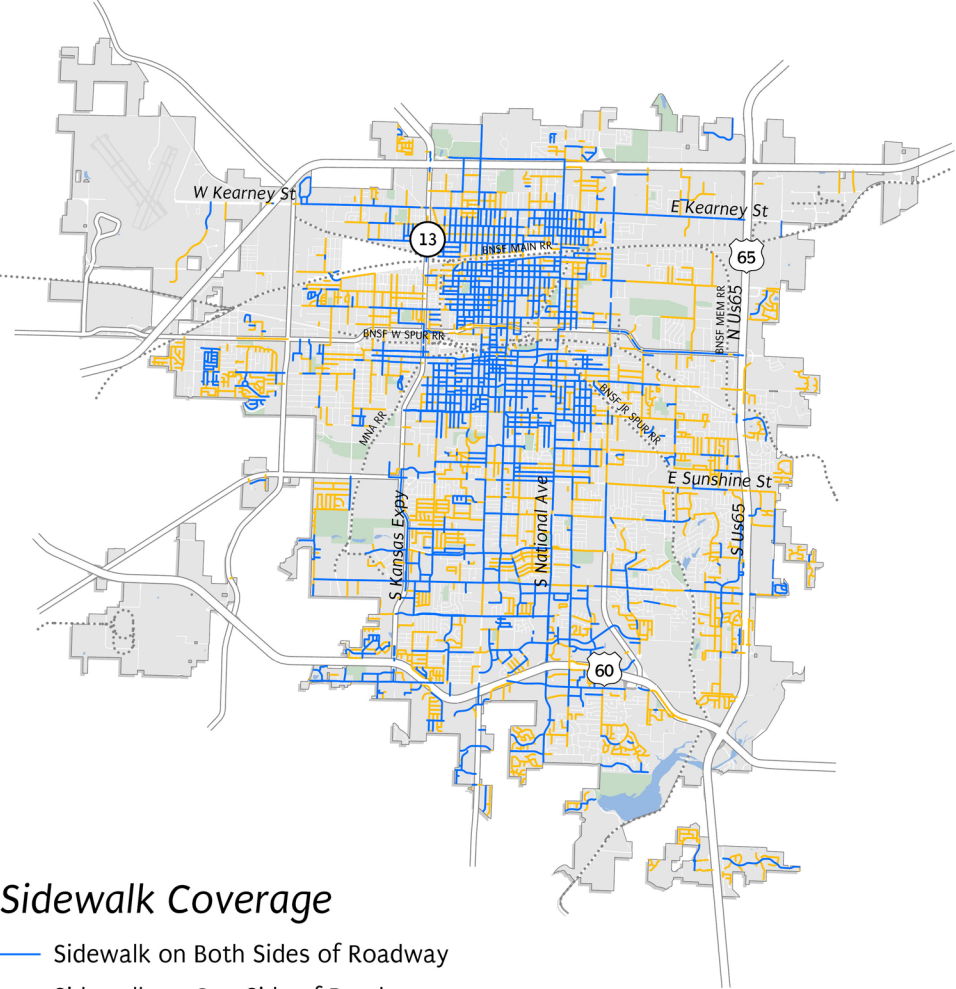
Sidewalks are the basic piece of infrastructure that allow pedestrians to travel through Springfield. While many communities including Springfield have not historically required sidewalks on both sides of all streets, providing sidewalks and regular opportunities for safe crossings is key to developing a safe, accessible pedestrian system. The table below shows the existing sidewalk coverage broken down by street classification. Particularly on arterials and collectors, providing sidewalks on both sides of the street is critical as they carry heavier volumes of traffic at higher speeds than on local streets.

The City needs to continue to identify clear roles and responsibilities for who will provide and maintain pedestrian infrastructure. This has been a challenge in new commercial, residential, and school developments. In 2013, a City ordinance was passed requiring developers to build sidewalks or pay a fee into a sidewalk fund.

Current Sidewalk Coverage in Springfield				
Road Type	Total Roadway Mileage	Percent Sidewalk One Side	Percent Sidewalk Both Sides	Percent without Sidewalk
Total	883.2	25.5%	26.5%	48.0%
Access	28.3	18.4%	7.1%	74.5%
Arterial	64.3	18.5%	58.3%	23.2%
Collector	157.5	28.8%	35.3%	35.9%
Local	508.5	27.7%	18.9%	53.4%
Minor Arterial	80.9	23.6%	45.7%	30.7%
State Route	43.6	6.3%	13.0%	80.7%

The City currently uses several funds and programs to retrofit existing neighborhoods and roadways with sidewalks, including standalone sidewalk projects in school zones and neighborhoods with funding from the quarter cent sales tax for capital improvements, HUD funding, and other sources. The City will also be using its ADA (Americans with Disabilities Act) Transition Plan to upgrade sidewalks and curb ramps to existing ADA standards.

As shown in the following map, the existing sidewalk network is concentrated in the central and north-central sections of the City (specifically in the Downtown neighborhoods and the areas surrounding Missouri State University). The far-eastern, far-western, and southern sections of the City have fewer sidewalks, especially on local streets.



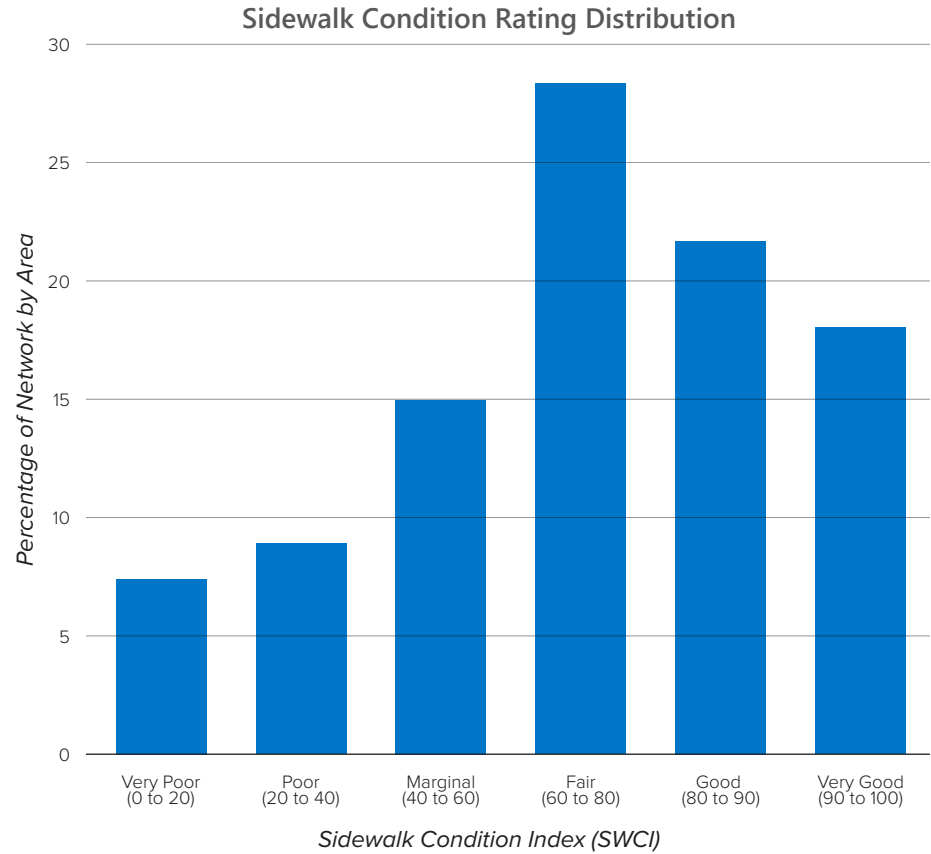
Sidewalk Coverage

- Sidewalk on Both Sides of Roadway
- Sidewalk on One Side of Roadway

Sidewalk Prioritization

The City is currently implementing a Public Rights of Way ADA Transition Plan; this document quantifies sidewalk metrics, rates the condition of all sidewalks and pedestrian infrastructure in Springfield, and describes implementation strategies and a schedule to assist with improving walking infrastructure. There are currently 640 miles of sidewalks in the City, with an average sidewalk condition index of 67 out of 100, as shown in the graph below.

The plan estimates an expenditure of \$15 million to bring the network up to acceptable condition. Similarly, the document describes curb ramps by ADA compliance status, and estimates steps and costs to update required ramps.



BUILD Grant

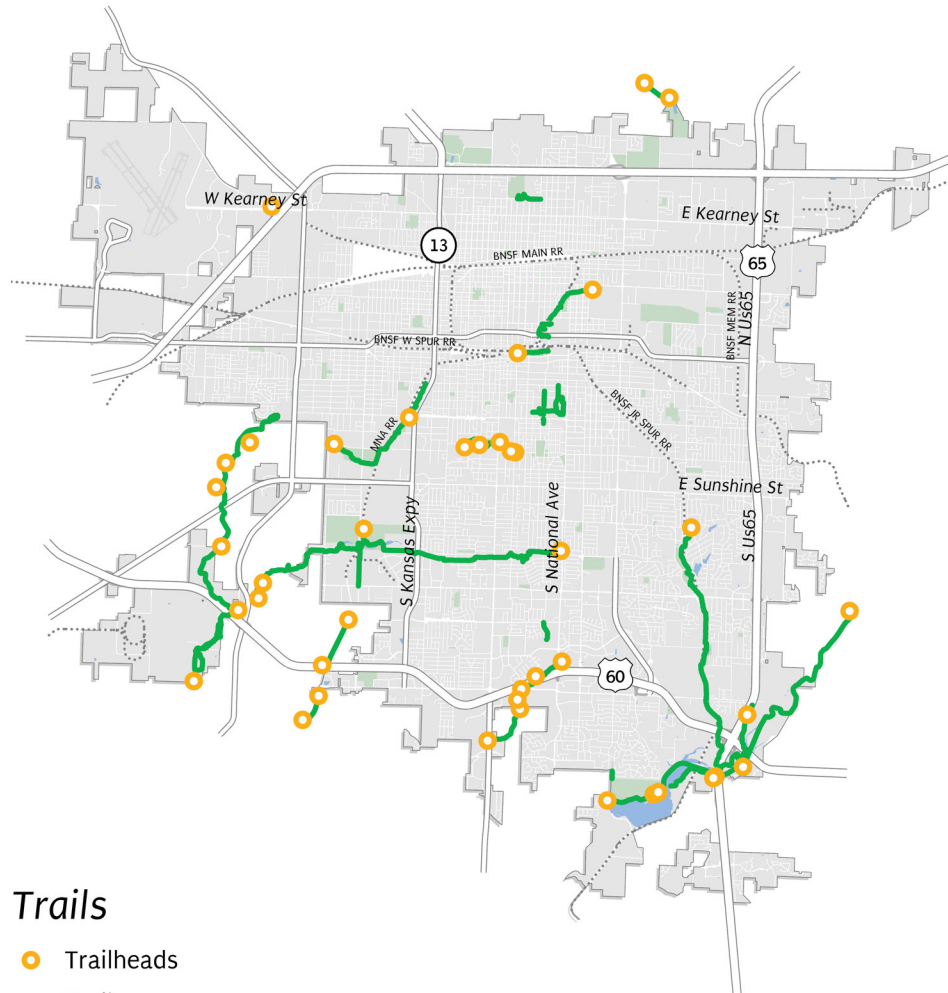
In 2019, Springfield was awarded \$21 million through the Better Utilizing Investments to Leverage Development (BUILD) Grant to create the Grant Avenue Parkway. The City plans on redeveloping 3.3 miles of the avenue between Sunshine Street and Walnut Street and a loop through Downtown into an attractive, green corridor with an off-street pedestrian and bicycle pathway. The corridor would connect the new Wonders of Wildlife (WOW) National Museum and Aquarium to Park Central Square and the Historic Commercial Street further north, serving as an economic driver. It would also provide connections to numerous community parks, neighborhoods, and assets along the way, including the Ozarks Greenway trail network. The transformation will include traffic-calming improvements, utility upgrades, and connectivity enhancements.



Trails & Side Paths

There are nearly 30 miles of trails or shared use paths in the City, most of which are paved, and approximately 75 miles of trails in the broader Springfield region. These facilities are spread out fairly evenly throughout the City and provide low-stress connections within and between neighborhoods. They include the South Creek Greenway Trail, which runs east-west through the southern section of the City, and the Galloway Creek Greenway, which runs north-south through the southeastern section of the City.

The trails and greenway system is a valuable community asset that has the potential to support both transportation and regional economic development. There is opportunity to continue moving this system beyond its recreational function to capitalize more on the transportation function of bicycle and trail facilities. This includes appealing to a broader set of users, accessing additional funding sources, and further alleviating traffic and congestion. The maintenance of trails, on-road bike facilities, and pedestrian infrastructure, however, is an ongoing challenge. The City is often faced with the decision between filling gaps in the system (trail or on-road) or maintaining existing facilities. As both are needed, identifying and securing long-term funding for maintenance and new infrastructure will be critical.



Trails

- Trailheads
- Trails

Micromobility

Micromobility is an issue that Springfield will need to address head-on. Getting out ahead of scooters, electric assist bikes, and other micromobility technologies will be key to the success of these alternative modes of transportation in enhancing the quality of life in Springfield. These technologies can provide numerous opportunities for recreation and transportation, but will need solid policies to manage potential issues, such as user conflicts and device parking issues.

Policies Impacting Walking

City and regional policies are important in creating a walkable city. While this walkability overview relates specifically to roadway policies, land use development policies are critical to ensuring the appropriate densities and mix of destinations that will support and encourage walking.

Complete Streets Policy

The Springfield City Council adopted a Complete Streets Policy in 2014. This policy “recognizes the need to provide a transportation system that will accommodate all users.” The document includes principles and specific strategies to improve pedestrian and bicyclist safety. The policy mandates safer street design solutions; requires updates of all policies, standards, and design guidelines; limits design exceptions; mandates training for planners and engineers; and requires an annual progress report for the City Council.

The Complete Streets Policy was a great step in the direction of providing better access for users of all ages and abilities to Springfield’s transportation system. There are, however, additional steps needed to institutionalize the consideration and trade-offs in street design to truly provide safe and complete streets for all users. For pedestrians in particular, sidewalks, crossings, and other intersection treatments are key.

Sidewalk Requirements

Sidewalks are required on one side of the street:

- On local streets in residential areas with lower density.
- On local streets and collector streets in lower density nonresidential areas.

Sidewalks are required on both sides of the street:

- On local streets in residential zoning districts with higher density.
- On collector or arterial streets in residential zoning districts.
- On collector streets in higher density nonresidential zoning areas, or on arterial streets.

According to Springfield’s specifications, sidewalks should be a minimum of five feet wide and are typically a minimum of six feet if built at the back of curb. Additional plans and policies used by City staff to guide the development of pedestrian facilities include a draft Traffic Calming Policy and the SGF Yield Pedestrian Awareness and Safety Campaign.

Bicycle Infrastructure

The City has taken several steps over the past 15 years to increase the feasibility and appeal of bicycling. These steps include the 2008 Policy for Bicycling on Public Facilities in Springfield (a detailed document outlining policy, planning, and design recommendations), the 2014 Person-Power Mobility Vision for 2030 (an update to the 2008 Policy that includes bike and pedestrian goals, policies, and strategies), and the 2017 OTO Regional Bicycle and Pedestrian Trail Investment Study. The previously discussed 2014 Complete Streets Policy also directly relates to improving Springfield’s bikeability.

As stated in the 2008 Policy for Bicycling on Public Facilities, biking is an alternative means of transportation that can improve the community quality of life. Benefits include the following:

- **Health benefits**, including an enjoyable means of cardiovascular fitness.
- **Environmental benefits**, including energy savings, decreased reliance on petroleum products, less noise pollution from motor vehicles, and reduction of heat and air pollution that contribute to global warming and acid rain.
- **Social equity benefits**, including increased community interaction and the provision of mobility and door-to-door access for citizens without cars and those too young to drive.
- **Economic benefits**, including travel expense savings, traffic congestion relief, and reduction of parking demand.

Policy for Bicyclists on Public Facilities in Springfield (2008)

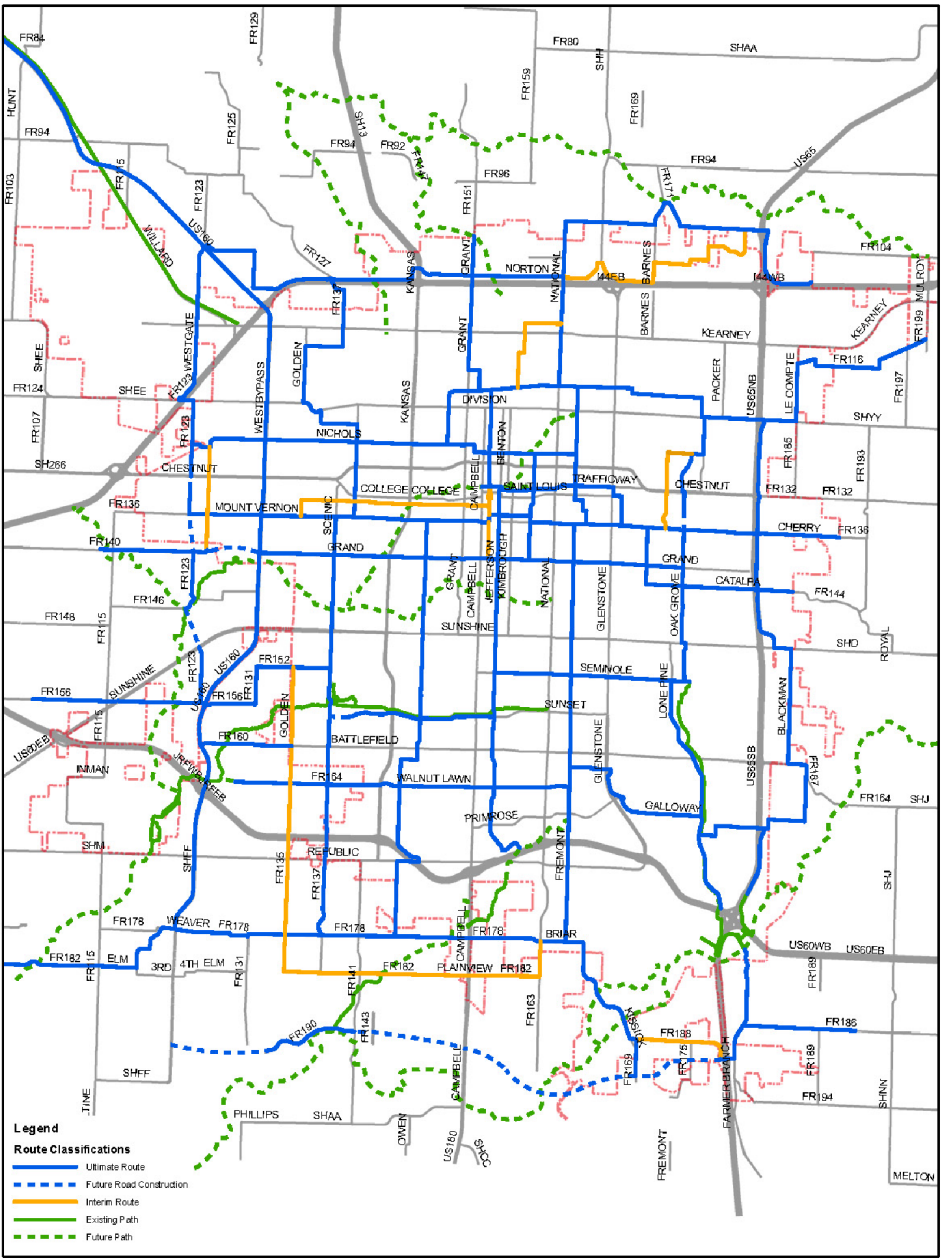
This document describes current bike infrastructure and conditions in Springfield and recommends future infrastructure to improve biking in the community. It recommends a “comprehensive system of major bicycle facilities and a plan for their implementation,” as well as a “system of streets that form ‘arterial corridors’ for bicyclists,” referred to as the “primary bicycle network.” The document advises this network to be continuous, evenly spaced (one to two-mile intervals), and generally characterized by striped bicycle lanes.

While this document is over 10 years old, it provided a good starting point for developing an on-street bicycling network in the City. Updates to the policy is needed, however, including to the section on bicycle infrastructure design. For example, the document notes that shared-lane bike routes should be added to streets with ADT levels of up to 5,400, which is significantly higher than best practices that usually recommend ADT levels less than 3,000. Additionally, the document offers no guidance on protected bike lanes, buffered bike lanes, or side paths.

Design recommendations currently do not reflect current best practices and do not align with the future AASHTO Guide for Development of Bicycle Facilities update. Greater required separation between bicyclists and vehicles is needed, particularly on roadways with high speeds and traffic volumes. The Person-Person-Power Mobility Vision document discussed in the next section begins to address these components.

The Link

The Link system consists of pedestrian and bicyclist routes along streets with low traffic volumes and slow speeds. It is intended to connect existing and planned greenway trails and activity centers and increase comfort and safety for active modes of transportation. The Link provides continuity for bicyclists through neighborhood traffic circles, roundabouts, chicanes, one-way entries, and speed humps, as well as other factors that slow traffic speeds and/or volumes. There are 12 named Link routes including the primary north-south spine shown in the Bike Trails Map.



Recommended Primary Bike Route System, Policy for Bicyclists on Public Facilities, 2008

Person-Power Mobility
Vision for 2030 (2014)

This document developed by the Bicycle and Pedestrian Committee of the Traffic Advisory Board includes background on the importance of bicycling; themes, goals, and objectives; as well as chapters on on-street pedestrian facilities, off-street paths, the Link system, and on-street bicycle facilities. The document also contains an updated map of Springfield’s existing and planned network.

The document updates Springfield’s bike route network as identified in 2008 and places stronger emphasis on separating bicyclists and vehicles than the 2008 Policy for Bicyclists on Public Facilities in Springfield, such as by including cycle tracks/separated bike lanes and side paths. It also recommends shared lane roadways along streets with lower speeds and volumes. Further, it references changes in best practice and the importance of using recent and more cutting-edge design guides, such as those from NACTO. As part of the Comprehensive Plan process, additional consideration should be given to updating design guidance to align with the AASHTO Guide for the Development of Bicycle Facilities.

Off-Street Paths

Off-street path recommendations within the Person-Power Mobility Vision include the following:

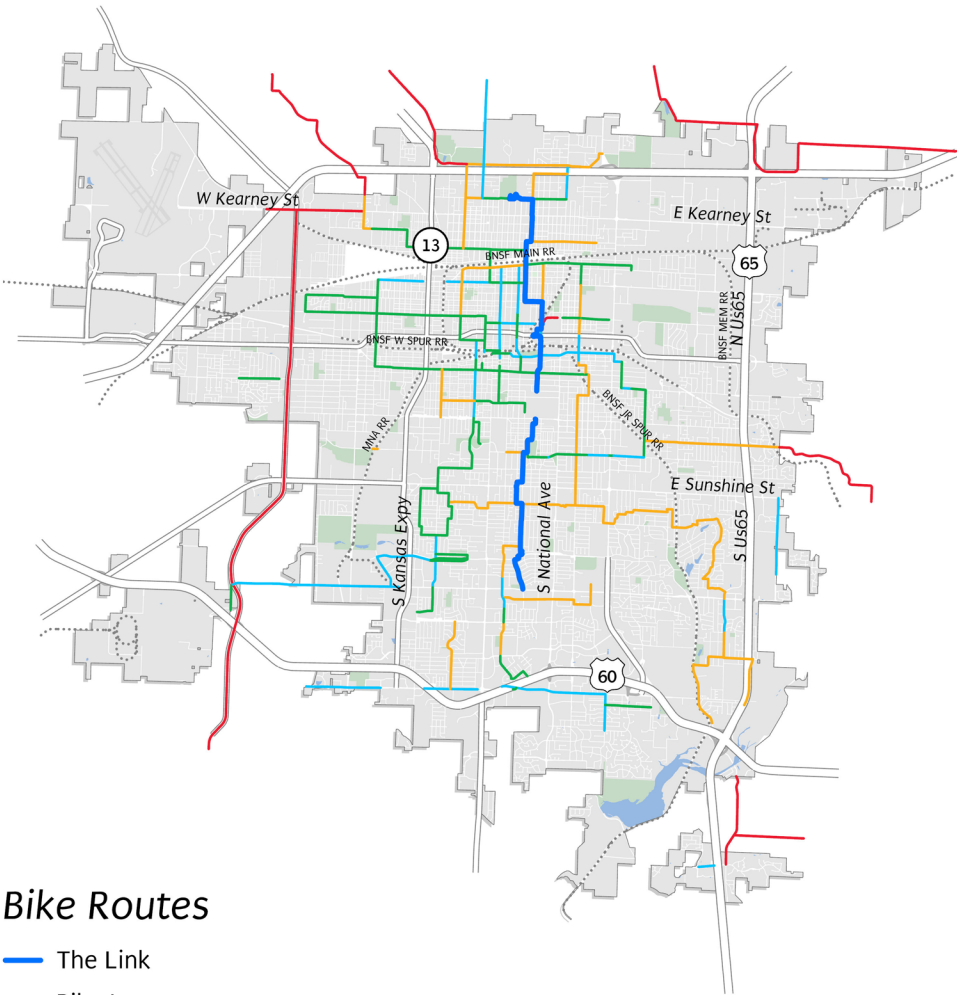
- Develop and implement projects that close gaps in the current trail system and connect to major activity centers.
- Include all railroad corridors in the future plan for paths and be prepared to request these as rail-to-trail corridors if abandoned or as rail-with-trail corridors if they remain in operation.
- Develop and implement projects that extend the trail system both to a more compact network and to connect to other communities and attractions.
- Develop and implement projects that create a circumferential trail around Springfield.
- Develop and implement projects that develop a trail from Strafford to west of Springfield along or parallel to Route 66.
- Develop and implement a continuous trail between downtown Springfield and Republic.

On-Street Bicycle Facilities

The Person-Power Mobility Vision updates the bike facilities and recommendations outlined in the 2008 Plan. The following guiding principles are included:

- The system should be continuous across the City and spaced at approximately one-mile intervals, with shorter spacing near the city center and greater spacing near edges.
- The highest type of bicycle facility that provides appropriate comfort and safety for bicyclists with respect to the surrounding land uses and constraints should be used in each corridor.
- Any street that crosses a freeway, railroad, or other barrier should be a candidate for a bike route.
- Design standards should be developed and updated with respect to changes in the state of the practice from across North America.

- As much width and/or separation of bike lanes from motor vehicle lanes as practical should be provided, especially on streets with speed limits greater than 30 mph.
- Separation between bicycle lanes and motor vehicle lanes should be added as practical as roadways are improved.
- Any street with less than 30 mph speed limit and less than 2,000 vehicles per lane per hour should be considered appropriate for bicycle travel as a shared lane roadway or with bike lanes.



Bike Routes

- The Link
- Bike Lane
- Shared Lane Marking
- Signed Bike Route
- Signed Share the Road

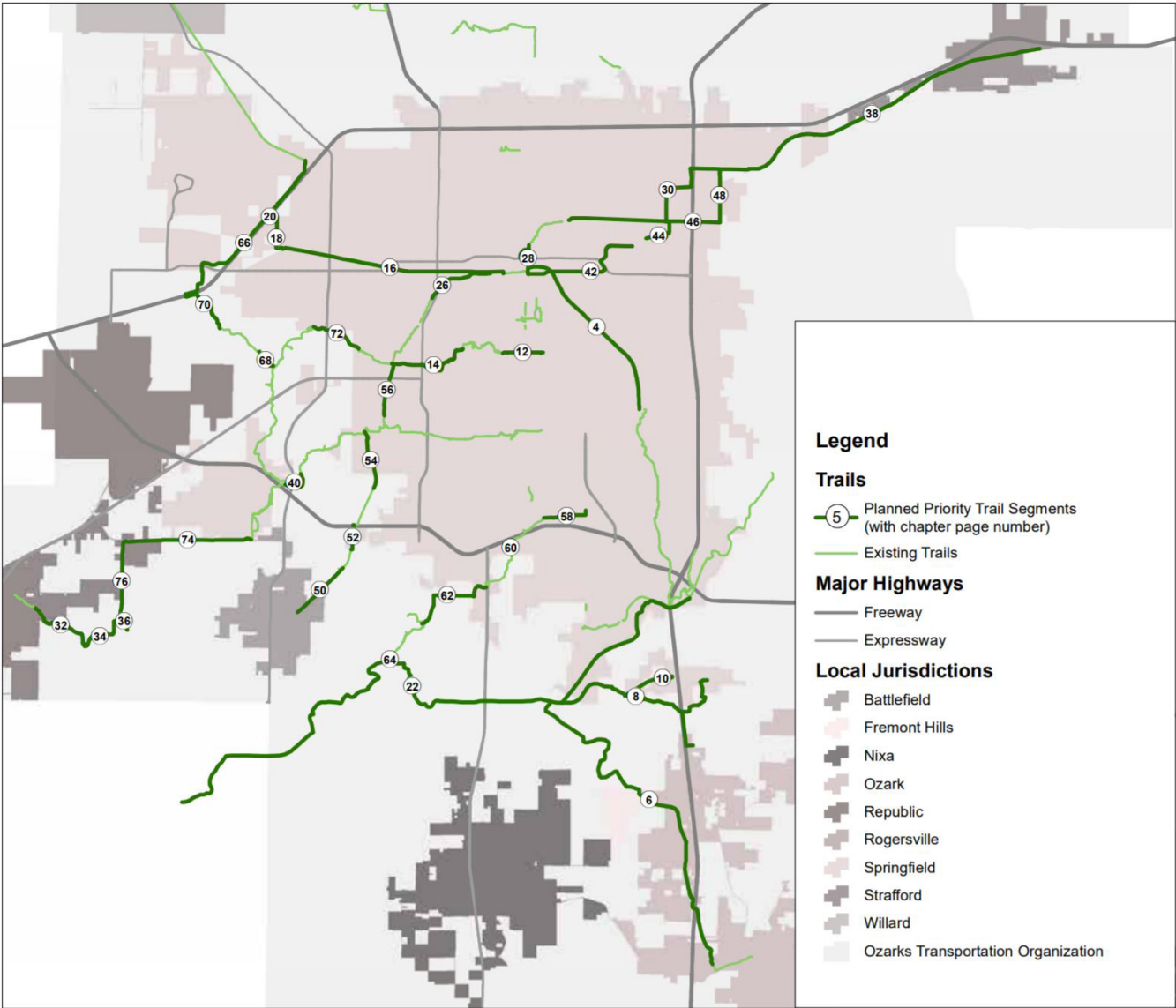
Ozarks Transportation
Organization Bicycle
& Pedestrian Trail
Investment Study (2017)

Completed in 2017, this document inventoried existing trail conditions in Springfield and its surrounding areas, developing future trail alignments, estimating costs, and prioritizing alignments. The following map displays the proposed network. This study recommends a significant trail expansion in Springfield, especially in the Downtown area, and in adjacent sections of the City.

Table 3.2: Trail Alignment Index

Trail Segment	Page
Chadwick Flyer Rail Trail (North)	3-4
Chadwick Flyer Rail Trail (South)	3-6
Farmer Branch Greenway	3-8
River Bluff Blvd - Farmer Branch Greenway Connector	3-10
Fassnight Creek Greenway (East)	3-12
Fassnight Creek Greenway (West)	3-14
Fort Scott Line Rail Trail	3-16
Westgate -Fort Scott Line Rail Trail Connector	3-18
Division Street - I-44 Trail Connector	3-20
James River Greenway	3-22
Lower Jordan Creek Greenway	3-26
North Jordan Creek Greenway - Jordan Valley Connector	3-28
North Jordan Creek Greenway Trail	3-30
Shuyler Creek Greenway Extension	3-32
Etheridge Trail	3-34
Wilson's Creek National Battlefield Connector	3-36
Route 66 / Strafford Trail	3-38
South Creek Greenway	3-40
South Jordan Creek Greenway Trail	3-42
Division Street - Cooper Park Connector	3-44
Division Street	3-46
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Trail of Tears - Battlefield	3-50
Trail of Tears - Golden Ave	3-52
Trail of Tears - South Creek Greenway Connector	3-54
Trail of Tears - Greene Park to Ewing Sports Complex	3-56
Ward Branch Greenway - North	3-58
Ward Branch Greenway - Middle	3-60
Ward Branch Greenway - South	3-62
Ward Branch - James River Greenway Connector	3-64
I-44 Trail	3-66
West Wilson's Creek Greenway (South)	3-68
West Wilson's Creek Greenway (North)	3-70
Wilson's Creek Greenway	3-72
West Republic Road	3-74
Wilson's Creek Boulevard	3-76

Planned Priority Trail Segment Index Map



Planned Priority Trail Segment Index Map, Ozarks Transportation Organization Bicycle & Pedestrian Trail Investment Study, 2017

COMMUNITY FACILITIES

Community facilities and infrastructure are essential in providing the Springfield community with the municipal services and amenities they need. They comprise a range of facilities provided by both public and semi-public entities that are crucial in ensuring the efficient and equitable provision of services and long-term health and quality of life. The following section inventories Springfield's various key community facilities and documents recent improvements or existing upgrade needs. Based on these identified needs, the Comprehensive Plan will provide direction for future capital improvements and policies, stressing the importance of coordination with each community facility provider.

Fire Protection

Springfield Fire Department

The Springfield Fire Department (SFD) covers an area of more than 82 square miles with 12 fire stations dispersed throughout the City. The Department is composed of over 220 full-time staff and is divided into three divisions: administration, support services (such as education programs), and operations. SFD's services include:

- Emergency fire protection
- Fire prevention through public education
- Assistance in medical emergencies
- Water rescue
- Technical rescue
- Hazardous materials response
- Investigations and inspections
- Continuous education and training for all Fire Department employees

The Department also ensures the safety of all residents through safety education programs, free smoke alarms and batteries, safety surveys, online resources, and risk reduction programs. It also offers free customizable training and safety presentations for children, community groups, and businesses. The City recently adopted the 2018 International Fire Code, which contains a widely accepted, comprehensive series of codes to ensure buildings are safe and resilient. The Community Risk Reduction Division (within Support Services) of the SFD coordinates the permitting process for blasting, bonfire, fireworks, off-gassing, and tents.

ISO Rating

The Department has an Insurance Services Office (ISO) rating of 2 on a Public Protection Classification scale of 1 to 10, where 1 indicates superior fire protection while 10 indicates failure to meet minimum criteria. The rating is based on an area's fire alarm and communication systems, the fire department's equipment and staffing, and the water supply system. Insurers of U.S. homes and businesses use the ISO rating to calculate premiums for homeowners and businesses. The SFD is one of seven in the State of Missouri with a rating of 2.

Project RED Zone

Department data shows 42 percent of all 2016 in-home fire incidents in Springfield had no working smoke alarms, and two-thirds of all Springfield homes don't have enough smoke alarms to adequately protect the occupants. SFD recommends smoke alarms be installed on every level of the home, outside each sleeping area and in every bedroom. In 2017, the Department launched Project RED Zone, which stands for "Reduce, Educate, Deliver" and targets high-risk areas on the City's fire incident map. The largest RED zones are in the West Central and Grant Beach neighborhoods in central Springfield. Firefighters canvassed the high-risk zone through 2017 and 2018 to test smoke alarms, install new alarms, and provide batteries to residents. The program was funded by the Federal Emergency Management Agency (FEMA) Fire Prevention and Safety Grant and general funds from the Department designated for public education. The Department hopes to expand the program to other areas of the City if funding allows.



Recent Upgrades

Since the adoption of Springfield's last comprehensive plan, Vision 20/20, Fire Stations 1 and 6 have been relocated to expand the department's coverage area. Each station covers a radius of 1.5 to 2.5 miles in travel distance, or 5 minutes of driving time. The previous comprehensive plan identified the need for seven new stations to be built by 2020. One has completed construction since and two new fire stations are currently being built (Fire Stations 13 and 14). Existing Fire Stations 4 and 7 are also being demolished and reconstructed. Existing facilities to undergo future improvements include Fire Stations 2, 3, 5, 6, 9, 10, and 11.

Springfield began construction of the Regional Police and Fire Training Center in 2011, which is located behind Fire Station No. 6 at 2620 W. Battlefield. The center is a 41,886 square foot state-of-the-art training facility that features five classrooms, two practical skills rooms, a computer lab, and personnel offices. Officials from the Training Division (part of Support Services) as well as outside agencies provide constant training opportunities at the facility. They have partnered with the Missouri State University to deliver their curriculum to agencies throughout the region that provide emergency services.

Each year, nearly 50 classes are delivered to approximately 400 participants outside of the SFD including responders from:

- EMS agencies
- Police departments
- Springfield-Greene County Health Department
- Springfield-Greene County Emergency Management
- Numerous fire departments

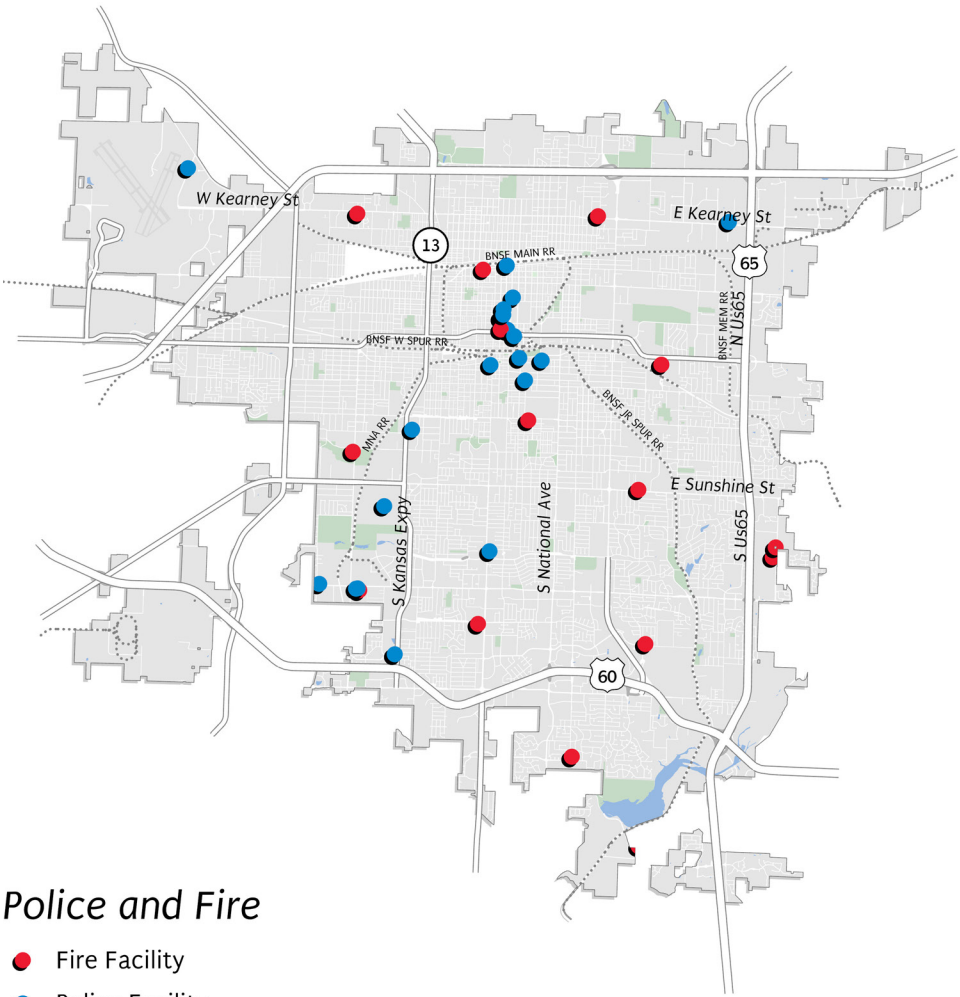
Springfield Fire Department Safety Campaign: Project RED Zone (2017-2018)	
685	Smoke alarms installed
194	Batteries replaced
1,481	Smoke alarms tested
5,147	Homes visited
Source: www.springfieldmo.gov/3709/Project-RED-Zone	

Rural Fire Districts

Greene County is served by several rural fire districts, which include:

- Walnut Grove
- Ash Grove
- Bois D'Arc
- West Republic
- Billings
- Republic
- Willard
- Brookline
- Ebenezer
- Fair Grove
- Pleasant View
- Battlefield
- Strafford
- Logan-Rogersville

It is important for the City to work collaboratively with these districts as the City grows. For example, proactive coordination could help ensure that rural fire district facilities could be used by the City if it were to annex the area served by a rural fire station in the future.



Police and Fire

- Fire Facility
- Police Facility

Law Enforcement

Springfield Police

The Springfield Police Department was founded in 1858, comprising a chief and two officers to serve a population of 1,200. The Department has grown to comprise 362 sworn officers and 82 civilian employees today, serving an area of 82.5 square miles and a population of more than 167,000.

Crime Facts: Changes from 2017 to 2018

1%	Decrease in crimes against people
4%	Increase in aggravated assaults
15	Homicides in 2017 (6 related to domestic violence)
16	Homicides in 2018 (2 related to domestic violence)
23%	Decrease in robberies
5%	Decrease in reported sexual assaults
20%	Decrease in property crimes (stolen vehicles, burglary, larceny/ theft)

Source: 2018 SPD annual report

The Springfield Police Department is divided into two bureaus:

- 1. **Uniform Operations:** This is the larger of the two bureaus with more community contact. This group responds to immediate calls for help, including traffic stops, hostage negotiations, K9 operations, and special response teams. As of 2011, there are three zones divided into eight beats or patrol areas.
- 2. **Investigations and Support Services:** Responsible for investigating crime and sending completed investigative reports to the appropriate prosecutor for the filing of criminal charges. The Criminal Investigations Section investigates property and persons crimes, violent crimes, and fraud. The Special Investigations Section is responsible for narcotics, gambling, prostitution, gangs, and extremist group investigations. The staff manages records and evidence, grant project applications, and budgeting and purchasing activities; coordinates criminal intelligence and crime analysis activities; and manages accreditation compliance.

Historic Calaboose

The Calaboose, or jail, at 409 West McDaniel, is a historic structure dating to 1891. It is the oldest structure owned by the City, which was restored and repurposed as a police substation with a museum on the first floor. The restoration was completed in accordance with the Secretary of the Interior’s Standards for Historic Preservation Projects. In addition, the State of Missouri Historical Preservation Program was involved throughout the project to ensure a high quality of work for this treasured structure.

Greene County Family Justice Center

The Greene County Family Justice Center opened in 2018. It serves as a single, consolidated resource for victims of domestic violence and was created by a partnership of many regional entities, including the Springfield Police Department, Greene County Sheriff’s Office, Greene County Prosecutor’s Office, The Victim Center, Greene County Children’s Division, Community Partnership of the Ozarks, Legal Services of Southern Missouri, Harmony House, and the Child Advocacy Center. It provides crisis intervention, safety planning, child protection services, educational programs, assistance in obtaining orders of protection, housing, emergency shelters, legal services, and law enforcement. Two domestic violence detectives in the Springfield Police Department work at the center full time, and the entire domestic violence investigations unit is planned to be relocated to the facility.

Greene County Sherriff

The Greene County Sheriff’s Department covers a jurisdiction of 670 square miles divided into five districts. The Greene County Sheriff’s Office has an operating budget of almost \$18 million. It employs 350 personnel, including 131 sworn deputies, 46 reserves, and more than 200 citizen volunteers, and contains three K9 units. On average, the Patrol Division handles 32,000 calls for service a year and makes around 20,000 traffic stops.

In 2011, Greene County passed a 1/8 cent sales tax that provided funding for 18 additional patrol deputies. Three full-time deputies are also funded through grants from the Missouri Department of Transportation (MoDOT) for driving while impaired (DWI) and traffic enforcement.

The Department is divided into four divisions:

- 1. **Administrative Services:** Responsible for the overall administration of office operations and coordination of office activities, including planning, budgeting, and personnel.
- 2. **Patrol:** Responsible for patrolling unincorporated Greene County and providing full law-enforcement services for over 85,000 people who live outside city limits. It is made up of three squads, each under the leadership of a sergeant and comprising two corporals and 14 deputies.
- 3. **Criminal Investigations:** Provides follow-up investigations on felony cases, locates and arrests wanted felons, and follows drug trafficking and meth labs. It is divided into two sections, crimes against persons (eight detectives) and property crimes (nine detectives).
- 4. **Detention:** Oversees the Greene County Jail with a staff of over 200. The jail has 610 beds and an average daily population of 700 inmates. The jail has been constructed since the last comprehensive plan was published.

Crime

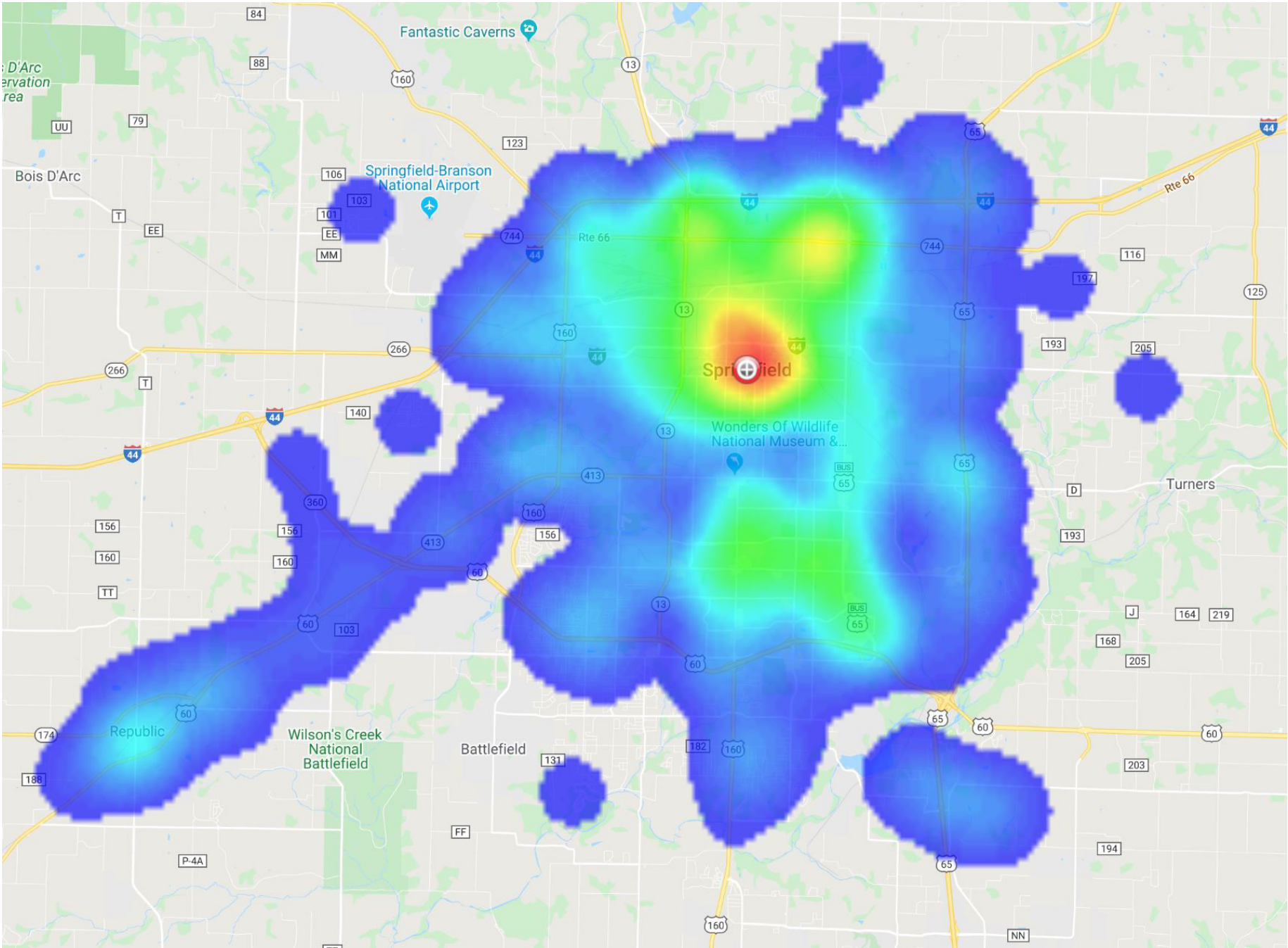
Crime was the second most identified priority issue among workshop participants. Participants noted concern with a range of crime including violent crime, domestic violence, and drug culture and addiction. Comments highlighted a perception that law enforcement presence is limited and this is rooted in a shortage of municipal funding. Participants also noted a belief that there is tendency to practice “catch and release” as a result of deficiencies in County jail capacities, where the defendant experiences little to no jail time for common crimes due to the lack of space.

Facts

- At the end of 2018, the authorized strength for sworn positions was 362 with 28 vacancies. Springfield has approximately 2.2 officers per 1,000 inhabitants which is 35% higher than the average for Midwest communities of similar size (1.6 officers per 1,000 inhabitants).

Crime Density Map

The following map from LexisNexis’ Community Crime Map displays crime event density levels within Springfield. The highest level of crime occurs within and around the Downtown. Higher levels of crime also exist in Robberson by Kearney Street and National Avenue, as well as around the intersection of Battlefield Road and Glenstone Avenue.



Source: LexisNexis Community Crime Map



Springfield Art Museum

The Springfield Art Museum was founded in 1928 by a group called the Art Study Club. Traveling exhibits from major cities across the country rotated through the museum in its earliest days. In 1946, the club deeded the museum to the City. Since 2011, the art museum has maintained an ambitious vision statement and strategic plan to help make the community in Springfield a better place through art. It also has a 30-year master plan that was created in 2018. The museum relocated several times throughout its history and is now located on the edge of Phelps Grove Park. This facility opened in 1958, with additions completed in 1973, 1993, and 2008.

Art Museum by the Numbers	
9,000	Pieces of art
52,000	Square foot facility
3	Additions to 1958 facility
3	Phases in 30-year master plan improvements
58	Years of Watercolor USA
Source: Springfield Art Museum Master Plan	

The museum is free of charge to the public and is funded by its newly formed foundation. The museum is overseen by a nine-member board appointed by the city manager. Board members must reside in the city limits and can serve up to two consecutive three-year terms. The museum employs 20 people and several volunteer docents who all receive a year of training and apprenticeship.

Organized in 1962 by the Springfield Art Museum, Watercolor USA aims to attract the best in contemporary American watercolor art and strives to exhibit work by artists who are pushing the boundaries of the medium. This juried exhibit is open to artists from all 50 states and U.S. territories and features cash prizes and the chance for the art to be purchased by the museum.



Springfield Art Museum

In October 2018, the Springfield Art Museum presented its new 30 Year Master Plan to City Council. The plan proposes a state-of-the-art multistory museum with floor-to-ceiling glass windows, co-working spaces, integrated green space, and a walking and biking trail connecting to the adjacent Phelps Grove Park, the Water Wise garden to the south, and to Fassnight Park further west. The project is estimated to cost up to \$20 million depending on completion time, covering 83,400 square feet.

The museum has seen significant growth in number of visitors over recent years, increasing 70% since 2012. The plan aims to capitalize on this growth and better connect the Museum to surrounding amenities, while reviving the lake and nearby Fassnight Creek. Ultimately, the intent of the plan is to transform the museum as both a community hub and world-class attraction.

Springfield-Greene County Library

Founded in 1903 with a \$50,000 grant from Andrew Carnegie, the Springfield-Greene County Library system has grown to include 10 branches plus a few outreach programs, such as a mobile library and a health library in the Chub O'Reilly Cancer Center. The Midtown Carnegie Branch has been renovated to make it more user-friendly and restore its architectural prestige. It remains an active part of community life, hosting events at all branches throughout the year and offering new digital and audio media options. The Schweitzer Brentwood Branch achieved Leadership in Energy and Environmental Design (LEED) Silver status after its energy-conscious upgrades in 2016.

The library is currently in the process of collecting data for its new strategic plan for 2021 through 2025. Potential improvements include upgrading its largest facility, the Library Center, within the next five to 10 years. The library's current strategic plan also recommends exploring the addition of a new facility in the western and eastern area of Springfield. Further, library patrons have expressed interest in additional service for northeast Springfield. 24-hour library kiosk have been installed in the western area of Springfield to determine user patterns and interests.

The Library Board comprises nine members who serve no more than two three-year staggered terms. Five members are appointed by the mayor to represent the City, and four are appointed by the Greene County Commission to represent the County. The Board sets library policy, approves the annual budget, and oversees hiring the director. There are three subcommittees, appointed by the board president: Finance and Personnel; Buildings and Grounds; and Programs, Services, and Technology. Board meeting minutes are published on the library’s website.

The library is funded primarily through County property taxes, grants, private gifts, funds from The Library Foundation, and proceeds from two semi-annual books sales by the Friends of the Library. The Library Foundation, founded in 1993, funds facility improvements across all branches and programs for patrons of all ages, with the goal of enriching the community.



Library Location			
Facility	Date of Construction	Features and Notes	Address
The Library Center	1999	Home of library system support services, plus a café and gift shop	4653 S. Campbell Ave. Springfield, MO 65810
Ash Grove Branch	1945	Oldest branch in the system	101 E. Main St. Ash Grove, MO 65604
Fair Grove Branch	2000	Former bookmobile stop became a full-fledged branch in 2000	81 S. Orchard Blvd. Fair Grove, MO 65648
Library Express West	2019	24-hour automated library kiosk	3872 W. Chestnut Expressway Springfield, MO 65802
The Library Station	2003	Panera Bread café, Between Friends Gift Shop	2535 N. Kansas Expressway Springfield, MO 65803
Midtown Carnegie Branch	1905	Original historic Springfield Library	397 E. Central St. Springfield, MO 65802
Mobile Library		Delivers to 24 neighborhoods weekly, offers voter registration	4653 S. Campbell Ave. Springfield, MO 65810
Park Central Branch	2008	Arts and media themed, nontraditional facility with focus on digital media	128 Park Central Square Springfield, MO 65806
Republic Branch	2009	Has relocated five times	921 N. Lindsey Ave. Republic, MO 65738
Schweitzer Brentwood Branch	1971	Between Friends Gift Shop	2214 Brentwood Boulevard Springfield, MO 65804
Strafford Branch	2009	Newest branch serving eastern Greene County	101 S. State Highway 125 Strafford, MO 65757
Willard Branch	1980	Serves northwest Greene County	304 E. Jackson St. Willard, MO 65781
Ruby by Price Cutter Plus Book Stop		Book drop, pick up holds	3260 E. Battlefield Road Springfield, MO 65804
Van K. Smith Community Health Library		Book drop, pick up holds	2055 S. Fremont Ave. Springfield, MO 65804

Springfield R-12 Public Schools

Springfield Public Schools (SPS) is Missouri’s largest school district, serving over 25,000 students at 35 elementary schools, an intermediate school for grades five through six, nine middle schools, five high schools, the Phelps Center for Gifted Education, and four early childhood centers, along with more than a dozen choice programs to meet students’ diverse needs. The choice programs require an application and can serve as an alternative to neighborhood schools. All five high schools are Missouri A+ Schools, which is a program that provides scholarship funds to eligible graduates to attend a public community college or vocational school.

Seniors in SPS consistently score above state and national averages on their ACT composite scores. Ten National Merit Scholarship finalists were part of the class of 2018 and SPS has the State of Missouri’s only K-12 International Baccalaureate program. The district aims for a 1-to-1 student to computer ratio and also strives to create flexible learning environments to work with different learning styles.

Since 2000, two high schools have been fully renovated, two other schools have been built , and significant expansion and remodeling has been done on the other system schools.

SPS 2019 School Year Facts	
24,897	Current student count
95.4%	Attendance rate
52.0%	Free or reduced lunch
4.7%	Gifted students
11.5%	Special education students
5.5%	English language learners

Source: [sps.org](https://www.sps.org)

Facilities Master Plan

The school district completed a Facilities Master Plan in 2016 to address long-term facility needs. This plan involved community stakeholders throughout the process and included facility assessments, requirements, planning and adoption. Enrollment in the district is increasing; the 10 years between 2006 and 2016 saw 3.6 percent growth. The Facilities Master Plan projects a 4.1 percent districtwide increase through 2026, with 5.6 percent more elementary school students, 3.9 percent more middle school students, and 1.6 percent more high school students.

The capacity of each school was calculated using the Instructional Space Model, considering teacher planning time, student movement, and other factors that lead to rooms sitting empty during a school day.

A summary of the current and projected utilization rates as identified in the Facilities Master Plan are as follows:

- Elementary schools have a total, districtwide capacity of 11,914 with an average per-school capacity of 372.
- K-8 schools have a total districtwide capacity of 3,851 with an average per-school capacity of 963.
- Middle schools have a total districtwide capacity of 4,961 with an average per-school capacity of 827
- High schools have a total districtwide capacity of 9,539 with an average per-school capacity of 1,590.
- Support/other schools have a capacity of 1,092.
- District total capacity was measured at 31,357 students. Under the attendance projection model, total student projection for 2026 will be 25,802, which would result in a districtwide utilization rate of 82 percent.

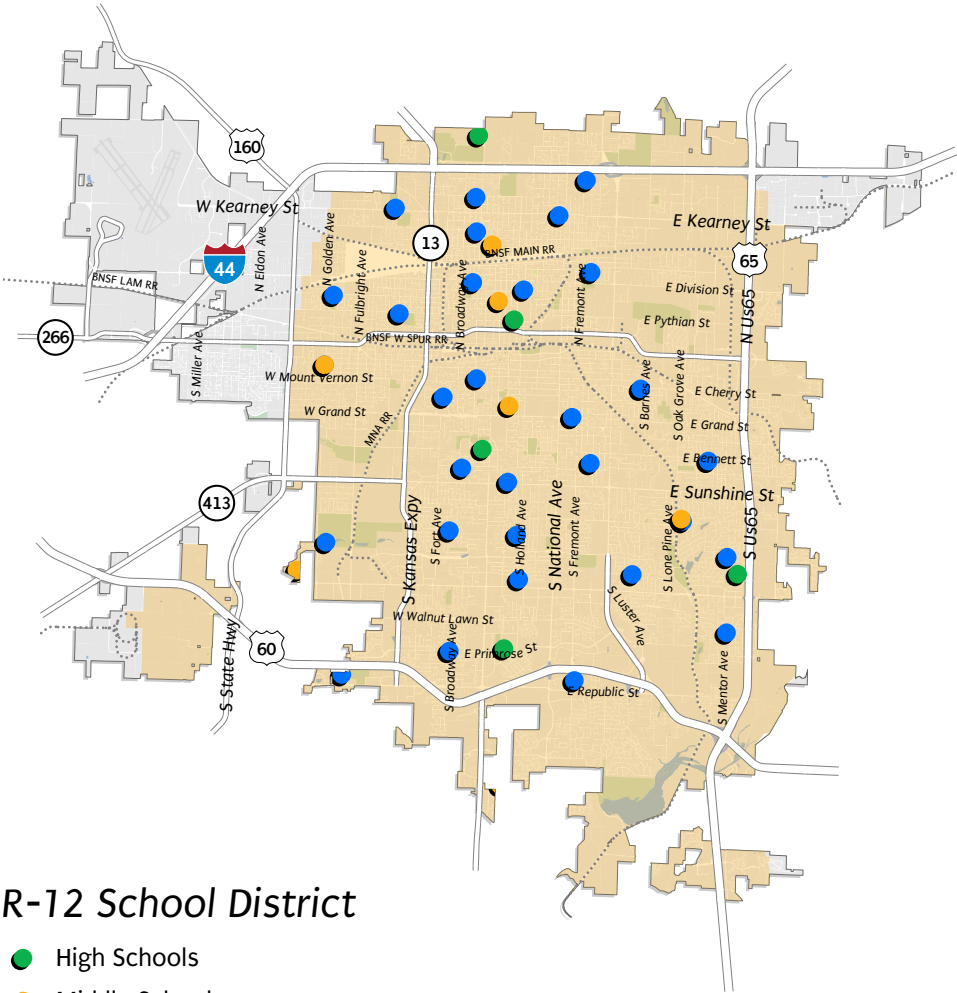
Facility	K-12 Capacity	2026 K-12 Projected Enrollment	2026 Projected Utilization
Elementary Schools	11,914	10,925	92%
K-8 Schools	3,851	3,389	88%
Middle Schools	4,961	3,875	78%
High Schools	9,539	7,410	78%
Support/Other Facilities	1,092	N/A	N/A
District Total	31,538	25,599	82% (Districtwide)

The Facilities Master Plan also measured and compiled building condition, educational suitability, site condition, and technology readiness into weighted scores (0 to 100) for each school to determine districtwide priorities. Scores of 90 and above were classified as “excellent/like new,” 80-89 was “good,” 70-79 “fair,” 60-69 “poor,” and less than 60 “unsatisfactory.” Findings include:

- SPS facilities are, on average, in poor to fair condition and most of them need minor to moderate capital improvements.
- Most schools scored poor to fair in educational suitability, indicating that updates are needed to adhere to modern educational programs.
- Most sites scored in the high fair range with support facilities in the poor range. The sites are being maintained but could potentially use minor maintenance.

- Most schools scored good to excellent in technology readiness, except the middle schools and the support facilities, which could use some technology-related improvements.
- Average combined score for all grade levels is 70, which is barely in the “fair” range, indicating significant needs that should be met across the district.

The final recommendations of the Facilities Master Plan include 40 projects over the full 10-year plan, including reconstruction of seven elementary schools and four middle schools, and renovations, upgrades, and/or additions at eight other campuses (seven elementary schools, one high school) rated “unsatisfactory” or “poor” through 2026. The 21 schools listed as “fair” would be brought up to “good” or “excellent” condition through renovations, upgrades, and additions. Total cost of the program is \$337.6 million, broken out into two six-year phases.



R-12 School District

- High Schools
- Middle Schools
- Elementary Schools
- R-12 School District

IDEA Commons

Through combining innovation, design, entrepreneurship and the arts (IDEA), more dynamic environments can be created in the community. Together with the City of Springfield, Springfield Chamber of Commerce, Urban Districts Alliance, and numerous other area groups, the IDEA Commons district was formed by Missouri State University to create an urban innovation park in the Downtown.

The district is an 88-acre area bordered by Chestnut Expressway, Water Street, Campbell Avenue and Washington Avenue. It contains formerly dilapidated buildings, such as the former MFA building, Brick City, and Willow Brook, that are being repurposed into centers of creativity, research, entrepreneurship, and art. IDEA Commons aims to foster urban renewal, engage business and economic development, and promote partnerships between the university and entrepreneurs.

The initial phase of the IDEA Commons project called for a new 400-space parking garage, a 100,000-square-foot office building, and a three-story, 30,000-square-foot expansion to the Jordan Valley Innovation Center (JVIC). The JVIC is a state-of-the-art research facility that anchors the IDEA Commons and has a focus environmentally friendly projects with an applied research emphasis on biomaterials, nanotechnology, carbon-based electronics, biomedical instrument development and energy.



Springfield Higher Education Institutions

Nearly 50,000 students attend one of the many centers of higher education located in Springfield. These schools include public, private, trade, and technical schools covering a wide variety of specializations. Springfield was ranked as the most affordable college town according to a 2018 CNBC report. Both Drury University and Missouri State University have their own master plans outlining planned growth into the next few decades. Both universities plan significant expansion near downtown Springfield.

The largest public university in Springfield, and second largest in the state, Missouri State University has an enrollment of over 24,000 students. Other significant public universities in the City include the Ozarks Technical Community College, and extension programs of the University of Missouri.

Private institutions in Springfield include Drury University, Evangel University, Cox College, Baptist Bible College, Assemblies of God Theological Seminary, and an extension campus of Southwest Baptist University. These schools cover a wide array of specializations, including liberal arts, health care, and theology. Many of these schools have received national attention for both affordability and quality of education.

Trade and career-oriented schools in the City include Midwest Technical Institute and Bryan University. These schools provide students with highly flexible class schedules, online education, and relevant hands-on training.

Healthcare

In 2015, organizations across the Ozarks worked together to create the 2016 Community Health Improvement Plan to better understand the health, behaviors, and needs of the population they serve. Through this data-driven health assessment, the group sought to guide future efforts in improving regional health and wellness. The plan discovered the following community health concerns and socioeconomic and environmental factors that can cause negative health impacts.

The top three Assessed Health Issues (AHI), or indicators of health issues, are the following:

- **Lung Disease:** describes many different health conditions, including asthma, bronchitis, Chronic Obstructive Pulmonary Disorder (COPD), emphysema, and pneumonia. Tobacco use is an important risk to these serious conditions. Within Springfield, 21 percent of the population smoke, which is higher than the national average of 18 percent and the 12 percent goal of Health People 2020.

- **Cardiovascular Disease (CVD):** the leading cause of death for both men and women in the United States at 24 percent, including arrhythmias, congestive heart failure, hypertension, and stroke. Key risk factors include preexisting health conditions (high blood pressure, high cholesterol, and diabetes), unhealthy lifestyles (poor diet, physical inactivity, obesity, alcohol abuse, and tobacco use), and a family history of CVD. Springfield has a 27 percent high blood pressure rate, 39 percent high cholesterol rate, and 29 percent obesity rate.
- **Mental Health:** where changes in thinking, mood, or behavior are associated with distress and or impaired functioning. In Springfield, mental illness ranked third (nearly 20 percent of visits) in the among of emergency department visits associated. 24 percent of these visits were due to episodic mood disorders, and 19 percent to anxiety, dissociative, and somatoform disorders. Further, 14.4 suicide deaths occur each year, and 12.8 percent of adults drink excessively in the community.

Mercy Hospital

The Mercy Hospital system has been ranked one of the top five largest U.S. health systems from 2016 through 2019. Serving millions each year, Mercy is a cutting-edge healthcare provider that is charged with “providing the region with high-quality care and an experience that is easier and more personal.” Founded in 1891, Mercy Hospital Springfield, located at Sunshine Street and National Avenue, houses 886 beds that serve people throughout southwest Missouri and northwest Arkansas. The hospital includes a Missouri and Arkansas designated Level I Trauma Center and Burn Center, Life Line air ambulance service, a dedicated Children’s Hospital, Cancer Center, Level III Neonatal ICU, Heart Institute, and a nationally-certified Stroke Center.

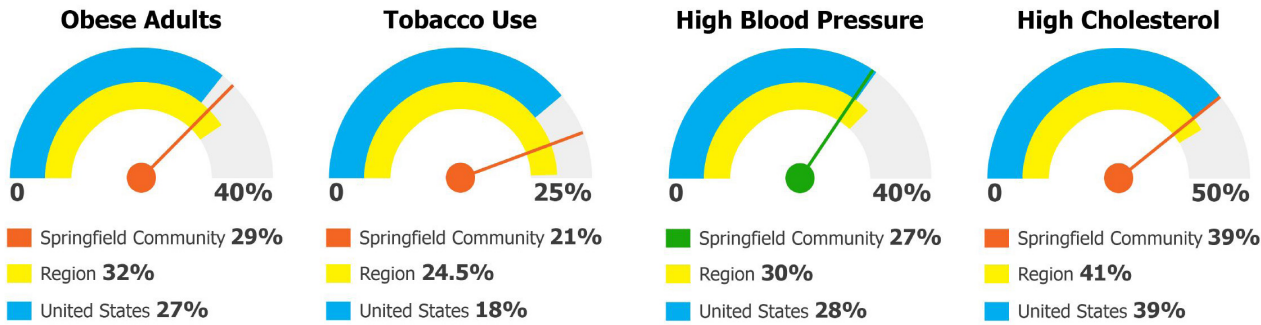
CoxHealth

As of 2018, CoxHealth is the largest employer in the Springfield region, offering high-quality medical services to populations in Southwest Missouri and Northwest Arkansas. The locally owned, not-for-profit health system headquartered in Springfield has to large campuses in the City: the southern campus surrounding National Avenue and Primrose Street and the northern campus at Boonville avenue and Division Street.

There is a total of 31 CoxHealth facilities in Springfield, ranging from walk-clinics to the Cox Medical Center South Emergency and Trauma Center, and from the Meyer Orthopedic and Rehabilitation Hospital to the CoxHealth Surgery Center.

2018 2nd Quarter Neighborhood Health Indicators

The 2018 2nd Quarter Neighborhood Health Indicators report provides snapshots of various indicators and determines a neighborhood’s “health” in comparison to other areas of the City based on data such as number of service requests, crime data, number of foreclosures, and owner occupancy rates. In general, the Health Indicators determined that the neighborhoods to the south of the City were healthier than those to the north. The neighborhoods of Ewing, West Central, Grant Beach, Midtown, and Robberson, which trace a diagonal line across north central Springfield, were ranked the lowest by the report.



Source: Ozarks Health Commission Regional Health Assessment 2016



Access to Healthcare

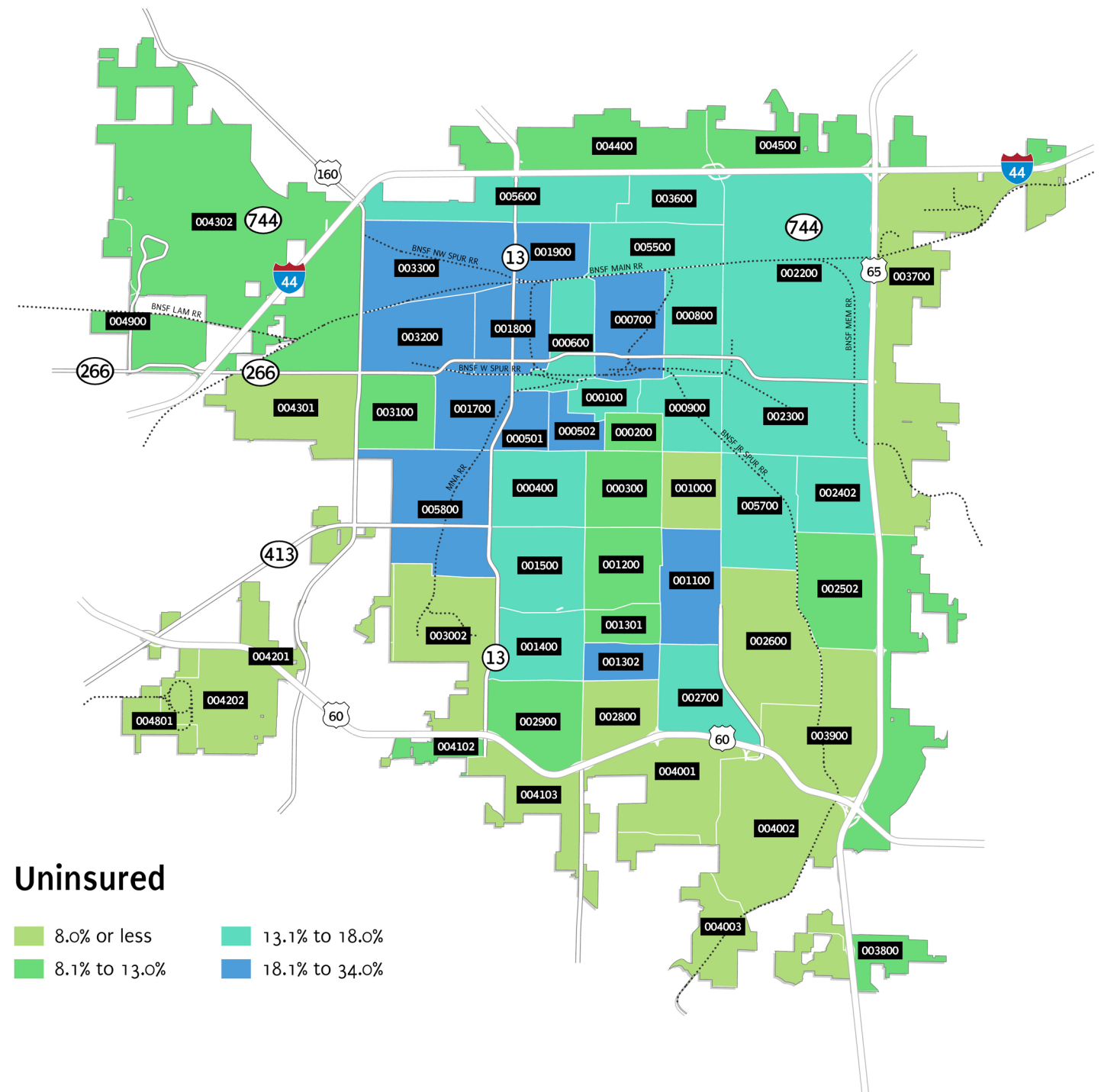
Insufficient mental health services and access to healthcare, both mental and physical, were identified as important concerns within the City by workshop participants. This issue was identified as a primary factor feeding into related community concerns with at-risk youth, drug use, and homelessness. Participants expressed concern with long wait times for certain healthcare facilities, physical access to healthcare, and the number of uninsured individuals. There is also concern that the concentration of healthcare facilities located under a few providers leading to higher health-care costs. Additionally, the local culture and social stigma related to mental health treatment could be a barrier for patients seeking care.

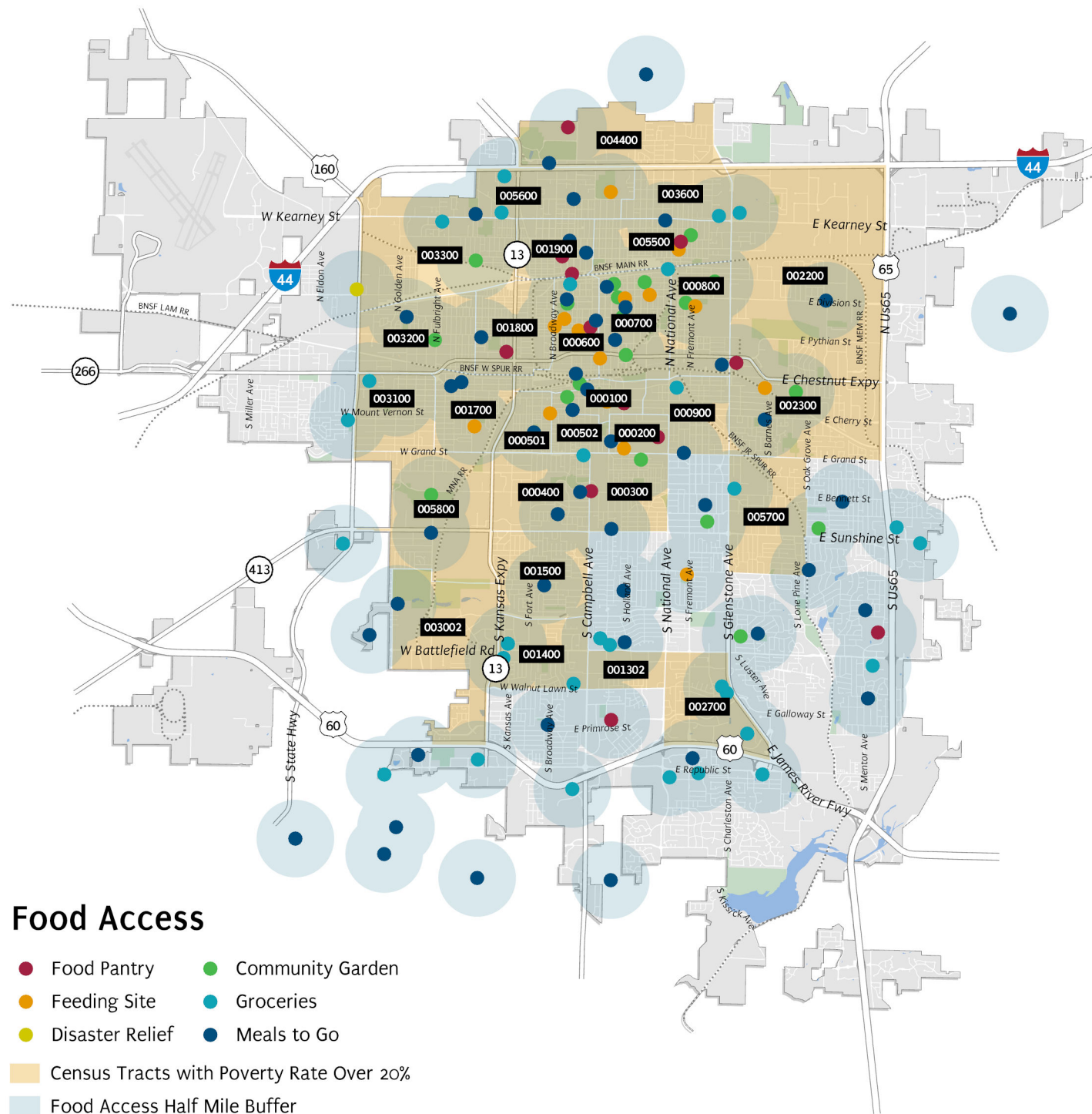
Facts

- The health care industry employs 17% of Springfield's workforce.
- In Springfield, 15.22% of adults are uninsured, compared with 13.21% nationally.
- While residents of Greene County reported the same average number of mentally unhealthy days (4.2 days) as the state of Missouri, 13% of county residents experience frequent mental distress compared to 11% for Missouri as a whole.

Uninsured Rate Map

The following map displays uninsured rates per census tracts in Springfield. There is a large cluster of census tracts with an uninsured rate of over 18.1% in the northwestern area of the City, as well as census tract 00700 around Drury University, and census tracts 001100 and 011302 near Battlefield Road and National Avenue. Contrastingly, census tracts in the southern and most northeastern limits show low uninsured rates.





Food Access

- Food Pantry
- Community Garden
- Feeding Site
- Groceries
- Disaster Relief
- Meals to Go
- Census Tracts with Poverty Rate Over 20%
- Food Access Half Mile Buffer

Access to Food

In 2018, the Springfield-Greene County Health Department updated a report on local food insecurity. Based on data provided in that report, this map illustrates Springfield's existing food providers. A half-mile buffer has been created around all food provider locations to indicate local access to food. Census tracts shaded yellow are characterized by a poverty rate higher than 20%, displaying where lower income neighborhoods lack sufficient access to food facilities.

The report serves as an assessment of food access in Springfield and includes the following four recommendations:

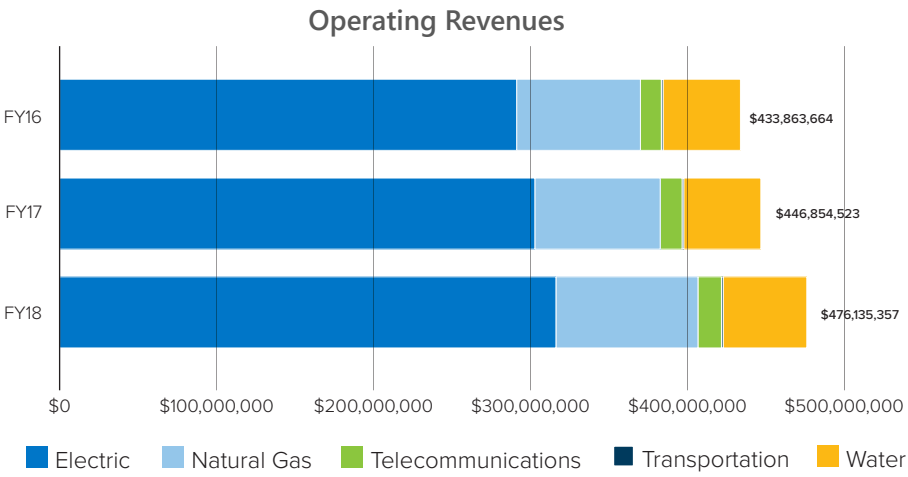
1. Food security may be a consideration during the future development of supermarkets.
2. Community efforts should focus on expanding the availability and accessibility of food provided by safety net providers to those areas identified as being highly insecure.
3. Community efforts should focus on better connecting low-income families with current safety net food providers.
4. Food Collaborative members should consider developing an implementation plan to improve food access.



City Utilities

City Utilities is the community-owned utility company serving the City of Springfield, which includes a 320 square mile service area in southwest Missouri. It was founded in 1945 and provides its 111,000 customers with electricity, natural gas, water, broadband, and public transportation services. The utility company plans to install Advanced Metering Infrastructure (AMI) smart meters for electricity, gas, and water throughout the system, on schedule to be complete by 2023. These meters allow two-way communication between the meters and the utility, providing more information to both customers and utility staff members. Meter readings become automatic, resulting in cost savings.

In 2018, City Utilities had a System Average Interruption Frequency Index (SAIFI) score of 0.59, which is significantly better than the national average of 1.10. The index calculates the number of customer interruptions experienced divided by the average number of customers served to compare utilities across North America. In addition, City Utilities’ annual operating revenue has increased over the past three years, totaling to over \$476 million in Fiscal Year 2018. The utility's largest source of revenue is electric service.



Source: 2018 City Utilities Annual Report

City Utilities Overview Facts	
728 MW	Electric - maximum hourly peak demand
0.12 MMBtu	Natural gas - maximum day purchase
43,150 kgal	Water - maximum day pumpage
1,803 miles	Electric line
1,323 miles	Natural gas main
1,266 miles	Water main
8,212	Number of fire hydrants
22,269	Number of streetlights
1.2 million	Bus passengers per year
11	New buses added to the fleet in 218

Source: 2018 City Utilities Annual Report

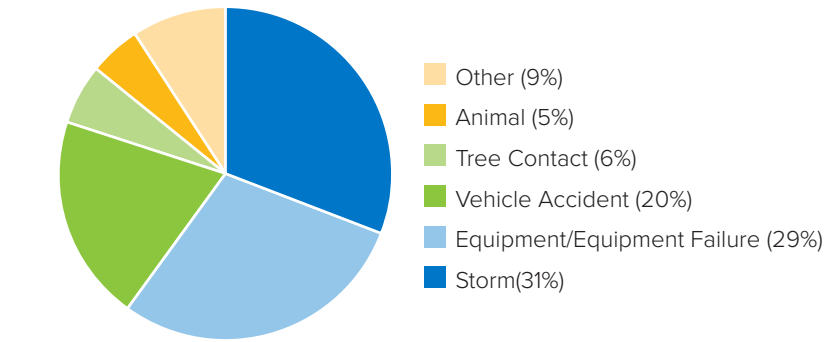
Electricity

Recent Upgrades

City Utilities replaced many aspects of the electric distribution system in 2018 to protect and maintain its reliability, according to their annual report. Electric poles and distribution transformers were replaced throughout the system, and the Grand and Galloway Station South substations were both upgraded. A second auto transformer was installed at the James River Power Station (JRPS) switchyard, enabling the three of the five generators there to retire.

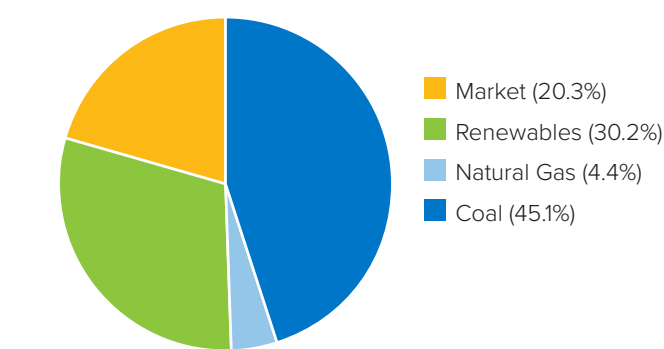
City Utilities is in the process of updating the Integrated Resource Plan (IRP) to address how the utility will be integrated into the defined redevelopment corridors. Part of this process will include burying power lines, which will have to be coordinated with other departments of the City timewise. As current rights-of-way (ROW) are congested in many places, it will take proper planning and organization to integrate utility lines in these areas.

Cause of Electrical Outages (City Utilities 2018)



Source: 2018 City Utilities Annual Report

Energy Resources (City Utilities 2018)



Source: 2018 City Utilities Annual Report



Renewable Sources

City Utilities added solar in 2014 through a 25-year power purchase agreement (PPA) with Strata Solar. The CU Solar Farm has a 4.95 megawatt (MW) array, and customers can voluntarily choose to participate in the program. It produces 9,606 megawatt hours per year (MWh/year) which is enough energy to power 902 homes. At the time of completion, it was the largest in the State of Missouri. Additional renewable energy sources included in City Utilities are wind, hydro-electric and methane from landfill.

City Utilities is currently at 30 percent renewable supply for electricity, with projections to hit 45 percent in the next 2 years, according to the 2018 City Utilities annual report.

Issues

The effects of a changing market on technology can pose a challenge to the electricity distribution system. As battery power storage capabilities improve, more people may choose to disconnect from the power grid. Even though the amount of people off the grid is low, it is still an issue that needs to be addressed for the City Utilities' long-term revenue stream. Another issue is power outages. In 2018, the top five reasons for electric outages were storms, equipment or equipment failure, vehicle accidents, trees, and animals.

Water

Approximately 80 percent of the City of Springfield's drinking water comes from surface water, while the remaining 20 percent comes from ground water resources. The City has two water treatment plants owned by City Utilities, Fulbright and Blackman, both of which use a combination of treatment techniques to meet the limits established by the Safe Drinking Water Act (SDWA). The City has water availability, access, and capacity for at least the next 20 years and has spent \$40 million in the past four years on water system maintenance.

Recent Upgrades

A substantial drinking water system upgrade was completed in June 2019 to improve the operational efficiency of the Blackman Water Treatment Plant, increase water storage capacity, and improve disinfection processes. A one million-gallon elevated water storage tank was also installed recently in northeast Springfield to increase water storage for firefighting and minimize pressure fluctuations caused by the pump-on-demand system that was being used prior to this upgrade. Current funding for City Utilities comes from rate payers and development fees assessed on new projects within the City. The next five to eight years will include capital improvement projects to upgrade filters and 40-inch water lines.

In 2018, the gas and water groups at City Utilities teamed up to improve a large portion of the northwest service area, providing two-way water and gas feeds. The historic Rountree area of Springfield, known for its unique homes and mature trees, also received gas and water utility upgrades that involved robust communication with residents.

Quality

Drinking water quality meets all state and federal regulations. Cryptosporidium is a common pathogen found in surface waters throughout much of the United States, including the source waters for Springfield's drinking supply. It is largely removed by filtration and has thus far only been detected in the source waters, but City Utilities continually monitors for contaminants.

Issues

According to the Missouri Department of Natural Resources, the greatest threats to ground water in the area are bacteria, viruses, and microbial pathogens, landslides, and subsurface collapse or instability. For surface water, invasive aquatic vegetation is present, along with bacterial, viral, or other pathogens that may impact water treatment techniques. Stakeholder interviews presented the consideration of development fees to offset the costs of expanding the system into areas of future annexation and high growth.

Broadband

SpringNet, the City Utilities broadband connection, saw 26 percent growth in customers in 2018. The SpringNet division of City Utilities was created in 1987, providing internal communications to utility and local government facilities via fiber optic circuits. Service to local businesses started in 1997. Throughout the next decade, rapid customer growth led to numerous improvements to the broadband system to support greater bandwidth demands. Over the past several years, City Utilities has invested \$120 million to install 1,100 miles of fiber optic cable to improve speed and reliability of the broadband system.

SpringNet places a high value on customer relationships and continues to strive to improve its service. SpringNet partners with Century Link Communication to provide high-speed broadband access. City utilities has a 15-year contract in place with options for up to 50 years. Plans are in place to continue expanding the fiber network and high-speed broadband throughout the coverage area to enhance the capabilities of residents and local businesses.

Natural Gas

In September 2018, City Utilities and the Public Energy Authority of Kentucky (PEAK) signed a long-term prepaid natural gas supply agreement. PEAK will supply City Utilities with 6,558 million British thermal units (MMBtu) per day of gas at a 25-cent discount. Over the 30-year contract, over \$15 million in natural gas savings will be passed on to City Utilities' customers.

Need for Bold Leadership

The people of Springfield are looking for a bold vision to direct the City's development moving forward. Workshop participants identified a lack of bold leadership as a key issue facing the community. Comments indicated a sentiment within the community that leaders may be over-committed to the status quo and there is a lack of discussion or movement on progressive and potentially transformative projects. There is strong desire for community leaders to take bigger risks and follow through on projects until completion.

Comments indicate that this should not necessarily be viewed as a critique of community leadership, but rather support to take a more decisive approach in recommending projects or initiatives to improve quality-of-life and address the community priorities.

Facts

- According to the 2019 Community Survey by ETC Institute, Springfield rates 11% above the national average regarding the overall quality of City services, and 13% above the national average regarding the quality of customer service provided.

Recycling & Reuse Initiatives

Beginning in 2008, the Downtown Districts Alliance secured a \$150,000 award from the Ozarks Headwaters Recycling and Materials Management District (OHRD) to implement a glass recycling program within Springfield. Lead by “Glass Recycling Emperor” Larry Zehner, thirty-five-gallon recycling containers were placed at 45 different Downtown and Commercial Street businesses. As of 2017, the program has recycled over three million bottles at the Springfield’s Franklin Avenue Recycling Center, which are then transported to Kansas City where it is processed for fiberglass insulation.

Other recycling and reuse initiatives have followed, including the SOAP Refill Station that opened on Campbell Avenue in 2018. This business focuses on eliminating packaging by selling a variety of soap products while customers bring their own containers. It has seen great success, refilling 7,500 bottles of soap, shampoos, lotion, and more in a year; bottles that would have otherwise ended up in the landfill.

Environmental Services Department

Springfield’s Environmental Services Department is dedicated to protecting the natural resources of the City and region for long term by providing effective and efficient sanitary sewer, solid waste, and stormwater management. The Department was formed in July 2011 when the City divided Public Works into two departments. The Public Works Department is currently still responsible for transportation and stormwater infrastructure, while the Department of Environmental Services manages the regional wastewater utility and the integrated Solid Waste Management System. It has been successful in ensuring Springfield’s natural resources are preserved and services are affordable to the community, receiving national attention from both the U.S. Environmental Protection Agency (EPA) and elected officials.

Solid Waste

Solid waste management service is provided and managed as a municipally-owned utility by the City’s Environmental Services Department. An expansion of the current landfill site was recently approved by the State and will provide 60 to 80 years worth of capacity. In 1991, the City approved the Integrated Solid Waste Management System (ISWMS) that incorporated the Springfield Sanitary Landfill, three recycling drop-off sites, a Yardwaste Recycling Center, a Household Chemical Collection Center, and education and market development programs.

Current trash and recycle services are provided by private haulers that independently charge various rates to residential, commercial, and industrial customers throughout the City. Recycle services are highly rated by citizens and creates eight to nine million dollars in gross revenue to the solid waste program for the City. The solid waste disposal site and recycling services provided by the City are in great standing, meeting current and future demands.

Service Consolidation

There is an opportunity to enhance the solid waste program by consolidating refuse and recycling collection services. Though Springfield’s variety of private trash and recycling haulers allows customers to select their preferred vendors, it also results in multiple pickup trucks servicing neighborhoods on different days of the week. In 2017, the City conducted the Trash and Recycling Study that identified the potential economic and quality of life benefits of consolidating solid waste and recycling collection services under a single service provider. It found that the different fees charged by each hauler were higher than other comparable Missouri cities. The study also found citizens were looking for the most competitive pricing and would be willing to support changes to the system if it meant lower prices. The City Council, however, decided not to pursue the single hauler model recommendation. The Comprehensive Plan will further examine this opportunity to consolidate the solid waste collection services and its feasibility.

Funding

The solid waste management program is primarily funded through tipping fees, charged based on the quantity of trash received at the City’s landfill, as well as revenue generated through the sale of recyclable commodities. These funds are currently adequate to support Springfield’s overall solid waste management program.

Sanitary Sewer Service

Sanitary sewer service is provided and managed as a municipally owned utility by the City’s Environmental Services Department. The Department also ensures compliance with wastewater discharge permits issued to the two City-owned wastewater treatment plants. The City is divided into sewer districts that are organized by City Council, which issues tax bills, establishes boundaries, and accepts bids for maintenance and construction within each district. The City also has an agreement with the State of Missouri that mandates a sanitary sewer overflow control plan to reduce the number of sanitary sewer overflows.

Customers are billed monthly for a customer charge and a volume charge per 100 cubic feet (CCF) based on average water usage during January, February, and March. Property owners can request construction or repair of sewer lines, which are referred to the City Council. The City’s overall sanitary system program has received multiple awards and has not violated a permit in over a decade, demonstrating the City’s success in operating and managing the program.

Service Coverage

In 1994, the City Council adopted a priority to expand sanitary sewer services to 100 percent of City facilities. Today, sewer service is provided to 94 percent of the existing developments in the City. Springfield also provides sanitary sewer service to residential, commercial, and industrial customers within the larger urban service area, which includes portions of unincorporated Greene County outside city limits. Total daily maximum loads (TMDLs) impacts on the City owned wastewater treatment plants are not currently a concern as the treatment plants currently meet all discharge requirements; however, possible future TMDLs will still need to be addressed to accommodate future growth and potentially require upgrades to the existing wastewater treatment plants.

Funding

The sanitary sewer system is funded as an enterprise fund where rate payer fees are allocated to operational costs, maintenance, capital improvements, and rehabilitation of the system. Over \$20 million has been spent recently on rehabilitation and upgrade projects throughout the City. Future expansion of the sanitary sewer system into the urban service area will require coordination between Greene County and the City of Springfield to determine how to fund the capital costs of expansion.

Upgrading Aging Infrastructure

There are many areas within Springfield that have aging or undersized sanitary sewer infrastructure in need of upgrading. Paying for sanitary sewer infrastructure upgrades in older or redeveloping areas of the City, however, remains a top issue as there are no funding mechanisms available to support such projects. Dry weather services in portions of Springfield also need rehabilitation and upgrades, particularly in the older areas of the City and areas that may require additional capacity to support future development projects. Currently, developers do not bear the costs of system upgrades to accommodate the development, which directly benefits from the system upgrade. This places the cost burden further onto the City.

Septic Systems

There are portions of the City and urban service area that utilize septic systems for wastewater disposal. Septic systems are not recommended in the karst topography prevalent in the Ozarks that contains eroded limestone, as these systems can fail without homeowners’ knowledge. When a failure occurs, sewage from septic drain fields can travel quickly through the soluble karst topography and directly impact drinking water resources. The Comprehensive Plan will examine how to City can reduce the number of septic systems in service and connect more sanitary sewer customers to the centralized collection and treatment system owned by the City.

Annexation & System Expansions

Another major issue regarding growth is that the County is not funded to make improvements to the City’s sanitary sewer system while the City does not have jurisdiction in the unincorporated urban service area. This impasse has made future annexation by the City a challenge as it would have to fund and provide trunk lines for areas that are in the direction of potential annexation without knowing for certain if annexation will occur. Further, the economic payback for these expansion projects can take up to decades due to the large capital costs associated with trunk line extension.

The City would then not be able to recoup costs if development does not occur in these expansion areas. As a result, the City needs to be proactive and highly particular when making annexation decisions. The Comprehensive Plan will explore innovative solutions to reduce the cost risk of sanitary sewer expansions, examining potential improvements to annexation policies, future growth areas, and different strategies for funding.

Public Works Department

The Public Works Department maintains and facilitates the design and construction of most City-owned facilities. It maintains 103 facilities that cover about 1.3 million square feet, including car parks, the Busch Building, Exposition Center, Wastewater Treatment Plants and Landfill, and Historic City Hall. The Department’s Facility Design and Construction work group also assists Board-led City Departments, such as the Art Museum, Airport, and Parks and Recreation, to obtain pre-qualified professional design services for specific design projects utilizing IDIQ Contracts, contracts that provide an indefinite amount of supplies or services during a fixed time frame. Currently, inadequate funding or staffing to fully maintain its facilities was identified for Public Works.

Stormwater Management

The stormwater infrastructure within the City of Springfield is primarily owned and managed by the Environmental Services and Public Works Departments. The Environmental Services Department is responsible for compliance with the City’s Municipal Separate Storm Sewer (MS4) Permit, while the Public Works Department manages the hard stormwater infrastructure.

The departments work closely together on stormwater infrastructure management and future development projects. Both emphasize incorporating low impact development (LID) and green infrastructure into new development projects.

Recently, the City adopted a new policy that requires developers to install and provide for the long-term maintenance of structural stormwater management structures/best management practices such as detention ponds, bioretention areas, and other stormwater control structures. Developers are required to complete inspections and maintenance of these structures and report the results to the City. This new policy alleviates some of the financial and compliance burden for the City, but only applies to new development projects. The City is still required to maintain City-owned stormwater infrastructure, which requires substantial resource investment.

Funding

Springfield currently lacks a dedicated, long-term funding source for stormwater infrastructure management and MS4 permit compliance. In 2006, Greene County voters authorized a quarter cent sales tax to fund parks and stormwater projects and maintenance. In 2012, an eighth cent sales tax that was used for parks and recreation projects, including green space/park projects that benefit Springfield’s stormwater program, was allowed to sunset.

Further, a level property tax was renewed and netted \$10 million in one-time funding for stormwater infrastructure. It was used to fund a regional detention basin, infrastructure improvements to minimize flooding and restore the natural environment around Jordan Creek, and a project in each Council zone.

Springfield’s Capital Improvements Program has 17 stormwater related projects slated for 2019, and 21 stormwater projects are slated for the 2020-2024 timeframe. Long term funding remains an issue as infrastructure increases in age. The Public Works Department has begun a program to inventory and assess the condition of the underground stormwater system in order to prioritize future maintenance of the system. While this work will help identify aging infrastructure in need of replacement, there is no dedicated funding source at this time to support this program.

Total Daily Maximum Load (TMDL) Requirements

The City’s stormwater management program could be significantly impacted by TMDLs and their associated permit requirements to address water quality concerns associated with urban runoff. Currently, the potential impacts of TMDLs are not known, but there is likely to be a substantial compliance cost associated with meeting the TMDL requirements when enacted.

Stormwater Management Task Force

In 2011, a 30-member City-County task force was established to study long-term stormwater funding needs for both Springfield and Greene County and funding mechanisms. The task force identified \$11 million per year in funding requirements to address flooding, water quality, and stormwater infrastructure. As part of this process, the task force investigated a user fee to fund the stormwater program, but a fee was not implemented at the time due to potential impacts to non-profit entities within the City.

2014 Joint City-County Planning Task Force

Funding for both the maintenance and construction of municipal assets in Springfield-Greene County was the key charge for this task force. It also helped established metrics to gain the most efficiency and efficacy from current funding.

A final report from this task force identified three primary concerns: jail overcrowding, stormwater funding, and Greene County finances. To date, a County-wide half cent sales tax has been passed, which addresses jail overcrowding, Greene County finances, and stormwater needs in the County; however, no action has been taken to address the lack of funding to meet stormwater needs in the City.

Capital Improvements Program (CIP)

Since 1992, the City of Springfield has maintained a Capital Improvements Program (CIP) to document its proposed infrastructure and public facility improvements in a single, prioritized listing. The City Council adopts the CIP annually after it is reviewed and recommended by the Planning and Zoning Commission and a public hearing is held. The projects listed in the annual CIP are estimated to cost \$100,000 or more. Inclusion in the CIP, however, is not a guarantee of implementation. Projects located outside city limits may be included in the CIP if they impact systems or quality of life within the limits and fall in the urban service area.

In the 2019 to 2024 CIP, the largest categories of projects to be funded include: street improvements, sanitary sewer improvements, airport improvements, and municipal building and ground improvements. Collectively, these project categories comprise 80% of the \$426.5 million budgeted CIP and have a completion timeframe of five years. City Utilities maintains a separate capital improvement and recapitalization program for the utilities (electric, natural gas, water, and broadband) and services (public transit) managed by City Utilities.

City of Springfield Stormwater Management Plan (SWMP)

The current plan was adopted in 2017 as a requirement of the federal Clean Water Act and the Missouri Department of Natural Resources (MDNR) Municipal Separate Storm Sewer (MS4) permit issued to the City of Springfield. Under the City's MS4 permit, the City must implement a comprehensive stormwater program, including measurable goals, best management practices (BMPs), and implementation schedule for each of the following nine minimum control measures:

- **Public Education and Outreach:** this minimum control measure is meant to educate the public and stakeholders about the various pollutants in stormwater runoff and the possible sources of the stormwater pollutants in everyday activities. It also provides support for the rain barrel rebate program and the public reporting of illicit discharges.

- **Public Involvement and Participation:** this minimum control measure strives to include the public in stormwater protection and having the community develop an ownership stake in stormwater protection. Under this control measure, the City is expected to help provide opportunities for the public to become involved through stormwater issues through technical committees and/or through the "Adopt-a-Stream Program," which organizes groups of citizens to clean up certain City-owned streams.

- **Illicit Discharge Detection and Elimination:** the purpose of this control measure is to prevent, detect, mitigate, and clean-up accidental as well as illegal discharges of pollutants into the City's stormwater drainage system.

- **Construction Site Stormwater Runoff Control:** the purpose of this minimum control measure is to oversee construction activities occurring within the City that could potentially discharge pollutants into the City's stormwater drainage system. Specific construction activities occurring within the City are required to obtain a land disturbance permit and undergo inspections by City personnel to ensure compliance with construction site stormwater discharge permits.

- **Post-Construction Stormwater Management in New Development and Redevelopment:** through local building codes, the City is expected to enforce land-use policies and post-development stormwater management practices that promote the reduction of pollutants to the stormwater drainage system, support flood control, and manage the quantity of stormwater discharged from new development projects. In 2017 to 2018 the City enacted a new policy that requires hard infrastructure born from new developments to be maintained with BMPs by the developer.

- **Pollution Prevention and Good Housekeeping for Municipal Operations:** this control measure aims to minimize pollutant discharge from City facilities, infrastructure, and public works related activities. The City is expected to implement best practices, including employee training; proper chemical storage; minimizing use of potential pollutants such as pesticides and deicing agents; street sweeping; and properly maintaining the stormwater drainage system.

- **Industrial and High-Risk Runoff:** this minimum control measure focuses on regulated industrial facilities that have obtained permit coverage from the State of Missouri for stormwater discharges. This control measure also addresses other high-risk facilities which could discharge pollutants into the City's stormwater drainage system. Under this control measure, the City of Springfield provides oversight, including inspections, monitoring, and enforcement of identified industrial and high-risk facilities within the City to ensure compliance with stormwater discharge permits.

- **Flood Control Projects:** this control measure focuses on stormwater quality and quantity related to City-owned flood control projects whether new or existing, to minimize impacts to receiving waterways. The City's Stormwater Engineering Division is responsible for design flood control projects to meet the intent of the MS4 permit. The City is also charged with evaluating flood control basins for possible improvements or enhancements to improve water quality in the receiving waterways.

- **Monitoring:** this final minimum control measure is focused on physical, chemical, and biological monitoring of receiving waterways to evaluate effectiveness of the overall stormwater management program, as well as to guide future stormwater management activities to improve overall water quality. This will allow the City to take a more proactive approach to control measures. Recently, the City has considered an impervious service fee and new sales taxes; however, none of these programs have been implemented at the time of writing.

PARKS & OPEN SPACE

Parks, open space, and recreational facilities are important components in establishing Springfield as an attractive and desirable place to live. They are considered key community assets by residents as they provide places for passive and active recreation, opportunities to enjoy nature, and help beautify the City. Springfield's regional location within the Ozarks provides residents with direct access to an abundance of rich, natural environments, including streams, lakes, and mountainous terrain. The City also makes great efforts to preserve natural resources to ensure clean water, air, and land. The following section analyzes the Springfield's existing park supply and distribution and examines current efforts to help protect these valuable natural resources and promote resiliency within the community.

Parks & Recreation

Springfield's parks are overseen by the Springfield-Greene County Parks Board, which was established in 1913 with two parks: Washington and Lafayette. Springfield's early parks were built in the tradition of the City Beautiful movement, popular in the late 1800s and early 1900s, with the intent of introducing aesthetic elements to enhance city life. The Vision 20/20 Parks, Open Space, and Greenways Plan Element sought to invoke the intent of the City Beautiful movement, fighting against increasing traffic congestion; diminishing resources; and development within open space, parkways, and natural features. It also sought to provide a balanced approach with both active and passive recreation opportunities sprinkled throughout the City.

The Park Board currently oversees over 3,200 acres and 104 sites from small neighborhood parks to larger multiuse facilities. The system includes four golf courses, the Dickerson Park Zoo, three family centers, a farm park, botanical gardens, sports and athletic complexes, two indoor pools, six outdoor pools, School-Park sites, and more than 100 miles of recreational trails, including over 70 miles of greenways. Springfield parks generate \$13 million to \$15 million annually for the local economy. Facilities host more than 50 national, regional, state, and local sports tournaments. Further, several parks are available for Springfield youth, including Dickerson Park Zoo camps, equestrian camps, and camps at the Rutledge-Wilson Farm Community Park.

Commission for Accreditation of Park & Recreation Agencies

The Park Board received full accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA), a division of the National Recreation and Park Association, in October 2016. Fewer than two percent of all parks and recreation agencies across the U.S. hold this distinction. To earn it, the parks organization has to comply with 151 national standards and pass a thorough site visit and extensive documentation. The accreditation is renewed every five years.

Partnerships & Initiatives

The Springfield-Greene County Park Board maintains several partnerships with aligned organizations including Springfield Public Schools, Ozark Greenways, Friends of the Zoo, and Sister Cities program to provide facilities and services for the community.

School Parks

In partnership with Springfield Public Schools, the parks board oversees 22 School-Park or "SPARC" sites across the city. These schools provide sports programs, before and after school care, clubs throughout the school year, and childcare on days when schools are closed due to snow or holidays.

Greater Springfield Community Sports Development Program

The Greater Springfield Community Sports Development Program (CSDP) provides training and development to about 600 athletes a year in the sports of archery, ice hockey, tennis, and volleyball. Established in 2003 as part of the U.S. Olympic Committee's former Community Olympic Development Program, the program is overseen by a volunteer board and administered through a partnership with the Springfield-Greene County Park Board, which provides coaches, equipment, and facilities.

Park Needs

Parks and recreational opportunities were ranked highly during community outreach, during which 45.2 percent of resident questionnaire respondents voted such assets as Springfield’s greatest strength.

Parks Supply

According the National Recreation Parks Association (NRPA), the national standard of parkland within a community is 10 acres per 1,000 residents. It should be noted that this standard is general and does not take into consideration an individual community’s unique characteristics and needs. Based on the 2019 population estimate of 169,609 people and total of 1,825.2 acres of parkland within city limits, Springfield currently provides a total of about 10.7 acres per 1,000 residents, just surpassing the national standard.

This assessment includes Golf Courses, Sport Complexes, Natural Resource Areas, and Special Use Facilities and Resources. It should be noted that if park and recreational facilities outside city limits were included in this analysis, the Parks Board would supply well over the national standard.

Access to Neighborhood Parks

The table below provides a park supply assessment for parks intended to serve daily parks and open space needs including Neighborhood, Community, and Citywide/Regional level parks based on the Vision 20/20 Comprehensive Plan’s classifications. The assessment only includes Mini Parks, Neighborhood Parks, School Parks, and Urban and Metropolitan Community Parks within city limits to assess the Parks Board’s performance in supplying parks at a neighborhood level for residents.

For all three of these park categories, the total acreage provided is below the park supply standards identified in Vision 20/20. While this lack of local park space may be offset by nearby parks outside of Springfield, or other recreation facilities and unprogrammed natural space within city limits, there is great opportunity to increase neighborhood level parks for residents.

Park Distribution

Together with park acreage, it is important to examine the distribution of parks to ensure all areas of the City have equitable access to recreational opportunities. To perform a park service area analysis, Mini Parks in Springfield were allocated a quarter mile service area; Playgrounds, School Parks, and Neighborhood Parks a half mile; and Metropolitan and Urban Community Parks a three mile.

Special Facilities and Resources, Family Recreation Centers, and Sports Complex were not included in the park distribution analysis as they have a regional service area, covering the entire City. The following Parks and Recreation Map presents the distribution of these service areas, highlighting areas that are well served and others that are not.

The northwestern, southwestern, and northeastern corners of Springfield are currently outside the service area of all park categories; however, they contain airport, agricultural, utilities, and industrial uses rather than residential. If agricultural areas are developed for housing in the future, there will be a need to add new park facilities to sufficiently serve those residents.

Further, the residential properties along the eastern central edge of Springfield are currently underserved by all park types, identifying the current need for a new public park within that area. There is opportunity to distribute more Mini Parks in the City’s central area along Sunshine Street, within its southern half, and along the eastern edge, as well as Metropolitan and Urban Community Parks to service the residential neighborhoods east of U.S. Route 65.

Adopt-A-Stream

Individuals, organizations, and families have the opportunity to take part in a creek/waterway cleanup up program to remove garbage, litter, and other pollutants from receiving waters. This program takes a community approach to making sure these areas are functional and free of litter pollutants.

Show-Me Yards & Neighborhoods

The purpose of this program is to educate citizens and raise awareness about urban streams and runoff. It recognizes citizens and businesses that practice good landscape management using native plants, erosion control, and smart water-usage.

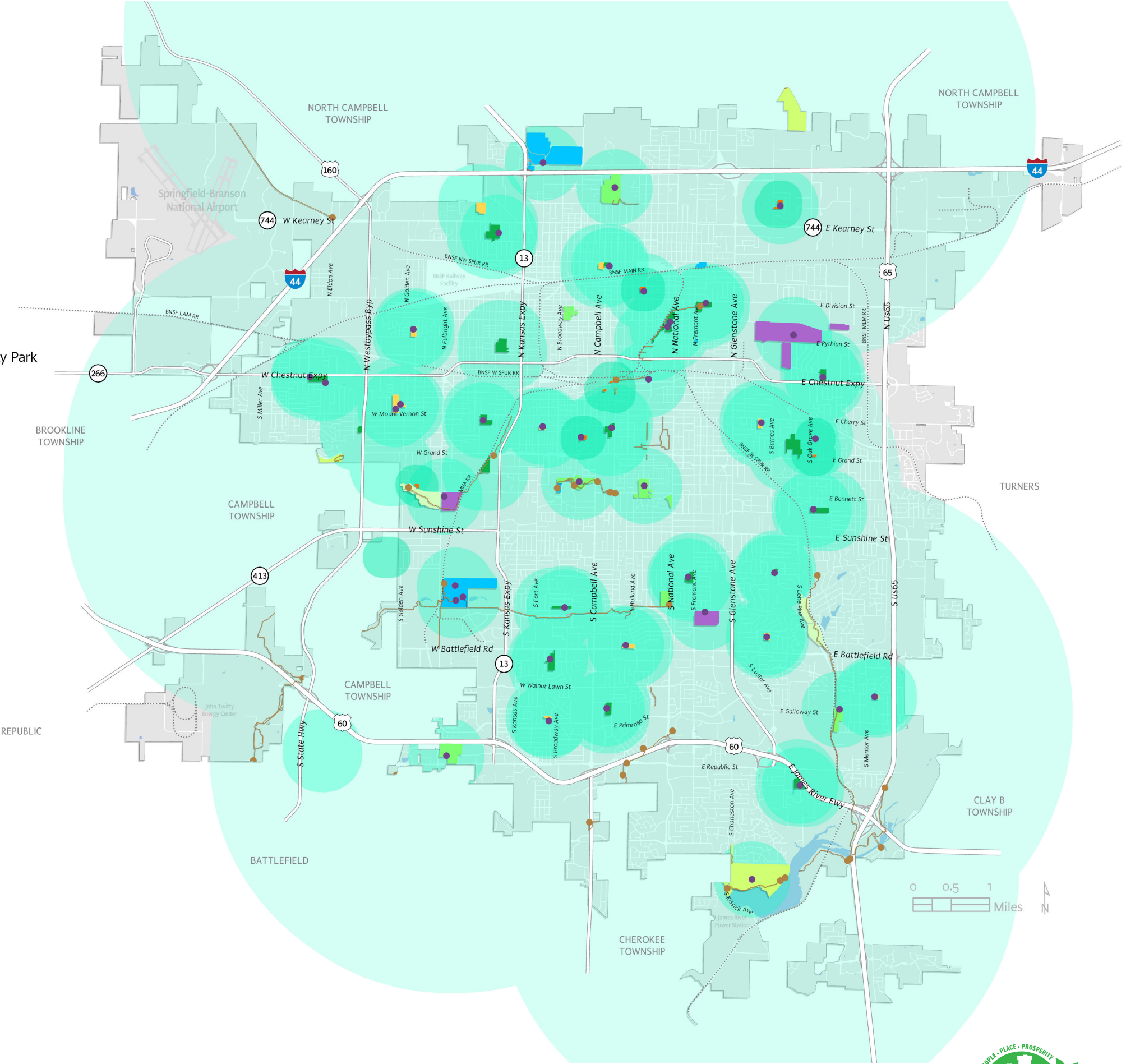
Park Types			
Type	Description	Size Range	Acreage
Natural Resource Area	Lands set aside for preservation of significant natural resources, open space, and visual aesthetic/buffering.	Variable	102.8 acres
Mini-Park	Used to address limited, isolated, or unique recreational needs.	Between 2,500 square feet and 5 acres	18.4 acres
Neighborhood Park	To provide informal active and passive recreation facilities for all ages within normal walking distance.	3 to 10 acres	207.7 acres
Community Park (Metropolitan)	Meet the community-based recreation needs as well as preserving unique landscapes and open spaces.	50 to 200 acres	58.6 acres
Community Park (Urban)	Meet the active and passive community-based recreation needs as well as preserving unique landscapes and open spaces.	10 to 40 acres	443.6 acres
Special Facilities and Resources	To provide certain special recreation facilities of value to all citizens within the community. Special consideration should be given to the preservation of the natural and cultural environment.	50 to 150 acres	213. acres
Family Recreation Centers	A facility providing primarily indoor recreational opportunities for all ages.	30,000 to 60,000 square feet	538.3 acres
Sports Complex	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community.	25 to 80 acres	242.3 acres
Total			1,825.2 acres

Classification	Guidelines	Should Have	Have	Difference
Neighborhood: Mini Parks, Neighborhood Parks, and School Parks	2.5 acres/1,000 people	424.0 acres	300.8 acres	-123.2 acres
Community: Urban and Metropolitan Community Parks 50-150 acres	5.0 acres/1,000 people	424.0 acres	267.7 acres	-156.3 acres
Citywide/Regional: Urban and Metropolitan Community Park 150 acres or more	5.0 acres	848.0 acres	373.2 acres	-474.8 acres



Parks & Recreation

- Playgrounds
 - Trailheads
 - Trails
 - 0.25 Mile Service Area Buffer
 - 0.5 Service Area Buffer
 - 3 Mile Service Area Buffer
 - Natural Resource Park
- Mini Park
 - School Park
 - Neighborhood Park
 - Metropolitan Community Park
 - Urban Community Park
 - Special Use Facility
 - Sports Complex

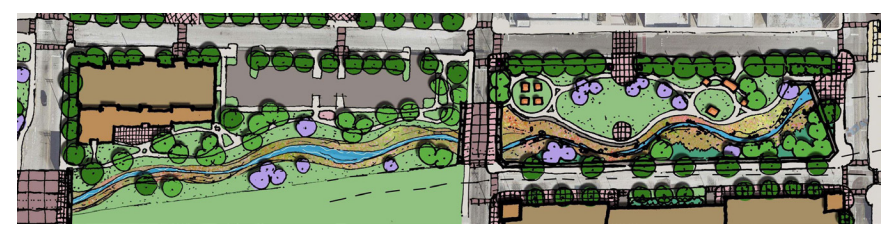




Jordan Creek Daylighting

In November 2019, preliminary concepts for Phase 1 of the daylighting of Jordan Creek through Downtown was presented to City Council. The project sets out to unearth the creek, which currently flows hidden underground, to help reduce flooding, improve water quality, spur economic growth, and create an outdoor water amenity for the community to enjoy.

Placemaking features, including landscaping, decorative lighting, and a new bridge are proposed, as well as a multi-use path that would fill in gaps along the Jordan Creek Greenway Trail. Funding for Jordan Creek enhancements was approved by residents through the Level Property Tax renewal in 2017. The building where the **Forward SGF** Comprehensive Plan Studio is located adjacent the creek and was purchased by the City and will eventually be demolished as part of the Jordan Creek daylighting project.



Natural Resources & Resiliency

In addition to parks and recreational facilities, protection of the City's natural resources, as well as ensuring that the community is prepared for emergency incidents are important in ensuring a thriving, sustainable City for the long term. The following present's Springfield's ongoing efforts to promote clean natural resources and resiliency within the community:

Water Protection

Safe and reliable drinking water is paramount to the continued growth and health of Springfield. City Utilities has a partnership with and helps fund the Watershed Committee of the Ozarks, a local nonprofit group that works to protect the different watersheds in the Springfield area. The committee's mission is "to sustain and improve the water resources of Springfield and Greene County through education and effective management of the region's watersheds."

Since 1999, City Utilities has been awarded the Environmental Protection Agency Partnership for Safe Water Program – Directors Certificate. City Utilities received this award in recognition of efforts to achieve excellence in water quality beyond what is required by federal regulations. For more information on drinking water services, see Chapter 6: Community Facilities.

Rain Barrel Rebate Program

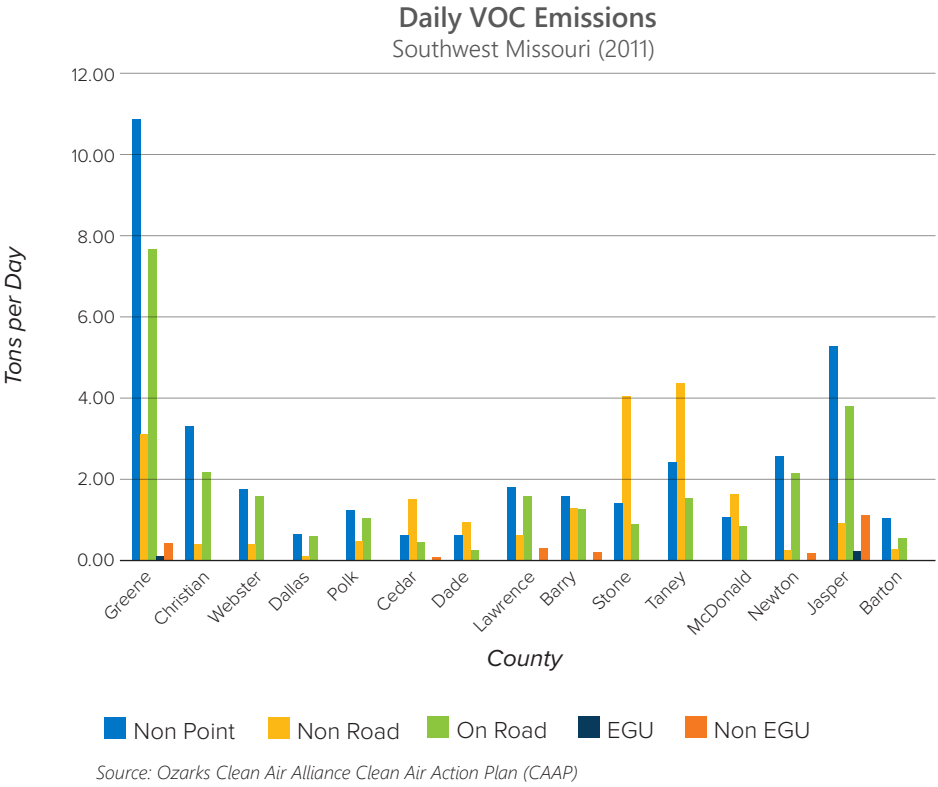
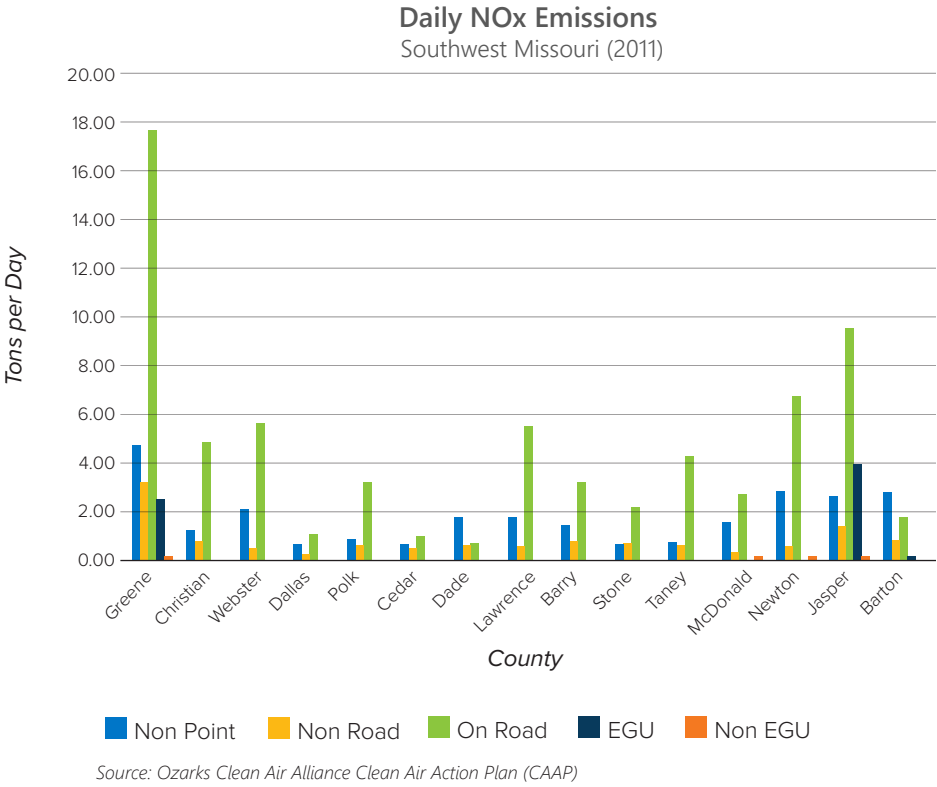
Rain barrels provide businesses and residents a way to collect runoff from impervious surfaces for use as a non-potable water source. The Rain Barrel Rebate Program provides residents a 50 cent per gallon rebate for having a rainwater harvesting system. It is administrated by the James River Basin Partnership and funded by the City of Springfield, City Utilities of Springfield, and Greene County.

Flood Control and Water Quality Protection Manual

Published in April 2018, the Flood Control and Water Quality Protection Manual provides a comprehensive look at watershed drainage in and around Springfield. The manual allows for an organized and cooperative approach to mitigating flooding. It is divided into 12 chapters, each focusing on either a type of flood control measure or process. Specific directions for various stormwater management infrastructure types are also included, such as channels, inlets, drains, culverts, and bridges.

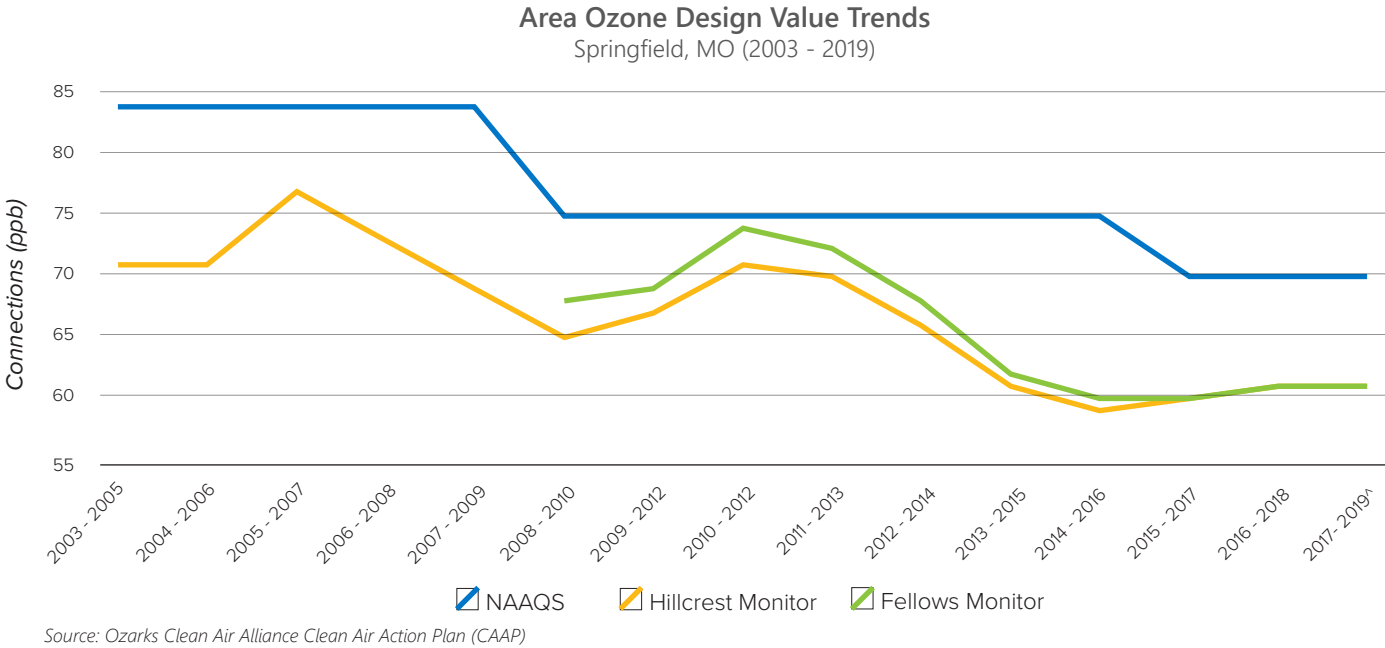
Clean Air

Clean air is essential for the health and quality of life of Springfield residents. The Clean Air Action Plan (CAAP), published in 2017 by the Ozarks Clean Air Alliance (OCAA), covers many counties in southwest Missouri including Greene County. Many of the programs portrayed in the plan are already in place; however, the CAAP seeks to organize all the programs into one cohesive document. Currently all counties in the plan are within the EPA's attainment designation for ozone levels. One of the program's main goal is the reduction of emissions in southwest Missouri to avoid potential non-attainment status. Among all the discussed counties in the plan, Greene County is consistently at or near the highest levels of emissions in the area, owing to its higher population density. Despite these high levels, the City is seeing an overall decline of ozone-forming emissions.



Resiliency

It is important that Springfield has plans in place to prepare for, respond to, and recover from emergency incidents that can occur. Emergency incidents can include long-term climate issues or planning for sudden natural disasters that the community must be prepared for. The City partnered with Greene County to create a unified Office of Emergency Management (OEM), whose vision is "to be the most disaster resilient community in America." Efforts to meet this vision are extensive. As outlined in the following sections, currently the resiliency efforts by this office are split into four distinct plans covering the entire life an incident.



Mitigation Plan

This plan was published in 2015 and meets the requirements of the Disaster Mitigation Act of 2000. The plan covers multiple jurisdictions in Greene County, including the City of Springfield. It also includes school districts, institutes of higher education, and fire protection districts. Each section of the mitigation plan identifies a different hazard and then analyzes the vulnerability and potential consequences to assets in the jurisdictions. It also analyzes the capabilities and shows the goals for each of the participating jurisdiction.

Preparedness Plan

Published in 2018, this plan expanded upon a previous version in order to ensure a more comprehensive look at preparedness in Springfield and Greene County. It is meant to interconnect with other plans to present an organized front in preparation for a disaster. The plan is divided into the following four annexes:

- 1. Planning:** All the planning efforts of the OEM and other emergency agencies must be kept up to date. The agencies must also be current on their accreditation.
- 2. Training:** A training curriculum is available to emergency responders, volunteers, and other interested professionals. This training is sponsored by numerous federal, state, and local agencies, each of which specify training guidelines.
- 3. Exercises:** The skills and abilities of emergency responders are tested in accordance with this section. It reviews the foundations and methodology for the exercise programs and how the various agencies coordinate the programs.
- 4. Public Education:** The OEM makes available various media for the public and relief organizations. Dissemination to these stakeholders will spread awareness about the mission of the OEM, disaster scenarios, and the roles they can play during an incident.

Response Plan

This plan combines the various response functions into a comprehensive approach to emergency management. It seeks to integrate the known hazards with emergency personnel to provide an efficient and useful response to an incident. The plan is broken into four components:

- 1. The Basic Plan:** an overall guide to emergency management and responsibilities.
- 2. Emergency Support Functions (ESFs):** provide directions and responsibilities to primary and support agencies.
- 3. Supporting Documents:** provide an explanation as to how actions are to be carried out to support the ESFs in a disaster situation.
- 4. Contact List:** contains local, state, and federal agencies to work with the OEM during an incident.

Recovery Plan

This is the final element after a disaster and often the longest lasting component. The Springfield-Greene County Recovery Plan was prepared by the Community Organizations Active in Disasters (COAD) and its current iteration was published in 2014. The COAD is a conglomeration of citizens in government, the private sector, and other non-governmental organization in the Springfield-Greene County area. The plan is sectioned into nine Disaster Recovery Functions (DRFs):

- 1. COAD:** Organizes the community to make the best use of resources during a disaster.
- 2. Multi-Agency Resource Center (MARC):** The central location for agencies to provide various disaster related supplies and information on financial assistance.
- 3. Public Information Office (PIO):** Provides information on the current situation involving a given incident and educates the public on ways to deal with disaster situations.
- 4. Debris Management Plan:** Establishes the operational framework that agencies at local, state, and federal levels that will organize debris removal services.

5. Mental and Spiritual Health:

Assists victims in dealing with physical and/or psychological issues after a disaster.

6. Community Health:

Ensures that the community will be protected from health risks and hazards.

7. Resource Management:

Provides means to manage solicited and unsolicited resources from various organizations.

8. Community Planning:

Brings together organizations throughout the Springfield-Greene County area to plan their role in a disaster.

9. Economic Planning:

Helps administer programs to help small businesses with relocation and other disaster assistance.