Strategic Planning for a Brighter Future

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

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

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

A comprehensive, draft Field Guide Action Plan (containing goals and objectives) is available at www.springfieldmo.gov/fieldguidereview.

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

The Strategic Plan Coordinating Committee was formed to oversee the development of this plan. Two foundation issues were identified, 13 chapter topics and four cross-chapter themes. Chapter planning committees were formed and volunteered hundreds of hours outlining goals and objectives.

Foundation Issues
- Community-Wide Leadership Development
- Building Social Capital and Trust

Themes
- Civic Engagement
- Sustainability
- Regionalism
- Minimizing Poverty

Chapters
- Arts, Culture & Tourism
- Early Childhood Development
- Economic Development
- Education & Workforce Development
- Global Perspectives & Diversity
- Growth Management & Land Use
- Housing
- Natural Environment
- Proactive City Management
- Public Health
- Public Safety
- Transportation
Background & Guiding Principles

Throughout Springfield’s history, citizens have taken risks to secure a brighter future for all who live and work here. We enjoy many amenities, such as a nationally recognized parks and recreation system and series of trails as a result. And we benefit from economic drivers like two of the top integrated health systems in the nation and Missouri’s top tourist destination. But none of this would be here if our predecessors had not envisioned a vibrant future and worked hard to make ambitious plans become important realities.

Field Guide 2030 builds on the community’s accomplishments of the past 100 years, while planning for the emerging trends of the 21st century.

We engaged the broader community to shape a common vision. It was a comprehensive two-year process, involving hundreds of stakeholders. The process included a listening tour of 45 meetings to collect citizen input, evaluation of five community assessments, consideration of organizational strategic planning processes, input from all segments in our community, regional counterparts and City Council and the Greene County Commission. A Horizon Scanning Committee comprised of citizens and City and County staff identified “mega-trends” that could affect our community over the next 20 years, and their report was provided to each planning committee.

All of this served as input to 13 planning committees and a Strategic Plan Coordinating Committee tasked with developing the roadmap you find in this document.
The Four Themes

Field Guide 2030 sheds light on the inter-relationships between the various chapters that address specific topics, and between those chapters and four broad themes. Given the focus on these inter-relationships, it is difficult, if not impossible, to allow one or more of these issues to be neglected while others try to move forward – they are all linked together, as the graphic on the next page indicates.

The four themes – sustainability, civic engagement, regionalism and minimizing poverty - cut across the chapter topics. Each planning committee was asked to address all four themes in their planning, thus providing thirteen perspectives as to how best to “move the needle” on these four broad issues.

Themes:
Sustainability
Civic Engagement
Regionalism
Minimizing Poverty

The Foundation Issues

Two foundation issues – building community leadership and social capital (and community trust) – were stressed at the start of the planning process. The planning committees were asked to keep these in the back of their minds as they developed their plan chapters and addressed their chapter topic and the four themes. Without these, we cannot be successful. These are the “price of admission”. If we ignore these two issues, it won’t matter what the planning committees propose.

Foundation Issues:
Building Community Leadership
Social Capital and Trust

“I drew pictures of flying cars with leaves as car gas because right now everybody is trying to be green. Buildings will have TV’s built on to them just like Korea and a robot named E.A.R.L.”
Julie, 5th Grade
Inter-relationship of Chapters

This is a graphic representing the strength of the inter-relationships between the chapters (also given the name “the colorful ball of yarn”). It indicates that the inter-relationships are both many and varied in strength.

Inter-relationship of Chapters & Themes

This graphic depicting the inter-relationships between the 13 chapters and themes also indicates a variety of relationships.
Arts, Culture and Tourism

Vision: The Springfield metropolitan community will be recognized for its innovation and creativity – using arts and culture as a catalyst for economic development, quality of life and civic pride.

An environment exists wherein artists and cultural organizations can thrive by fostering opportunities for creative expression and the preservation and celebration of the city’s multicultural heritage.

Goal 1: Demonstrate and increase the awareness of the economic impact of arts and culture as one of the foundations/building blocks of overall economic and community development.

Goal 2: Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.

Goal 3: Develop and sustain arts and culture educational opportunities at the local and regional level.

Goal 4: Financially sustain the operating and infrastructure needs of area arts and culture organizations.

Goal 5: Increase opportunities and support for public art and individual artists.

Goal 6: Use product development and promotion generated through the travel and tourism industry to increase sales tax revenue and other economic benefits.

Goal 7: Use new and innovative communications to attract and retain engagement in arts and culture.
Early Childhood Development

**Vision:** Our community will provide the best home possible for our children. The vision is for every child to grow up safe, happy, healthy and successful. Our community will be engaged to a level where each day, every child experiences caring adults, safe places, a healthy start, an effective education and opportunities for success in life.

**Goal 1:** Ensure that children, pregnant women, and nursing mothers have easy access to nutritious foods at an affordable cost.

**Goal 2:** Support resources for early health screenings and early intervention.

**Goal 3:** The City of Springfield and Greene County will establish policy priorities that include issues affecting children’s health and welfare.

**Goal 4:** Springfield and Greene County leaders will work to assist in making health care (medical, dental, mental) accessible, easy and affordable to all children, pregnant/post-partum women and families.

**Goal 5:** Reduce child abuse and neglect in Greene County.

**Goal 6:** Create a community that provides the opportunity to work for all who have the desire to improve their economic status.

**Goal 7:** Establish a community priority for quality, affordable housing for families.

**Goal 8:** Make affordable, high-quality pre-school/pre-kindergarten available for all children.

**Goal 9:** Provide opportunities for all pre-school/pre-kindergarten programs in the community to become/remain high-quality programs.

**Goal 10:** Advocate for continued support for ongoing proven early childhood programs such as Parents as Teachers.

**Goal 11:** Educate the community on the importance of affordable high-quality preschool/prekindergarten programs.

"I made floating bubbles that people can hop into and ride around Springfield." Majison, Kindergarten
Economic Development

Vision: Springfield and the surrounding area will be known as being a business-friendly region with a well-trained workforce, high quality of life and development-ready infrastructure.

Goal 1: Create a competitive business climate.

Goal 2: Aggressively use economic development incentives to encourage investment in the community and to encourage job creation and retention.

Goal 3: Plan for and develop infrastructure needed for sustainable, quality growth.

Goal 4: Create and nurture a diversified workforce.

Goal 5: Promote a strong private sector-led entrepreneurial environment.

Goal 6: Ensure that sufficient, suitable, infrastructure-served land and buildings are available for industrial, warehouse, and distribution facilities.

Goal 7: Continue the development and revitalization of center city Springfield.

Goal 8: Broaden the community’s voter and leadership base.
Education & Workforce Development

Vision: Provide leadership and direction to advance an integrated, demand-driven workforce and economic development system supported by the metropolitan Springfield educational systems from pre-school through post-graduate study. Also provide opportunities for our adults be better prepared to enter or re-enter the workforce.

Goal 1: Ensure early childhood services and programs are connected to the K-12 educational system to better prepare children for school by reducing the at-risk pool within the community, and creating an environment that fosters better preparation for entry into the workforce.

Goal 2: Champion a comprehensive educational system for all students P-20 plus that assures student readiness for work and further learning, and provides access to all adults for lifelong learning opportunities and growth.

Goal 3: Ensure access for business and workers to the full array of workforce and education services and support.

Goal 4: Strengthen partnerships with community, county, state and federal agencies to meet the workforce and life-long training needs of our service area.
Global Perspectives & Diversity

Vision: The Springfield region will be a welcoming community that celebrates our similarities as well as our differences by valuing a commitment to service and economic prosperity through innovation and creativity with knowledge and leadership that improves the quality of life for all.

Goal 1: Have a mission statement that emphasizes and promotes diversity for the City of Springfield.

Goal 2: Move towards inclusiveness and create an environment that retains college graduates and young professionals.

Goal 3: Conduct a community assessment throughout the City of Springfield to identify existing diverse activities, coordinate, and bring awareness to diverse activities in the community.

Goal 4: Bring cohesiveness and some additional resources to the many ongoing, but fragmented, efforts aiming to promote the attractiveness and hospitality of Springfield to present and potential residents of diverse backgrounds.

Goal 5: Host a major event that promotes diversity in Springfield that attracts Springfieldians and people outside of the community to Springfield.
Growth Management & Land Use

**Vision:** Promote the development of a community that provides a high quality of life in 2030 by supporting sustainable development; balancing the rights of individual property owners with community development goals; encouraging innovative strategies for revitalization; building on community strengths; providing connectivity and accessibility; maintaining natural resources; and promoting collaboration among the City of Springfield, Greene County, and the surrounding municipalities.

**Goal 1:** Promote better collaboration between regional and local governing bodies.

**Goal 2:** Increase connectivity and accessibility of the City of Springfield, Greene County, and surrounding municipalities.

**Goal 3:** Create innovative strategies for revitalization.

**Goal 4:** Develop the community in a sustainable manner.

**Goal 5:** Protect and preserve our natural resources for future generations.

"Downtown Springfield"
Nadiya, 4th grade
**Natural Environment**

**Vision:** In Springfield, we cannot afford to ignore our Natural Environment. It provides us with a large portion of our economy, the food we eat, the water we drink, and the air we breathe. History is littered with glittering civilizations that ignored their environment and perished. Our region will prosper if we preserve our natural assets for ourselves and our children.

**Goal 1:** Establish an administrative position, which can guide and coordinate many of the measures mentioned within this Natural Environment Chapter.

**Goal 2:** Support local environmental/conservation non-profit organizations.

**Goal 3:** Maintain air quality in Springfield and surrounding area in attainment with Environmental Protection Agency (EPA) National Ambient Air Quality Standards (NAAQS).

**Goal 4:** Foster local food production so within the next five years 20 percent of all food consumed in Springfield and Greene County will be produced in this region.

**Goal 5:** Increase the amount of renewable energy used in Springfield. This goal addresses renewable energy provided from the grid by City Utilities of Springfield (CU), as well as renewable sources distributed within the municipal electric system.

**Goal 6:** To significantly increase conservation, energy efficiency, and renewable energy within Springfield-Greene County so future supply, beyond current generation capacity, is met through energy efficiency and renewable energy, not through the construction of additional fossil fuels-based generation.
Goal 7: Facilitate local environmental sustainability by transforming Springfield's built environment into one that embraces Green Building, Low-Impact Development, and similar development strategies.

Goal 8: Support environmental/conservation education.

Goal 9: Reduce solid waste and improve recycling within our community.

Goal 10: Integrate the natural and man-made environments through the use of green infrastructure and a green space system that links the region.

Goal 11: Foster the utilization of native plants within our community.

Goal 12: Ensure sustainable use of local groundwater resources.

Goal 13: Use our public water supplies more efficiently, reduce waste, reduce the use of public drinking water for non-potable uses, and encourage water conservation practices in the community.

Goal 14: Ensure sustainable, adequate City and County stormwater funding for water quality protection and infrastructure management.

Goal 15: Renew and replace aging wastewater infrastructure, prepare for community growth, provide higher levels of service, and maintain regulatory compliance. Optimize existing sanitary sewer system capacity by efficiently operating and effectively operating and maintaining the sewer collection system and treatment facilities, reduce infiltration and inflow (I&I) into the collection system, and provide a high level of service.

Goal 16: Maintain or restore the pre-development hydrology of our watersheds and protect our waterways from pollution.

Goal 17: Foster protection, replacement, and enhancement of Springfield’s trees.
Proactive City Management

Vision: The success of an organization is firmly rooted in the people it employs. As the most functionally diverse organization in southwest Missouri, the City of Springfield is committed to valuing and investing in its employees through enhanced opportunities for professional development, paying competitive salaries, sharing of knowledge and information, and creating a culture of connectivity, while being dedicated to providing quality service to an ever-changing community. The City is also committed to hiring and retaining highly qualified individuals who recognize the value of public service and the resulting contribution to our community. This commitment will result in our organization becoming the most-desired place to work in our region.

Goal 1: To attract and retain City employees by providing a competitive, effective, and comprehensive compensation program, which will reduce overall costs to the citizens.

Goal 2: To improve communication between co-workers and departments through sharing of knowledge and information.

Goal 3: Create an environment that promotes employee development and growth by providing opportunities for learning and self-development integrated with career planning and mentoring.

Goal 4: Encourage the health, wellness, and well being of all City employees through a comprehensive workplace wellness program that prioritizes the City’s investment in its employees.

Goal 5: Create a culture of employee and community involvement and connectedness by embracing diversity within the community and the workforce.

Goal 6: Improve the City’s operations through better utilization of technology and process/operations review.

Goal 7: Improve employee working environment through better management of facilities and vehicles.
Public Health

Vision: By 2030, the community will exhibit a commitment to personal, family, and employee health and wellness. All citizens, regardless of age, disability, or neighborhood will have access to affordable, fresh, and healthy foods, and all neighborhoods will be connected through a comprehensive network of complete streets and Greenway trails. The community will exercise sound preventive health and chronic disease management measures, which will result in a decrease of the chronic disease burden, a decrease in youth and adult obesity, and an increase in our community’s overall health status and quality of life.

Our community will not only be healthier, but children will be better prepared for education, and adults will be better prepared for work. Ultimately, this will result in a decrease in student and employee absenteeism, and an increase in school graduation rates and employee productivity, which will positively impact the community’s economic development.

Our healthy community and strong public health system functions through seamless public-private partnerships leveraging resources, educating the community, encouraging local ownership of local issues, and decreasing competitiveness between community agencies. The community will be positioned to proactively respond to identified community health needs through ongoing assessments, seeking new financial avenues, and evenly dividing resources to meet strategic goals among all citizens, particularly children, the elderly, and those at lower income levels.

Goal 1: Prevent obesity and related chronic disease, particularly among persons of low socioeconomic status by increasing access to healthy foods and supports for physical activity.

Goal 2: Prevent and reduce the burden of obesity and related chronic diseases through increased physical activity.

Goal 3: Prevent and reduce the burden of obesity and related chronic diseases through healthy weight management.

Goal 4: Foster an environment that encourages the process and distribution of locally grown food and supports sustainable agricultural development initiatives and practices.

Goal 5: Develop and ensure safe and healthy environments both indoors and outdoors.

Goal 6: Public health promotion and protection, disease prevention and emergency preparedness: prevent and control disease and illness across the lifespan, and protect the public from infectious, environmental, and bioterrorist hazards.

Goal 7: Improve the community’s health by increasing access to health care services for all populations.

Goal 8: Strengthen the Health Department’s capacity to conduct ongoing assessments, expand core public health services and programs, and serve as a model for prevention.

Goal 9: Improve the community’s health through the prevention, early detection, and management of chronic diseases.

Goal 10: Establish the Public Health and Wellness Advisory Council – modeled after the national Council in order to bring prevention and wellness to the forefront of greater Springfield’s efforts to improve health.


Public Safety

**Vision:** To enhance the quality of life in the Springfield community by promoting effective and efficient public safety practices to protect the community from threats and harm. Our residents and visitors will experience a sense of safety in their homes, schools, businesses, and at play.

**Goal 1:** Identify and maintain awareness of major threats to local public safety, including technology-based threats and large-scale disasters.

**Goal 2:** Strengthen interagency collaboration between local and regional response agencies.

**Goal 3:** Educate citizens and promote public awareness on public safety measures and practices.

**Goal 4:** Enhance proactive policies and practices that mitigate crime and adverse effects of public safety threats.

**Goal 5:** Strengthen recruitment and retention of well-trained public safety staff to maintain safe and adequate staffing levels.

**Goal 6:** Provide optimal facilities and equipment (including technology), and promote effective/efficient use of resources.
Recreation and Leisure Parks, Open Spaces and Greenways

Vision: To create a safe, accessible, comprehensive system of parks, open space, and greenways with sufficient land and facilities that connect selected public and private spaces while preserving the natural environment, and creating the Community as a Park concept through the participation and dedication of all segments of the community working in concert with the Park Board, the City of Springfield, Missouri, and Greene County.

Goal 1: Quality design in public and private development.

Goal 2: Creating a stronger sense of place with unique qualities.

Goal 3: Promote environmental stewardship and energy efficiency to protect and enhance the natural environment, while taking steps to efficiently utilize our energy resources in autos, building practices and land use management.

Goal 4: Provide a sense of community by making decisions in the public interest and caring for the community.

Goal 5: Ensure an area of the community that comprises higher densities, mixed use, transit, pedestrian and bicycle facilities, near shopping, work and public facilities.

Goal 6: Revitalize, maintain and re-use the existing city; particularly creating a vital center city.

Goal 7: Provided a safe community – incorporating greenways/trail system – as part of our transportation system.
Transportation

Vision: Through community and regional partnerships, the City of Springfield will work with the surrounding region to create a vibrant transportation system that successfully links people, goods, and places through a safe, sustainable, efficient, effective, and accessible network that supports seamless connections for all modes of travel, thereby maintaining and enhancing economic vitality and quality of life.

Goal 1: Advocacy and Needs Assessment
The transportation network will be monitored periodically, providing feedback for the support of the most comprehensive solution for transportation demand, safety, quality of life, economic development, availability of applicable funding, and the maximizing of beneficial returns on transportation investments. Transportation improvements will be based on this assessment and the network’s relationship with the surrounding land use.

Goal 2: Operations and Maintenance
The City of Springfield will continue to maintain streets, sidewalks, trails, and the airport, using the most effective strategies to maximize the efficient operation of the existing systems, keeping in mind safety, accessibility, sustainability, and collaboration.

Goal 3: Economic Development
Encourage economic growth and vitality for Springfield and the region by providing transportation infrastructure and facilities that ensure opportunities for future economic development and promote desired growth.

Goal 4: Multi-Modal, Interconnected System
The City of Springfield will work within the region to develop, implement, and maintain a multi-modal transportation system that supports jobs, housing, education, accessibility, recreation, clean air, water conservation, and sustainability.

Goal 5: Quality of Life and Livability
The City of Springfield will work to improve quality of life and livability by enhancing effectiveness and aesthetics and improving the connectivity and accessibility of the street, pedestrian, bicycle, and light rail/monorail networks, promoting urban density and efficient development patterns, and increasing the efficiency and convenience of the existing public transit system.
Field Guide Strategic Plan
Coordinating Committee

Mark McNay, SMC Packaging Group, Co-Chair
Robin Melton, Environmental Works, Co-Chair
Jennifer McClure, HBA
James Jeffries, Lathrop & Gage
Gail Melgren, Tri-State Water Coalition
Gerry Lee, Springfield School Board
Tim Roth, SRC
Dr. Mike Stout, Missouri State University
Ryan Nicholls, Public Safety Planning Committee
Dawn Busick, OTC Workforce Dev.
Brad Toft, Public Health Planning Committee
Leah Jenkins, Arts, Culture, & Tourism Planning Committee
Kelly Turner, Transportation Planning Committee
Jeff Coiner, Progressive Management Planning Committee
Andrew Baird, Global Perspectives & Diversity Planning Committee
Matt Morrow, Housing Planning Committee
Roseann Bentley, Early Childhood Development Planning Committee
Matt O’Reilly, Natural Environment Planning Committee
Tom Rankin, Economic Development Planning Committee
Matt Edwards, Growth Management & Land Use
Bob Belote, Recreation and Leisure
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Gary Cyr
Rick Garner
Bob Hosmer
Rick Miller
Darla Morrison
Bruce Murrell
David Pennington
Rebecca Ray
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During the first part of 2013, we are seeking response to the Field Guide goals by consulting you, your neighbors and the many people who depend upon the community for their livelihoods.

If you would like to provide feedback electronically, look for the Field Guide feedback form at springfieldmo.gov/fieldguide/input. Or, email us at fieldguide@springfieldmo.gov to comment or suggest a group that might benefit from hearing about the plan.

City of Springfield staff will develop the supporting information needed to complete the Field Guide based on these goals. City Council is scheduled to review the public comments and finalize and adopt the plan later in 2013.

Special thanks to Marlin Company for their design concept work.