



Project Outreach Workshop Summary

Chamber/SBDC/Visioning Committee – Springfield Comprehensive Plan

August 20, 2019 | 7:30-9:00 a.m.

On August 20, 2019, the City of Springfield hosted a Project Outreach Workshop at the Chamber of Commerce in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 21 individuals, this workshop was an opportunity for local organizations and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was the City's ability to attract a workforce. Participants would like to be able to attract young talent as well as a larger pool of skilled workers to hire from. Suggestions heard at the workshop included funding of workforce development as well as partnerships with the local universities and colleges. Another top issue identified was the perception of Springfield that has made it difficult to attract large employers and economic development. Contributors to this problem included a difficult development process, crime and public safety, as well as leadership's inability to make bold and innovative moves.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Springfield's outdoor amenities, higher education facilities, and health care were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 32 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 32 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Attracting workforce (12)
- Perception of City is difficult to work with (7)
- Crime and public safety (6)
- Lack of courage for bold moves (5)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Poverty (7)
- Homelessness (3)
- Drugs (2)

TRANSPORTATION

- Traffic (4)
 - Expressways
- Public transportation (3)
 - Inadequate
- Pedestrian and bicycle connectivity (2)
 - Walkability
- Lack of central highway through City

COMMUNITY CHARACTER AND IDENTITY

- Lack of diversity (6)
- Lack of identity (3)
- City beautification (3)
 - Placemaking
 - Key corridors
 - Entry points

JOBS AND ECONOMIC DEVELOPMENT

- Retention of young talent (4)
 - Entry level
 - Underemployment (2)
 - Lack of industrial space for potential businesses (2)
 - Lack of large employers
 - Low wages
-

LAND USE AND DEVELOPMENT

- Difficult development process (6)
 - Private sector
 - Too slow
 - City bureaucracy difficult to work with
 - Permitting
 - “Not in my backyard” (3)
 - How to redevelop existing areas of town
 - Zoning/ease of use/planning
 - Vacant properties
 - Lack of outdoor venue
 - Lack of community gathering spaces
 - Unimproved Downtown
 - Lack of convention center
 - Funding for development
 - Public vs. private
 - We need to push or move toward development within the city
 - Lack of greenfield sites
 - Resistance to develop at greater densities
 - Rental space for office
-

EDUCATION

- Education (2)
 - School readiness
 - Funding
 - K-12
 - Universities and colleges
 - Lack of educational attainment
-

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Annexation (4)
 - City limits are excluding important areas
 - No plan for annexation of areas that would improve our statistics
- Risk averse leadership (3)
- Leadership lacks “pro” development mindset (2)
- Consolidation of City and County government needed (2)
- Need a comprehensive master plan for City (2)
- A dominant employer and private wealth investor who is not at the table

- Need funding for infrastructure and public/private partnerships
- Low quality infrastructure

HOUSING

- Lack of home ownership
- Substandard housing
- Housing types are not diverse enough

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Crime (2)
 - Increase police and fire personnel
 - Increase funding
 - Identify programs
- Homelessness
 - Public housing development

TRANSPORTATION

- Public transportation (4)
 - Homeless population
 - Traffic
- Pedestrian and bicycle connectivity (2)
 - Accessibility
 - City-wide
- Increase connectivity to existing community assets
- Turn Chestnut Street and Campbell Avenue into highways with no lights

LAND USE AND DEVELOPMENT

- Convention center (3)
 - Downtown
 - Pass City tax
 - Find private investor
 - Sufficient size
- Get rid of BDS review of plans if they have been created by a certified architect
- Areas for office/corporate space
- Create campaign to show how successful past redevelopment has been in the city
- Fast track development process for certain key project types and encourage developers
- Development standards

- Complete IDEA Commons
- Become development-friendly
- World-class sports complex
- Outdoor music venue

JOBS AND ECONOMIC DEVELOPMENT

- Attract young talent (4)
 - Liveinspringfield.com
 - Invest in entrepreneurship
- Workforce development (2)
 - Improve service and interaction skills
 - Education and workshops
- Reinforce Springfield employment opportunities and value of Springfield market
- Public investment in land for private development for business attraction

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Daylight Jordan Creek (4)
- Complete trail network (3)
 - Incorporate Greenways Master Plan in bridge and future Public Works projects to make trail connections safe
- Promote outdoor connectivity

COMMUNITY CHARACTER AND IDENTITY

- Create identity (4)
 - Adopt new Springfield flag
 - Placemaking
 - Aspirational brand
 - Marketing
- City beautification (4)
 - Improve aesthetic
 - Corridors
 - Public spaces
 - Corridor from Bass Pro to Commercial Street
- Positivity

EDUCATION

- School programs like GO CAPS
- Lower cost of universities to retain young population

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Annexation (2)
 - High income areas of town
- Discontinue Live PD (2)
- Engage community (2)

- Increase funding for Fire and Police (2)
 - Joint Fire/Police substations in all quadrants
- Create funding mechanism to bring public funding to private development
- Find funding for public/private partnerships
- Restructure City management
- Change culture at the City to come from a place of “yes” and run like a business
- Invest in community assets
- 100% City/County consolidation
- Stormwater management
 - Older parts of town

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Collaboration (8)
- Positive culture (2)
- People (2)
- Community values
- Engaged citizens
- Open community
- Family-friendly

AMENITIES AND SERVICES

- Outdoors (12)
 - Ozarks
 - Nature
- Higher education (10)
- Health care (8)
- Recreation

ECONOMIC DEVELOPMENT

- Public/private economic development partnership (2)
- Entrepreneurship (2)
- Regional economic hub
- Bass Pro

QUALITY OF LIFE

- Central location (6)
- Cost of living (5)
- Size (3)
- Safe

INFRASTRUCTURE

- Large headquarters
- Gigabit network



Project Outreach Workshop Summary

Community Workshop #1 – Springfield Comprehensive Plan

September 4, 2019 | 6:00-8:00 p.m.

On September 4, 2019, the City of Springfield hosted the first Community Workshop at Northview Center in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 62 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was crime. Participants expressed concern about property crime, petty crime, and substance abuse occurring in Springfield, and wish to see a decline in order to make their community a safer place. Residents suggested an increased police presence as well as more resources for law enforcement to accomplish this. Other top issues identified by participants included poverty and homelessness. Low wages, substance abuse, and mental health struggles were identified as contributors to these issues with nonprofits and City-sponsored programs as possible solutions.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Low cost of living and outdoor recreational opportunities were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 47 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 47 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Crime (21)
- Poverty (19)
- Lack of enforced City code (12)
- Housing upkeep and affordability (11)
- Environmental concerns (9)
- Walkability (8)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Substance abuse (19)
- Homelessness (12)
- Lack of healthcare on the North side (3)
- Mental health (3)
- Panhandlers (3)
- More police officers (2)
- Healthy, affordable groceries
- Ambulance fees, scheduling, and coverage

TRANSPORTATION

- Bike and pedestrian connectivity (12)
 - Bike highway
 - Lack of sidewalks
 - Mid-town neighborhoods
 - Trail connections between corridors
- Traffic (12)
- Public transportation (10)
 - Inconvenient bus lines
 - Need practical service
 - Transportation for everyone
 - Inefficient
- Auto-centric (3)
- Road infrastructure (3)
 - Roads
 - Highways

- Aging
 - Inadequate
- Transportation infrastructure development at expense of neighborhoods and environment
- Lack of Downtown parking
- Transportation limitations
- Too many bike lanes
- Synchronizing traffic lights
- Right-turn lane at Kearney Street and National
- Railroad underpasses
- No support for multimodal transportation change

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Greenspace (5)
 - Downtown
 - Midtown
 - Public
 - Lack of
 - More natural spaces
 - More smaller parks
- Sustainability (4)
 - Renewable energy
 - Efficient infrastructure
 - Clean energy
 - Climate change
 - Stringent energy standards and changes to code
 - Water quality
 - Air quality
- Lack of tree canopy (2)
- Protect natural features (2)
 - Streams
 - Rivers
 - Open space
- Lack of concern for environmental protections

COMMUNITY CHARACTER AND IDENTITY

- Lack of diversity (4)
- Clean up the neighborhoods (3)
- City beautification (2)
 - Entry points
 - Community look
 - North side
- Landscaping overgrowth (2)
- Clean up the neighborhoods
- Aesthetic wasteland – buildings are soulless
- Community pride
- Older neighborhood decline

JOBS AND ECONOMIC DEVELOPMENT

- Low wages (9)
 - Income disparity
 - Living wage
- North side business development (5)
 - North/South division
- Economic development (5)
 - Lack of diversity
 - Strategies
 - Middle-management jobs
 - Economic opportunities
- Workforce development (2)
- Commerce opportunities and convenience

LAND USE AND DEVELOPMENT

- Sprawl (3)
- Limit bulldozing trees to make parking lots
- City values developers over residents
- Lack of diverse/mixed land use
- Kearney Street project progress
- “Strip mall hell”
- Too many churches on prime real estate
- More coordination of improvement projects – eliminate duplication
- Building apartment overload

EDUCATION

- School system (8)
 - Low test scores
 - Deterioration of schools
 - Investing in public education
 - Age of schools
- Vocational/technical district school for 9-12 HS students
- Educational zones

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Constant increasing of utility rates (2)
- Stormwater management (2)
- Lack of City effort to communicate to residents
 - Project status
 - Positives
 - What has been done
- Relief centers
- Growth
- Culture of low taxation
- Bulk item trash pick-up

- Taxes
- Lack of resources for law enforcement
- Community development
- Inappropriate use of funds

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Increase police presence (13)
- Substance abuse services (4)
- Reduce crime (3)
 - Comprehensive crime reduction plan
- Fund mobile clinics to go to patients
 - Substance abuse
 - Mental health
 - Sex health
- Demand Missouri legislature enact Medicare for all
- Create a large homeless neighborhood
- Make higher wages for SPD and SFD to retain quality personnel
- Make programs more accessible to people who are in poverty
- Update infrastructure – public safety by design
- Hire service coordinator to coordinate law enforcement and mental health services
- Increase available beds in rehab facilities
- Neighborhood or block watch
- “make cops cops again”
- More resources for law enforcement
- Address homeless population

HOUSING

- Rental inspection program (5)
 - Every two years
- System to address nuisance properties and owners (3)
- Enforce rental registration and fine those who don’t comply (3)
- Home ownership incentives (2)
- Decent and affordable housing
- Incentivize large multifamily affordable housing
- Implement program to rehab homes
- Implement programs to help low-income residents with house upkeep, purchases, renovations, etc.

TRANSPORTATION

- Public transportation (8)
 - Connect Battlefield/Glenstone, MSU, and Downtown
 - Increase bus routes
 - Service run later
 - Trolley system
- More bike/walking lanes (3)
- Develop and bike and pedestrian culture
- Coordinate traffic lights to smooth traffic flow
- Add right-turn lanes to more intersections
- Reduce single-occupancy car trips
- Pedestrian walkway over Chestnut Expressway
- Connect Springfield to Kansas City and Little rock (I-51)
- Improve traffic flows

LAND USE AND DEVELOPMENT

- Update building codes to 2018 standards and enforce them (4)
- Streamline process to enforce city codes (2)
- Build two theaters north of Division Street
- Create a Route 66 tourism plan that centers on Kearney Street corridor
- Stabilize neighborhoods via code enforcements and vacant buildings
- Daylight Jordan Creek/develop West Meadows
- Stop giving out tax incentives to developers
- Implement form-based code City-wide
- Development incentives for infill development, small businesses, and small multifamily development
- Conduct snapshot survey of building and property conditions to prioritize enforcement

JOBS AND ECONOMIC DEVELOPMENT

- Raise minimum wage (4)
 - \$15/hour
- More businesses to attract young talent (2)
- Bring higher paying jobs to town (2)
- Recruit/develop new businesses (2)
- Welcome more diversity and tech companies
- Reward and encourage employers who reinvest profits into educating workers so they can earn higher wages
- Skilled trades

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Renewable energy (5)
 - Commit to attain 100% renewables by 2035
 - Incentives
 - Wind and solar
- City commits to complete trails master plan in 10 years (3)
- Build more skateparks across town without staffing

- Mountain bike trails adjacent to greenways
- Build whitewater park at the now unused Lake Springfield dam
- Mayor signs climate change agreement
- City passes energy efficient code
- Ban single-use plastic containers
- Fulfill the Vision 20/20 parks and greenways plan
- Protect the air and water
- Connect Ozark greenway trail system
- Adopt framework/rating system to get sustainability goals for the community
- Protect streams by implementing 100-foot tree buffer
- Small parks and green spaces in every neighborhood

COMMUNITY CHARACTER AND IDENTITY

- Clean-up crews to cutback overgrowth and increase beautification of City (3)
- Revitalize Kearney streetscape (2)
- Demolish dangerous buildings (2)
- Designate neighborhood rehab zones in North to West Springfield
- Develop plan to connect all people of Springfield to develop understanding and compassion for people who are different from each other economically, culturally, and politically
- Show the importance of voting to residents
- Go to high schools and ask teenagers what kind of city they want in 20 years
- Create a diversity coalition to educate, empower, and establish segmented communities

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Consolidated residential trash service and utilities (5)
- Contract for annual door-to-door pick-up of bulk items and brush (3)
- Build water fountains every 500 square feet
- Ask people what services they need instead of assuming to know
- Raise tobacco and alcohol taxes to increase revenue
- Free high-speed internet for all, or at least as a utility
- “Invest in Springfield” campaign to obtain buy-in from citizens that increased services aren’t free
- Place Fairbanks programs/comprehensive services in all quadrants of the City
- Increase the courts capacity
- Yard waste facility like the Southwest plant in North Springfield
- Unified nonprofit support services
- Efficiency at the government level – hire more people
- Appoint judge to hear ethics violations allegations of council members

EDUCATION

- Work with SPS to speed up renovation and rebuild of schools (2)
- Teach good manners in school
- Be sure students have proper materials
- Achieve excellence in student success
- Promote trades program for high school students
- Increase funding for K-12 schools

- Implement drive to increase volunteers/mentors in schools from early education and up
- Create an educational system for crime
- Adult nigh classes at neighborhood high schools

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- People (7)
- Historical elements (6)
- Arts and theater (3)
- Route 66 (3)
- Community pride (3)
- Engaged population (2)
- Churches and faith community (2)
- Hard-working people
- Honest people
- Diversity
- Talent and resourcefulness
- Love of culture
- Charm
- Railroad history
- Entrepreneurial spirit

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Parks system (10)
- Outdoor recreational opportunities (7)
- Beauty (3)
- Greenway trails (2)
- Growth in renewable energy sources
- People working on trails, including Ozark Greenways
- Butterflies
- Drinking water

AMENITIES AND SERVICES

- Educational facilities (7)
- Small town feel with big city amenities (7)
- Medical facilities (5)
- Downtown (4)

- Libraries (4)
- Jefferson Avenue footbridge (2)
- Higher education system
- Community centers
- Fairbanks School and Dream Center
- Bike paths
- Progressive school system

ECONOMIC DEVELOPMENT

- Nonprofit sector (3)
- Strong economic activity
- Breweries network
- Commercial street revitalization

QUALITY OF LIFE

- Low cost of living (17)
- Free parking Downtown (5)
- Location (4)
- Easy commuting and getting around (3)
- Street grids (3)
- Lower tax rates than blue states



Project Outreach Workshop Summary

Community Workshop #2 – Springfield Comprehensive Plan

September 5, 2019 | 2:00-4:00 p.m.

On September 5, 2019, the City of Springfield hosted a second Community Workshop at the Comprehensive Planning Studio in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 76 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was poverty. Participants discussed low wages and homelessness in tandem with poverty and desire to see a system in place to help residents succeed in Springfield as well as providing adequate resources for those who need assistance. Another top issue at the workshop was the need for multimodal investment. Better public transportation, including a more efficient bus system and regional rail, were discussed as well as bicycle and pedestrian infrastructure. Participants would like to see the future of Springfield veer away from an auto-centric City.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Springfield's outdoor recreational opportunities, friendly residents, and higher educational opportunities were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 38 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 38 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Poverty (37)
- Need for multimodal investment (16)
- Crime (14)
- Diversity and inclusion (12)
- Lack of good paying jobs (12)
- Homelessness (11)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Healthcare (15)
 - Mental health
 - Medicaid expansion
- Drugs (7)
- Child health and safety (6)
 - Child abuse
 - Foster care
 - Child care
- Food deserts (3)
- Resources spread out
- Destroying rape kits
- Human trafficking

TRANSPORTATION

- Bicycle and pedestrian connectivity (27)
 - Bike lanes
 - Safety
 - Crosswalks
 - Sidewalks
 - Walkability
 - Bikeability
- Public transportation (25)
 - Better
 - Investment

- Accessibility
- Shuttles
- Regional
- Disabilities
- Efficient bus system
- Affordable
- Timely
- Lack of parking (6)
 - Downtown
- Traffic (6)
 - Downtown
- Road maintenance (5)
- Auto-centric (4)
 - No more parking structures
- ADA infrastructure (2)
- Greenway trails for commuting
- Incentives for people to not drive personal vehicles
- More arterial roads
 - West side
 - East/west and north/south
- Jaywalking
- Glenstone Avenue and Kearney Street intersection

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Lack of environmental concern (8)
 - Climate change
 - Priority
 - Air quality
 - Protections
 - Sustainability
- Greenway connections (2)
- Eliminate harmful pesticides/herbicides (2)
- Renewable energy (2)
 - Clean energy
- More greenspace

COMMUNITY CHARACTER AND IDENTITY

- Lack of identity (10)
 - Placemaking
 - Branding
 - National stage
- City beautification (5)
 - Glenstone Avenue and Interstate 44
 - Entry points
 - North Springfield
 - Downtown
- Aging community (4)

- Lack of historical preservation (2)
 - Tearing down and put up a strip mall
- Lack of protections for LGBTQ and people of color (2)
- Engagement of art community and activities (2)
- Lack of community involvement (2)
 - Civic engagement
- Fragmented nonprofit community
- Lack of enthusiasm
- Boring
- Not worth living in
- Last resort destination
- Everyone hates this place, no one wants to live in this place
- Copying other cities instead of making it our own
- Need to encourage new ideas
- Families leaving for the suburbs
- Support for cultural infrastructure
- Status quo attitude as related to moving forward – “we’ll never be able to do that”

JOBS AND ECONOMIC DEVELOPMENT

- Workforce quality/quantity (8)
 - Retain young professionals
- Lack of diversity in business
- Hard to find jobs
- Voices of small businesses
- Economic viability of individual businesses
- Not as high tech or smart
- Artificially low tax base – too many nonprofits

LAND USE AND DEVELOPMENT

- Affordable housing (12)
- Dilapidated buildings (11)
 - Nuisance properties
 - Vacancies
 - Dangerous
 - Housing
- Art community is being pushed out (8)
 - Need to be supported
 - Taking away galleries and studios
 - Art district
- Improved sports complexes (4)
- Downtown convention complex (2)
- Lack of gathering spaces (2)
 - Northwest Springfield
 - Youth spaces
- Zoning regulation
- Abandoned railroad and industrial facilities

- Expanding south instead of up – more growth in suburbs than in town

EDUCATION

- Better education (5)
 - Schools vary in quality
- Missouri State University is a joke of a school
- Higher education
- Disability education

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Stormwater management (4)
- Government transparency, communication, and access (3)
- Internet access (2)
- Lack of regional cooperation
- Not committing to assets
- Sewage
 - Multi-unit residences
- Things take a long time to get done

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Homelessness (9)
 - Clean up
 - Support centers
 - Residential centers
 - Homeless youth
 - More social workers
 - Low-cost homes
 - Shelters
- Public safety (6)
 - Coordination between anti-crime organizations
 - More law enforcement
 - Better training for law enforcement on domestic violence and trauma
 - Hire force to deal with car theft
 - Police substations in high crime neighborhoods
- Improve access to healthcare (6)
 - Mental/physical
 - Low income
 - Find funding

- Free public health centers
 - Expand Medicaid
- Identify highest crime and take action to end it
- Create unique community/child care hubs in impoverished communities and cross the city
- Paid maternity/paternity leave for everyone and new baby care
- Find a safe location for children ages 13-17 day and night
- Find the cause of high foster care rates and build programs for family reunification and foster care prevention
- Find funding to build or renovate facilities to engage all teens/young adults engaging more mental health situations and decrease suicide attempts
- Find funding to increase neighborhood engagement efforts through law enforcement
- Free quality child care for working families

TRANSPORTATION

- Public transportation (17)
 - More funding
 - Expand
 - Bus Rapid Transit
 - More frequent
 - Free
 - Streamlined
 - Take people further
 - More stops
 - In least affluent neighborhoods
- Pedestrian and bicycle connectivity (13)
 - Bike lanes
 - Safety
 - Crosswalks
 - Sidewalks
 - Connect to major resources in City
 - Underused rail spurs turned into trails
- Road maintenance (3)
 - Buy more street sweepers and use them to keep all streets clean and curbs trimmed
- Bicyclists and drivers obey traffic rules
- Audible crosswalk signals for all traffic lights
- Complete streets
- Create freeways to match destination city
- More flights in and out of City

LAND USE AND DEVELOPMENT

- Affordable housing (8)
 - Use unsafe housing
 - Requirement for rental housing to determine affordability
 - Community revitalization without gentrification
- Arts district (6)
 - Art Museum Master Plan
 - Use vacant buildings as studios until filled

- Incorporate art and murals on buildings
 - Opportunities for artists
- Dilapidated buildings (3)
 - Neighborhood/residential redevelopment and preservation incentive program
 - Tear down and remodel abandoned buildings Downtown
 - Fast track destruction
- Convention center (2)
 - Funding
 - Near Bass Pro Shops
- Daylight Jordan Creek (2)
- Aggressively enforce codes to the letter (2)
- Sports complex with multiple fields (2)
- Housing First programs
- Lion's Choice restaurant
- Zone land for an airsoft field/supply store
- Create nonprofit to increase development Downtown
- Identify vacant buildings and find their purpose
- Outdoor accessible music venue
- Entertainment district
 - Large outdoor seating/patio
 - Restaurants
 - Shops
 - Trails
- Revise codes and ordinances for effective abatement of nuisance properties
- Fund "live" buildings that have living rooftop gardens and on vertical structures
- Adjust housing rates based on average income
- Make a square/parts of Downtown a pedestrian mall and car-free
- Rental regulation
- Subsidized housing

JOBS AND ECONOMIC DEVELOPMENT

- High paying jobs (7)
 - High profit businesses pay workers more
 - Learning disabled
 - Mentally challenged
 - Livable wage for working poor
- Raise minimum wage (3)
 - \$15-\$20 per hour
 - \$20 by 2020
- Revitalization of ideaXfactory (2)
- Promote items that will generate increased City revenue/visitor spending
- "Make Work" programs to train/employ unemployed
- Stipends to recruit new talent
- Universal basic income system
- Educate business owners on topics to help them retain and advance their employees
- Seek out investors from diverse backgrounds to bring new business to Springfield
- Revitalize industrial buildings

- Invest funding into business development for those not working
- Revitalize abandoned buildings to create business opportunities

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Connect greenway trails (5)
- Renewable energy (5)
 - Solar panels on roofs of big box stores and parking lots
 - Solar farms
- Ecologically-focused planning
- Tree protection ordinance
- Protect water quality
 - Herbicides and pesticides
- Hire more park rangers to make parks safer for women and children
- Charge for plastic bags

COMMUNITY CHARACTER AND IDENTITY

- Cultural infrastructure (5)
 - Poor neighborhoods
 - Art
 - Music
 - Dance
 - Give arts grants
 - Scouting for public arts and cultural showcases
 - Incentives
 - Programs
 - Subsidies
- Community awareness (3)
 - Awareness with each other
 - Civic affairs
- Create identity (3)
 - Centered around our natural environment
 - Logos
 - Marks
 - Ad campaign
 - Cohesive brand
- City beautification (2)
 - Remove billboards
 - Plant trees on vacant lots
- Urban/design overlay district to ensure quality of design and intentional design strategy
- More nationwide attention to our arts and music scene
- Improve bad neighborhoods
- No more Live PD
 - Waste of community resources
 - Projects negative view of Springfield
 - Not helping tourism
- More inclusive and diverse

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Improve morale, funding/support, and public perception for First Responders (2)
- Stormwater management (2)
- Consolidate trash collection (2)
 - Have only one trash/recycling/compost hauling company
- More farmers markets
- Better funding for the Capital Improvement Plan at Public Works
- Raise taxes
- End City's free riding of utilities
- Find funding to hire more staff and initiate more systems (not programs) to engage poverty early
- Stop funding City improvements by regressive taxes
- Stop listening to the minority, listen to citizens
- Reduce or eliminate the Chamber of Commerce influence on City leadership
- Implement a nondiscrimination ordinance including protections for LGBT
- Interactive experience directory – digital Springfield

EDUCATION

- Provide access to positive role models
- Increase teacher wages
- Financially shore up school districts that are underperforming
- Financially back youth arts programs in schools
 - Fund music, visual arts, film/media
 - Require public schools to hold art classes daily
- Increase funds for access and availability to GED or trade education
- Education or job-focused outreach/education in young and diverse communities
- Increase/provide community education regarding proper nutrition
- Implement or fully fund educational programs for healthy families and relationships
- First two years of community college should be free
- Creating more educational workshops or curriculums for understanding diversity
- Invest in children's programming

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Friendliness (13)
- Arts community (10)
- Collaboration (8)
- Small town feel (7)

- People (5)
- Charitable (4)
- Historical assets (3)
- Diversity (3)
- Community involvement (3)
- Social support systems (2)
- Progressive (2)
- Inclusion
- It is so boring here we will never have to worry about overpopulation
- Execution
- College students
- Tight-knit young professional community
- Young professionals have a voice
- Desire for change
- Cassette tapes
- Optimism
- Identity
- Loyal Midwest values

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Outdoors (14)
- Parks (8)
- Greenways and trails (4)
- Ozarks (3)
- Jordan Creek
- Concern for the environment
- Air quality

AMENITIES AND SERVICES

- Universities (14)
- Medical facilities (7)
- Nonprofits (7)
- Libraries (6)
- Lots of amenities for a small town (5)
- Art museum (5)
- City events (3)
- First Friday (2)
- Restaurants (2)
- Zoo
- Science Center
- Schools
- Coffee shops
- Farmers markets
- The square
- LGBT amenities

- Community center
 - Fundraiser
- Attractions
- Churches
- ideaXfactory

ECONOMIC DEVELOPMENT

- Diversity (3)
- Johnny Morris/Bass Pro Shops (2)
- Tourism
- Downtown
- Commercial Street
- Growing
- Easy to start a business
- Value small business

QUALITY OF LIFE

- Location (6)
- Cost of living (3)
- Size (2)
- Grid system – easy to navigate

INFRASTRUCTURE AND DEVELOPMENT

- Airport (2)
- Trying to improve transit
- Infill opportunities
- Low development costs
- Affordable housing
- Regional connections
- Connected
- Municipal utility
- Blank slate could benefit from scalable infrastructure
- Grant Beach development



Project Outreach Workshop Summary

Community Workshop #3 – Springfield Comprehensive Plan

September 5, 2019 | 6:00-8:00 p.m.

On September 5, 2019, the City of Springfield hosted a third Community Workshop at Kickapoo High School in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 38 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was homelessness. Participants discussed the large homeless population including camps, individuals coming from neighboring cities, and the desire to remove homeless individuals from intersections and Downtown areas. Another top issue identified was the lack of multimodal transportation options in Springfield. Many commented on inefficient public transportation and the lack of bicycle and pedestrian connectivity throughout the community. Participants would like to see a greater presence of sidewalks, crosswalks, bike lanes, and other active transportation amenities.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Springfield's residents, small town feel, and efforts to collaborate were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 63 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 63 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Homelessness/support system (9)
- Lack of multimodal (8)
- Poverty (7)
- Workforce development (7)
- Traffic (7)
- Diversity/inclusiveness (6)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Crime (10)
 - Public safety
 - Theft
- Drugs (4)
- Domestic/child welfare and abuse (2)
- Healthy food options
- Elderly care
- Lack of primary care providers
- Lack of mental health providers

TRANSPORTATION

- Bicycle/pedestrian connectivity (12)
 - Bike lanes
 - Walking paths
 - Safety
 - Active transportation
 - Sidewalks
 - Too spread out
 - Crosswalks
 - National Avenue
 - Sunshine Street
 - Glenstone Avenue
- Public transportation (10)
 - Not efficient
 - Poorly placed bus stops

- Lack of train
 - Need rail outside of City
- Traffic lights (3)
 - Violation enforcement
 - Interstate 44
 - Route 66
 - James River
 - Too many traffic lights
 - Synchronization
- Road and bridge maintenance (2)
 - Missouri State Campus road systems should be restructured
- Wheelchair accessibility (2)
- Eliminate one-way traffic Downtown
- Auto-centric
- Streets poorly planned

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Lack of environmental concern (5)
 - Protections
 - Loss of habitat
 - Construction
 - Awareness
 - Overdevelopment in green areas
- Renewable energy (4)
- Lack of greenspace (3)
 - Developed areas
- Greenway system (3)
 - Disconnection
- Water quality (3)
- Loss of trees (2)
- Connection to greater Ozarks
- Air quality
 - Pollution
 - Ozone standard

COMMUNITY CHARACTER AND IDENTITY

- City beautification (6)
 - Entry points
 - Art
 - Landscape
 - Billboards
 - Digital signs
 - Lack of trees
- Lack of identity (4)
- Lack of LGBTQ protections (2)
- North vs. South (2)
 - Race segregation

- Trouble retaining young professionals and college graduates
- Ending discrimination
- Architecture
- Retain small town feel
 - Preserve farmland
- Too conservative
- Further define cultural areas
- Historic preservation
- More emphasis on arts and music
- Lack of skyline

JOBS AND ECONOMIC DEVELOPMENT

- Low wages/lack of high paying jobs (4)
- Career development (2)
- Lack of manufacturing
- Too many franchises

LAND USE AND DEVELOPMENT

- Poor housing stock (3)
 - Vacancy
 - Maintenance
 - Absent landlords
- Overbuilding of apartments (2)
- Lack of affordable housing (2)
- Lack of quality development (2)
- A second art museum
- Lack of public space
- Zone for smaller communities
- New development
 - City is difficult to work with
- Low density development
- Downtown needs improvement
- Zoning issues

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- City-wide gigabit fiber network (2)
- Aging educational facilities (2)
- Rental housing quality control (2)
- Declining daily newspaper
- Utilities
 - Water
 - Power lines
- Lack of recycling
- Stormwater management

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Programs to help homeless (7)
 - Shelter
 - Allocate funding
 - Tiny homes
 - Work-4-Rent programs
 - Eradicate homeless camps
 - Crime (6)
 - Hire police
 - Child safety
 - Schools
 - Give police dystopia-tier powers to obliterate drug dealers and criminal scum
 - Mental health services (2)
 - Recruit providers
 - Funds to reduce poverty

HOUSING

- Stop building housing (2)
- Affordable housing
 - Seniors
- Maintain rental housing
- Tiny homes
- Multifamily developments

TRANSPORTATION

- Public transportation (9)
 - Broaden bus routes to entire City
 - Efficient system
 - Light rail connecting north/south through Downtown
 - Safer bus stops
 - Streetcar from Galloway to commercial areas
- Bicycle and pedestrian connectivity (6)
 - Sidewalks
 - Improve intersections
 - Bridges
 - Safety

LAND USE AND DEVELOPMENT

- Permaculture farms in each section of town
- Convention center
- Repurpose JRPS to a community asset beyond the retired power plant
- Higher density development
- Mixed use with retail on ground floor

JOBS AND ECONOMIC DEVELOPMENT

- Workforce development (3)
- Attract high paying jobs (2)
- Retention of young talent
- Career centers/resources to find jobs
- Tax incentives to offer livable wages
- More support for startup incubators like eFactory

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Renewable energy (3)
 - Solar power
 - Rebates/tax incentives
 - Wind power
- Tree preservation ordinance (2)
- Expand greenspace (2)
 - Greenway connections
- Air pollution control

COMMUNITY CHARACTER AND IDENTITY

- Arts in capital improvements (2)
 - Public art
 - 5% directive for buildings
- Elevate and incorporate trail network into City and its attraction points
- Sign ordinance to restrict billboards and digital signs
- Beautification of gateways into City
- Strict regulations for tree removal and replacement
- Strengthen diversity and inclusion
 - Neighborhood events
 - Roundtables
- Recruit Black businesses and residents
 - Lacking basic resources
 - Black educators

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Coordinate trash collections (2)
 - Divide City into sectors and have trash companies bid to service sectors
- Recycling (2)

- LGBTQ protections (2)
 - Housing
 - Employment
 - Healthcare
- Take government hand out
- Gigabit fiber network
- Progressive earnings tax
 - Rely less on sales tax
- Fix infrastructure and plan for growth
- Taxes collected south of Sunshine Street spend on projects north of Sunshine Street and vice versa

EDUCATION

- Provide through-education for better trained workforce
- Teach Springfield/Ozarks history and culture in elementary schools
- Partner with art groups for student projects
- Partnerships between North side schools and South side churches
- Educate on LGBTQ culture

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Community/people (10)
- Small town feel (5)
- Collaboration (5)
- Arts community (3)
- Downtown (3)
- Homogenous population (2)
- City leadership (2)
- Conservative (2)
- Faith-based community (2)
- Historical assets
- Neighborhood associations

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Outdoors (5)
- Greenways/trails (5)
- Rivers/lakes (4)
- Ozarks (3)

- Soils
- Rainfall
- Solar and renewable presence
- Beauty

AMENITIES AND SERVICES

- Missouri State University and higher education (8)
- Healthcare (4)
- Public school system (3)
- Public library system (2)
- Nonprofits who provide key services (2)
- Utilities (2)
- Jordan Valley
- Churches
- Sports programs

ECONOMIC DEVELOPMENT

- Businesses (5)
 - Diversity
- Tourism
- Entrepreneurial spirit
- Johnny Morris/Bass Pro Shops

QUALITY OF LIFE

- Cost of living (4)
- Location (2)
- Climate (2)
- Lack of traffic
- Size of City
- Flat



Project Outreach Workshop Summary

Good Morning Springfield – Springfield Comprehensive Plan

September 5, 2019 | 9:00-11:00 a.m.

On September 5, 2019, the City of Springfield hosted a Community Workshop at the Jordan Valley Ice Park following the monthly “Good Morning Springfield” event hosted by the Springfield Area Chamber of Commerce. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 40 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was workforce availability. Participants discussed the inability to retain graduates of the local universities and attract young talent from other cities as well as the lack of the type of businesses who need young professionals in Springfield. Participants would like to see better recruitment of these types of businesses as well as workforce development that would create a greater pool of potential employees for businesses. Another top issue at the workshop was the lack of diversity and inclusion in Springfield. Participants would like to see a community that is more diverse and is more welcoming to a variety of cultures.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Springfield’s outdoor recreational opportunities, higher education facilities, and its community of people were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 41 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 41 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Workforce availability (12)
- Diversity and inclusion (10)
- Poverty (9)
- Low income level (8)
- Attracting/retaining young workforce (7)
- Perception of City (7)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Crime (6)
 - Property crime
- Homelessness (5)
- Drugs (4)
- Health care (4)
 - Mental health
- Public safety (4)
- Child welfare (3)
 - Abuse
 - Child care
- Food insecurity

TRANSPORTATION

- Traffic (8)
- Public transportation (5)
 - Bus routes
- Bike and pedestrian connectivity (2)
- Airport (2)
 - Rates
 - More flights
- Road maintenance

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Lack of greenspace (2)
- Trail systems
- Parks need to promote baseball

COMMUNITY CHARACTER AND IDENTITY

- Lack of identity (5)
- Nonprofits aren't productive (4)
 - Utilization of faith-based organizations
- City beautification (4)
 - Aesthetics
 - Placemaking
 - More public art
- Aging population (2)
- Moral decline (2)
- Perception of crime
- Families relocating to surrounding communities
- North/south divide
 - Appearance
- Losing "old" Springfield identity
- Community involvement
- Lack of unique places

JOBS AND ECONOMIC DEVELOPMENT

- Expanding new business (3)
- Creating jobs (3)
- Lack of economic diversity (2)
- Business expansion challenges
 - Regulatory
 - Permitting
- Losing opportunities to other communities
- Competing with right-to-work states
- Upkeep of key businesses

LAND USE AND DEVELOPMENT

- Convention center (7)
 - Lack of space to hold conventions and conferences
 - Not large enough
- Lack of high-quality sports facilities (4)
- Affordable housing (3)
- Difficulty to develop (2)
 - Hurdles
 - Code
 - Municipal fund availability
 - Collaboration

- Neighborhoods vs. developers (2)
- Northwest Springfield falling behind (2)
- Development focus
- Entertainment draw
- Funding for designed P3 developments
- Old subdivision and zoning codes
- Downtown development
- Local contracts to local contractors
- Venue large enough with parking to attract large groups
- Parking regulations

EDUCATION

- Poor school system (4)
- Curriculum
- Graduation rate

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Regional growth planning (2)
- Focused game plan to compete with geographic peer cities
- Communication
- Reduce sales tax
- Infrastructure improvements
- Utilities
- City Charter updates

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Health care (3)
 - Mental health
 - Drug treatment
 - Free screenings for youth
- Increase police presence (2)
 - Drug task force
- Poverty (2)
 - Support system
- Homelessness (2)
 - Shelter
- Panhandling laws

- Social services
- Increase jail capacity

TRANSPORTATION

- Pedestrian and bicycle connectivity (3)
 - Between Missouri State University and neighborhood
 - Downtown
 - Commercial Street
 - Cherry and Pickwick
- Traffic (2)
 - Key intersections
 - Coordinate flows
- Corridor development plan (2)
 - Eliminate auto dependence
- Public transportation (2)
- Add Southwest Airlines

LAND USE AND DEVELOPMENT

- Convention center and hotel (11)
 - Court Tim O'Reilly or Johnny Morris
- Streamline development process (4)
 - Provide competitive incentives
 - Friendly to developers
 - Permitting
- Sports facilities (4)
 - Partner with developers and park board
- Strengthen/update development codes (2)
- Northwest Springfield (2)
 - Housing
 - Retail
 - Incentives to develop
- Community gathering spaces
- Open large SE track for multi-use development
- Nuisance housing redevelopment
- Buy out of Jordan Valley from Chestnut to trafficway for public space
- Downtown development plan
 - Business development
 - Parking strategies
 - Atmosphere improvements
- Annex several subdivisions into City

JOBS AND ECONOMIC DEVELOPMENT

- Higher wages (5)
 - Incentivize businesses
 - Bring new employers
- Attract employers (4)

- Relocate
 - Needing young talent
- Workforce development (3)
 - Poverty
 - Trades
 - Students and graduates
 - Training center
 - Incentivize based on income level
- Duplicate P.I.C. East with CU buy-in on the development to produce more industrial jobs and make more attractive to industry
- Lower rent to incentivize local business

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Connect greenways/trail network (7)
- Turf our fields
- Focus on the Springfield-Greene County Park Board
- Open Jordan Valley Creek Downtown

COMMUNITY CHARACTER AND IDENTITY

- City beautification (9)
 - Corridors
 - Dilapidated buildings
 - Street updates
 - Trails
 - Downtown
 - Flowers and landscaping
 - Community groups to clean up rough areas
- Create identity (8)
 - Bring together business leaders and neighborhoods
 - SGF flag
- Combine nonprofits and eliminate duplicates (2)
- Campaign to promote City (2)
- Promote diversity (2)
- Feature events to welcome international students and professionals (2)
- Focus on bringing/offering special events and activities

EDUCATION

- Adult education – Step Up programs
- Increase teacher wages

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- People (9)
- Collaboration (6)
- Strong work ethic (4)
- Small town feel (3)
- Arts/music (3)
- Gentrification of Downtown/C-Street
- Welcoming community

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Outdoors (21)
- Parks and trails (5)
- Ozarks (3)
- Air quality
- Natural resources

AMENITIES AND SERVICES

- Higher education (12)
- Health care (7)
- Public schools (6)
- Churches/faith-based organizations (3)
- Wonders of Wildlife Museum (2)
- Medical facilities
- Small town, big city amenities
- Sports complex
- Libraries

ECONOMIC DEVELOPMENT

- Bass Pro Shop (5)
- Growing areas (2)
 - Galloway
 - Commercial Street
 - Cherry and Pickwick
- Tourism (2)
 - Outdoor destination (2)
- Entrepreneurial spirit (2)
- Business headquarters for national companies
- Public/private partnerships
- Downtown
- Economic diversity
- Business community/Chamber of Commerce

- Jobs
- Small businesses
- Position within industries

QUALITY OF LIFE

- Cost of living (8)
 - Utilities
- Location (8)
- Size (2)
- Climate

INFRASTRUCTURE

- Highways (2)
- Railroad
- Room to grow
- Airport



Project Outreach Workshop Summary

Neighborhood Advisory Council – Springfield Comprehensive Plan

August 21, 2019 | 6:00-7:30 p.m.

On August 21, 2019, the City of Springfield hosted a Project Outreach Workshop with the Neighborhood Advisory Council in Lincoln Hall at the Ozarks Technical Community College in Springfield. The workshop was one of the project kickoff events for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 23 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issues identified at the workshop were crime, poverty, and low wages. Many participants discussed the difficulties residents face attempting to find adequate paying jobs to sustain a high quality of life. Additionally, the high amount of homelessness in Springfield was identified as an issue as well as the lack of drug and mental health resources. Participants would like to see some of these issues addressed in order to give City residents the tools and opportunities they need to succeed. Property maintenance was another top issue identified at the workshop. Concerns about the condition of rental properties was discussed among the groups, including the lack of rental registration enforcement and the lack of rental property maintenance regulations.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Parks and open spaces were the top identified strength at the workshop as well as the low cost of living and the friendliness of the community.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 46 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 46 issues and concerns. Below, in no ranked order, are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Crime (4)
- Low wages (4)
- Lack of a progressive mindset (4)
- Rent registration enforcement (3)
- Property maintenance (3)
- Corridor beautification (3)
- Lack of affordable housing (2)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Poverty (9)
 - Generational poverty
 - Lack of accessible employment, especially seniors and the disabled
- Homelessness (7)
 - Need accessible job training
 - Healthcare
- Lack of mental health services (3)
- Drug abuse (2)
- Youth violence

HOUSING

- Nuisance properties (5)
- Lack of affordable housing (4)
- Rental properties (4)
 - Poorly maintained
 - “Slumlords”
- Declining housing stock
- Decline in owner-occupied homes
- People living outside the City but employed in City
- Housing patterns
 - Competitive
 - Extended family supportive

TRANSPORTATION

- Public transportation (6)
 - Connectivity
 - For low-income families, seniors, and disabled
- Traffic (4)
 - Interstate 44 and Highway 13
- Sidewalk connectivity (2)
 - Mobility for the disabled
- Road infrastructure (2)
- Lack of shared ingress and egress
- Pedestrian and bicycle safety
- Multimodal mobility

CITY GOVERNMENT AND SERVICES

- Trash collection (3)
- Lack of funding sources (2)
- Justice system
 - Understaffed
 - Underpaid
- Programs for seniors
- Decline of schools

LAND USE AND DEVELOPMENT

- Not paying attention to policies
- Need for growth to the north
- Kearney Street development
- Vacant commercial properties
- Chamber of Commerce dictates too much
- Lack of single-family neighborhoods in City center
- Rezoning single-family to multifamily
- Sprawl

COMMUNITY CHARACTER AND IDENTITY

- Corridor beautification (5)
- Lack of cultural diversity (4)
- Community disconnection (3)
 - North-South division
 - Split areas of City
 - Race relations
- Forgetting history
- Apathy for civic engagement
- Lack of shared sense of identity

ECONOMY AND JOBS

- Lack of jobs/high paying jobs (5)
- Economic development
- Partnerships with universities and colleges
- Retention of talent

PARKS AND NATURAL RESOURCES

- Trail connectivity (2)
 - Greenway gaps
 - Outdoor recreation
- Sustainability
- Flooding/runoff

OTHER TOPICS

- Bold leadership on important civic issues
- Aging in community (neighborhood) attracts boomer resettlement

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Eliminate homelessness
- Address illegal drugs and addiction
- Reevaluate justice and health system
- Better probation options
- Improve jail conditions
- Public healthcare
- Increase social and mental health workers
- Free drug and alcohol treatment
- Place repeat drug offenders in rehabilitation

TRANSPORTATION

- Bike and pedestrian connectivity (2)
- Reroute Highway 13 and Interstate 44
- Fix roads
- Traffic study of major intersections
- Address high-traffic areas

- Public transportation
 - More frequent bus transportation
- Close greenway gaps

EMPLOYMENT

- Raise minimum wage (3)
- Equal pay for women and men
- Scholarships for job training to everyone
- Springfield City Earnings Tax on those who reside outside City
- Make all employees live in Springfield

LAND USE AND DEVELOPMENT

- Enforcement of current code (2)
- Capital investment projects allocated across entire City
- More commercial development in Downtown and commercial areas
- Community service projects for corridors and public spaces
- Create better sense of place/placemaking with form-based zoning and mixed-use
- Internal Compact Development Zone offering by-right ADU's in R-SF zoning
- Invest in Kearney Street corridor and focus on streetscape with Route 66 theme

HOUSING

- Regulate rental housing and require inspections (5)
- Rehabilitate housing (2)
- Remove nuisance housing (2)
- Build affordable housing (2)
- Assist low-income families with property maintenance (2)
- Find way to make properties more appealing
- Minimum maintenance standards
- Assist first-time home buyers to reduce renter population

COMMUNITY CHARACTER AND IDENTITY

- Beautify streetscapes and corridors (2)
- Clean up City
- Improve North Springfield

CITY GOVERNMENT AND SERVICES

- Increase police employment (7)
- Increase criminal court judges
- Meaningful consequences for property crime
- Change the way City Council members are appointed to fill vacancies

OTHER TOPICS

- Engage neighbors
- High-speed internet as a public utility
- Health care clinics in neighborhood café's and grocery stores
- Curb pickup for brush, trash, leaves, recycling

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Community (7)
- Friendliness (5)
- History (3)
- Small town feel
- Neighborhoods
- Willingness to create plans for the future
- Hillbilly values
- Spirit of collaboration

QUALITY OF LIFE

- Parks and open spaces (9)
- Low cost of living (5)
- Health care resources (4)
- Size of City
- Affordable housing

ORGANIZATIONS AND PARTNERSHIPS

- Nonprofits (2)
- Ozark community partnerships
- CPO/City Alliance
- Neighborhood associations

AMENITIES

- Universities (6)
- Breweries
- Churches
- Bass Pro Shops
- Entertainment districts

- Cards and BPS

TRANSPORTATION

- Mobility (2)
- Route 66

OTHER TOPICS

- Natural resources (2)
- Diverse economy
- Potential
- Talent generation
- Historical preservation
- City staff



Project Outreach Workshop Summary

Network Leadership Council – Springfield Comprehensive Plan

August 20, 2019 | 9:00-10:30 a.m.

On August 20, 2019, the City of Springfield hosted a Project Outreach Workshop at the Chamber of Commerce in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 11 individuals, this workshop was an opportunity for local leadership and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was Springfield's lack of identity. Participants discussed the lack of a narrative and branding efforts as well as the need for placemaking throughout the community to create spaces unique to Springfield. Another top issue identified at the workshop was the lack of vision and risk by city leadership. Participants would like to see a common vision between government and residents as well as a willingness to take risks among leadership.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. Springfield's outdoor amenities and the community's collaborative efforts were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 26 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 26 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Lack of identity (6)
- Risk averse, no big vision (6)
- Low wages (5)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Poverty (6)
- Public safety (3)
 - Crime
 - Perception of crime
 - Northwest Springfield
 - Campus
 - Downtown
- Homelessness
- Mental health

TRANSPORTATION

- Public transportation
 - Downtown
- Traffic

COMMUNITY CHARACTER AND IDENTITY

- Lack of diversity (6)
- City beautification (4)
 - Corridors
 - Lack of cohesiveness
 - Aesthetic deficiency
 - Interstate 44
- Live PD
- General population attitude towards City
- Lack of opportunity to create arts and culture
- Population separation

- Lack of engaged community
- Lack of desired change

JOBS AND ECONOMIC DEVELOPMENT

- Workforce quality/quantity (3)
 - Skilled labor
- Young talent retention (3)
- Low unemployment (2)
- Northwest area of town
- Attracting new business
- City makes it hard to do business
 - Zoning
 - Planning
 - Council

LAND USE AND DEVELOPMENT

- Lack of community gathering spaces
- Lack of convention center
- Lack of urban core
- Sprawl

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Annexation (3)
- Lack of common vision
- Too much focus on low cost of living
- Lack of ability to easily move big projects forward

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Increase law enforcement
 - Hire additional police
 - Patrol Downtown area and at night
- Develop project/unify nonprofits to address homelessness and poverty

TRANSPORTATION

- Traffic (2)

LAND USE AND DEVELOPMENT

- Convention center (3)
- Urban core investment (2)
 - Downtown Corridor
- Financial incentives to develop in problem areas of town
 - North side
- Community gathering spaces
 - Like Tulsa's gathering place
- Low income, public housing in every zone
- Community buy-in for key development
- Outdoor/indoor family-friendly venue space

JOBS AND ECONOMIC DEVELOPMENT

- Incentivize businesses to raise employee wages (2)
- Recruit high paying jobs
- Raise minimum wage to \$20/hr
- Incentivize and subsidize
 - Arts and culture organizations and businesses
 - Diverse entrepreneurship
- Develop four new industrial parks
- Attraction of new, lasting businesses
- Workforce development

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Daylight Jordan Creek (3)
- Complete greenway network (2)
 - Piggyback Route 66
- Invest in outdoor amenities

COMMUNITY CHARACTER AND IDENTITY

- Create identity (4)
 - Branding
 - Cohesive story
 - Community-wide project
 - Define who we are
 - Placemaking
- City beautification (2)
 - Bury all utility lines
- Intentional plan for inclusivity and diversity

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Collaboration (4)
- People (2)
- Charitable (2)
- Neighborhoods like Cherry/Pickwick and Galloway
- Mindset to move forward

AMENITIES AND SERVICES

- Outdoors (7)
- Higher education (2)
- Wonders of Wildlife (2)
- Airport

ECONOMIC DEVELOPMENT

- Bass Pro (2)
- Entrepreneurship
- Diverse industry
- Strong economy

QUALITY OF LIFE

- Location
- Cost of living



Project Outreach Workshop Summary

Ozark Greenways/Let's Go Smart Collaborative – Springfield Comprehensive Plan

August 21, 2019 | 7:30-9:00 a.m.

On August 21, 2019, the City of Springfield hosted a Project Outreach Workshop in the Training Room at the City Utilities building in Springfield. The workshop was part of the public outreach process for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 34 individuals, this workshop was an opportunity for local organizations and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was the gaps in the community's trail system. Participants would like to see Springfield's trail network complete with access to universities, Downtown, neighborhoods, and all City amenities. Another top issue identified at the workshop was the lack of leadership for bold projects. Participants are concerned that current leadership is not willing to make significant changes the community needs as well as proposals for bold new projects that could help further Springfield as a whole.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. The Ozarks, universities and colleges, and the community's trail system were identified as the top strengths and assets by workshop participants.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 57 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 57 issues and concerns. Below are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Trail gaps (11)
- Lack of leadership for bold projects (10)
- Poverty (9)
- Lack of identity (7)
- Stable funding for parks and trails (7)
- Car dependency (6)

OTHER ISSUES BY CATEGORY

COMMUNITY HEALTH AND SAFETY

- Crime (8)
 - Property crime
 - Violent crime
 - Jail
- Homelessness (7)
- Health care (2)
 - Mental health
- Access to healthy food options (2)
- Drugs (2)
- Child welfare
 - Abuse/neglect

TRANSPORTATION

- Bike and pedestrian connectivity (15)
 - Safety
 - Active transportation
 - Increase in accidents
 - Separate bikes from traffic
 - Walkability
 - Low income
 - Education
- Public transportation (11)
 - Access/frequency
 - Lack of funding

- Not a priority
- Unreliable bus
- Rail
- Bus rapid transit
- Low income
- Lack of ridership
- Service to suburbs/regional transit
- Multimodal system (4)
- Unsafe travel speeds on roads
- Downtown parking
- Traffic
- ADA infrastructure and funding

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- More greenspace (3)
 - Investing in Springfield-Greene County Park system
- Preservation of greenspace
- Clean water
- Lack of ties to nature/Ozarks
- Tree canopy
- Lack of environmental concern
 - Climate change

COMMUNITY CHARACTER AND IDENTITY

- Lack of diversity (4)
 - White supremacy
- City beautification (3)
 - Aesthetics
- Civil divide (2)
 - North vs South
- Old school mentality (2)
 - Unwillingness to change
- Apathy (2)
- Ignorance
- Neighborhood preservation

JOBES AND ECONOMIC DEVELOPMENT

- Low wages (5)
- Economic growth (2)
 - Sustainability
- Young talent (2)
 - Retention and attracting
- Workforce quantity (2)
- Strong City Center and business hubs
- Under-investment in retail centers

- Underutilization of natural resources
- Lack of creativity
- Workforce development
- Decline in retail
 - Malls

LAND USE AND DEVELOPMENT

- Center City planning and development (3)
 - Boring
 - Lack of attractions
- Sprawl (2)
- Conflict with development and growth (2)
- Development process (2)
 - Inefficient
 - Complex
- Affordable housing
- Update building and energy codes and enforce regulations
- Variable zone to permit differentiation of neighborhoods
 - Rountree
- Lack of community gathering spaces
- Lack of quality development
 - Too many strip malls
- No diversification of public space
- Nuisance properties
- Pressure on neighborhoods along National Avenue from commercial development interest
- Greater Springfield not on the same page with development
- Transit oriented development
- C-Street development
- North side development
 - Safe areas for kids to play
- Lack of quality rental housing

EDUCATION

- Public education (2)
- Lag in early education for cycling and outdoor activities

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Aging infrastructure (2)
 - Water
- Sales tax (2)
 - Fund not large enough for projects
 - Fear of taxes
- Lack of leadership (2)
 - Internal turf battles
 - Lack of bold projects

- Stormwater management
- Citizen frustration with government process
- Trash services
 - Recycling
 - Litter
 - dumping
- Failure to annex adjacent properties to show true size of City
- Cost vs. value
- Public safety resources
- Term limits

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

COMMUNITY HEALTH AND SAFETY

- Increase law enforcement (2)
 - Jaywalking division
 - Drug cartel infiltration
- Access to health care (2)
 - Public facilities
 - Mental health
- Poverty and homelessness
 - Funding
 - Facilities

TRANSPORTATION

- Public transportation (9)
 - Funding
 - 15 minutes-or-less bus frequency
 - Connect Downtown
 - Missouri State University Main Campus
 - Two hospitals
 - Glenstone Avenue
 - Battlefield retail area
 - Schools
 - Parks
 - Regional transit
- Pedestrian and bicycle connectivity (9)
 - Attractive bikeways
 - Connecting Missouri State University campus
 - Commercial Street
 - IDEA Commons

- OTC
- Complete network
- Crosswalks
 - North Kansas Avenue
 - South Campbell Avenue
 - Glenstone Avenue
- Protected bike lanes
- Convert public alleys into bike/pedestrian/wheelchair corridors
- Sidewalk network on all arterials
- Multimodal transportation (2)
- Put road improvement projects on hold/do-over
- Redesign of Glenstone Avenue
- Complete Kansas Expressway extension

LAND USE AND DEVELOPMENT

- Development standards (3)
 - For all development
 - Nonprofit entity oversees standards
 - Beautiful community
 - Transit oriented development
 - Compete streets
 - Trees
 - Underground power
 - Monument sign
 - Access management
- Enforce existing codes and laws (3)
 - Housing codes
 - Nuisance properties
- Invest in amenities and sustainable development in poor neighborhoods
- More accessible public spaces
 - Parks
 - Plazas
- Incentives for high density development Downtown, central Springfield, and C-Street
- Convention center Downtown
- Revitalize blighted neighborhoods
- Create density allowance bonuses for developments that implement quality design and architecture
- Affordable housing
- Rental inspections
 - Safe
 - standards

JOBS AND ECONOMIC DEVELOPMENT

- Workforce development (2)
 - Basic skills training
 - Scholarships to all interested in technical training
- Economic development incentives
- Living wages

- Develop incentives
- Incentivize businesses to operate in close proximity to trails and transit
- Marketing campaign to attract talented professionals

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Complete trail network (19)
 - Jordan Creek
 - Schools
 - Parks
 - Wayfinding
 - IDEA Commons
 - Ewing and Rutledge Wilson Parks
 - Funding
- Daylight Jordan Creek (4)
 - Protective buffers
 - Native landscaping
 - Development amenity
- New development required to fund trail segment, park, or playground
- More greenspace
- Revitalize James River
- 100 feet of trees on either side of waterways
 - Conservation
 - Easements
- Create Riparian Corridor Management Department
- Tree preservation ordinance

COMMUNITY CHARACTER AND IDENTITY

- Create identity (4)
 - Placemaking
 - Pride
 - Adopt new Springfield flag
 - Identify essence of Springfield
 - Custom spaces
 - Connect Bass Pro, Downtown, and Commercial Street
- City beautification (2)
 - Flowers
 - Trees
- Welcome signs at City entry points
- Corridor study and implementation for complete streets, beautification, and traffic calming
 - East Sunshine Street
 - Glenstone Avenue
- Create distinct districts like Cherry/Pickwick and Galloway

EDUCATION

- Access to preschool for all SPS families
- Fund K-12 fully

- Develop creative ways to support students and teachers
- Incorporate natural environment into curriculum
- Universities/colleges
- Mental health first aid training for students

CITY LEADERSHIP, SERVICES, AND INFRASTRUCTURE

- Affordable broadband to all homes
- New bold, visionary leaders
- Waste and recycling ordinance
- Fully fund Police and Fire pensions
- Eliminate City government “turf battles”
- Facilitate public interaction
- Increase taxes to fund other concerns
 - Code enforcement
 - Transportation
 - Water quality
- Bury power lines
- Diversify funding streams/rely less on sales tax

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved which are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- People (11)
- Collaboration (8)
- Small town feel (4)
- Historic elements (3)
 - C-Street
 - Downtown
 - Neighborhoods
- Leadership willing to change (2)
- Hospitality
- Responsive government
- Food culture

NATURAL RESOURCES, PARKS, AND OPEN SPACE

- Ozarks and natural areas (15)
- Trails (12)
- Parks (7)
- Water

- Environmental protection
- Community gardens
- Trees

AMENITIES AND SERVICES

- Universities and colleges (14)
- Health care (2)
- Downtown
- Small town character with big city amenities
- Amazing single amenities
- Shrine Mosque
- Libraries

ECONOMIC DEVELOPMENT

- Downtown (5)
 - Events
- Bass Pro (4)
- O'Reilly Auto Parts (2)
- Retail diversity (2)
 - Food
- Wonders of Wildlife
- C-Street
- Chamber of Commerce

QUALITY OF LIFE

- Cost of living (2)
- Location (2)
- Lack of congestion (2)
- Safe (2)
- Clean
- Size

INFRASTRUCTURE

- Grid system (3)
- Transit system (2)
- City utilities (2)
 - Rates



Project Outreach Workshop Summary

Plan Advisory Team – Springfield Comprehensive Plan

August 19, 2019 | 6:30-8:00 p.m.

On August 19, 2019, the City of Springfield hosted a Project Outreach Workshop with the Plan Advisory Team in the Community Room at the Springfield Art Museum. The workshop was one of the project kickoff events for the creation of the new Comprehensive Plan, *Forward SGF*. Attended by 21 individuals, this workshop was an opportunity for residents and community stakeholders to offer their input and feedback regarding the City and the plan. The workshop included a review of the planning process to be undertaken as well as a group exercise designed to gather input regarding issues, opportunities, potential projects, and key strengths and assets of the City. Input from this and other workshops and focus groups will help to guide the planning process and will be directly reflected in the vision, goals, recommendations, and policies of the final *Forward SGF* plan.

The top issue identified at the workshop was poverty. Participants discussed generational poverty, the lack of jobs, and low wages as contributors to poverty occurring in Springfield. Additionally, participants identified crime as a major issue in the community, voicing concerns about drugs and domestic violence as well as issues with the jail and court systems. Participants would like to see programs that successfully aid low-income families and those in poverty to find housing and career opportunities. Transportation was another major topic at the workshop. Participants identified the lack of pedestrian and bicycle connectivity throughout the City as a concern, citing Springfield's auto-centric mindset as a barrier to achieving successful trail and sidewalk improvements throughout the community.

When asked to identify the assets and strengths of Springfield, participants listed a variety of features and amenities that should be preserved and promoted. The City's history of collaboration and its outdoor recreational opportunities were overwhelming favorites among participants at the workshop.

NOTE ON SUMMARY CONTEXT

The following is a summary of the thoughts, comments, and opinions received in the workshop. Some comments were shared with the entire group, while others were recorded privately on worksheets. The items identified in this summary are not recommendations or observations of the consultant, but rather represent feedback and comments received from those who participated in the workshop.

ISSUES & CONCERNS

At the beginning of the workshop, participants were asked to individually identify the issues and concerns confronting the Springfield community. Next, in breakout table groups, participants worked to generate a single, cumulative list, with each table identifying important issues to present to the larger group. The result was a list of the 36 top issues and concerns facing the community.

The breakout table groups were asked to rank the top three of the 36 issues and concerns. Below, in no ranked order, are the highest-ranked issues as determined by this method, as well as all other issues identified through the workshop.

HIGHEST GROUP-RANKED ISSUES

- Workforce development/skills gap (7)
- Crime (6)
- Lack of City identity (6)
- Bold leadership (6)
- Deteriorating neighborhoods (3)
- Poverty (3)
- Inclusivity/openness (3)
- Talent retention/attraction (3)
- Lack of civic engagement (3)
- Placemaking (3)

OTHER ISSUES BY CATEGORY

COMMUNITY CHARACTER AND IDENTITY

- City beautification (6)
 - Dilapidated gateways and corridors
 - Lack of trees
- Mediocrity (4)
- Polarization of factions (2)
 - Social media
 - Split communities
 - North/South
- Attitude/perception

JOBS AND ECONOMIC DEVELOPMENT

- Low wages (4)
- Economic growth (2)
 - Tourism
- Lack of jobs (2)

TRANSPORTATION

- Pedestrian/bicycle connectivity (7)
- Public transportation (4)

- Traffic (4)
- Auto-centric (3)
- Road repair

HOUSING

- Affordable housing (4)
- Rental housing
- Student housing encroachment

LAND USE AND DEVELOPMENT

- No balance of development (2)
 - Neighborhoods
 - Permitting process
- Vacant buildings (2)
 - Housing
 - Commercial
 - Need incentives
- Downtown (2)
 - Continue progress
 - Lack of development
- Infrastructure (2)
 - Lack of
 - Deteriorating
 - Outgrowing supply
- Lack of industrial space
- Developer vs. neighborhoods
- City is not friendly to developers
- Need millennial attractions
 - Outdoor amphitheater

NATURAL RESOURCES AND OPEN SPACE

- Greenway trail connectivity (2)
- Lack of parks and open space (2)
- Need water feature
- Lack of consideration for environment/natural resources
- Barriers to access parks and open space
 - Parking
 - Signage

PLANNING AND LEADERSHIP

- Annexation
- Lack of planning
- Public Works funding

YOUTH

- Education – school system (2)
- Affordable quality healthcare
- Lack of jobs for youth

PRIORITY ACTIONS & PROJECTS

In response to the list of issues, participants were asked to name specific projects or actions that would provide solutions to those issues identified in the first part of the exercise. Recommended projects and actions are categorized below.

LAND USE AND DEVELOPMENT

- Downtown development (3)
 - IDEA Commons District
 - Gathering spaces
 - Public art
- Finish partially completed projects (2)
 - Vision 20/20
 - Jordan Valley
- Redevelopment (2)
 - Rundown neighborhoods
 - North and West sides
 - Office
 - Retail
 - Incentives
- Convention Center (2)
- Funding mechanism to fund projects (see Oklahoma City)
- Incentives to build up (not out)
 - Central Business District
 - Commercial Areas
 - Population centers
- Corridor sidewalks to 10ft width
- Cultural Arts District
 - Subsidize rent and utilities
 - Attract artists and nonprofits

BEAUTIFICATION AND PLACEMAKING

- Beautification of corridors and gateways (4)
- Water feature
 - Spur development
 - Placemaking
- Clean up deteriorating properties
- Trash pick-up
 - Large items
 - Leaves
 - Regular schedule

- Establish better incentives for development of blighted or underdeveloped

TRANSPORTATION

- Pedestrian/bicycle connectivity (4)
- Complete trail network with access to amenities (3)
- Efficient bus system (2)
 - Reroute to be more accessible to all
- Transform National Avenue or Campbell Avenue (N-S) into quick, central arterial with no sign pollution

HOUSING

- Foster youth housing
- Risk mitigation fund to help high barrier households obtain housing
- Apartment study to encourage diversity

CRIME AND JUSTICE SYSTEM

- Funding for more police officers (2)
 - Downtown
 - Traffic control
 - High-crime areas
- Build or remodel housing as alternative to jail for nonviolent offenders
- Make sure all child or domestic offenders get maximum sentences and women and children are safe
- Streamline criminal justice system

ECONOMIC DEVELOPMENT

- Workforce development (3)
 - Full-scale
 - Partnership with universities
- Heavy recruitment of minority-owned business owners, politicians, employees
- Ask every business what they need to succeed over their next phase of development
- Incentives and marketing to attract high-demand, high-wage jobs

CITY GOVERNMENT AND SERVICES

- Childcare (5)
 - Subsidized
 - Working families
 - City-sponsored
- Combine City and County governments (2)
- Improve school system (2)
 - Early childhood education
 - More coordination between schools
- Four-year Mayoral term
- Coordinate all programs addressing poverty to make bigger impact
- Support Drury University and Missouri State University

- Update City ordinances and hire staff for enforcement

STRENGTHS & ASSETS

As the *Forward SGF* plan is developed, the key strengths and assets of Springfield should be regarded as areas to maintain and build upon. For the final part of the exercise, community members were asked to list strengths and advantages of Springfield that should be preserved. Responses are categorized below.

COMMUNITY CHARACTER AND IDENTITY

- Collaboration (9)
- People (5)
- Small town, big city, college town – all in one (4)
- History (3)
- Sense of community (2)
- Giving (2)
- Active neighborhood
- Great neighborhoods
- Faith-based community
- Great place to raise a family
- Openness to newcomers

ECONOMIC DEVELOPMENT

- Tourism (4)
- Diverse economy (4)
- Entrepreneurship (2)
- Mutually-supportive business sector (2)
- Film and TV industry (2)
- Bass Pro Shops
- Young professionals
- Competent manufacturing workforce
- Strong Chamber of Commerce

AMENITIES AND QUALITY OF LIFE

- Outdoor/nature opportunities (9)
- Education (6)
 - Colleges
 - K-16
 - State-leading enrollment growth for higher education
- Healthcare (5)
- Location (2)
- Johnny Morris
- Branson
- Community Partnership of the Ozarks

CITY LEADERSHIP

- Accessibility to key leaders (4)
- Ease of becoming involved
- Ability to pass tax initiatives
- Leaders with passion and a vision