

A Guide to the Future of SPRINGFIELD.

PAST
PAST



PRESENT
PRESENT



FUTURE
FUTURE





To the Citizens of Springfield:

The transition from the year 1999 to the year 2000 caused many of us to reflect upon the countless advances and events of the 20th Century that changed our lives.



The common use of electricity, automobiles, telephones, computers, radio and television, and antibiotics are but a few examples of such advances. Since they have become part of our everyday lives we tend to take them for granted, forgetting that with their inception they created defining moments in history. Undoubtedly, if we were to ask our ancestors, they would describe the first time they saw an automobile, turned on an electric lamp or made a telephone call as an experience in history being made.

But not all defining moments come with the impact of a walk on the Moon. We have all faced defining moments in history – those events that shape our lives and affect the manner in which we live and work – and I believe that Springfield is facing just such a defining moment. Our past is a rich heritage filled with the history, hard work and sacrifice that made our home town a good city. But, with the changing of the century I believe that we have the opportunity to stretch ourselves and consider what might be done over the next 20 years to make Springfield a great city.

It is no easy task to identify the things that will move our city toward greatness. To embark on this process, I asked over 100 people in our community to give freely of their time, talents and expertise. I asked them to imagine themselves in the year 2020 and to describe their city as they would like to see it. I sincerely thank them for taking on this task as the document you have before you — the fruit of their work — is the first step in a process toward becoming the city that they envision. I want to thank all of those involved with Springfield Strategy 2020 for the leadership, hard work and commitment they demonstrated in envisioning the Springfield of tomorrow.

And now I invite you to share in this commitment and treat this moment as another defining one for Springfield. To become the best community we possibly can we must combine our collective knowledge and talents to develop a progressive plan for our future. It is not beyond us to develop a plan that appeals to our desire to make Springfield a great place to live for our families, our friends and future generations. This is an action that we can take, a defining moment that will affect our city’s future.

Sincerely,
Karen Hasara
Mayor



Dear Mayor Hasara:

For the past year, over 100 Springfield residents have joined together at your request to develop a plan focusing on our city's future. As you can well imagine, this was no easy task. The mission that we undertook through *Springfield Strategy 2020*, was to identify those things that make Springfield a **good** city, and then determine the steps that need to be taken over the next 20 years to make Springfield a **great** city.

Springfield Strategy 2020 combined the expertise, talents and tenacity of individuals representing all facets of our citizenry, and resulted in what we believe is an exciting and achievable vision for Mr. Lincoln's Home Town.

Our work includes a vision for each of 12 areas identified as critical to the city's long term success, but it also stresses four basic themes: the importance of community cohesion, access, stewardship and foresight in shaping the Springfield of tomorrow.

Our statements of vision are produced by strategy group members who met many times to look into the future and identify the nature of what Springfield could and should be. The members were asked to look 20 years into the future and envision what our city should look like, where and how citizens might go about their affairs, what businesses would be prospering, and what activities might benefit residents and visitors alike. The members of the strategy groups have produced guidance that represents the best of what Springfield could offer for you, the City Council and all of the citizens of our community,. The people who developed this vision for our city are leaders, neighbors and citizens, and deserve our sincere thanks for the many hours of hard work they have given and the personal sacrifice they have made for the future of our city.

But the work of *Springfield Strategy 2020* does not conclude with the publication of this document. If we are to be successful in achieving our vision, we must all now work together as one. No individual or group of individuals, no city official or governmental entity can do it for us. If there is one lesson that we bring from this experience it is that we can make a difference if we choose to do so. The choice is up to us, the citizens of Springfield, to bring our city to greatness. This can be done if we choose to exert the energy, make the commitment and monitor our progress over the next few years.

We present to you and our fellow citizens a realistic vision of what our city could be.

Sincerely,
Dr. Nancy Ford & Mr. William Enlow, Co-Chairs
Springfield Strategy 2020



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Approaching Our Vision

The mark of a truly great city is not measured in terms of the size of its population, the length of its borders, the height of its buildings, or even the wealth of its people. Great cities offer their citizens a vision that matches their hopes and aspirations while still retaining the unique qualities of community that make up what people think of as “home”. It is this vision, when realized, that creates the character of a community.

In March of 1999, Mayor Karen Hasara announced a new initiative for Springfield, *Springfield Strategy 2020*, with the purpose of developing a leadership agenda for Springfield that would help the city become a best-in-class community over the next 20 years. By “best-in-class” it was meant that our city would strive toward becoming a community that would demonstrate state and national leadership among communities of like size, successfully meeting the opportunities and challenges of a new century. The title for the effort was selected because it was felt that the new century and millennium offered the opportunity for Springfield to demonstrate both its ties to the past as well as its intent to aggressively shape its future over the first two decades of the 21st Century.

By August of 1999, the development of a long-range vision for Springfield was well underway with the establishment of a *Panel of Advisors to the Mayor on the Future of Springfield*. The Panel of Advisors, appointed by the Mayor and co-chaired by Nancy Ford, Assistant Professor and Executive Director of the Institute for Public Affairs at the University of Illinois at Springfield, and William Enlow, Attorney with the law firm of Sorling, Northrup, Hanna, Cullen and Cochran, Ltd., served as the oversight group for the effort. The Panel of Advisors included the Strategy 2020 co-chairs and 12 other individuals from outside city government who volunteered to provide leadership in the strategy areas to be addressed by the leadership agenda.

While many areas could have been selected for consideration as part of the city’s vision, 12 areas were believed to be most critical to Springfield’s ability to demonstrate state and national leadership among communities of the same size. Each of the 12 areas was addressed through a Strategy Working Group chaired by a member of the Panel of Advisors. In all, over 100 men and women from throughout our community volunteered their time and energy to help Springfield address its future by serving on a working group.

The 12 areas that were thought to be most important in developing our long-rang strategic agenda are:

- Leadership in Commerce and Industry. Building and maintaining a strong and vital economy is critical to our city’s long term success. This area addresses economic and business development, focusing on public and private sector roles in encouraging sustained and high value-added growth.
- Leadership in Communication. This area considers the services, networks and industries necessary to tie our businesses to markets, government to citizens, and residents one to another. In our ever expanding high-technology world, the impact of communication technologies are seen as vitally important to the future of cities and their residents.
- Leadership in Education and Workforce. Well educated citizens and a skilled workforce provide the energy for both public and private sector efforts. In the modern, knowledge-based economy they are critical to community vitality. This area addresses the education and work skills development of Springfield’s residents, looking at this in a “life-cycle” way from pre-school through retirement.
- Leadership in History, Culture and the Arts. Life in communities is made up of many things, some tangible and some intangible. There is general agreement that community vitality is increased when the community encourages the arts and preserves its history and unique cultural attributes. This area addresses historic and downtown preservation, the variety of ethnic and cultural groups that make up Springfield and how this heritage and diversity is maintained, and the arts as a public amenity important to a high quality of life.
- Leadership in Infrastructure and Transportation. This area addresses both basic (e.g., roads and highways) and advanced (e.g., fiber-optic networks) infrastructure needs looking toward 2020, as well as the transportation needs of the city as they relate to basic and advanced infrastructure.
- Leadership in Neighborhoods. Many believe that communities are only as vital as their neighborhoods. This area addresses such important aspects of community life as housing and neighborhood revitalization, focusing on

how the public and private sectors might develop partnerships to improve housing stock and the vitality of the city's neighborhoods, as well as actions that might be taken to develop a "network of neighborhoods" throughout the city.

- **Leadership in Protecting the Environment.** Maintaining a clean and healthy environment is critical to the quality of life of communities. This area is charged with looking at the demands that will be placed on the environment over the next 20 years and how these demands might be addressed.
- **Leadership in Public Safety and Health.** Providing for the safety of the public – which includes such services as police, fire, public health, building safety, and the like – is a primary responsibility of the city. In many ways the social and political health of the community and public health and safety are intertwined. The aim of work in this area is to assess the demands that will be placed on the maintenance of the public's safety and health into the next century.
- **Leadership in Recreation.** Addressing recreation as an important public amenity, this area focuses on both the public and private sector roles in providing recreational opportunities over the next 20 years so as to provide a higher quality of life.
- **Leadership in Social Services.** Leading cities work to ensure that the basic social needs of the community are met and no element of the citizenry gets left behind. This area addresses the nature of social service demand over the next 20 years and how the city might best act, including consideration of the role of the public sector as well as private not-for-profits.
- **Leadership in Volunteerism and Public Service.** Many who study community growth and development believe that a community's "civic health" can in part be determined by the degree in which residents take part in voluntary social and public service activities. This area is charged with considering how both the public and private sectors might approach encouraging volunteerism and public service.
- **Regional Leadership.** One important aspect of this effort is to position Springfield as a leader among communities of its size. This area's task is different from the others in that it is to consider how Springfield might position itself as a leading community in central Illinois and create the public forums and platforms necessary to achieve Strategy 2020's overall vision.

Over the past 12 months the volunteers involved in Strategy 2020 have researched issues, solicited public input, reviewed data and given significant thought to the vision outlined in this document. Even though each member of the 12 strategy groups brought a wealth of personal knowledge and information to the task, they have not acted in a vacuum. Collectively they have spent thousands of hours reaching their conclusions based upon interviews with individuals and organizations, considering the comments made during a series of public hearings and "electronic town halls", reviewing position papers submitted by various interests, and hearing the thoughts of hundreds of individual residents who contacted Strategy 2020 through the mail or by way of the city's internet website.

To develop their vision for the Springfield of 2020, they have had to obtain a working knowledge of the strategy area and the issues that surround it, consider Springfield's strengths and weaknesses in addressing new challenges, review the opportunities and threats that may confront our community over the next 20 years, identify the various "forces" that will help us to meet our goals or hinder our efforts, define the "aims" or larger policy principles that the city should consider in achieving its desired future, and then envision realistic outcomes to be achieved as part of our vision.

Springfield Strategy 2020 may be viewed as one of the most significant efforts undertaken by this community as we enter the new century. It has been distinguished by the cooperation, enthusiasm and hard work shown by all of those who have been involved in the process to date. Abraham Lincoln, a remarkable man, is purported to have said, "If we could first know where we are, then whither we are tending, we could decide what to do and how to do it." This, of course, is the very essence of the approach selected for Strategy 2020: determining where we are today, where we wish to arrive and when, and how we might get from here to there.

The statements of vision presented in this document include items that may not appear surprising to many, but are most profound as they set the course for the strategies, goals and outcomes Springfield must consider to become the truly great city its residents deserve and expect.

Themes from Our Vision

In writing the letter of transmittal for the Springfield City Plan of 1925, A.L. Bowen, who was Chairman of Springfield's Zoning and Plan Commission, noted:

I can state with satisfaction that during all of the months we have been engaged in this inspiring task, no suggestions have come to us from the citizens of Springfield which have expressed other than the desire to help all the people of Springfield in the greatest measure. The common thought of all with whom we have come into contact has been for a greater, better development of community life, without sectional or partisan favoritism. Such a sentiment by its leaders augurs well for a city's real greatness.

This same sentiment is echoed in the vision presented here by the 12 strategy groups, made up of over 100 leaders in our community, who considered the very nature of the Springfield we would like to see develop over the first two decades of the 21st Century.

Our groups have found a proud citizenry blessed by an historic past and faced with an exciting future. Throughout Springfield we have found people who are proud of their heritage, their city's history, and the efforts of those who came before us to build through their hard work and sacrifice the Springfield that we know. We have found a people who look forward to both the challenges and opportunities that the next 20 years will bring.

The Springfield that we found on the cusp of the 21st Century is a good city. But if we choose to make it a great city, which is a choice we can make, we must foster a strong sense of community based on citizenship, leadership and a shared sense of stewardship.

This is a defining moment in Springfield's history because it is a time of reflection on the last century of events that has helped define what Springfield is today, and it is a time to think about future opportunities that the millennium may bring. It is a time in which the city must push and stretch its barriers to provide the services and livability that makes Springfield a great city. This is a time to distinguish and characterize the ideals that will make this a great city. We have been down the path that took us to being a good city, now is the time to travel the road to becoming a great city.

A great city is one that gives people choices and opportunities. Today we are seeing increased opportunities as people relate to each other not only on a local but on a more global level. The widening use of modern communication technology (such as the Internet) and the movement of people who have lived in other cities to Springfield, creates a greater sophistication by the public for the assets and qualities a great city must have. This will provide additional impetus for the city to better marshal its assets and work harder to attain these qualities.

Some critics may say that Springfield will never achieve greatness because we are too set in our ways and often partisan.

We think differently.

Our groups have found a proud citizenry blessed by an historic past and faced with an exciting future.



We envision a Springfield in the year 2020 that allows all of its citizens to enjoy the highest quality of life, work and prosperity. A city that can bring this about by capitalizing on its natural assets and fundamental strengths:

- being the state capital of one of the major states in our nation;
- being an educational hub that provides knowledge to its residents throughout their entire lives;
- building upon our economic strengths in such important and growing areas as medicine;
- being a commercial center promising a highly skilled workforce and a stable economy;
- encouraging sustaining ties with our past, our environment, our neighborhoods and, most importantly, one another.

Springfield must continue to invest in itself and its citizens to maintain the strength and vitality it now enjoys.

We believe that this time places us at a pivotal point that will allow visionary leadership to move us strongly and with direction and dedication into the new century. We begin this new century without the threat of the Cold War and with a new sense of the local, even global possibilities that can be realized in a time of unprecedented economic strength. New and emerging communication technology that can tie us to one another and to our governing leaders in ways impossible until now. We can use these technological advances to work together to achieve the vision of this plan.

The Abraham Lincoln Presidential Library and Museum can also provide a focal point for our efforts. Let us use this facility, dedicated to our greatest President, to ignite our dreams and unite our efforts to make Mr. Lincoln's hometown truly the great city it can be. In doing so we believe that our leaders, both now and in the future, can make the decisions that will create a legacy and generate the dynamism that will shape a dazzling city in the prairie for those who will follow us.

Springfield can be not just a "best-of-class" community, but a preeminent "presidential-class" community. However, in order to do so, we will need to adhere to four major themes that are apparent in the visions of the 12 planning teams. These themes must guide our beliefs and our future efforts to

achieve the vision of this plan.

1. *We must actively pursue cohesion by putting aside personal advantage, partisanship and narrow interests and work together.*
2. *We must ensure that all citizens have access to participate in this effort and all aspects of decision making and life in our community.*
3. *We must be better stewards of what is special in our community.*
4. *We must exercise more foresight in our actions; even those that may appear insignificant but can have cumulative consequences.*

Each of these themes is discussed below and then elaborated on in the 12 vision statements that follow.

Cohesion

A presidential-class city pulls different groups of people together into a vibrant, cohesive yet diverse whole. When we feel that we belong, we want to work together to achieve better things. Cohesion makes neighborhoods stable and proud; it makes workers and employers serve each other and understand each other's interests; it gives people a sense of well being and pride. A glue that binds, social cohesion helps reduce crime and social pathologies of all sorts. But how do we achieve a more cohesive community?

Our vision maintains that one way to do this is by creating shared values about what we want and what we can become. This vision must encompass the shared dreams and aspirations of all our citizens, because it will make demands of all of us. Achieving this vision will depend on our willingness to sacrifice short-term personal advantage, whether it is monetary, simple convenience, partisan goals or avoidance of conflict, to look at the broader long-term interests of our entire community. It will depend on commitment by our present leaders and involvement by those who have sat on the sidelines until now. It will require us to listen to each other. It requires new thinking and actions...getting out of the rut.

One way our vision statements suggest that we can create cohesion is by taking on projects that require

diverse segments of our community to work together to the benefit of all. Simply putting people together will not create the cohesion we seek. However by working side-by-side to solve common problems, friendships are created. Neighborhood activities such as clean-ups and festivals, using schools for non-school community activities, bringing people together from throughout our city to help build homes for those in need, are but a few examples of what might be done. Key decision makers and opinion leaders from different Springfield groups, working together regularly to plan bike-paths, parks and even zoning plans are also examples of this approach.

We can reinforce this plan's vision by bridging the gaps in communication. New technology will help us transmit messages more effectively, but having electronic efficiencies is not enough unless citizens have the opportunity to share their views and concerns. We must use our community resources to ensure that all citizens have the ability to engage in communication: from leader to citizen, from citizen to leader, from one citizen to another. In the 21st Century we will no longer be able to waste the talents of the disenfranchised. To compete globally, which Springfield and its residents will be called upon to do, we will need *all* of our collective brain-power.

We must find ways to bridge the divides - particularly the newly emerging "digital divide" - which separates us one from another. In doing so we can help meet local and global needs through practical change right here in Springfield. Our vision statements provide ideas about meeting challenges in our economy, our workforce, our leadership, our education system, our parks, our playgrounds, our historical legacy, and our roads. They should be taken as a strong message to all who live in our city:

You are important and we value your ideas. We want your input and we want your talents. Inspired leaders will listen to you and make decisions guided by the vision of this plan. Your actions, large and small, do make a difference. You can make an impact.

A commitment to this cohesion will help us create a great city.

Access

If we were to select a word that symbolizes the intent that we share for Springfield citizens in the year 2020, that word might be access. Access is a reoccurring theme throughout much of the work of the various Springfield Strategy 2020 strategy groups. We believe that for Springfield to be a truly great city, all citizens must have open access to the city's resources and opportunities, and all citizens must be able to participate in their city. But most important, our citizens must have *choices*. For example, people can have the ability to choose to live in a particular neighborhood or near the amenities that best suit their needs. Once citizens make the choices that are critical to their lifestyle, then we must ensure that their choices are not limited by accessibility. Our seniors, minorities, and individuals with disabilities must not be limited in their choices.

As noted in the 12 vision statements, access must be provided in several key areas:

- **Decision Making.** The citizens of Springfield must be assured access to the decision making process in our city as well as the decision makers themselves. This will ensure that citizens can voice their opinions and help shape the choices that will be offered in Springfield. Through new technological advances in communications, all residents should be provided a voice in how the community is governed and should be able to contact those in positions of authority.
- **Education.** Springfield must continue to improve the quality of education in all of the schools that serve our people. As the Education and Workforce Strategy Group succinctly states as a part of its vision, "The Springfield community should provide for the educational needs of all of its citizens; rich, poor, young and old." Ours should be an educational system that arms students with the abilities, skills, and knowledge to pursue whatever career opportunities they may desire. This should and can be a city where residents have life-long access to all of the opportunities that education can bring, and are provided with choices in the way that education is provided at all levels.
- **Transportation.** An effective and efficient trans-

portation system that allows choice is mandatory for all Springfield residents if we are to provide them with access to city services, jobs, entertainment and recreational opportunities, and one another. Our citizens also need access to the myriad of social services that will improve their lives. Our transportation system should be unlimited, allowing citizens to choose a mode of transportation that is available in all other great cities.

- **Technology.** Access to the new systems of communication—computers and the Internet— must be provided to citizens of all ages along with the training necessary to put these systems to work. Our aim, in the words of the Communication Strategy Group, should be “to produce an environment that encourages development of a vibrant, competitive, information infrastructure, which ensures access to the widest variety of services, to provide global information for all citizens and to address the newest technological advances toward keeping Springfield competitive”.
- **Infrastructure.** Infrastructure carries the lifeblood of a city; its people, their commerce, their guardians, and the resources that maintain their well-being. All citizens should have access to such things as well-maintained paved roads and streets, well-maintained and accessible sidewalks, a viable water supply, high-quality recreational areas, and other public services.

A commitment to access will help to make Springfield a *great* city.

Stewardship

Perhaps it is common to us all as Americans that we take for granted what many others around the world find reason to envy us for: the beauty of our environment; a history that ties us together as a free people; and a culture as vibrant as it is diverse. But these very things are not just important, they are critical to our greatness as a people and the greatness of our cities. We find that this is certainly true of the Springfield we envision.

Each of us can make a list of things that we remember about a city we have visited. Perhaps we remember a historical landmark, the cleanliness

of pedestrian areas, the friendliness of its citizens, or beautiful tree-lined neighborhoods. The point is that we remember these things because the city and its citizens made a choice to become active caretakers of those items.

As our strategy groups continually found, for Springfield to achieve its goal of becoming a great city, it must become a steward of the very things that we so often take for granted. We must create a notion in the minds of both young and old that this city does not just belong to those of us who live here today, but also to those who came before us and those who will reside here in the future. The choices we make regarding stewardship also represent our value system to visitors to our city. We must remember that more often than not visitors to our city develop an opinion of our city and its residents not from a brochure, but from what they see and experience when they visit our city. Our concept of stewardship must be one in which all of the residents of our city are actively concerned about the direction of the affairs with which we and our leaders must deal.

In reviewing the vision drawn by the strategy groups, three areas of particular sensitivity for our stewardship are noted.

- **Our Environment.** While all desire and deserve clean air, water, and soil, our vision foresees a stewardship that goes beyond these environmental goals. It includes the development of green spaces that we and our children can enjoy both for the recreational opportunities they present and for the nature they preserve. It includes a city not marred by the visual clutter that often grows in urban areas, and is known for a sense of aesthetic that we try to bring to every development, project and individual structure. Our vision of stewardship is one in which we consider the larger environment when decisions affecting it are made, and which finds ways in which development and natural beauty can co-exist and create a beautiful as well as environmentally safe place to live and work.
- **Our History.** While we may not be able to change history, we can preserve it. We believe that it is critical that the people of Springfield act to preserve its history, not simply to transfer it to the future, but also because that history can have

an important impact on the economic present. In a real way, Springfield has been shaped by Abraham Lincoln, but as the History, Culture and Arts strategy group notes, Springfield's history extends well beyond the day that Mr. Lincoln made this city his home. We must serve as stewards of structures, places and the things that shaped our city's history, because it has helped make our city what it is, and what it might be.

- Our Downtown. While we have seen significant improvement in our downtown area over the past few years, we must continue to act to retain its character and historic importance. Our vision sees Springfield's residents acting as effective stewards of our historic downtown as well as the neighborhoods that surround it. Many of our visitors will see our downtown, and if we achieve our vision, it will be a city center we are proud to show.

The statesman Henry Clay when addressing the nature of government and those who govern, opined that government should act like a trustee ensuring that the larger public good was maintained. Mr. Clay would have clearly understood the importance of stewardship in the achievement of our vision.

A commitment to stewardship will help make Springfield a *great* city.

Foresight

If Springfield is to achieve the goal of becoming a great city over the next 20 years, its citizens, leaders and elected officials will have to exercise foresight in their plans, decisions and actions. Personal and public actions should be taken with this plan's vision in mind.

The issues and challenges addressed by the Springfield Strategy 2020 strategy groups did not occur overnight. They developed incrementally over time as the result of thousands of past decisions, most seemingly innocent and minor in themselves. However, the cumulative effect of these actions today stand between Springfield as it currently exists, and the great city, the Springfield of 2020, envisioned in this plan.

Just as current problems and barriers to progress are the result of innumerable discreet actions and decisions, reversing their effects will require Springfield's foresight in each decision made and action taken that affects Springfield's future. The cumulative effects of incremental decision making must be understood, recognized and avoided. Procrastination must also be avoided. Not taking any action when it is called for is equally detrimental.

This theme of foresight is shared by the vision produced by the Strategy 2020 strategy groups in the next section of this document. Most of those involved in Strategy 2020 identified planning of various types as an effective way to exercise the foresight needed to achieve our vision. The need for improved planning is explicit in most groups' visions and implicit in all. The groups, for example, envisioned planning:

- To ensure that Springfield maintains a strong and growing, sustainable and diverse economy.
- To protect those aspects of Springfield that are special and unique.
- To ensure that Springfield's future growth is orderly, environmentally sound and results in attractive neighborhoods and a beautiful city.
- To make programs and services sensitive to the needs of a changing population.
- To anticipate potential problems and deal with them before they become costly crises.
- To take full advantage of emerging technology to deliver services, solve problems and promote citizen participation in government.

Plans themselves will not make Springfield a great city. However, plans can become vehicles for elected officials and decision makers to maintain their foresight under pressure. Plans can translate visions into policies, budgets, work programs, codes, ordinances and other measures to achieve our vision. Plans can become tools for citizens to ensure accountability by elected and appointed officials. But to enable this to happen, these plans must be developed with the participation of all interested citizens, respected by leaders and citizens, and continuously implemented and updated.

Planning can help Springfield move from a time where decisions were made without a larger context or because they have always been made a cer-

tain way. Plans give elected officials and decision makers a defensible way to say “no” to proposals not consistent with the plan’s vision.

Plans must be *living documents* frequently updated to respond to changes in conditions. They cannot be “set in stone”. Actions and proposals not considered by a plan can be accommodated if those advocating them can demonstrate that they help achieve plan goals and objectives. Respecting a plan does not preclude flexibility when proposals can be shown to be consistent with a plan’s vision.

Great cities do not just occur fortuitously. They have planned for greatness and aggressively implemented their plans. The leaders of great cities have demonstrated their foresight and their citizens have supported them.

A commitment to foresight will help make Springfield a *great city*.

We are at a turning point. Perhaps one of those pivotal points in our history that we will look back upon with either pride or sadness depending upon the decisions we make. We can rely on old ways of thinking, communicating and acting, and Springfield will probably still remain a good place to live, work, and raise a family over the next 20 years. We believe we can and should do better.

We can seize the opportunity before us that has the potential to create a legacy of a truly great city. A city based upon cohesion, access, stewardship and foresight. A city that achieves the vision outlined in this document.

A city that Mr. Lincoln would be even more proud to call his home. This is a choice we can make.

Plans themselves will not make Springfield a great city. However, plans can become vehicles for elected officials and decision makers to maintain their foresight under pressure.



Commerce & Industry

We believe that a strong economy is the very foundation of a world class community.

Steady economic growth and the development practices that support this growth provide the resources necessary to address the root causes of many social problems, such as poverty. For this reason we believe that the economy and the future nature of our city are intertwined. While a strong economy is vital to the long term success of any community, that economy is equally dependent upon the nature of the services and amenities the community offers its residents. *Springfield's success is dependent upon the strength of our businesses and industries, but also upon the quality of life it offers its residents and the attitudes we have about our city, its place in its region, and its future.*

To achieve this strong economy, the Springfield of 2020 will need to support a diverse and expanding business base, functioning in a healthy business climate that offers employers competitive operating costs and a local government that encourages business growth, and do so in an aggressive and well planned way.

- **The Springfield of 2020** will support sound development and land-use planning principles which facilitate the orderly growth of a diverse economy. This will include a capital improvements program that ensures that transportation facilities, utilities, and other public services are more than adequate to promote, facilitate and ultimately *guide* the physical growth of our community.



While a strong economy is vital to the long term success of any community, that economy is equally dependent upon the nature of the services and amenities the community offers its residents.

- **The Springfield of 2020** will offer existing and prospective employers a healthy, low-cost business climate typified by: a broad, balanced tax base; realistic government regulatory goals; non-burdensome regulations; and government policies that encourage rather than discourage business growth.
- **The Springfield of 2020** will support an aggressive economic development program focusing on the following:
 - The retention, expansion and attraction of diverse, stable employers, with initial emphasis on such business and industry areas as health care, biotechnology, other technology-based firms, tourism and hospitality, consumer services, food processing, and product distribution.
 - The encouragement of entrepreneurship within the community.
 - The prudent use of financial incentives, consistent with the above stated intentions, for both business attraction and expansion.

Special attention will be paid to the expansion and attraction of businesses that possess the following characteristics: part of a sector of commerce and industry projected to enjoy above-average growth potential; typically offers workers compensation levels above the local average for similar jobs; and requires a workforce that presents opportunities for the underemployed and economically disadvantaged in the community.

But this future is not a static one. The economy that we foresee will be subject to many changes. For this reason, we believe that for Springfield to achieve its vision, Springfield's businesses must be uniquely positioned to anticipate and react favorably to change. This will enable them to create desirable employment opportunities so that workers can achieve their full potential and offer competitive compensation levels relative to the cost of living. Since skilled workers will be in much demand throughout our state and region over the next 20 years, the community must also offer an outstanding quality of life so as to ensure that the city will attract

and retain qualified, productive workers.

- **The Springfield of 2020** will foster and encourage strategic alliances between and among businesses, educational institutions, and other sources of information and knowledge in order to ensure that local businesses and governments will be uniquely positioned to react favorably to economic, technological and social change in a global economy.
- **The Springfield of 2020** will offer an outstanding quality of life, including excellent public and private education at all levels, which is appreciated by the city's residents and recognized internationally. This will enable Springfield to produce, attract and retain the well-qualified workforce that will be in demand during the new century.

As residents of Springfield, we love our town. We enjoy the fact that it is large enough to provide the public amenities we all desire but not so large as to lose the small town character that most find appealing. We must understand, however, that it is possible for growth and character to coexist. Our vision is one in which we are willing to explore new options and new possibilities in order to further strengthen the economic base needed to provide the amenities we currently enjoy, as well as those expected by future generations.

- **The Springfield of 2020** will embrace a non-partisan, non-parochial, regional approach to community development and programming, including strong public-private economic development partnerships.

Appreciation of the positive aspects of our city, and the rejection of provincial or parochial attitudes by our citizens and their leaders, will allow for the economic growth that will guarantee a high quality of life in Springfield and our long-term success.



Communication

In 1979, or even 1994, the immense growth and changes triggered by new and developing communication technologies could not have been visualized. We believe, however, that to meet the opportunities and needs of a thriving Springfield 20, ten or even five years in advance, telecommunications must be addressed.

The vision in the telecommunications area is to produce an environment that encourages development of a vibrant, competitive information infrastructure. This infrastructure should ensure access to the widest variety of services, providing global information to *all* citizens and all business, government, public and private institutions.

- **The Springfield of 2020** will establish an environment which will encourage telecommunication service providers to develop broad, excellent services for the lowest cost to all Springfield citizens. The strategies must address a diverse set of needs for those who have only begun to use new technologies and must also eliminate or minimize the undesirable phenomenon known as the *Digital Divide*: society being split between the information "have's" and "have not's".
- **The Springfield of 2020** will feature a number of telecommunication *Community Support Services* through schools, community based organizations and non-profits, that will provide educational channels, personal computers with Internet connections, teacher training in the use of new and developing technologies, and Learning Center support. This will allow for the availability of these resources and services to those who did not have the opportunity to partake in the past. This will include assistance to Springfield's small businesses who need assistance in e-commerce.

It is expected that each vendor will be able to provide full service telephone, television and Internet services to each subscriber, and that more than one

vendor will provide such services in Springfield. We believe that it is imperative that each and every vendor involved recognize that the entire city of Springfield must be served, and that each vendor propose steps to make these services available to all citizens in 2020.

- **The Springfield of 2020** will require service providers to meet certain technical requirements: minimum bandwidth; guaranteed up time with penalties for failure; defined Mean Time To Repair (MTTR); interconnection to existing systems (city network, state network, other vendors); complete digital transmission availability; participation in specified "help" programs.
- **The Springfield of 2020** will provide certain communication technology benefits to its residents, including: full time Internet, featuring much faster data movement and broader availability; expanded television viewing selection; lower telephone and long-distance costs; and new technologies such as Digital Subscriber Lines (DSL).

In addition it would address the newest technological advances in order to keep Springfield competitive in the current economy, particularly in the research and knowledge industries that will be critical to the economy for many years to come.

- **The Springfield of 2020** will find government vigilantly tracking new and emerging technologies and determining the benefits of competition (lower prices, greater choice) through an established Internal Telecommunications Committee. It will also support an external group, representing developers, financial institutions, venture capitalists, educators, city officials, community groups and others, who meet regularly to discuss the latest ideas in financing, development marketing, neighborhood redevelopment and the like, related to new and emerging technologies.

- **The Springfield of 2020** will look for opportunities to educate the public at large so that citizens can make informed telecommunication choices.
- **The Springfield of 2020** will foster collaboration and cooperation among those in the

community in order to maximize the potential benefits of emerging telecommunications opportunities for all citizens, and will do this in part through the integration of new technologies into education, business and government to result in greater efficiencies and expansive opportunities.

This infrastructure should ensure access to the widest variety of services, providing global information to *all* citizens and all business, government, public and private institutions.



Education & Workforce Development

We believe that education and workforce development each stand alone while sharing the same territory.

Education cultivates intellectual development and psychological well-being and at the same time has important economic utility. Education (with its teacher and learner) and the dynamics of the workforce (with the employer and employee) should naturally work together to improve the quality of the workplace while helping people achieve a good life and a good living. Education improves personal finances as well as local economies.

We believe that the Springfield community should provide for the educational needs of all of its citizens: rich and poor, young and old. We should celebrate our similarities as well as our differences. And in so doing, core values – such as respectful behavior, tolerance, honesty, good manners, promptness, saying “please” and “thank you”, and showing respect for other people – should be transmitted through education as well as the family and community.

- **The Springfield of 2020** will celebrate its residents’ similarities and diversity, and its residents will demonstrate core values in everything they do.

The family, school, workplace and community-at-large transfer these core values through teaching and modeling. Therefore, education should not be considered as taking place solely in the school setting, but also should be viewed as the responsibility, the challenge and the hope for the future of the entire community.

- **The Springfield of 2020** is a city that developed and continues to develop plans that take into account the changing demographics of our community.

Current demographics suggest that by the year 2020 a larger percentage of our population will be older than today and that current racial minorities will increase. Therefore, to ensure that long-term planning is useful, all people who will be affected by education and workforce planning must participate in the planning process. This will help ensure that workforce development and educational systems support the members of the Springfield community of 2020. These plans must take into account local, regional, national and even *global* perspectives.



Education (with its teacher and learner) and the dynamics of the workforce (with the employer and employee) should naturally work together to improve the quality of the workplace

- **The Springfield of 2020** has schools that are open to community use and that make parents of all backgrounds feel that the schools are theirs and that they are welcome to visit and take part in the education of their children. Parents, teachers and administrators understand that the schools are owned and funded by the community, and that schools are interconnected with the larger community in often transparent ways; that is, the community and its schools are so interconnected that it is difficult to determine where the classroom ends and the larger community begins.
- **The Springfield of 2020** includes community-based high-technology neighborhood centers where people of all ages and economic levels can go and have access to computers, the Internet and computer training. Children with early access to computers will do better in school and later will be more productive in the local economy. Young adults and people making mid-life career changes will also greatly benefit themselves and the community if they have easy access to the resources necessary to develop these skills.

We believe that all children can learn. Boys and girls should be allowed to be children and their learning environment should be designed to meet their needs.

- **The Springfield of 2020** is a city where behavioral modification drugs, like Ritalin, will be used only as a last resort, and discipline and safety issues will be addressed in a manner that encourages young people to succeed at school and that encourages full participation by parents.
- **The Springfield of 2020** is also a city where schools do not operate in isolation but recognize common goals, working cooperatively towards those goals. And in support of these goals, schools receive feedback on how their graduates are doing at the next level (be that high school, college, university or a career) with this feedback being used to improve the quality of education.

Specific to the workforce and its development, we believe that education does not end at the school house door. For our businesses and their employees to thrive in the modern economy, efforts to provide new educational opportunities and skills are not simply helpful but critical. In addition, employers and the community-at-large must recognize that the opportunities that the new economy will offer can only be taken advantage of if our educational institutions have the resources they need to meet the challenges they face. For this reason and others, we believe that education is at the heart of a community, and if the community is to thrive it must guard the health of its educational institutions. To implement our vision, an additional investment in our educational system, public and private, will be required. It is not good enough to simply depend upon the existence of current resources. Our schools must have the resources necessary to offer educational programs that will ensure students have choices and are prepared to meet future challenges. *If Springfield is to have a bright future, then school failure is no more acceptable than the failure of individual students.*

- **The Springfield of 2020** is one in which employees recognize that helping their businesses succeed in turn helps them and their community succeed. Employees constantly strive to upgrade their skills and education to meet changing market needs, and employers actively support this employee initiative.
- **The Springfield of 2020** is one in which employers recognize the need for quality education as a basic component of their businesses' long-term success and work to help resolve various problems including the funding challenges we currently face. In addition, employers recognize the diversity of the workplace and work to encourage, mentor and promote hard-working employees of all backgrounds.
- **The Springfield of 2020** is a city where business and local government leaders work together to attract high-skilled, high-paying jobs. This not only enhances local businesses, it also provides opportunities for people to succeed.

Successful careers make for good lives. Residents with good lives make for successful communities.

Environment

Great cities provide a high quality environment for their citizens. Moreover, great cities care about how they look.

We believe that clean air, land and water are a right of every citizen, and that a city's very appearance can nourish the spirit of its citizens and be a source of pride to them. Growth is inevitable and desirable. However experience tells us that some types of growth are more desirable than others and that cities can *choose* to grow in an environmentally sensitive and attractive way.

Often a community's "growth" is measured by its ability to retain and attract new residents and jobs. We believe that for Springfield to achieve such growth, it must have a healthy environment. Environmental protection and economic development can and should be pursued cooperatively as they are not mutually exclusive. From a purely economic perspective, anticipating and preventing environmental problems and pollution are far more effective and less costly than reacting to or trying to remedy problems after they occur. *We believe that natural resources are valuable and irreplaceable community assets that should be managed wisely for the benefit of both present and future generations.*

- **The Springfield of 2020** that we envision is one that will have an attractive, high quality environment. People will consider themselves fortunate to live, work and raise a family in our city. Others will want to visit, appreciate and enjoy both the natural *and* built environment of Illinois' Capital City.
- **The Springfield of 2020** will also be recognized as a model of environmental stewardship for other cities because its elected officials, community leaders and citizens understand the relationships among economic prosperity, environmental quality and social well-being.

For this to occur, however, we believe that environmental education must be a fundamental component of each person's life-long learning experiences.

- **The Springfield of 2020** that we envision will be one in which each person in our community understands the collective effects on the environment over time of the actions they take, and also understand how their actions combine with the actions taken by others to produce cumulative environmental consequences.

We also believe that sound planning and design can create a unique, unified and beautiful Springfield. This is as true for redevelopment as it is for new development and, as we note above, great cities care about how they look and the quality of environment they provide.

- **The Springfield of 2020** is one in which responsive and effective government policies are developed with meaningful public participation that stimulates cooperation among government, businesses, community organizations and citizens at-large.
- **The Springfield of 2020** is a place where emerging technologies, new materials and new conservation practices are evaluated and, when clean and effective, used to help protect Springfield's environment.
- **The Springfield of 2020** is a city with development incentives and design objectives that encourage environmentally sensitive development and the infill of abandoned areas, resulting in mixed residential and commercial uses that are attractive, landscaped, walkable and respectful of the city's natural and cultural heritage.
- **The Springfield of 2020** is also a community that provides a variety of transportation choices, such as foot trails and sidewalks, and convenient mass transit and bicycle paths so that it is easy to move around in the city without using an automobile for every trip.
- **The Springfield of 2020** is one with an extensive, interconnected network of well-protected green spaces, including parks, natural areas, river and stream corridors, wildlife habitat and forested parkways, boulevards and plazas.

- **The Springfield of 2020** has established attractive, livable neighborhoods that are trash-free and which promote a sense of well-being.

While another section of our vision statement deals with recreation in more detail (see *Recreation*), the quality of an outdoor recreation experience depends upon the attractiveness of the environment in which it occurs. However, some types of recreation may significantly damage certain environments. Therefore, the environmental impacts of recreation activities on any environment must be carefully assessed and considered. Recreation that can cause significant environmental damage, particularly to rare and/or fragile environments, should not be allowed to occur in these environments.

- **The Springfield of 2020** is a community where outdoor recreation is encouraged, but where any adverse environmental impacts of permitted types of recreation will be minimized and mitigated through planning, design and management.

Only by aggressively working together in partnership — understanding that good environmental stewardship and economic growth can *both* be achieved if we make the right choices — can we create the kind of city that Springfield’s citizens deserve and desire.

the quality of an outdoor recreation experience depends upon the attractiveness of the environment in which it occurs.



Public Health & Safety

We believe that citizens must be healthy and free from personal danger in order to prosper individually and to strengthen the community as a whole.

A new millennium offers many opportunities and challenges. To anticipate and meet the challenges of the next 20 years, Springfield's citizens and civic leaders must prepare for ever-changing community health and safety needs. The city of Springfield currently enjoys a public health and safety environment that is exemplary in many ways. We have an outstanding community of health care professionals, and state-of-the-art hospital infrastructure that serves not only our residents, but citizens from other areas of the state as well. We have a public safety system via municipal services that provides effective police and fire protection for our citizens. We must not take this for granted for we know that a community that does not provide adequate public health and safety protection will face population-wide stagnation and decline in quality of life.

We believe that for Springfield to meet its public health and safety challenges over the next two decades, health and safety concerns cannot be solely the responsibility of city government. Partnerships between private providers, between different local governing bodies, and between all the various constituencies must be created and nurtured for the betterment and continued growth of the entire community.

- **The Springfield of 2020** we envision will be a place where partnerships serve a vital role in communicating with and educating our citizens towards a better understanding of our community's need for high-quality, affordable health care, increased emergency response, and residential and workplace safety that is available to all of our citizens and visitors, regardless of where they live or work.
 - **The Springfield of 2020** will be one in which the existing partnerships created in the areas of health care regarding children's immunizations, prenatal care, and health care for the elderly and economically depressed are maintained and enhanced. Work will have been done with the healthcare community to strengthen primary healthcare services and eliminate the use of emergency rooms for primary healthcare visits.
 - **The Springfield of 2020** encourages the formal and informal public health and safety networking that connects city, county, private health care, school district and volunteer groups which allows all citizens the opportunity to access needed services and available, valuable opportunities.
 - **The Springfield of 2020** will have improved its ability to have planned, stable growth by ensuring that viable public/private public health and safety partnerships are not interrupted by changes in administration. The city will have written agreements and procedures for public/private projects.
- But partnerships are not the sole solution to maintaining an outstanding public health and safety environment. In order to carry this vision to reality, we believe that certain actions should be taken to ensure that the city continues to prosper and grow in a healthy and safe environment.
- **The Springfield of 2020** operates under ordinances requiring specific occupancy standards for rental housing, including annual inspections to meet adopted housing codes. The city will have worked with the county and adopted a standard building code for both residential and commercial properties within a 20 mile radius of the city of Springfield's corporate boundaries.
 - **The Springfield of 2020** is a city that maintains healthy, safe drinking water and food preparation and continuously enhances its efforts in this area.
 - **The Springfield of 2020** will provide the most timely, cost effective emergency response service possible. It will analyze the disbursement process of all emergency response units to determine the best response method.
 - **The Springfield of 2020** promotes public awareness and education for all ages on the goals of a safe and healthy community, and maintains and enhances youth services pertaining to health and safety.

- **The Springfield of 2020** favors community policing as a partnership between the public and the police. By 2020, community policing will be accepted by city government agencies, the public and the police rank-and-file as a way police business is done.
- **The Springfield of 2020** will have a police force with skilled qualified officers who are sensitive to the demographics of our community and able to do the job. Community resources and institutions such as community colleges or the state police academy would be available as a training ground for prospective new hires to encourage a diversified pool of applicants.
- **The Springfield of 2020** will recognize the development of our youth not just as a social service or educational issue but as a very real health and safety issue. Mentoring our youth in their social, educational, spiritual and economic growth will be provided by concerned adults reaching out to the youth of our com-

munity on a one-on-one basis. Springfield citizens will need to reach out to children other than their own to ensure that all our children have access to opportunities regardless of their situations.

And to ensure that the health and safety environment remains advantageous to the public, we believe that the city must constantly review that environment and plan for on-going change.

- **The Springfield of 2020** is responsive to demographic, geographic, cultural and societal changes, routinely making adjustments in such community services as police, fire and health care as trends indicate. This is a city where integrated data systems allow forecasting of potential opportunities and risks affecting the populous.
- **The Springfield of 2020** is well positioned to take advantage of technological developments in support of improved public health and safety.

Springfield's citizens and civic leaders must prepare for ever-changing community health and safety needs.



History, Culture & The Arts

We believe that history matters and the arts are fundamental to the life of a city.

History inspires and shames us, thrills us, enlightens us and underscores our personal need for community and continuity. It unites us with a sense of a shared past. History is so important that conquerors often destroy historical monuments and the preserved records of those they conquer.

Springfield residents, both long-term and recent, are very proud of their history, but it may be that the role that Abraham Lincoln played in our history has made us lazy. This city will always lead with its strength, which is Lincoln, but we need to recognize the depth of history in our ethnic and religious heritages, such as our historic German, French, Irish, Portuguese, Italian and African-American neighborhoods, and in our more recent history that includes links to Old Route 66 and our place in aviation history. Even our not-so-proud history of vice and gambling in the early 20th Century has its place in our city's heritage.

Springfield has many people who value history and recognize the vital role it plays in our city's economic viability and in our quality of life. We believe that Springfield can become a city that treasures its historic heritage and takes pride in displaying its local, state and national history before an international audience.

We believe that we need to recognize that there are many roads to historical understanding and that not everyone relates to the past in the same way.

We need to focus on Springfield's downtown historic area. The city has made great progress with the restoration of the old K-mart complex, the updating of the Old Capitol Plaza, and the announcement of the near-north side for the Abraham Lincoln Presidential Library and Museum. The history-laden block south of the Old State Capitol has become one of the busiest stretches of the downtown. But pockets of our traditional business district still feel "vacant" and there is still a



need to bring additional residential and commercial development into the downtown. *Springfield needs to make the entire downtown and its historic district an appropriate setting for what will be the nation's most visited Presidential library.*

- **The Springfield of 2020** we envision is one in which the city has partnered with the State of Illinois and the federal government in making the Abraham Lincoln Presidential Library and Museum the worldwide center for the study of the life and legacy of our 16th President. In so doing Springfield should draw worldwide attention through events that it will sponsor in 2009 to celebrate the 200th anniversary of Lincoln's birth. Springfield can and should be the focal point for this celebration. We believe that we need to claim, consistently, that we are Mr. Lincoln's Hometown. This needs to be our set theme – and claim to fame.
- **The Springfield of 2020** has preserved residential neighborhoods surrounding the downtown, which boosts pedestrian traffic in the downtown historic district and acts as a buffer to protect the downtown core.
- **The Springfield of 2020** has rethought its downtown historic district boundaries and expanded upon them. Springfield did not begin when Lincoln settled in our town. When Lincoln came to Springfield, the intersection of Second Street and Jefferson was the center of a town – a compact urban area with many two-story buildings – with a population of over 10,000 people. We should consider the entire historic nature of the city and possibly create a city

museum to tell Springfield's story and, in a similar vein, enhance the resources of the Sangamon Valley Collection at Lincoln Library so that people can be invited to share records of our city's past.

In addition, we need to identify and honor our historic buildings and neighborhoods *before* they are in danger of demolition or otherwise lost.

- **The Springfield of 2020** encourages the use of historic buildings and properties for public and private events. It routinely gathers information about them, including a historic survey for the purpose of maintaining this heritage. In doing so the community makes use of a partnership of various history-related organizations that interact and have established common goals.
- **The Springfield of 2020** has taken on efforts to motivate people to restore historic structures and residences, and recognizes these people for their efforts. Many of these efforts are assisted by a task force established to review and advise the city on the issues of demolition delay, land marking, and incentives for the improvement of historic properties.
- **The Springfield of 2020** shines a spotlight on its neighborhoods, some of which are a century old. The city has implemented a plan to identify them by name in order to help people become interested in where they live.

We believe that we must also consider how Springfield looks to the many tourists and other visitors who come to our city.



- **The Springfield of 2020** spreads the word that Springfield is filled with vernacular architecture that lends texture and character to our community. Buildings 50 years old are deemed “historic” by the National Register of Historic Places. For example, the Maid Rite located on Jefferson Street is on the National Register. A building or residence does not need to be tied to Abraham Lincoln or the 19th Century to be part of the historic fabric of our community. For example, Leland Grove contains every kind of architecture from about 1915 onward, and Oak Ridge Cemetery is listed on the National Register not just because of Lincoln’s Tomb, but also because of the magnificent Victorian markers on “Memory Hill.”

We believe that we must also consider how Springfield looks to the many tourists and other visitors who come to our city. Springfield is in many ways fortunate to offer so many historic attractions that visitors from throughout the world are drawn here. Studies show that people who travel for culture make an important contribution to local economies because they stay longer and spend more money during their stays than other visitors.

- **The Springfield of 2020** will have green spaces, trash-free neighborhoods and areas that accommodate visitors. It will have uniform signs that make it easy to find our treasures and adequate parking that is buffered from being on the very doorsteps of our historic sites.
- **The Springfield of 2020** will address the vehicular entries and gateways to the city, improving the access to our historical downtown area and other cultural amenities. This will be done with consistency in quality and imagery in order to tie the city together.
- **The Springfield of 2020** also will have a visitor’s center which will be a model for other communities.

But our celebration of our city cannot and should not end with our historic heritage. The arts celebrate a city’s diversity and heritage as well.

We believe that the arts contribute to a city’s economic, educational and spiritual growth. They nourish the personal development of citizens, contributing to a productive and innovative workforce as they foster creativity and imagination. Thus we envision a future Springfield that is alive, vibrant and magical with the presence of artists, artworks, music, dance and theater.

- **The Springfield of 2020** will establish a complete arts education curriculum in the Springfield schools, a curriculum that meets the standards of the Illinois State Board of Education. This arts education will be offered both as distinct subjects (visual art, music, dance, theater) as well as integrated into other aspects of the curriculum. Thus every child graduating from Springfield schools will receive a complete and sequential arts education through every grade, an awareness of his or her own personal creativity, and be equipped with the valuable tools of arts education, such as creativity, discipline, problem-solving and team-work.
- **The Springfield of 2020** will include the enhancement of arts education programs for adults to provide life-long learning opportunities. These programs will be offered by schools, local arts organizations, and artists, and in partnerships among them.

This future Springfield will offer a world-class place for both participation in, and the presentation of, the diversity and richness of human creativity. This will be a city that provides the infrastructure – in the very broadest sense of the word – to support artists, arts organizations, arts education, and arts participation.

- **The Springfield of 2020** shows the strengthening of the community’s investment in arts facilities, arts organizations and artists to create vibrant and innovative arts activities that serve the needs of the community. This is accomplished by fostering partnerships of all kinds (public/nonprofit/private) that engender the contributed and earned income needed for successful development and growth.

- **The Springfield of 2020** has improved physical access to the arts through remodeled and newly developed facilities for arts participation and performance (e.g., exhibition and performance space, as well as office, storage, production and rehearsal space to meet gaps in such spaces.) This access should also include the development of cohesive transportation systems to serve and connect these facilities to the community, including roads, parking, bus and trolley systems.
- **The Springfield of 2020** allows the integration of the arts into the annual planning of Springfield government to consider how the arts, artists and arts activities can play an important role in such things as neighborhood development, downtown revitalization, facility improvements, recreation, safety and security, and economic growth. In part this is done through a City-appointed task force established to consider the most effective ways to build the arts infrastructure through the devel-

opment of effective partnerships with nonprofit organizations, private enterprise, schools and government agencies.

This future Springfield will provide opportunities for all of its citizens and visitors – in all of its neighborhoods and in the downtown – to appreciate the value of the arts in everyday life.

- **The Springfield of 2020** integrates these arts facilities into downtown and all neighborhood developments. This includes the development of concentrations of arts activities in selected areas, with opportunities for integrated planning, security, and promotion with other activities and land uses in the area.
- **The Springfield of 2020** includes the collective promotion and scheduling of arts activities so that information about opportunities for arts participation are common knowledge among Springfield citizens.



Infrastructure & Transportation

We believe that the city's infrastructure maintains the lifeblood of our community.

A stable infrastructure makes our city strong and gives us the ability to grow and prosper. An investment in roads and streets, sewers, utilities, bridges, air travel, buses and trains will all contribute to those who live and work here as well as those who visit.

- **The Springfield of 2020** that we envision should develop and maintain its infrastructure as outlined in its comprehensive plan. All separate taxing bodies that have a role to play in providing for the city's infrastructure should have long-range plans that are coordinated with the city's comprehensive plan and with one another's plans.

This comprehensive plan needs to address in particular the transportation needs of a growing elderly population and the special needs of those who need increased accessibility (such as the disabled) to the transportation system.

- **The Springfield of 2020** will allow for all city residents to be provided with municipal water services. City Water, Light and Power will create and adhere to a long-range plan that would be part of the larger infrastructure plan and would allow for the above goal to be met.
- **The Springfield of 2020** will have constructed Hunter Lake so as to ensure an adequate water capacity for our citizens' growing needs.
- **The Springfield of 2020** will have upgraded its sanitation and storm water retention systems to ensure better drainage for the city and to prevent flooding. All open ditch drainage on city streets will be eliminated.
- **The Springfield of 2020** will allow for all area residents to have access to the municipal sewer system, particularly those in the Lake Springfield area, thereby eliminating individual septic systems.

An effective transportation system is essential to unite and connect residents and visitors with the city's various businesses and activities. This system must be safe, not congested, multi-modal, eco-

nomically and geographically accessible, and environmentally sensitive. A transportation system that can effectively and efficiently provide access to necessary services is essential to the citizens of Springfield. Accessible transportation is vital to the city's growth, economic stability, and quality of life for our residents as well as resident's of Springfield's surrounding communities.

- **The Springfield of 2020** has implemented the high priority transportation improvements in the long-range plan arising from the Springfield Area Transportation Study. In addition, Springfield will aggressively strive to pave all currently unpaved roads and streets in the city, as well as improve bridges and overpasses.

As part of its road and street planning, Springfield will improve its east/west arterial access throughout the city in order to provide for more efficient transportation flow. It should consider adding lanes to major thoroughfares as part of this improvement planning.

- **The Springfield of 2020** will provide uninterrupted and safe traffic flows by working closely with the State of Illinois to identify key railroad grade crossings where bridges might be an appropriate alternative, and endeavor to secure the financing necessary to permit the construction of these improvements.
- **The Springfield of 2020** will have consolidated transportation resources and provide for a better public transportation system by constructing an inter-modal transportation center. This center will consolidate taxi, public transportation, bus line, passenger train, and shuttle service to the airport. In addition, the city will review the Springfield Mass Transit District system and Transit on Demand opportunities for strengthening public transportation.
- **The Springfield of 2020** will be linked to both Chicago and St. Louis by a high speed rail line, and will continue to encourage the development and use of this line.

We believe that an effective transportation system must also include facilities to encourage biking and pedestrian traffic.

- **The Springfield of 2020** will be pedestrian friendly with sidewalks being maintained, constructed and reconstructed when necessary throughout the city. This is but one way that the Springfield of 2020 will be known as a city that stresses better accessibility for all of its citizens.

In addition, requirements for new subdivisions will be developed to encourage the development of amenities for walking and bicycling, as well as additional green space in all new subdivisions.

- **The Springfield of 2020** will include bike paths downtown that have been sponsored and built by the city to encourage biking to area businesses and work places. The city will also develop new pedestrian walkways to encourage pedestrian traffic to historic and government sites so as to reduce downtown vehicular traffic and increase tourist use of area businesses.

We envision a Springfield in 2020 that allows all citizens to live well, work and prosper. We believe that Springfield should capitalize on its natural assets and strengths: being the state capital, an educational hub, and a medical center; having a highly skilled workforce; stable economy; and being home to the new Lincoln Presidential Library and Museum along with many other historic sites.

- **The Springfield of 2020** will provide for reliable air travel at the Springfield airport and will continue to expand upon it. As the capital city of a large industrial state, Springfield must offer varied, dependable air service to residents and visitors. As part of this effort, Springfield will work diligently to ensure Springfield's continuing air service to Chicago and other metropolitan trade centers, and will explore opportunities to increase our access.
- **The Springfield of 2020** encourages multi-story parking to relieve congestion on downtown streets and to reduce the dependence on surface lots.

We believe that a city as historically rich as Springfield should be visually appealing to residents and visitors alike. As a national tourist site, Springfield should be enticing to tourists and reflect the dignity and respect we citizens have for our home.

- **The Springfield of 2020** will beautify and enhance the boulevards, main access corridors and main scenic routes throughout Springfield, particularly routes to Lincoln's Tomb, the University of Illinois at Springfield, Capitol Avenue, and the like.
- **The Springfield of 2020** will set minimum standards for the required landscaping of shopping and commercial centers.
- **The Springfield of 2020** will have city officials cooperating with state officials to enhance the Capitol Complex and other state government facilities as both groups deem necessary.

Finally, we believe that our infrastructure should lead, rather than follow, development. We also believe that we must continue to invest in our community to maintain the strength and vitality Springfield currently enjoys.

- **The Springfield of 2020** will have revised and modernized its zoning ordinances, discouraging pyramid zoning. The city will also develop land use plans that are kept current and up-to-date.
- **The Springfield of 2020** will support development and annexation that does not lead to sprawl. This will be done, in part, through the development of incentives to encourage contiguous and infill development where public infrastructure currently exists or could be provided at relatively low cost. Commercial and retail development will be required to provide adequate highway access that conforms to current traffic standards.
- **The Springfield of 2020** will have an equitable distribution for sharing the costs of infrastructure providing access to commercial and industrial sites.

Neighborhoods

We believe that it has been convincingly demonstrated that neighborhoods are fundamental to the life of a city.

A neighborhood is an important vehicle through which residents who share common concerns of security, cleanliness, infrastructure and beauty can relate to each other. As such, neighborhoods are an effective way by which people can identify and express their civic needs.

We believe that cities are comprised of a variety of neighborhoods that ideally function as coherent communities within the greater community. The network of neighborhoods that comprise a city, provides residents with options regarding the type of neighborhood they choose to live, work and raise their families. As a result, this variety of choice leads to a sense of cohesion for the city.

The trend in most American cities has been the gradual loss of a sense of place and commonality. In many cities, the frequent and various interactions basic to a true community are lacking, and the average resident senses a greatly reduced feeling of control over what is happening in his or her surroundings. Isolation and powerlessness cause a counter-reaction – the increasing desire for a sense of “community” – which leads people to want to develop and live in neighborhoods that not only bring people together but also offer them a process by which they can participate in making decisions on issues that affect their lives.

We believe that by encouraging neighborhoods to develop their own identities, Springfield can preserve a sense of “place” that is unique and the basis for community pride. This endeavor includes not only working to improve the quality of life for present residents but also promoting the value of



local history and, concomitantly, facilitating historic preservation.

- **The Springfield of 2020** that we envision is one where community spirit and public interaction are major goals within neighborhoods and in the city as a whole. At all levels, residents are provided opportunities to mix and mingle.

Many diverse opportunities will be offered in neighborhoods and throughout the city to promote community spirit and public interaction. Facilities and programs will be developed by and for neighborhood residents in collaboration with relevant departments and boards of city government. Residents also will be provided access to programs and facilities in other parts of the city and encouraged to use them.

- **The Springfield of 2020** has neighborhoods that are identifiable. We have a diverse group of neighborhoods that provide choices and enable citizens to have access to many choices. Citizens can choose to live near invasive or non-invasive traffic patterns, and select the amenities that they choose to live near. Their choices will allow them to select their proximity to physical attractions like parks, playgrounds, malls or downtown; or they can choose to live by lakes or next to a school or in the vicinity of services like a grocery, a theater, restaurants, a mall or small retail shops. They will be able to live in new houses or to renovate older, sometimes historically important ones. Their choices will allow residents easy access to schools and places of work by walking, biking or mass transit. Neighborhoods will be sensitive to the needs of others so there is a spirit of cooperation that strives to achieve the greater good of the entire city.

Development of restaurants, theaters, bookstores, galleries, auditoriums, meeting places and other facilities to meet various needs generated by our diverse population will be encouraged according to the character and convenience of particular neighborhoods.

- **The Springfield of 2020** includes open space developed in all sections of the city and survivable habitats for plants, birds and other

animals. Corridors will be provided to link these areas. Bike and walking trails are provided to give people access to different areas without the need for automobiles or even buses.

Public/private partnerships, such as a land trust to hold conservation easements, will be set up for specific purposes. They shall be established through city government or instigated by residents through the council of neighborhood organizations.

- **The Springfield of 2020**, both the city as a whole and its various neighborhoods, will develop and maintain distinctive characteristics. As we indicate in the section covering History, Culture and the Arts, Springfield is rich in 19th century history, therefore an appreciation of local history at the neighborhood-level will be fostered. Toward this end, preservation and adaptation of existing buildings and other amenities will be encouraged, and demolition will be regulated for the public good as defined through a consultative planning process.

In terms of the larger community, establishing attractive neighborhoods is an effective way of counteracting suburban flight and strengthening the urban core. We believe that this is of vital importance to Springfield as a whole as well as to established neighborhoods.

- **The Springfield of 2020** will make and execute plans to make neighborhoods aesthetically pleasing by general standards. However, diversity will also be encouraged in order to give character to different neighborhoods as well as the city as a whole. Through a joint planning and budgeting effort, the city, Park Board and neighborhood organizations will plan and implement the development of parks, green space and landscaping in all areas of the community, and will cooperate in their maintenance with primary responsibility for maintenance going to the neighborhoods.
- **The Springfield of 2020** will be a city where housing stock in all neighborhoods is maintained to ensure that the housing needs of every resident are met. The city will have

made every effort to remove barriers that would deter people from living in whatever area they chose. There will be a concerted effort to offer affordable housing in all areas, and no neighborhoods will have significant amounts of substandard or undesirable housing.

Issues, by definition, involve competitive forces based on differing self-interests. Their resolution is a political process beyond the scope of Springfield Strategy 2020. However, we can address the question of neighborhoods as parts of a larger whole and ask how these should relate to one another. It is city government in all its branches that is ultimately responsible for coordinating services and knitting the parts into a whole. Infrastructure development and maintenance being but one example.

- **The Springfield of 2020** is one in which neighborhoods, as parts of a greater entity, collaborate with city government and with one another to find solutions to general problems and also tackle localized problems and build strong working relationships within their own areas.

In this way neighborhood organizations will not be used simply as channels of communication but will be developed as part of the city's administrative structure and will be encouraged to accept responsibility for carrying out specific projects in cooperation with the city.

- **The Springfield of 2020** finds residents of neighborhoods able to exercise some influence over their environment. They have easy and effective ways to articulate their needs – both present and future – to city government. City government is responsive to all residents in all neighborhoods making residents active participants in the life of the city.

An effective council of neighborhood organizations will share ideas and expertise, study problems that touch more than one neighborhood, and make recommendations to the relevant city governing body concerning solutions. This council as well as appropriate divisions of

city government shall take the initiative in establishing standards affecting health, safety, building codes and the environment.

- **The Springfield of 2020** will have city departments structured in such a way as to facilitate cooperation with neighborhood organizations in establishing and enforcing codes. But in order to make sure that the goals of the city are met, city departments will be proactive in code enforcement. While maintaining necessary standards, the city will be open to new technology and styles by allowing flexibility in construction and architectural design.
- **The Springfield of 2020** will use infrastructure to bind neighborhoods together. Therefore, the city will take responsibility for the maintenance and replacement of infrastructure in a timely fashion in all parts of the city. Transportation also binds the city together. Therefore, the city will develop plans in consultation with neighborhood organizations to facilitate getting around, and will offer walking, bicycling and mass transit as alternatives to the automobile.
- **The Springfield of 2020** will encourage the consolidation or coordination of the various taxing bodies (convention, library, airport, mass transit, county, sanitary district, school district, park district, community college, etc.) So that they work together and avoid gaps and overlap.

We believe that city government has a responsibility not only to provide services to residents and coordinate large-scale programs that cross neighborhood boundaries, but also assist in organizing neighborhoods and supporting the work of neighborhood organizations both separately and as integral parts of the community.

- **The Springfield of 2020** is one in which city planning starts with neighborhoods and becomes increasingly inclusive. The diverse population of our city, in terms of race, age and ethnic backgrounds, will be recognized and factored into planning in neighborhoods and throughout the city as a whole.

- **The Springfield of 2020** brings city government together with neighborhood organizations in a systematic fashion to develop long-range plans, and regularly updates these plans and the codes that support them.

We believe that neighborhoods should be places where people can know and trust one another in safe, clean, secure surroundings with easy access to goods and services.

- **The Springfield of 2020** will be a place where, in cooperation with neighborhood organizations, the city will plan and coordinate city-wide programs, ranging from community policing to trash pickup, in order to foster residents' health and safety.

We believe that if all city residents are encouraged to become involved in the decision making that affects their lives and that addresses the needs of our neighborhoods, by 2020 people from outside Springfield will look at our city as an attractive and welcoming place to live.



The network of neighborhoods that comprise a city, provides residents with options regarding the type of neighborhood they choose to live, work and raise their families.



Recreation

We believe more than any other city-wide activity, recreation brings together all aspects of our community irrespective of race, sex, age or economic status. For this reason alone it should play a significant role in our over-all vision for Springfield.

Recreation includes all of those activities in which any citizen participates that promotes the physical and mental well being of that individual.

We believe that recreation is an integral part of a healthy, effective community. Recreation will be regarded as an important component of the socialization process, particularly as a method for teaching life skills to generations of children. It will also enhance the quality of life in Springfield and, consequently (as noted in the Commerce & Industry section), provide incentives for economic development.

- **The Springfield of 2020** will recognize recreation as an important aspect of a healthy, effective community and will be supported and embraced as such by both public leaders and private citizens.

Recreation will become a key priority for the entire community through public awareness and education efforts. This will stimulate an increase in resource availability to enable the city of Springfield to meet the needs for more recreational space, facilities and programs for the future.

Public/private partnerships to provide recreational opportunity and other recreational entities will be actively marketed to educate the citizens of Springfield about the importance of recreation to mental and physical health and general well-being. The city will also market these opportunities as a way to promote community spirit and inform the public of all the recreation and leisure activities available in the community.

- **The Springfield of 2020** will form public/private partnerships to generate commitment by all parties in support of recreational

and leisure activities. An example of which may include, but not be limited to, partnerships between city government, the park district, local corporations, the school district and local institutions of higher education. There will be buy-in for recreational efforts and each "equity member" will have a shared understanding, responsibility and commitment to a clear outcome, with clear benefits for each member and an increased stake or equity in the community.

As a way to link all citizens, recreation will be accessible to those citizens who want to make use of the city's recreational amenities as well as those opting to offer programming opportunities through them.

- **The Springfield of 2020** that we envision will find that new and existing recreational venues provide all citizens with use of recreational facilities and access to those who desire to offer programs through these recreational facilities. Existing recreational facilities will offer citizens greater accessibility to both recreational activities and opportunities to conduct recreational programming.
- **The Springfield of 2020** will include neighborhood recreational facilities, possibly *regional centers*, developed in strategic geographic areas to ensure that all citizens have the opportunity to participate in recreational, leisure time and programming activities without restrictions based upon wealth, location or other demographics.
- **The Springfield of 2020** will link these neighborhood recreational facilities and their programs, as well as neighborhood parks, through hike/bike trails; additionally strengthening community spirit. Where trails can not be made available, public transportation will be enhanced to accommodate citizen accessibility needs so that all can make use of these facilities and their programs.

- **The Springfield of 2020** will consolidate the strategic planning efforts for recreation that are currently done by a number of different agencies and entities, so as to ensure the best use of financial resources and the efficient maintenance and use of recreational facilities. In addition, the city will develop a reliable method of tracking, measuring and improving the use of recreation facilities and programs. A Mayor-appointed oversight committee will be created to monitor the progress of the com-

munity in implementing the Springfield Strategy 2020 recreation plan.

As noted above, we believe that recreation in Springfield can enhance our sense of community pride and spirit while still allowing for the development of neighborhood identity. It is our vision for the city of Springfield that recreational opportunities and amenities be available to all who wish to participate, regardless of their wealth, location or other demographics.



As a way to link all citizens, recreation will be accessible to those citizens who want to make use of the city's recreational amenities,



Social Services

We believe that great communities link those in need with the services that allow them to live with dignity.

We believe that Springfield is currently rich with a large number of agencies and services to assist persons of all ages who have a wide variety of needs. In spite of this, there are still gaps, inefficiencies and duplication in the social service system. Even though existing agencies and service providers are working hard to meet the needs of those in our community, there are individuals in Springfield who are not able to adequately make use of these services for many reasons.

As we look to the year 2020, we do so with the hope that all persons, regardless of age, ability, health status and economic level, will be connected with the services they need in order to live in our community with dignity. This will include full access to food, clothing, transportation, affordable housing, education, employment opportunities, counseling, and other mental health services.

- **The Springfield of 2020** that we envision is a community that has put a *comprehensive social service system* in place. This system includes a client data system that, while providing confidentiality, helps all agencies and service providers to avoid duplication and ensure accountability. In part this accountability is provided by an oversight body that will

act as a clearinghouse to monitor community needs and help set priorities in an effort to fill gaps and avoid duplication of services and funding.

In addition the city has established a community-wide information and referral system that is widely accessible to individuals and groups to help link people to programs.

A final hallmark of this system is that it has established a mechanism to effectively coordinate city, county, state and federal dollars so that funding goes where the needs are the greatest.

- **The Springfield of 2020** provides a full continuum of services for those who are considered homeless, with particular attention given to the needs of those who are elderly, mentally ill, or otherwise in need of special care.
- **The Springfield of 2020** supports a transportation system that allows people to get to the services that they need.

We believe that for Springfield to achieve the status of a great community, new and better links for social services must be forged.



Volunteerism and Public Service

We believe that the commitment that a community makes to volunteerism and public service defines its character.

We believe that a strong volunteerism and public service commitment is critical to defining the corporate character that we would like to see the City of Springfield demonstrate in 2020, and that volunteerism is a significant means of connecting the people in our community one to another. Individuals and families are brought together in relationships based upon what they are able to give of their time, talents and/or material resources, making a significant difference in the quality of life for everyone, and promoting a feeling of civic responsibility throughout the community.

- **The Springfield of 2020** that we envision is a community in which collaboration exists between education, government and business sectors that fosters and supports the concept that volunteerism and public service is a lifestyle to be encouraged and supported.

We foresee a volunteer force in our community that encompasses a wide range of ages and family groupings, and where everyone volunteers because it is a way of life that is actively promoted by schools, businesses and government.

- **The Springfield of 2020** is a community where anyone who chooses to do so is able to volunteer. For example, senior citizens and persons with disabilities able to volunteer from their homes due to technological advancements. Volunteerism is a critical pathway to the development of plans that will make our

social service vision become a reality. To facilitate the process of volunteering, we envision the establishment of an organizational entity to serve as a "clearinghouse" to match individuals and their particular needs to volunteers who can provide these services.

We believe that volunteerism is best when all have a sense of ownership in the activity.

- **The Springfield of 2020** embraces a "neighborhood" concept of community, with neighborhood groups coming together to develop strategies for unifying the city in volunteer activities that promote the neighborhood and the larger community. This vision will be coupled with the vision outlined in the neighborhoods section to help develop a strong commitment to the vast community of neighborhoods. Volunteers work together to solve identified problems; they simply do not leave them to government to solve.
- **The Springfield of 2020** is a city where the talents and benefits of established volunteer organizations, such as those currently represented on the InterCivic Council, are recognized, encouraged, valued, supported and utilized since they provide resources to facilitate training in community leadership, public service and civic responsibility.

Volunteerism and public service define a community's character. We believe that the wide variety of such activities currently being conducted in our community speak well of Springfield, and that our pride in our community will only grow as we expand our lifestyles to include service to others.



Regional Leadership

We believe that a community is only as great as its leadership, and that to be successful a community must look beyond its political boundaries to interact with its neighbors.

The history of Springfield is strongly influenced by the legacy of one of its world renowned citizens and one of our country's greatest leaders: Abraham Lincoln. As Lincoln's visions and accomplishments helped put Springfield on the map, we go forward into the 21st Century with an optimism that the leaders shaping the future will respect the past, imagine the future, and chart the course that will make Springfield a premier place to live, work and play, making the quality of life in Springfield the benchmark for other communities.

We believe that leadership is necessary at all levels of community experience, beginning with *individual conduct* within the family, the workplace and in the community, as well as collectively by such entities as businesses, civic groups, institutions and governments. Strong leadership embodies the ability to: define, plan and believe in the vision; motivate citizens and people who can get things done; build coalitions; and collect the information necessary to make informed decisions. It involves results oriented people who have the resolve and fortitude to accomplish the mission, clear direction and goals, and creativity, imagination and open-mindedness.

Given this, we believe that aggressive leadership is required that both looks within Springfield as well as beyond our city's corporate borders. We find that there are four geographic levels that need to be addressed, and that in each of these areas the uniting focus should be the issues that are mutually beneficial and essential to attaining and sustaining a high quality of life. These quality of life issues include opportunities in all of the areas addressed by Springfield Strategy 2020, but we believe that they must include education, public health, employment, business, security, environment, transportation and utility infrastructure, recreation and leisure activities, and cultural activities.

The four geographic levels where collective leadership needs to be brought together are:

The Neighborhoods: the critical subparts of our city.

The City of Springfield: that is, within the city's corporate boundary.

The Springfield Metro Area: including other units of government in Sangamon County with boundaries contiguous to Springfield.

The Greater Central Illinois Region: including outlying communities of Sangamon County, neighboring counties, and the larger cities of central Illinois which share mutual interest in promoting and developing the region's resources and opportunities.

Our vision for regional leadership embodies both the qualities of leadership and the forum needed to underwrite its success, and is the same for all four geographic levels where leadership is brought to bear.

We believe that the key to achieving our leadership vision as well as our overall vision for Springfield, is to ensure that a diverse group of citizens representing all facets of the community is involved in the planning, development and review of major community initiatives. It is not the sole responsibility of government to achieve this vision. Many of Springfield's greatest regional achievements resulted from combined efforts, frequently initiated by private individuals from both the public and private sectors.

- **The Springfield of 2020** that we envision is a community where leaders from government, business, civic and nonprofit entities work together with private citizens to attain and sustain the area-wide vision that provides quality of life opportunities for a diverse population.

It is a community where leadership is accountable to its constituency and where leaders interact with simple courtesies and mutual respect, making decisions by consensus not by complacency.

To this end, we believe that the formation of a set of ongoing advisory groups is necessary. These groups should draw upon leaders representing a diversity of community interests and talents, not biased by political or personal gain that would compromise our overall vision, and who are committed to making Springfield and the region “best of class”.

- **The Springfield of 2020** is assisted in achieving its vision through a *Leadership Advisory Committee* made up of a group of individuals, appointed by the Mayor, who provide leadership in the: ongoing oversight and review of the Strategy 2020 vision; mobilization of actions toward opportunities to achieve the vision; mobilization of government, community groups and organizations, and the citizenry to show public support for and promote implementation of the vision; provide a forum for community leaders and citizens to address matters of concern and new aspects of the vision; create the mechanism for continued dialogue among and between the State of Illinois and city planning entities to ensure a coordination of efforts; oversee the development and management of a master plan for state government with city planning; and nurture and develop future leaders.

This group should represent a cross section of economic, political and social backgrounds within the community and draw upon the talents of those associated with: public governing bodies within the city; state and federal government; small, medium and large businesses and industry; education; civic groups and associations; community based nonprofit organizations; and individual citizens interested in the vision.

- **The Springfield of 2020** will work in conjunction with a *Metro Area Leadership Advisory Group* to foster achievement of the vision that transcends Springfield’s city boundaries. The Springfield-Sangamon County Regional Planning Commission does not have as its mission addressing all of the issues that might benefit the communities within its scope, and all communities in the area do not participate in the commission’s activities. The Metro Area Leadership Advisory Group would be made up of the elected governing heads of Springfield,

the county, and the surrounding cities/villages contiguous to Springfield that share issues that are mutually beneficial and essential to the quality of life in their respective communities, and where their joint efforts will benefit a greater number of people by using their combined resources.

- **The Springfield of 2020** will also collaborate as a part of a *Greater Central Illinois Leadership Advisory Council*. This component of regional leadership may vary depending on the areas of mutual benefit and common interest. Currently, Chamber of Commerce heads from key central Illinois cities work together to promote economic opportunities. It is felt that these efforts will be strengthened by bringing together the elected heads of governmental units, as appropriate, and other key leaders in the region to meet periodically to discuss, seek and develop initiatives to improve the entire region. As many of these opportunities may be associated with state and federal programs, representation from the region’s state and federal elected officials would increase the opportunity to make our vision a reality.

The greatest challenge for leadership will be to overcome the parochial interests of segments within the community, as well as between communities in this area. Competitive interests that can limit achievement of our vision for our community rests at all levels and includes differences between political parties, city wards, contiguous communities, and even competing initiatives between major cities in the Central Illinois Region.

In the past, smaller communities did not materially affect the Springfield planning process. The growth of surrounding communities fosters the need for a stronger interrelationship between Springfield and its neighbors. Springfield and the contiguous region share resources (natural, political, influential, manpower, intellectual and economic) that can improve our quality of life and provide opportunities for all who live and work within the region. The greatest opportunities to unite competing interests will be by fostering a commonality of interests.

- **The Springfield of 2020** has leaders who seek a balance between economic incentives and the preservation of the area’s natural and

historic resources. These leaders explore new directions of economic and quality of life opportunities by reducing provincial competition and disagreement, and they expect high quality and excellence in all activities at all levels by establishing the highest standards for quality of life.

Common interests that they build upon in order to help unite competing interests include regional transportation and the utility infrastructure, regional employment opportunities, and the preservation of regional resources. They also look for common opportunities related to agricultural production, higher education, health care delivery, small business development, tourism, and the leveraging of state and federal resources.

- **The Springfield of 2020** enlists the active participation of regional federal and state legislators and local elected officials in helping to identify and develop area-wide opportunities, and, where necessary, to sponsor and promote legislation that will help Springfield and the surrounding communities achieve their vision.
- **The Springfield of 2020** is a community where layers of government are reconsidered to make the decision making process more effective, better available, less redundant and less intimidating.

In the past, leadership sprung from a readily identified group of government officials and business leaders (primarily in insurance, banking and manufacturing) who had long business, and often family, histories in Springfield. This helped motivate their leadership and helped Springfield achieve regional prominence in tourism, shopping and

retail, higher education and health care delivery. But in recent years, mergers and acquisitions of local businesses by firms outside of Springfield, and the relocation or closing of major businesses have replaced the traditional leadership pool with decision makers who either do not live in the community or who are not invested in the future of this community.

We believe that future leaders will need to be fostered from a variety of sources. Leadership potential can be drawn from the talents of the area's institutions of higher education, state and federal government, associations headquartered in the community, as well as successful local businesses and the diverse citizenry who make up the Springfield area.

- **The Springfield of 2020** is a community where leaders nurture and promote future leaders at an early age, and where leaders encourage and promote a belief among the citizenry that they as individuals can make their community a better place to live for themselves and their children.

The motivation to go forward should be the promise to bring about previously unattainable results through the shared strengths of the various participants. Each participant brings to our vision unique knowledge, experience and influence. The consequences of not building a coalition of leaders threatens that inaction or action only by hind-sight will result. Such consequences ensure slowed prosperity and a reduced ability to provide the quality of life we all desire.

In the end, a community and its vision is only as great as its leadership.

We believe that the key to achieving our leadership vision as well as our overall vision for Springfield, is to ensure that a diverse group of citizens representing all facets of the community is involved in the planning, development and review of major community initiatives.



Springfield Strategy 2020

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