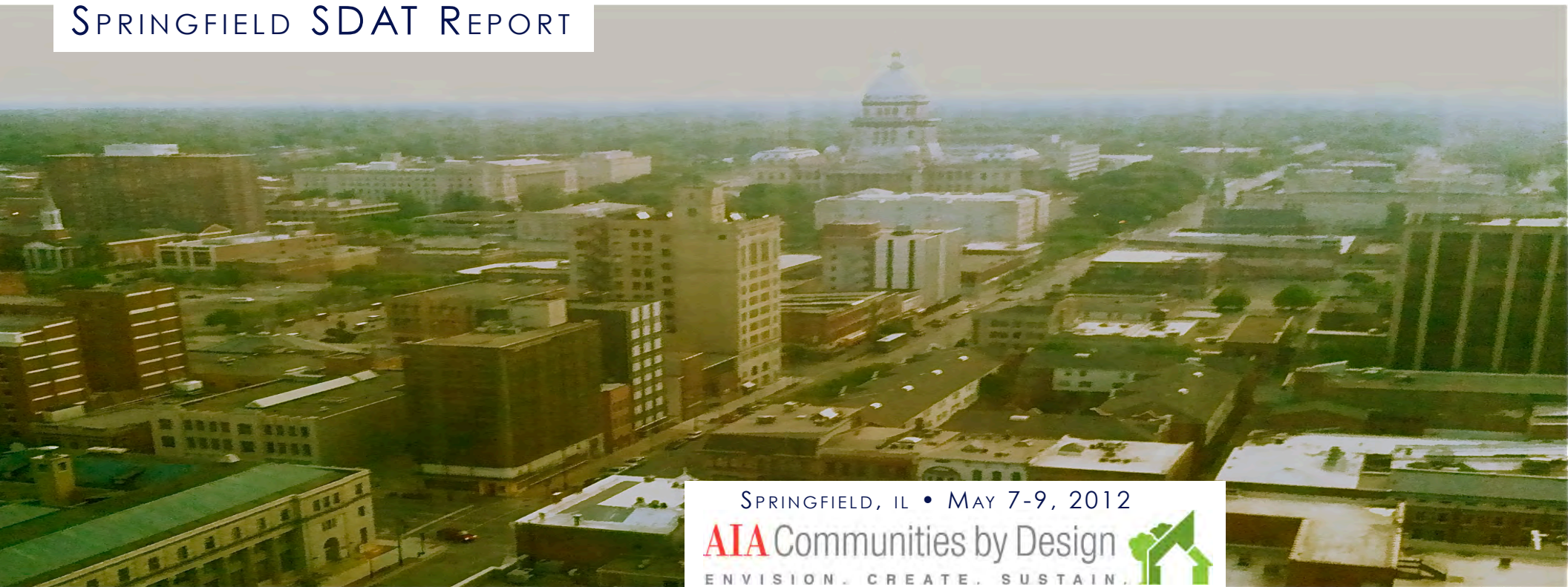


SPRINGFIELD SDAT REPORT



SPRINGFIELD, IL • MAY 7-9, 2012

AIA Communities by Design

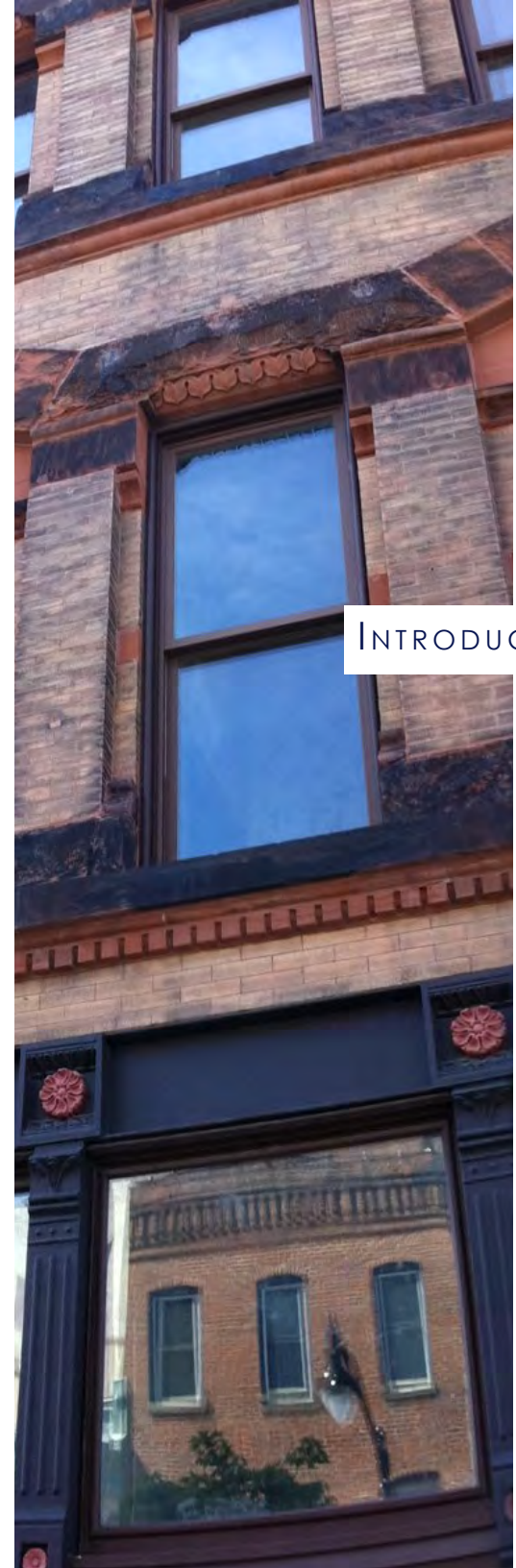
ENVISION. CREATE. SUSTAIN.





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INTRODUCTION

THE DESIGN ASSISTANCE PROGRAM

With nearly 300 state and local chapters and over 76,000 members, the American Institute of Architects serves as the voice of the architecture profession and the resource for its members in service to society. The AIA has a 45-year history of public service work. Through the Center for Communities by Design, the AIA has engaged over 1,000 professionals from more than 30 disciplines, ultimately providing millions of dollars in professional pro bono services to more than 200 communities across the country, and engaging thousands of participants in community-driven planning processes. Its projects have led to some of the most recognizable places in America, such as the Embarcadero in San Francisco and the Santa Fe Railyard Redevelopment. In 2010, the AIA received the *Organization of the Year* Award from the International Association for Public Participation (IAP2), recognizing its program impact on communities and contributions to the field.



- **Regional and Urban Design Assistance Teams (R/UDAT):** Created in 1967, the AIA's R/UDAT program pioneered the modern charrette process by combining multi-disciplinary teams in dynamic, multi-day grassroots processes to produce community visions, action plans and recommendations.
- **Sustainable Design Assessment Teams (SDAT):** In 2005, in response to growing interest and concern about local sustainability planning, the AIA launched a companion program to the R/UDAT that allowed it to make a major institutional investment in public service work to assist communities in developing policy frameworks and long term sustainability plans. During the first 7 years of the SDAT program, the Center for Communities by Design has worked with over 50 towns, cities and regions.



The Center's Design Assistance Team programs operate with three guiding principles:

- **Multi-disciplinary Expertise.** Each project is designed as a customized approach to community assistance that incorporates local realities and the unique challenges and assets of each community. As a result, each design assistance team includes a multi-disciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Enhanced Objectivity.** The goal of the design assistance team program is to provide communities with a framework for action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that is outside of the normal politics of public discussion. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to provide an independent analysis and unencumbered technical advice that serves the public interest.
- **Public Participation.** The AIA has a four-decade tradition of designing community-driven processes that incorporate substantial public input through a multi-faceted format that includes public workshops, small group sessions, stakeholder interviews, formal meetings and presentations. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations.

THE SPRINGFIELD SDAT PROCESS

In October 2011, Springfield, Illinois submitted an application to the American Institute of Architects for a Sustainable Design Assessment Team (SDAT) project. As the application stated:



“The objective of Springfield’s SDAT project is to create a repopulation plan for a more sustainable downtown that maintains the area’s historic and cultural viability and increases its economic vitality.”

“Springfield, as a community, hasn’t been using our existing core resources to best effect and it shows. We realize this is how most communities like ours have grown

since World War II, but wish to move forward with a more sustainable model, which truly ‘meets the needs of the present without compromising the ability of future generations to meet their own needs’ (Brundtland Commission). We need help to interconnect all of the components that would make Springfield’s core district fully livable: such as housing, office and commercial space, open space, and transit.”

The application was accepted in October, and in January 2012, an initial visit to the community was conducted to determine the project scope and identify the expertise needed for the project. In May 2012, a seven-member SDAT team conducted a three-day charrette with the community to assess current conditions, listen to resident input, analyze constraints and opportunities, and form a series of key recommendations for the downtown moving forward. The charrette process included tours of the project area, targeted meetings with public officials and stakeholders, a public workshop, and studio design sessions. Hundreds of residents and local stakeholders participated in the process. At the conclusion of the charrette, the team presented its recommendations at a community meeting.

The following report contains a narrative summary of the team’s findings, with additional information and resources.





THE BIG PICTURE

EXECUTIVE SUMMARY

Springfield's application for a Sustainable Design Assessment Team (SDAT) project describes the central goal of the process as "Defining a Sustainable Way to Repopulate Springfield, Illinois' Core." The application identified several key dynamics impacting the health of the downtown.

URBAN SPRAWL AND PUBLIC SECTOR DEPENDENCE

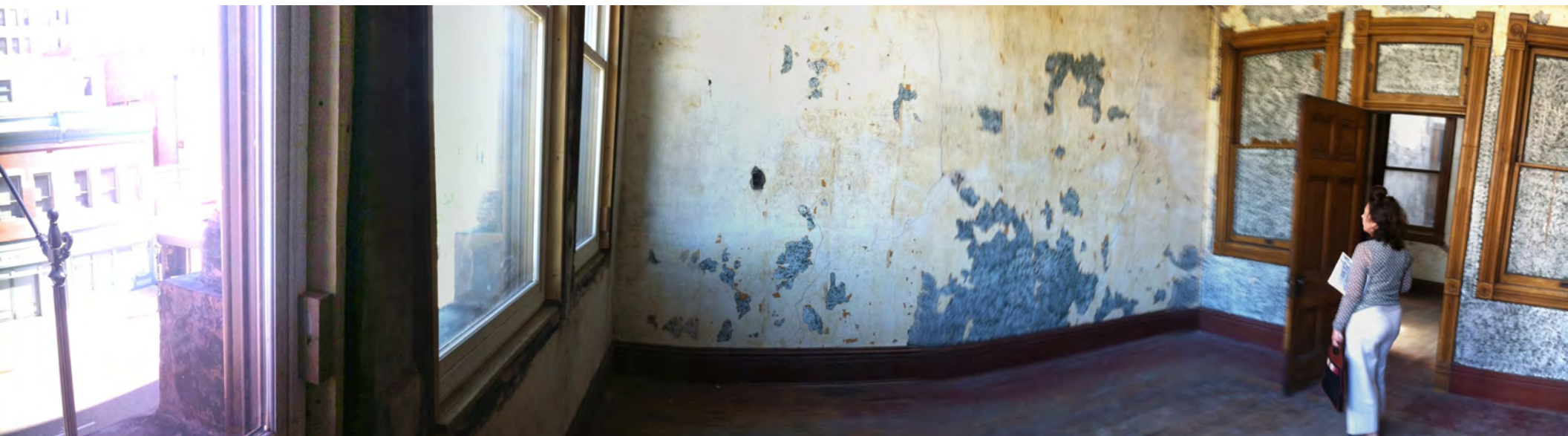
The city's application describes the twin challenges presented as the result of the corrosive impacts of urban sprawl and Springfield's dependence on public sector jobs as a traditional 'government town':

"the central core of the city has experienced a drop in population that threatens the progress made toward Springfield's urban rebirth. More than 2600 workers from government and commercial sectors have left the central city over the past seven years for various reasons. This has left vacant commercial space, much of which is located in buildings in the federal historic district. Possibly linked to this job loss is the fact that the center of Springfield has also lost nearly 300 residents since 2000."

THE 'MISSING PERSONS' PROBLEM

The SDAT application was largely motivated by the desire to build a strategy that emphasized residential development as a foundation for downtown revitalization. As the application stated, "Most importantly, to continue the redevelopment momentum and to ensure its sustainability, Springfield needs a plan to create the appropriate mix of livable, residential spaces in the central district and capture the demographics who would like to live there." The local steering committee for the SDAT project labeled this issue Springfield's 'missing persons problem':

"With much of the past decade's progress targeted toward rebuilding a diverse, central business and cultural scene, downtown must now confront its "missing persons problem" to ensure continued sustainability. The inner core has lost 2,600 workers in the past seven years (DSI), through myriad issues including commercial offices relocating outside the inner city and the overall shrinkage of government payroll; as an example, in the last year alone, local government employment fell by 500 jobs in the Springfield area as city, county and township officials left vacant or eliminated jobs in response to tight budgets (Illinois Department of Employment Security, August 2010-August 2011/State Journal-Register, Aug 26 2011). Downtown can no longer rely on the government sector to be its primary customer; nor can a sustainable model rely solely upon the quarter-million tourists that pass through the Abraham Lincoln Presidential Library & Museum (ALPLM) annually."



CREATING AN ENVIRONMENT FOR INVESTMENT

As the SDAT application observes, the city has struggled to create an environment downtown that will attract private investment to fuel downtown residential growth. In fact, the application describes the need for a coordinated plan to finance a range of needed investments:

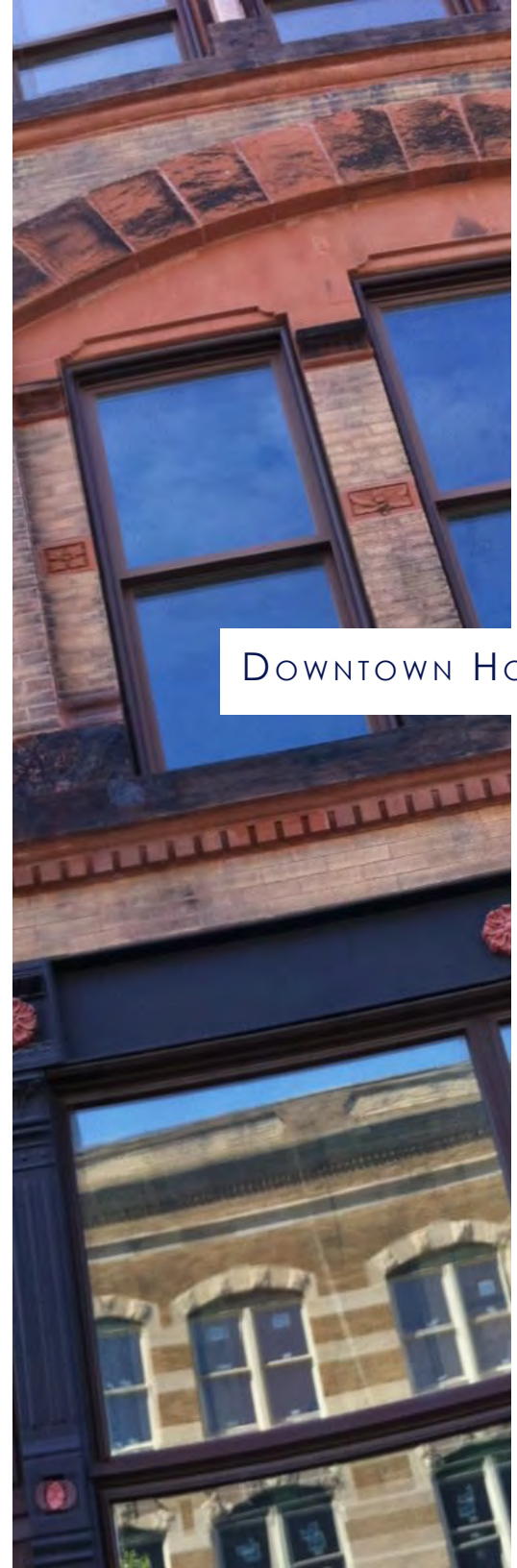
“At the same time, there is a lack of amenities that would attract those seeking a walkable, urban lifestyle. The last grocery store in the center district, A&P, closed in the late 1960s-early 70s; there is not a dry cleaner or movie theater. Yet neighborhood retail and service businesses are unwilling to commit without a minimum threshold of residential foot traffic. Hence, Springfield is faced with the classic chicken vs egg question: what should we focus on first, the resident or the amenities? Looming over our deliberations is the demise of the downtown TIF in four years. Springfield also needs a funding plan with best practices for financing the transition to a fully-realized, central city residential community.”

NEED FOR AN INTEGRATED STRATEGY

As the SDAT application stated, “Springfield, as a community, hasn’t been using our existing core resources to best effect and it shows.” Local leaders identified the need to apply holistic thinking and an integrated approach to enhance livability downtown and realize sustainable progress moving forward:

“We need help to interconnect all of the components that would make Springfield’s core district fully livable: such as housing, office and commercial space, open space, and transit. “We have realized that to continue the inner city redevelopment momentum and to ensure its sustainability, we must tie in environmental and residential elements to our efforts.”





DOWNTOWN HOUSING

DOWNTOWN: HOW TO GROW A NEIGHBORHOOD

What do we have?

Building on current success is an important ingredient in building future downtown housing. Springfield's downtown has a strong, if small, base of assets to build a housing market on. There are currently a modest number of housing units in the downtown area. Occupancy rates are very high and there appears to be strong interest in additional and more varied housing products. Currently the residential base appears to be made up of young professionals and empty nesters. Government lobbyists are also a big part of the housing market downtown.

The downtown also has some beautiful historic buildings and a few great restaurants. Downtown Springfield Incorporated programs many activities including an annual Upper Story Tour, First Fridays, and more. The most successful of these is the farmer's market on Adam's Street, which the team heard is much loved.



EXISTING TOOLS

There are numerous public financing tools available through the Office of Planning and Economic Development which are essential for downtown housing development. These are currently funded through the existing Central Area Tax Increment Financing District, and include:

- The Building Rehabilitation Program through which the city provides a loan or grant of up to 20% of the total project cost, subordinate to the first mortgage, with interest rates between 0 and 5%;
- The Downtown Residential Assistance Program, designed to assist property owners in redeveloping the upper floors of their building into residential units. This program includes:

1. Residential Assistance with the City participating in the project up to 50% of all residential-related rehabilitation costs, in the form of a loan or grant, with interest rates between 0 and 5%.
2. Architectural (Feasibility Study) Assistance Program, with a grant of up to \$2000 for architectural expenses related to a residential feasibility study.
3. Residential Rebate of a 6-months rent or \$3000 per residential unit with the execution of each new residential unit;

- A Downtown Facade Program where the City purchases a facade easement in exchange for the city's financial assistance. There are currently four options to choose from, including:

1. Historic Restoration Program where the purchase price is 75% of all TIF eligible facade-related costs, or \$75,000, whichever is less, plus a \$2000 grant for historical facade-related architectural expenses. This program applies to buildings located in the downtown National Register Historic District. The building must have local landmark designation.
2. Facade Redevelopment Program where the purchase price is based on 75% of all TIF eligible facade-related costs, or \$40,000, whichever is less.
3. Tall Building Facade Program where the purchase price is based on 1 or 2 above for the first five floors and \$8,000 per floor for ever floor above five.
4. Existing Facade Purchase Program where the purchase price is based on the number of floors, not to exceed \$25,000.

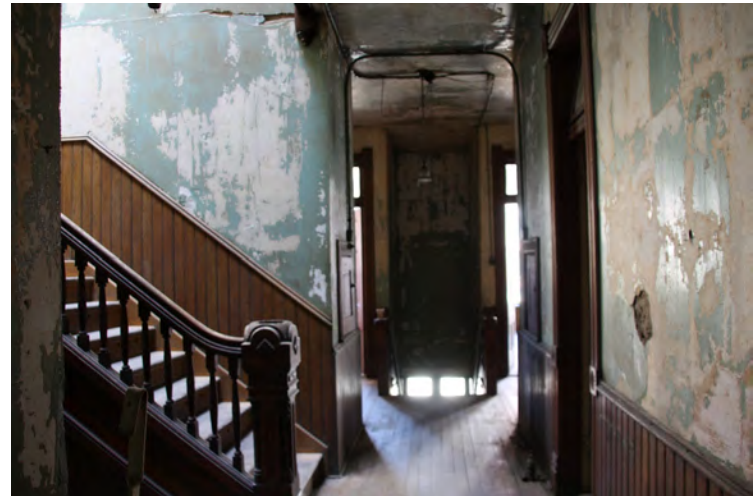
- A Downtown Accessibility (elevator) Assistance Program designed to assist property owners in making the upper floors of downtown buildings more accessible with a grant of up to 50% of all elevator related costs, or up to \$50,000, for one elevator per building.

In addition, properties with historic designations may be eligible for preferential assessment and as a result, lower property taxes. Local leaders are passionate and committed and want to see downtown become a residential and economic hub.



CHALLENGES

On the negative side, there are far too many surface parking lots. These disrupt the feeling of density and safety on the streets. No one feels comfortable walking past a vacant lot at night. Neither do vacant lots add any sort of retail or economic vitality to the downtown. The many vacant buildings add to this problem.



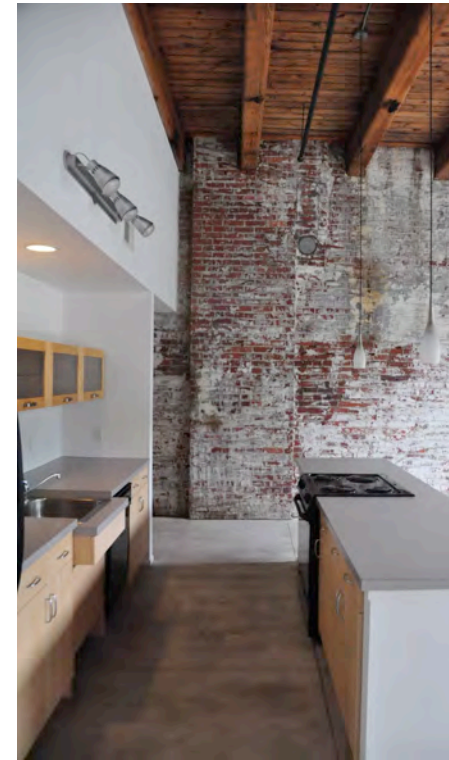
WHAT'S MISSING

Diversity in Housing Product.

It is too early in the housing market to appeal to all segments of the population. Right now downtown living is for pioneers and “early adopters.” The more traditional market will follow once they believe that downtown is a safe place to live and a neighborhood with other people like them. In the meantime, we need to focus on catering to the early adopters. What is it that they want? They want an edgier life style, and less traditional apartments. They love the history of old buildings and don’t want that history obliterated. Loft living is at the top of their list. They want to feel like pioneers.

Eventually, downtown Springfield will need to have more diverse housing products that cater to all tastes and variety of income levels. While it may never be the most affordable place to live, the City should consider both upscale and affordable housing projects in those that it supports and approves, with a range of unit sizes, serving young professionals, empty nesters, government lobbyists, medical interns and more. One perception voiced by the residents of Springfield is that living downtown is only for the very wealthy. Can this perception be dispelled?

There is also a perception that residential housing projects are too difficult for developers to accomplish. Publicly financed projects will always require due diligence beyond market rate projects. Not all developers have a taste for this, but there are some that specialize in this type of financing scenario, and they should be sought out, not just locally, but nationally.





Basic Services.

Currently, there is nowhere to buy basic food and other essential items in or near downtown. A downtown resident who walks to work but needs to drive their car to buy something as essential as a carton of milk, is not going to be a happy downtown resident. Although there is a drug store downtown, it is not open after hours or on the weekend. There are no dry cleaners, no gym, no supermarket or grocery store. There are very few places for downtown residents to congregate and socialize. The team heard support from residents for several complementary programming efforts, such as starting a movie series at the Hoogland Center for the Arts. Having services and amenities in place would contribute to a more successful platform for downtown living.

A parking solution.

While there is more than ample parking in downtown Springfield, there is no parking solution for someone who lives downtown and works downtown. Today's downtown residents park on the street at night and have complicated solutions for their vehicles during the business day. One woman drives her car just a few blocks to work in order to comply with meter regulations. Most developers of historic buildings cannot and do not provide parking for their tenants, leaving them to fend for themselves.

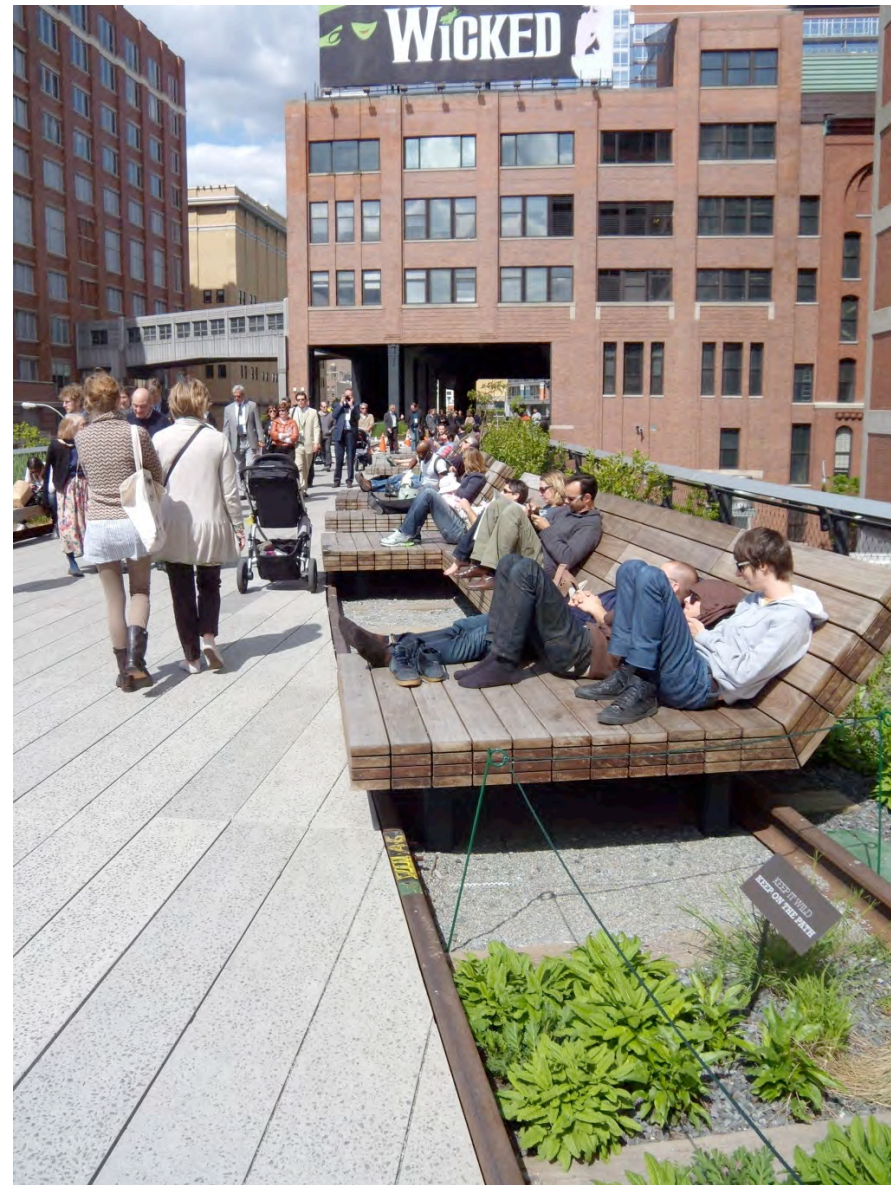


Green Space.

The most attractive green space downtown, surrounding the Old State Capitol, is fenced off. Many downtown residents speak of the need for green space to relax in. Some restaurants are beginning to offer outdoor dining options, but sidewalks are mostly used for pedestrian needs, although they are wide and offer ample opportunity to create places to stop, and linger. Green space downtown should offer the opportunity to enjoy the outdoors, recreate, socialize with neighbors and perhaps even to garden.

Youth and Family Activities.

Families don't perceive downtown as family or youth oriented. Additional activities targeting this demographic will bring a greater number of visitors, which in turn will increase the public's comfort level with downtown and eventually increase the number of residents. No single age demographic should be targeted. There are many urban activities that appeal to young and old alike.





Connections and Recreation.

While Springfield's streets are wide, they are undervalued and underused. Downtown residents want and need recreational opportunities, such as running and biking trails. Trails could serve a dual purpose of increasing both recreational opportunities and creating connections. Connections to the existing parks that surround the study area would add to the recreational opportunities; and connections to services such as the new grocery store being built in the Medical District would detract from the sense that living downtown means living in a shopping desert.

Financing tools after 2016.

All of the financing tools provided by the Office of Planning and Economic Development to encourage downtown residential development will end on December 1, 2016. Although these programs remain in place until 2016, some of them, such as the loan programs, have already lost their effectiveness since they must be repaid in full by that date, and many of them are already promised to developers, leaving nothing in place for the work that needs to be done. Alternative financing tools need to be developed rapidly.

REALITY CHECK

Potential Growth

Springfield's Metropolitan Statistical Area (MSA) is growing by 228 households every year. Let's assume that fifteen percent of those might locate in the downtown. This means we can expect growth of approximately thirty-four households per year.

The number of households projected in the MSA in 2015 is 88,434. At a growth rate of 228 households per year, by 2025 Springfield's MSA will have 90,714, or an increase in 2,280 households over that ten year period. If fifteen percent of those households move into downtown, this equates to 342 households.

Year	Projected households	Increase in households	15%
2015	88,434		
2016	88,662	228	34.2
2017	88,890	228	34.2
2018	89,118	228	34.2
2019	89,346	228	34.2
2020	89,574	228	34.2
2021	89,802	228	34.2
2022	90,030	228	34.2
2023	90,258	228	34.2
2024	90,486	228	34.2
2025	90,714	228	34.2
TOTALS		2,280	342

Table 1: Growth of MSA

Downtown Shrinkage

On the other hand, the downtown has lost 300 households since 1990. The rate of loss has slowed substantially since most of that loss occurred in the first decade (1990 - 2000). As well as capturing households into the study area, we need to mitigate this past loss. Creating diverse housing options, with some that are more affordable, along with creating a "buzz" about downtown, will be key to growing the downtown housing market.

Year	Number of households	Loss	Loss as a percentage
1990	1,373		
2010	1,046	327	23.82%
2017	1,023	23	1.68%
TOTALS		350	25.49%

Table 2: Loss of households in study area

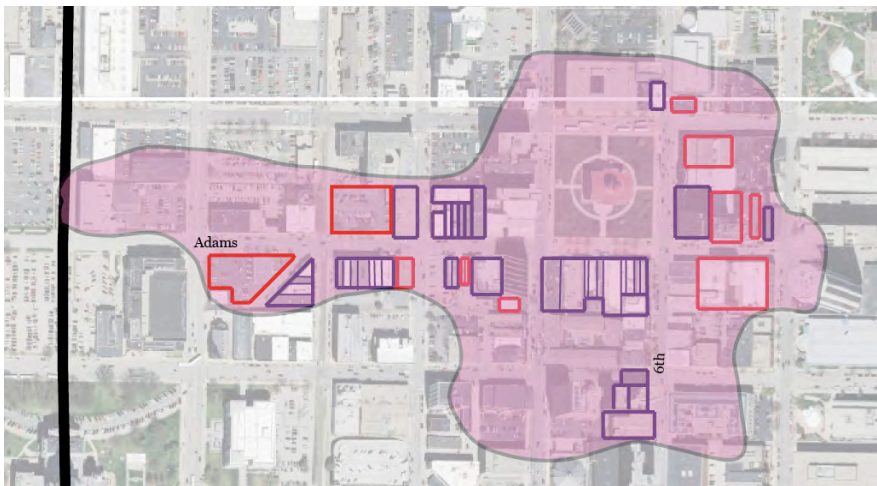
THE STRATEGY

Springfield needs to stay focused to build density, character and an image for its downtown. In the section on Urban Design, we have defined the “heart” of downtown. Just as urban design features should be focused in the heart of downtown, so should housing. With a realistically projected growth of just 342 units in the study area over a ten year period, it is important to continue to build density around the existing housing units and the existing assets. Many of those are located in the central core that we have defined as Springfield’s “heart” including historic building conversions into housing, some restaurants, the Old State Capitol and the much-loved Old Capitol Farmer’s market.

Developable Space

To determine where the 342 units should be built over the next ten years, we began by estimating the vacant and developable building and land in our defined core, as shown on Map 1. Table 3 is a detailed accounting of the buildings and land we included in our “developable space” calculation.

In the core area depicted in Map 1, there is 600,000 square feet of developable vacant buildings and land.



Map 1: Vacant land and buildings in Springfield’s downtown core.

Address	Parcel Number	Width	Depth	Parcel S.F.	% of lot covered by building	Number of floors	Developable s.f.	Number units
1 S Old State Capitol Plaza	14340130016	20	107	2140	100%	2	4,280.00	2
528 E Adams/ 2 Old State Capitol Plaza	14340130079	20	107	2140	100%	2	4,280.00	2
526 E Adams	14340130014	21	107	2247	100%	2	4,494.00	2
520 E Adams	14340130078	40	157	6280	100%	1	6,280.00	5
518 E Adams	14340130010	20	157	3140	100%	2	6,280.00	3
516 E Adams	14340130009	20	157	3140	100%	2	6,280.00	3
512 E Adams	14340130007	20	157	3140	100%	2	6,280.00	3
510 E Adams	14340130006	20	157	3140	100%	2	6,280.00	3
208 S 5th Street	14340130048	60	107	6420	100%	1	6,420.00	5
205 S 5th Street	14340107056			18323	60%	10 floors, 4 vacant	43,975.20	16
416 E Adams	14340107007	35	107	3745	100%	2	7,490.00	3
412 E Adams	14340107006	25	157	3925	100%	2	7,850.00	3
406 E Adams	14340107003			2,050	100%	2	4,100.00	2
404 E Adams	14340107002	25	107	2675	100%	surface parking (infill housing)	8,025.00	
400 E Adams	14340107001	20	107	2140	100%	surface parking (infill housing)	6,420.00	12
322 E Adams				3000	100%	1	3,000.00	3
312 E Adams		20	107	2140	100%	2	4,280.00	2
310 E Adams		20	107	2140	100%	2	4,280.00	2
308 E Adams		20	107	2140	100%	2	4,280.00	2
306 E Adams		20	107	2140	100%	2	4,280.00	2
304 E Adams		20	107	2140	100%	2	4,280.00	2
302 E Adams		20	107	2140	100%	2	4,280.00	2
300 E Adams		20	107	2140	100%	2	4,280.00	2
216 Broadway	14340105029			4960	100%	2	9,920.00	4
208 Broadway		40	60	3200	100%	2	6,400.00	3
206 Broadway		20	60	1200	100%	2	2,400.00	1
200 Broadway				1400	100%	2	2,800.00	1
401 E Adams	14340104008	40	100	4000	75%	2	6,000.00	3
407 E Adams	14340104009	20	100	2000	100%	2	4,000.00	2
409 E Adams	14340104010	20	100	2000	100%	2	4,000.00	2
411 E Adams	14340104011	20	100	2000	100%	2	4,000.00	2
415 E Adams	14340104012	35	157	5495	100%	3	16,485.00	5
620 E Adams	14340131039	280	157	31400	100%	6	188,400.00	27
623 E Adams	14340127022+3	60	157	9420	100%	2	18,840.00	8
627 E Adams	14340112724	20	157	3140	100%	2	6,280.00	3
629 E Adams	14340112724	30	120	3600	100%	2	7,200.00	3
600 E Washington	14340112725	80	40	3200	100%	2	6,400.00	3
531 E Washington	14270383029	35	75	2625	100%	3	7,875.00	2
118 S 4th		40	75	3000	100%	3	9,000.00	3
215 S 5th		30	60	2400	100%	3	7,200.00	2
516 E Monroe		35	60	2100	100%	7	14,700.00	2
520 E Monroe		15	60	900	100%	3	2,700.00	1
522 E Monroe		90	35	3150	100%	7	22,050.00	19
Adams (between 4th & 3rd)				30000	100%	3	90,000.00	77
Adams (between 3rd & 2nd)				36000	100%	3	108,000.00	92
TOTALS							596,344.20	343

Table 3: Developable space in the “heart” of Springfield

ASSUMPTIONS

The team made the following assumptions in our calculations:

- The average residential unit size is 900 square feet;
- Common area in each residential building will take up approximately 30% of the space.
- Average construction costs are \$125.00 per square foot;
- Additional soft costs of 30% should be added to the overall project cost.
- Loan to value is 80%, meaning that financial institutions will lend 80% of the total project costs;
- Interest rates of 6% and
- Loans will be amortized over twenty years.

Taking into account the floor plate of each individual vacant building, and employing the assumptions listed above, the total number of units that could be developed in the existing vacant buildings and land in the core of Springfield, is 343 units.

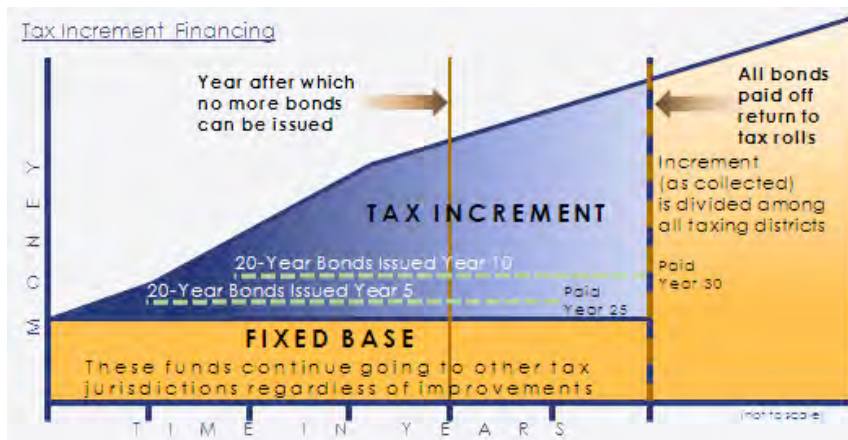
This aligns with the anticipated growth between 2015 and 2025. Clearly residential housing development needs to be focused in the core area for the first ten-year period. After that, there will be opportunities to move outward into surrounding areas in downtown.

The “GAP”

With 600,000 square feet of developable space, at \$125 per square foot in construction costs (a lean number), and an additional 30% in soft costs, the total development cost is anticipated to be \$97,500,000.

Net Income calculation	
Space available	600,000
Cost to build	\$75,000,000
Soft costs	\$22,500,000
Total development costs	\$97,500,000
Number of units	343
Average monthly rent per unit	\$1,250
Annual gross income	\$5,145,000
Annual net income (60%)	\$3,087,000

The “GAP” calculation	
Equity at 20% of total development cost	\$19,500,000
Loan supported by net income @ 6% interest and 20 year term	\$35,907,154
The “GAP” subsidy required	\$42,092,846
Percentage of total development cost	43.17%



ACTION STEPS

New Financing Tools

It is essential to find a way to replace the existing Central Area TIF immediately so that the subsidies that will be required to build downtown housing over the next ten years remain available. One possibility is to create a new Tax Increment Financing District. Other possibilities may exist and need to be explored. Any funding mechanisms that are created should be applied to programs that are similar to the existing ones, and provide, in sum, the approximately forty-two percent in subsidy that is essential to rehabilitate buildings and build new ones for residential use.

At the same time, funding should be prioritized to focus development in the core so that any funds that are available help to build the density, character and image Springfield wants to achieve.

Additional programs

While the Office of Planning and Economic Development offers a great menu of financing programs that should be continued, additional programs should also be considered. In sum, subsidies of at least forty-two percent will be needed for residential development projects downtown.

Historic Tax Credits

One important additional program is the Federal Historic Tax Credit Program, which provides federal income-tax incentives for the rehabilitation of historic income-producing properties. A 20% tax credit is available for buildings that are certified as historic, or a contributing building in a federally designated historic district. Local banks may be interested in taking advantage of these credits and will bring cash to such projects in exchange for the credits. Other cities, such as St. Louis, have enlarged this program, also providing tax credits for buildings that are for sale, specifically condominiums. This should also be considered in Springfield.

Ten Year Property Tax Abatement Program

Cities such as Pittsburgh, Pennsylvania have implemented property tax abatement programs to stimulate downtown residential development. There is great value to both the city and to the developer in these programs. If the developer does not need to pay property taxes in the first ten years, he/she will be able to borrow more money. If the City is forward thinking and provides the abatement, although they will have to wait ten years, they will eventually reap the benefit of buildings on their tax rolls which might otherwise not be there.

If we assume that at the end of ten years, \$97,500,000 worth of residential property will be taxable on the city's books, then we can assume, using the current property tax rate, the city will be able to collect \$2,500,000 annually in property taxes from these properties. See Table 4 for additional detail.

On the developer side, reducing operating expenses by \$2,500,000 per year will allow the developer to borrow more money for improvements. An annual mortgage payment of \$2,500,000 million, at a six percent interest rate, amortized over twenty years, has a present value of almost twenty-seven million dollars. This is almost thirty percent of the total project cost! A full ten year abatement would provide the most value for developers, but some cities have adopted abatements that gradually reduce over a ten year period, so that the City receives a smaller amount of revenue in the early years of the abatement ramping up to the full tax payment in the final year.



Year	2012	2025
Full market value of properties	\$0.00	\$97,500,000
Assessed value	\$0.00	\$32,500,000
Adjusted assessed value (Factor 1.0097)	\$0.00	\$32,815,250
Tax rate	7.7517%	7.7517%
Amount due	\$0.00	\$2,543,740
Additional loan leverage at 6% interest and 20 year term	\$0.00	\$26,954,314
% of total project		27.65%

Table 4: Anticipated property taxes in 2025

Parking Solutions

Downtown residents are left to find their own parking solutions in Springfield. There is plenty of street parking available at night, but parking becomes challenging for those who want to walk to work and leave their car at home. Most on-street spaces downtown are metered. Still, the team heard that parking violation fines are so low that it is cheaper to simply pay them than to pay a monthly garage parking fee.

It's time to come up with some parking solutions for developers and residents alike. If developers are able to rely on parking provided by the City, this brings greater value to their projects.

If 343 units are going to be developed over a ten-year period, then 343 parking spaces need to be set aside for residential parking. Of those, perhaps only thirty percent, or approximately 100 will require twenty-four hour parking downtown and the remaining 243 will be residents who will drive to their jobs on weekdays. The City should conduct a survey of which of their parking lots and structures could provide the necessary spaces. Developers should conduct a survey of their existing tenants to confirm the number of residents who require twenty-four hour parking. These parking spaces need to be two blocks at most from each residential building on well lit streets, so that residents feel comfortable walking home in the dark.

Since most monthly parking leases in downtown Springfield average \$50 per month, twenty-four hour residential parking might be marketed at \$20 - \$25 per month and after-hours parking at \$10 per month. Consider providing parking meter leases as well. Perhaps there are a few designated residential spaces on each street, leaving the rest open for businesses.

Providing a parking solution for 343 residential units is another financial incentive to developers. If each unit can be marketed at \$25 more per month because a parking solution is in place, the value to developers is around \$100,000 annually. This might leverage additional loan funds of around \$1,350,000 towards improvements.





Tackle the Hardest Buildings

Some buildings are simply too difficult for a private developer to tackle, but could be important anchors for additional development and revitalization. A Community Development Corporation with 501(c)3 status should be employed to tackle the toughest buildings, and the toughest projects. Nonprofit status will provide access to additional resources that private developers do not have access to. While a private developer must remain focused on the highest and best use financially to ensure that mortgage payments can be met, a nonprofit can focus on the highest and best use for the city. Funds that are out of the private marketplace's reach can be employed, such as grants, or lower than market interest rates. These can help to fill a financing gap that is bigger than usual.

Springfield should consider developing these skills. There may be a non-profit that already exists that can take on this role.



Create Activities

Create activities that fill several roles. They should be specific to residents so that the downtown becomes a richer neighborhood with greater possibilities of residents. Plazas, recreational trails, links to parks outside downtown, a year round farmer's market can all provide enrichment for residents, while at the same time providing a more enjoyable downtown experience for visitors. Some of the lowest hanging fruit includes:

- Creating a year round farmers market. Build on the momentum along Adams Street and find a building to locate permanent, year-long market activities inside.
- Creating pedestrian and bicycling links to amenities and neighborhoods outside downtown. For example, a dedicated bike lane to the north will provide a recreational outlet for downtown residents, a link to a beautiful park and a link to a new grocery store. At the same time, it will provide a way for families to ride their bikes safely into downtown to enjoy its amenities.
- Convert a vacant lot into a community garden.
- Take the fence down around the Old State Capitol so that its green serves as a downtown park.
- Find ways to encourage restaurant owners to add outdoor dining opportunities (financial incentives)



URBAN DESIGN & LAND USE

DOWNTOWN'S VALUE TO SPRINGFIELD

What is valued most about the downtown?

At both the public meetings and stakeholder meetings the team heard many common themes when discussing what is valued most about the downtown. The most predominant can be summed up as follows:

- 1. Community Feeling.** The downtown was the location where residents felt most like a connected community. Residents could come downtown to see people, be seen, share in common celebrations and experiences and feel part of something larger. The downtown provided the primary civic, cultural, employment and recreational focus for the community and, with significant historical sites, one that was shared with residents from other communities.
- 2. Food.** The most common activity that brought people together was food, whether it was at the farmer's market or restaurants. There was a strong desire to expand on food themes. We heard ideas from growing food downtown or urban agriculture, to having food processing centers and edible landscapes, to simply having a good grocery and specialty food store serving the downtown.
- 3. Uniqueness.** Residents valued that the downtown was unique and could not be experienced elsewhere. One person expressed it this way: "When I go to Walmart, I could be anywhere as they are all the same. When I go downtown, it is an experience that only exists there." The quality of the older buildings, the type of independent shops, restaurants and other businesses and the character of the streets was something that was unique to Springfield and cherished.

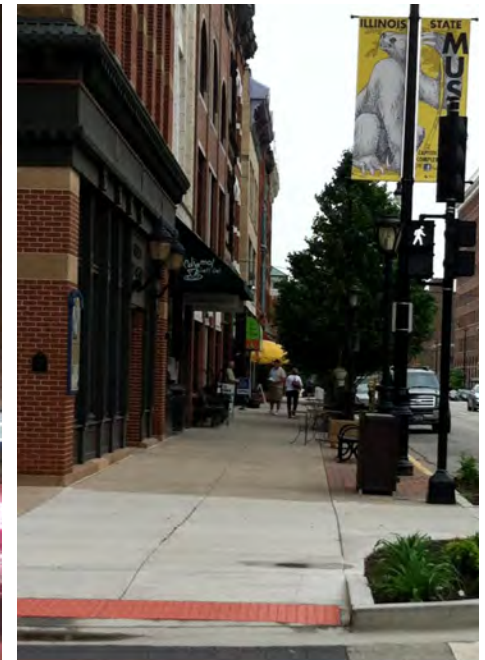
A VISION FOR DOWNTOWN

The community knows and expressed the desired elements for a strong urban design vision for the downtown.

- 1. Vibrant streets for pedestrians that are lined with storefronts, trees, benches, outdoor dining, displays and artwork.** The downtown has some vibrant streets, such as 6th between Adams and Monroe, just not enough of them.
- 2. More housing and alternatives to single family homes.** The downtown is already seeing some conversion of historic buildings to apartments and lofts that bring unique urban living experiences; there are just not enough of them to make up for the loss of downtown residents over the past few years.



Vision: More urban housing downtown.



Vision: Vibrant streets for pedestrians.



Vision: More plazas, parks and green

3. Lots of green open spaces of all kinds – tree lined streets, plazas, parks, play areas and open spaces that serve the widest variety of people and activities.

There are significant parks in the downtown area and most streets are planted with street trees, just a lot more are needed, particularly as the downtown grows. These spaces will be essential to the livability of the downtown. While there has been a good effort to require perimeter landscaping in parking lots, there are so many paved parking lots downtown it tends to overwhelm the vegetation by sheer area.

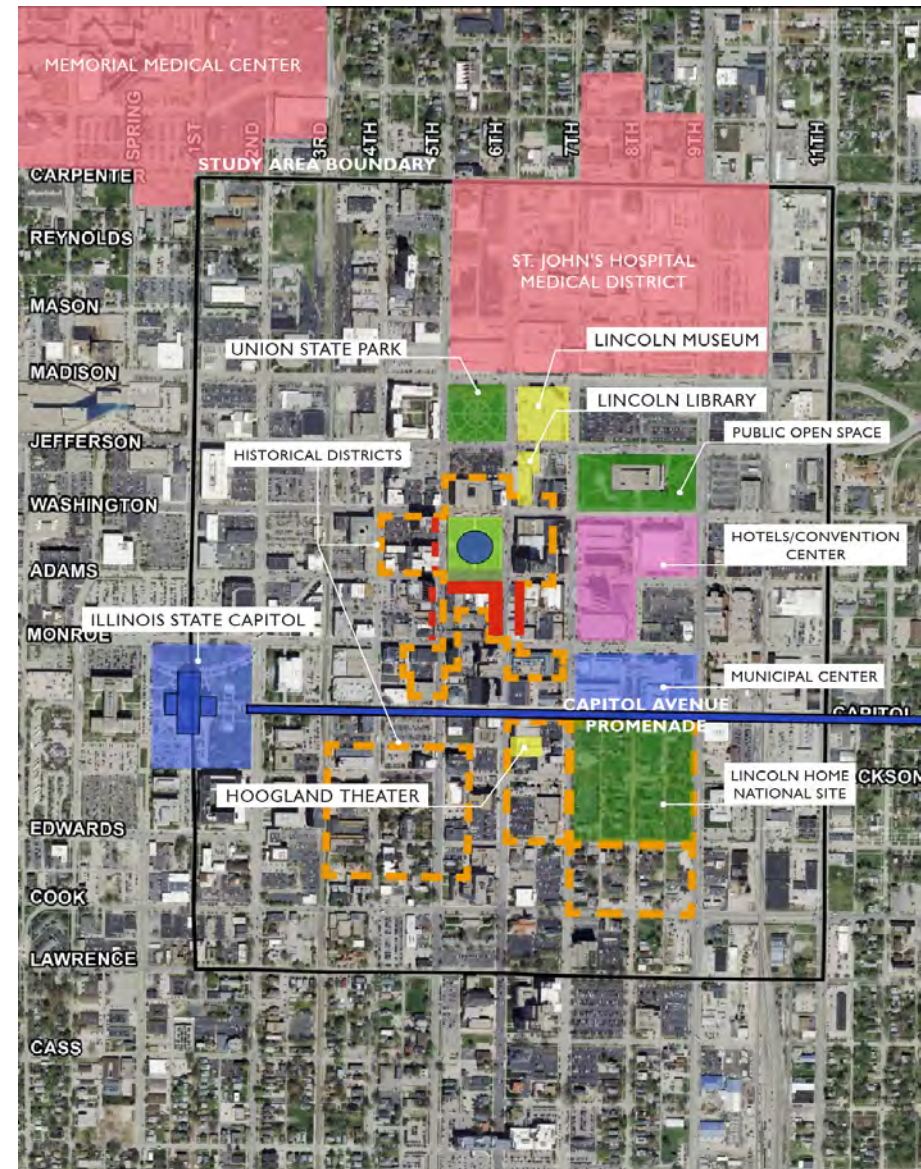
DOWNTOWN ASSETS

The following places represent existing major assets to the downtown that could form the building blocks of an urban design plan:

- The Old State Capitol Building, the Illinois State Capitol, the Capitol Avenue Promenade developed as a result of the previous RUDAT
- The Abraham Lincoln Presidential Library and Museum and the Lincoln Home National Historic Site
- Four designated historic districts and a great stock of buildings from the late 19th century to the early 20th
- The Hoogland Center for the Arts
- The green spaces around the Old State Capitol, Union Square Park, and the open space at Mr. Lincoln's neighborhood
- The St. John's Hospital Medical District and the Memorial Medical Center as two major downtown employers
- The State Government Capitol as an employment center
- Downtown Hotels and the Convention Center

DOWNTOWN ISSUES

From an urban design or planning perspective, there are a few areas of concern for the building form of the downtown.



Downtown Assets: There are many to build on.

SIZE

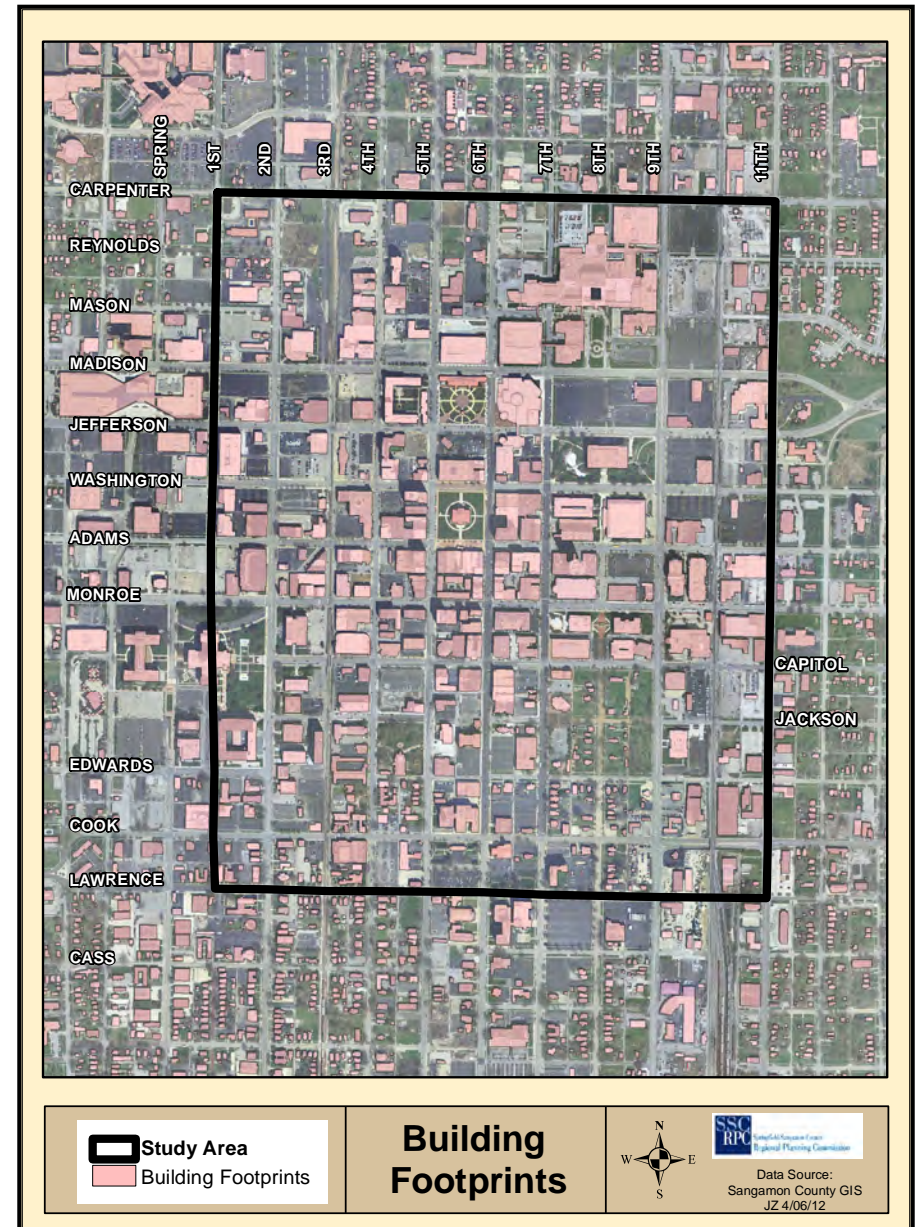
The first is its sheer size. At over 750 acres, the downtown is a very large area for a community of less than 120,000 individuals. Seattle for example has a downtown of less than 950 acres for a population over 600,000 and it also serves as a regional center. The result of Springfield's large downtown area can be seen in the Building Footprints map. Very few blocks are completely filled out with buildings. There are large surface parking lots on many of them. While many residents felt the downtown was easily walkable from end to end, there were big gaps in the experience between the destinations on that walk. The downtown's size is spreading activities too thinly to give the vibrant, urban experience people envision.

ZONING

The second issue is the predominant downtown zoning. It allows a maximum building height of 250 feet – or essentially a 25-story building. While there are a few buildings in the downtown that may approach this height, the vast majority of buildings are substantially lower.

It is very expensive to build a structure at 250 feet in height. It would require a high rental or sale rate – a rate that would likely be difficult to get in Springfield now – to justify the cost of construction. It is not surprising that the few taller structures in the downtown are hotels, as the nightly charge rate when measured on a square foot basis would exceed office or residential.

This 250 ft height limit sets up an unrealistic expectation for growth. Based on the projections (see the market section), the projected growth for downtown is about 350 residential units in the next 10 years. It would take just two 250 ft tall structures to easily exceed 350 units.



Building Footprints: Many parcels are undeveloped.

Why is this height limit an issue? It doesn't impede developers from building lower structures. However, it could be inadvertently keeping development out of the downtown. That capacity on the site as allowed by zoning will keep a landowner or a seller hoping for higher sale prices, as the site's potential is large. Developers usually prepare a feasibility study for development prior to purchase that typically involves an estimation of a site's yield based on the allowed zoning, either in number of residential units or square footage. When there is a mismatch between the cost of land, the cost of construction, the potential yield and the rents or sale price, no sale or development is likely to take place. This aspect of the current zoning definitely warrants further study to truly establish its unintended consequences.

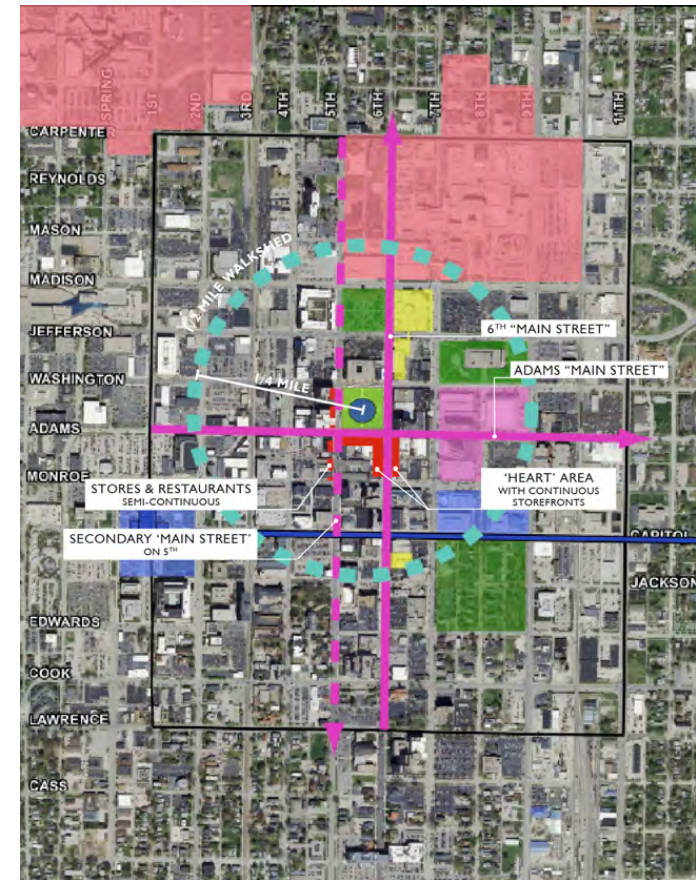
The large downtown site area combined with the large amount of surface parking or under-utilized land and the 250 foot height limit provides a tremendous physical capacity for future growth. While there may be a time when Springfield grows to completely fill this area under the current zoning, it is unlikely that that this will happen in the next 20, 30 or perhaps 50 years. In the meantime, the following recommendations will help concentrate activities and development so that the vision for the downtown can be achieved on a much smaller scale.

CREATING A 'HEART' IN DOWNTOWN

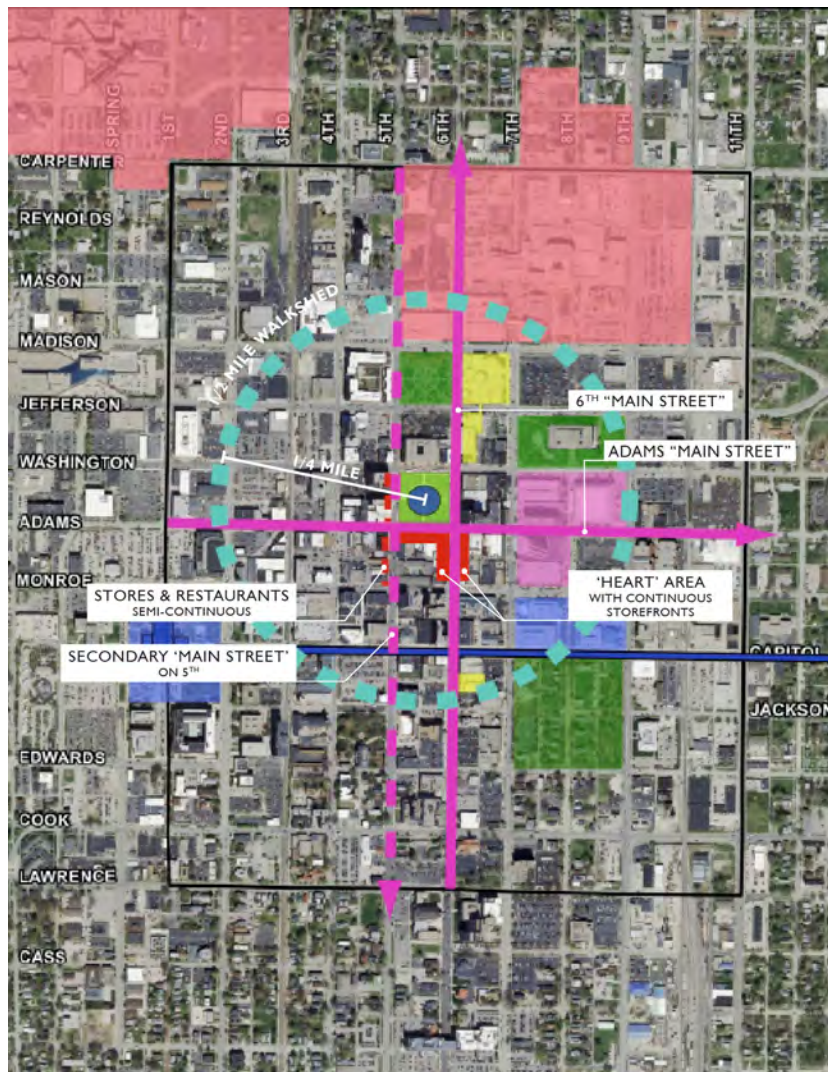
Where is the heart of the downtown? When asked, residents were nearly unanimous that the heart of downtown was on 6th between Adams and Monroe and Adams between 5th and 6th. This was the area with the most continuous storefronts. It also included the pedestrian plaza created by the closing of Adams between 5th and 6th. It is an area that is anchored by the large open space around the Old State Capitol as well as the focus for the weekly farmers Market that extends even further westward along Adams to Second.



A 250ft Tower: Provides development capacity that exceeds projected market demand.



The heart of Downtown is located on 6th between Adams and Monroe and on Adams between 5th and 6th.

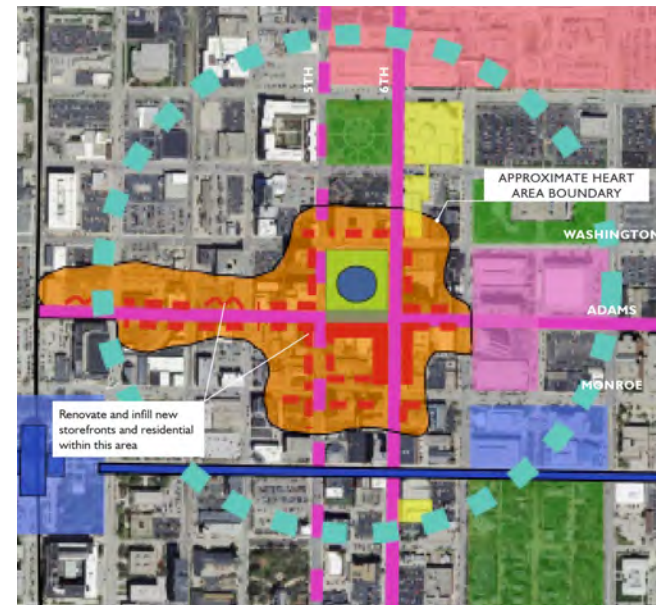


Core Heart Area

The intersection of “Main Street and Main Street” (the two most important streets) was 6th and Adams. However, since streets are on a one-way system, 5th was also seen as a Main street as it crossed Adams. Fifth heads southward while 6th heads north; both connect to adjacent areas. For the purposes of scale, a ¼ mile walkshed distance from “Main and Main” was superimposed on the plan to illustrate a comfortable walk distance. Efforts to reinforce this heart should be focused within the rough boundaries illustrated.

Rather than spreading resources across the larger downtown area, redevelopment, renovation, new construction and City investment should be prioritized or incentivized within this area. This will help congregate pedestrians, residents and employees in a critical mass that will foster retail, restaurant development and the vibrant street life envisioned. It will also spur on future development.

The upper floors of existing buildings within this area are predominantly vacant now. The residential development potential within these buildings alone is enough to meet residential growth projections for the downtown for the next 10 years, as explained further in this report.

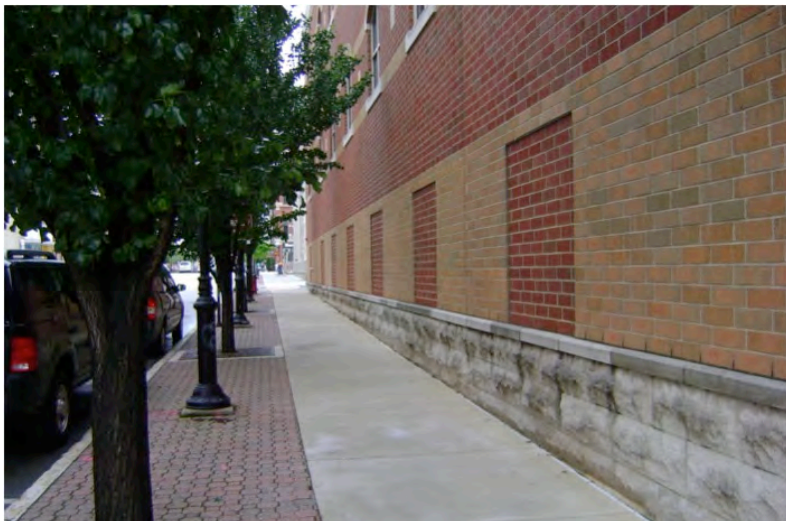


Infill Development near the Heart Area.

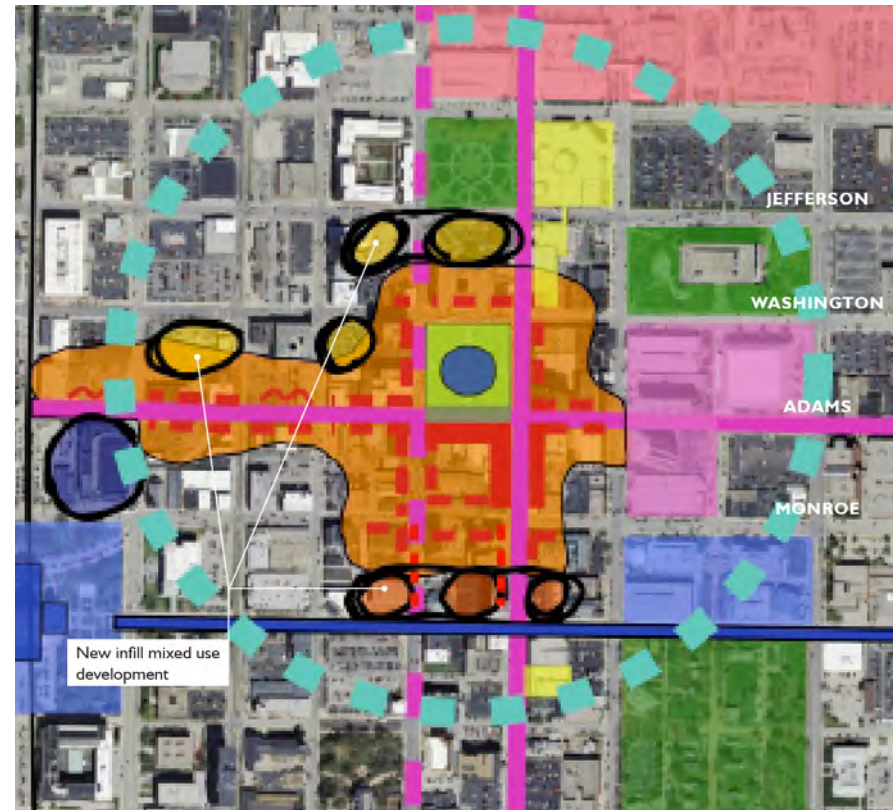
As this heart area fills in, other in-fill development around the heart would be encouraged as the next stage of activity. Additional new residential and office with retail at ground level would help solidify this area as the heart of downtown.

The City has done a fantastic job of enhancing the pedestrian experience on the sidewalk. Most sidewalks are wide within this area and lined with street trees, though a few gaps could be filled. There is good street lighting and benches, and most pedestrians feel safe downtown. Some of the shopkeepers are using the wide sidewalk for display and restaurants for outdoor dining.

However, in many places, the building edge of the sidewalk could stand improvement to enhance the pedestrian experience. There are too many stretches with blank facades – facades without windows or storefronts – and devoid of any animation. Design controls are needed, either through code or guidelines. These types of controls would include a requirement to limit the area of blank wall and require a certain percentage of ‘transparency’ (view from the outside inward through windows) along the sidewalk, typically around 80% of the frontage.



Blank walls diminish the pedestrian experience.





Transparency: More than 80% of this frontage is storefront.



Transparency: Storefronts provide a connection between outside and inside, and a vibrant pedestrian experience.



Auto oriented uses should be relegated to the rear of buildings and not be allowed along pedestrian frontages, within the core.



There can't be too many places to sit in a downtown.

While this transparency might not be achievable everywhere in the downtown, it should be a high priority in a highly pedestrian area such as the heart. The City might well consider a pedestrian overlay district for enhanced controls for transparency and other criteria.

Car oriented uses along the street frontage should also be restricted in highly pedestrian areas. While current landscaping requirements for parking at the street edge helps considerably, parking lots in new development should be placed behind the building, and eventually underneath the structure below grade. Drive through services should not be allowed on street frontage but instead be placed behind buildings. Alleys should be used for secondary access. Drive through services should not be allowed on street frontage, but instead should be placed behind buildings. Alleys should be used for secondary access.

Seating is another element that enhances the pedestrian experience. There are fixed benches provided in the streetscape by the City and moveable chairs provided by restaurants. But any ledge or soft surface area can provide a place for pedestrians to pause and gather. The fenced area around the old State Capitol sends the message "keep-out" or "keep off" the lovely lawn enclosed within the fence. It does have openings mid-block but they are not located on the logical path for pedestrians. The fence is mounted on a low wall or ledge that is at perfect sitting height. Removal of the fence, or at least part of it at key corner pedestrian crossings, would help make that entire block more pedestrian friendly.



Consider removing all or portions of the fence around the Old State Capitol to make the grass more accessible and the ledge sit-able.

SHORT-TERM PLACEMAKING STRATEGIES

There are many strategies to encourage or enhance a sense of place within the heart of the downtown, particularly while waiting for major private development to take place. With a bit of landscaping, some tables and chairs, festive lighting, and a coffee cart or street food vendor, an empty lot between buildings can be converted into a temporary park and street asset. Paley Park in New York City conveys the park idea, though this vest-pocket park is a permanent fixture. Street food has been used successfully in Portland, Seattle and other cities to re-use vacant land or parking spaces.

Public artwork is another way to create a sense of place, particularly if the art is whimsical – items that make people chuckle – or helps tell a story. The art could transform a bare patch of concrete paving, be a flower garden with fun birdhouses, an unexpected dog sculpture that pokes through a fence or more extensive artwork that covers blank walls or blank lots. Within the streetscape or the Adams Street plaza, it could be inter-active games such as an over-scaled chess-set.



Vacant lots can be converted to temporary (or permanent) pocket parks.



Art in the pavement helps create a sense of place.



Artwork covers a blank wall in Vancouver, BC.



Interactive games provide another interim or permanent use.



Create whimsical memory points.



Pea patches and birdhouses within the core could be an interim use.



Downtown Housing – in some areas, two to three story row houses might be the right scale, like these homes in downtown Toronto, Ontario.



Four story residential buildings in downtown Vancouver, BC provide dense multifamily housing at a lower scale.



This three story mixed-use building “Bagley Lofts” in Seattle bridges the scale from the commercial area to single family homes.



This mixed use “Eden Hill” in Seattle has retail at grade and residential above in a 4-floor mid-rise structure.



These five and six floor residential buildings in Vancouver BC provide a great streetscape through setbacks, building modulation, residential stoops and landscaping. The scale feels very comfortable.

FUTURE DOWNTOWN GROWTH

As the heart develops, future downtown growth should be encouraged northward from the heart to the two medical centers. As those employment centers expand over time, there will be additional market demand for housing in close proximity to both the downtown and the centers. Infilling the area from Washington northward to Carpenter and from 5th west to 1st with predominantly residential development would be an asset for both the heart of the downtown and the two Medical Facilities.

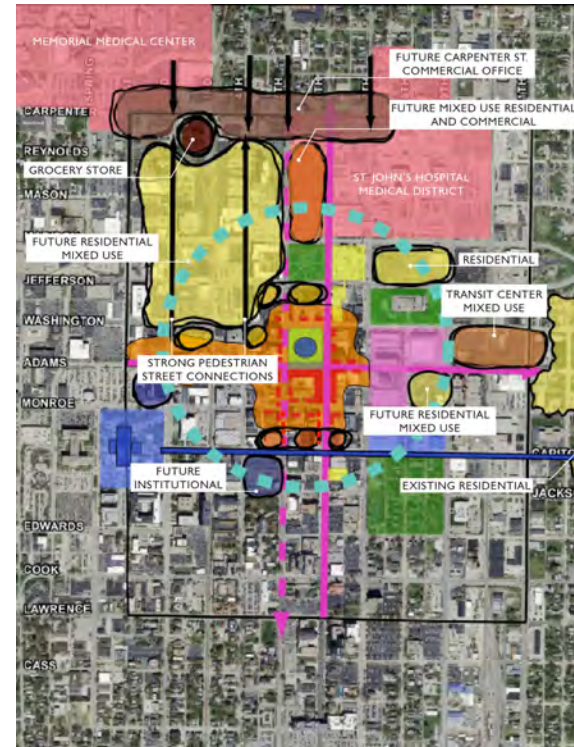
The Medical District Master Plan recommended commercial uses along Carpenter. Retail on Carpenter should not compete with downtown retail but rather provide complimentary services, more focused on residential and adjacent medical uses.

Through the focus groups, there was a lot of discussion about new multi-family housing downtown. There are some newer multi-family developments downtown, such as town homes and stacked flats, but not much of it. As housing is developed, it will be crucial to get the scale right. A significant increase in building or population density can be achieved through low to mid-rise structures, from three floors to five or maybe six. This height up to about 70-85 feet allows for predominantly wood frame construction or light gauge steel, which is considerably less costly than concrete for high rises. Taller, 250 foot structures may be appropriate in the future, as demand greatly increases. However, in the near term, this lower scale provides all the benefits of density while maintaining a more human scale.

While the area would be predominantly residential, there should still be some mixed-use, with services that support residential such as a grocery store, dry cleaners and pharmacies. Sites with strong mixed-use potential are the blocks north of Union Square Park and west of the St. John's Hospital. This retail along 5th and 6th would help connect Carpenter to the Heart. Elsewhere, it might be limited to 'corner' store type retail.

If all the development within this area noted residential on the bubble diagram map had retail at grade, the capacity would likely far exceed the demand for a very long time. Multi-family housing would therefore need to have units at or near ground level as a result. Town homes or lower floor units of stacked flats could have entry stoops or porches connecting directly to the street. This can result in an urban form that is very visually desirable when well done and contribute to place making.

Design guidelines for urban housing will be needed, particularly to control the hierarchy of space in a reduced front yard setback from the public sidewalk to the private interior. Through a series of transitions in the landscape, such as hedges or low fencing, stairs and changes in grade, subtle zones are denoted that provide security for the adjacent residents while maintaining a vibrant streetscape. Vancouver, BC has such a set of guidelines to control this and the resulting examples show how this works successfully at various sizes of front yard setbacks.



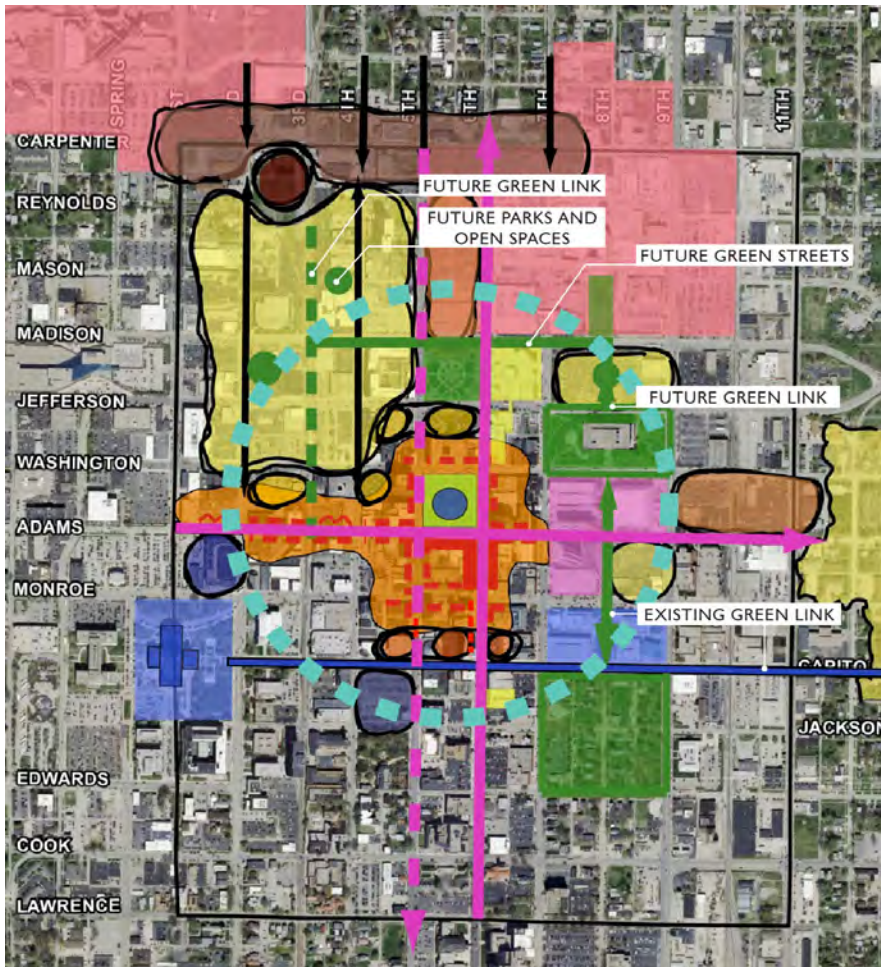
Lower floor residences have stoops separated from the street by fencing, hedges and other planting.



With greater setbacks, more fabulous stoops.



Lower floor residences have stoops separated from the street by fencing, hedges and other planting.



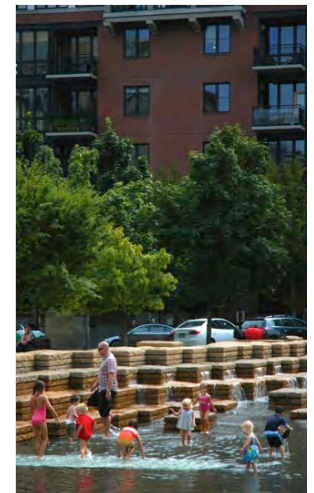
Green Links: As development fills in downtown, the need for green streets, parks and pedestrian pathways increases.



Big trees create special places. Plant the right tree in the right place so that it can reach full maturity.



This park was created when a street was removed. The adjacent mid-rise residential buildings have vehicular access from rear alleys. Vancouver BC is creating more parks by eliminating streets in this way.



Elements within new parks and open spaces should have broad appeal to all ages.

With the increase in residents and employees downtown, an increased demand for the open space will come - the necessary component for livability. A less expensive way for a municipality to gain open space is to convert some of the public right of way to open space or 'green streets'. Second and 4th could be more residentially oriented streets and green street connectors from north to south. If the train corridor line along 3rd should ever be abandoned, that area could provide a pedestrian-only north-south green spine. Strong north-south pedestrian streets will help connect the Medical District to the Downtown core heart area.

Perhaps in some areas, on sections of streets with less traffic, the road could be closed and converted completely to a park. This has been successfully accomplished in several cities including Vancouver, BC, where a four block stretch of road was converted to a park and cars were relegated to the alleys in the rear. The park essentially became everyone's 'backyard'.

Landscaping, especially big tall trees, is key to making these spaces. Tree planting can be in advance so that they are mature by the time development takes place. Open space within the downtown should appeal to the widest variety of people including, but not limited to, children.

TOOLS TO GUIDE DEVELOPMENT

How to get private developers to build what you want, where you want, in the form you want, is not easy. It is usually a combination of carrots and sticks. The sticks have been mentioned: zoning requirements, design guidelines or controls. The carrots have not. By having a height limit of 250 ft, taller than most developers would want to build for a long time, the City is giving away the potential carrot of incentive zoning. When the zoning code allows a development yield less than what a developer would find marketable and wants to build, the increased building potential can be leveraged as a win for the developer and the City.

This type of incentive zoning program varies throughout the country but generally cities have been able to gain more affordable housing, LEED buildings, additional park space, green streets and other benefits in return for allowing the developer to go taller – by allowing a developer to go from 45 ft to 85 ft (about three or four more floors) for example. In Seattle’s High Rise zone, for example, a developer could not build a 250ft tall building without providing a LEED building, a neighborhood open space AND contribute to affordable housing.

Another carrot is the transfer of development rights. If the height and yield allowed by code was less than a developer wanted, the developer could purchase the unused development potential from an historic building owner. The historic building owner receives funds for renovation, the City retains a part of its character and the developer gets increased capacity. But this only works if the zoning density allowed is less than what is desired and marketable to a developer.

Whether developers take advantage of this depends on the cost and return of the increased capacity. The market might not be there yet in Springfield, but the studies to determine the applicability and effectiveness of incentive zoning could be started now, along with a review of the entire downtown zoning and urban design framework.

SUMMARY OF RECOMMENDATIONS

1. Study the current downtown zoning’s impact on development, the desired scale of the downtown from a market perspective, design quality and livability perspective. Make zoning changes as a result.
2. Review the size and boundaries of the downtown. Areas to the perimeter may be ‘down-zoned’ to lower scaled uses.
3. Place early efforts towards (re-) developments within a core heart area.
4. Create design controls or guidelines for a pedestrian ‘overlay’ district that include restrictions on blank walls, location of parking and drive-through services and encourage pedestrian scale enhancements such as weather protection, signage and landscaping within the right of way.
5. Plant more street trees to fill gaps in the right of way.
6. Consider removing all or part of the fence that encloses the lawn of the Old State Capitol.
7. Consider and implement short-term place making strategies in the heart area such as artwork, or the use of vacant lots for street food and vendors.
8. Create an urban design framework plan for the area that roughly encompasses Monroe to Carpenter and 1st to 7th. Address land use, built form and scale, open space, streetscape character and connections to the surrounding areas. Re-evaluate the underlying zoning to see if it will achieve the intended form. Develop design guidelines based on the Urban Design Framework.
9. Research and evaluate the applicability of incentive zoning and transfer of development rights to gain public benefit from private development.



THE VISITOR EXPERIENCE

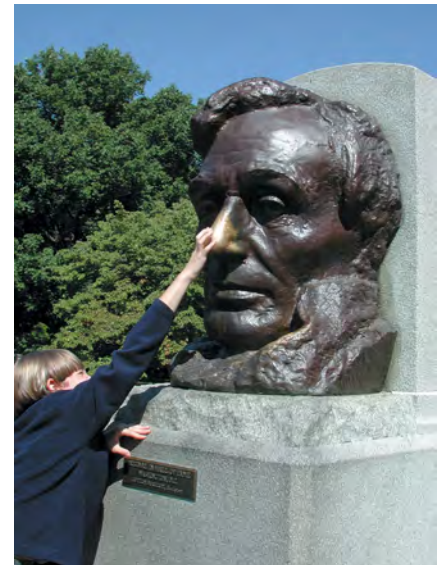
SPRINGFIELD THROUGH THE EYES (AND WALLET) OF THE VISITOR

We often forget just how unique and interesting our city centers are. They are the cradle of much of our history and most of our culture. One very good way to rediscover the potential of downtown as an exciting place to live and work is to experience it through the eyes of the infrequent visitor.

A number of things make downtown Springfield, Illinois unique. The top of the list is its association with Abraham Lincoln, who moved here, married here, bought his house here, practiced law here, brought the capital here, left here as president and was returned to be buried here. Springfield is known throughout the world for its ties to this man of benevolence, humor, irony, passion and tragedy. No other place on earth can lay this claim. It is the bedrock on which we can create a seamless and unforgettable Springfield Visitor Experience.

But there's more, much more. Coincident with the Lincoln story is the fact that the fabled Route 66 ran through the heart of this city on the edge of the prairie, crossing much of Lincoln Land in the process. Today, this route attracts nostalgia buffs from around the world, drawn to the romance of an era long gone, "the days of the open road". Lincoln would have loved it.

And let's remember that Springfield is Illinois' Capital City. For sure, the state has its bigger cities, Chicago at the forefront, but Springfield is its capital, conceived by Lincoln and the "Long Nine" nearly two hundred years ago as the state's crowning jewel, centered in the heartland. Its two state houses (old and new) are the very symbol of mid-western civil society and governance. The Illinois State Museum is here. The nearby State Fair Grounds attracts hundreds of thousands each year to its extensive facilities. The state-of-the-art medical facilities complex on the downtown's northern edge brings visitors who are often in need of respite from the anxiety, pain and tragedy unfolding in their lives. Great downtowns offer both comfort and fun. They can touch our souls.

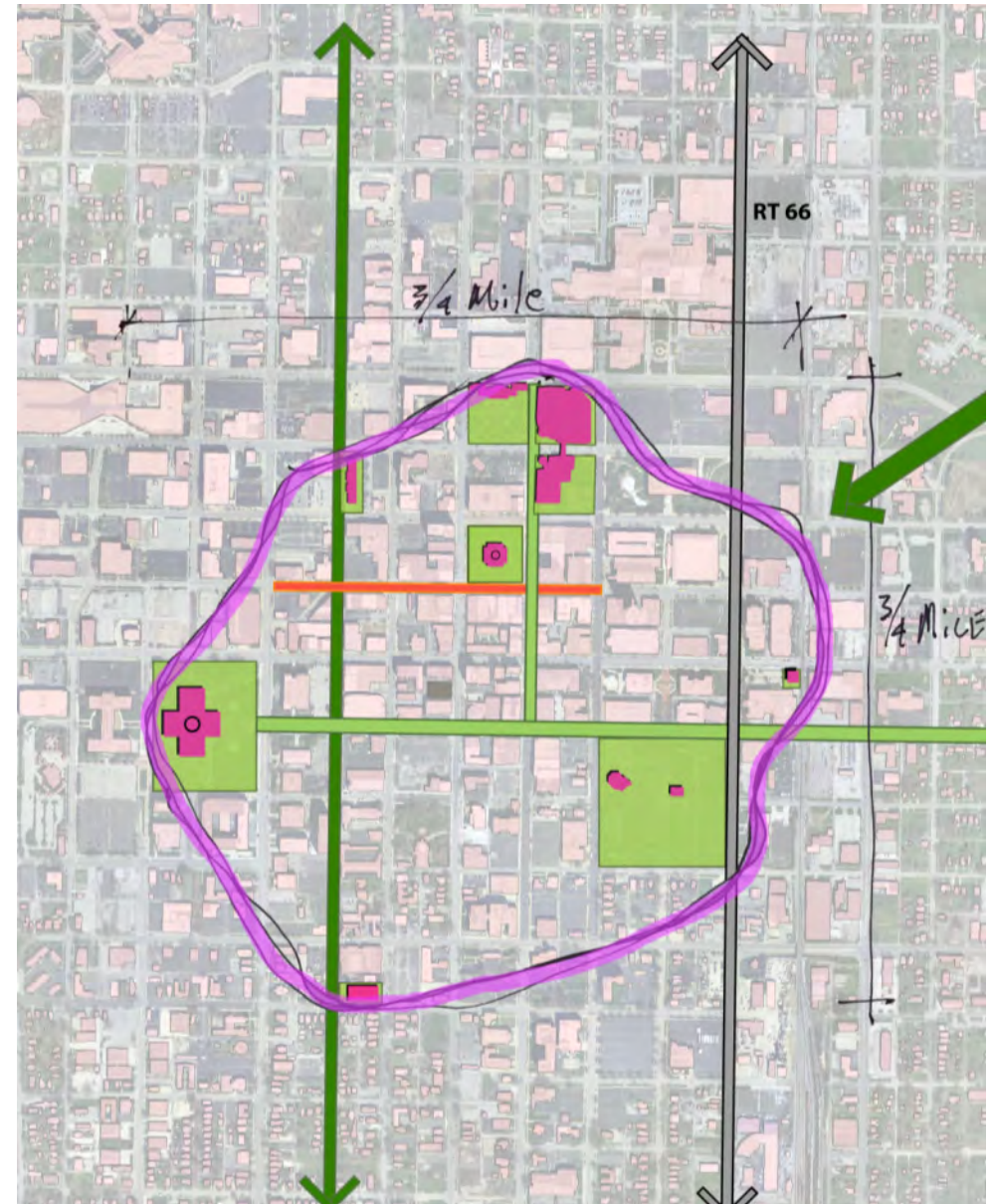


It's THE "HEART OF THE HEART OF THE HEARTLAND"

If the Mid-West is America's Heartland, Lincoln Land, his well-travelled Circuit Court District, is its heart, and downtown Springfield is the heart of Lincoln Land. Its boundaries are clearly set by the key sites and attractions:

- On the north, the Lincoln Presidential Library and the Union Station Visitor Center;
- To the east, the Lincoln Depot;
- Along its the southern edge, Capitol Avenue serves the Lincoln Home National Historic Site , with short connections to the Governors Mansion, the Hoogland Center for the Performing Arts, two historic districts and Frank Lloyd Wright's stunning Dana-Thomas House,
- To the west, the neo-classical State Capitol complex, and the State Museum.

To carry the metaphor further, The Old State House lies in the heart of this "Heart of the Heart of the Heartland", where Lincoln gave his famous "house divided" speech.



THE VISITOR-ORIENTED EXPERIENCE

This is our core premise...

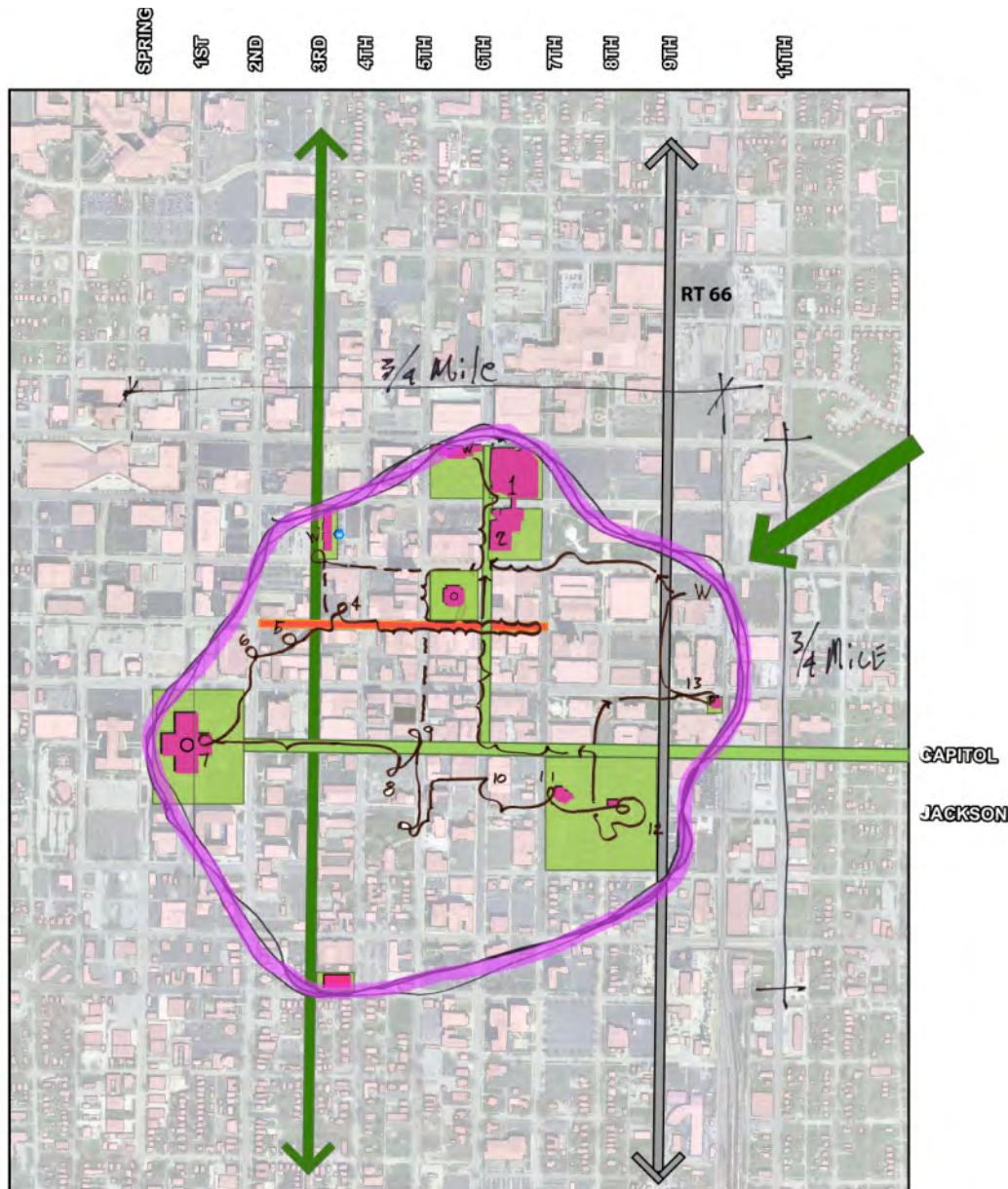
...done well and in a coordinated fashion, the downtown can derive very significant economic benefit from an action plan focused on the quality of the visitor experience...

The potential for tourism to grow as a major contributor to the downtown economy and vibrancy is great. We recommend that over the next decade concerted, coordinated efforts focus on:

1. Ensuring that the visitor experience at each of the core sites mentioned above is up to date and the best that it can be,
2. Providing a coordinated message compelling visitors to pilgrimage to all of them.
3. Making it pleasant and easy for visitors to move between these core sites, joining these key nodes with connecting links as seamlessly as possible, through aesthetics, shelter, shade, story-telling and indeed, commerce (shopping, wining and dining).

By linking these core sites together, through programs, events, schedules, and physical connections, the heritage trail can become its development framework.





THE SPRINGFIELD WAY: ORGANIZING THE EXPERIENCE

To be successful, this experience-oriented initiative would be an integral component of the aggressive overall downtown development strategy proposed in this report. This section focuses on connecting the heritage corridor segments into a loop around downtown, also known as, “The Springfield Way”. The goal is to weave together a continuous loop trail of memorable settings, encounters and experiences.

Time and space are critical components of the visitor experience. The distances from site to site are small, easily walkable, bikeable and readily doable. Each segment can develop at its own pace.

Its “must-see” destination nodes at the perimeter and the Old State House in the center suggest crisscrossing corridors throughout the downtown. Core elements include:

- A complete tree canopy, providing critical summer shade...
- A clear wayfinding system that orients and informs...
- A city program that promotes retail, dining and entertainment uses along the trail...
- A city development program and form-based zoning program that ensures a strong street wall that defines the corridor...
- Dedicated bike lanes and the possible returning of the existing one-way traffic pattern to a two-way traffic pattern.

As seen above, these recommendations comprise, defacto, a comprehensive urban design strategy and focus for the downtown. The “Springfield Way” is envisioned as a loop around the downtown, accessed from the present or future Amtrak station, structured parking facilities and a possible future central multi-modal transportation center. Specific recommendations for the most critical corridor segments are described below.

SEGMENT 1: LINCOLN DEPOT TO LINCOLN NEIGHBORHOOD

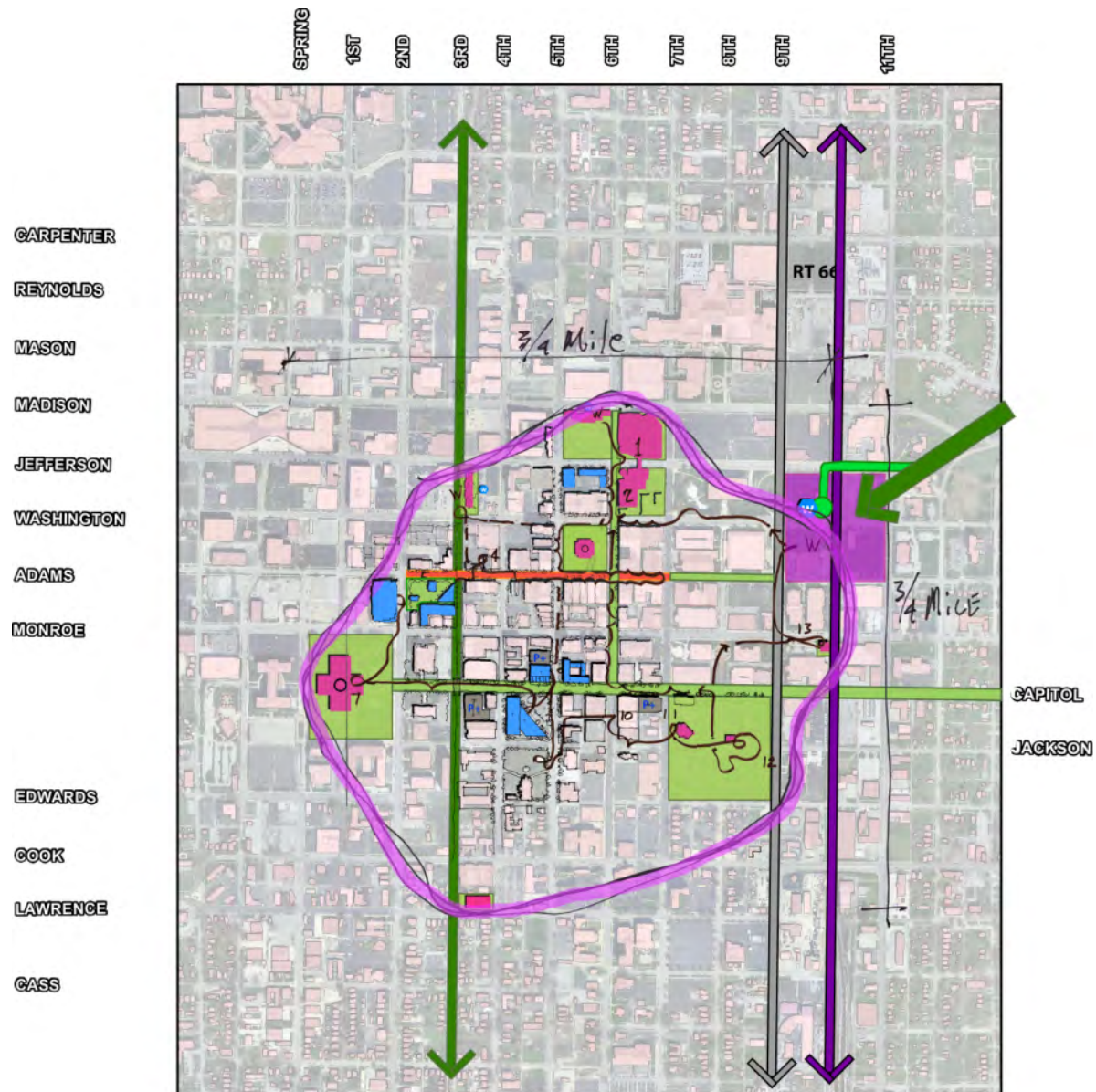
Departing from the proposed future parking/transportation campus adjacent the Depot, this link includes portions of Monroe and 8th Streets.

- **Monroe Street-** This segment is lacking in a strong continuous tree canopy, from the Depot to 8th Street. Several public buildings and parking lots line these two blocks providing only limited public interface with walkers and bikers. Better landscaping is recommended in these civic/parking blocks. Special attention should be given to improving facade, signage and access at the “Saputo’s Block”.
- **8th Street-** This section of 8th Street has been redeveloped into a pleasant civic plaza and park leading to the Lincoln Home National Historic Site. Interpretive signage, highlighting the city’s heritage and development should be focused here, as well as simple orientation to the nearby Lincoln sites.

SEGMENT 2: LINCOLN NEIGHBORHOOD TO THE NEW STATE HOUSE

Leaving the Lincoln Home National Historic Site, this corridor includes portions of Capitol Avenue, Jackson and 5th Street.

- **Capitol Avenue and 5th Street-** A dedicated development initiative should be created for Capitol Avenue. This avenue can and should become much more monumental than it is today, both in its public space as well as the buildings and activities which line it. Recent streetscape improvements help; however, the lack of a continuous tree shade canopy makes it unpleasant, particularly for walkers.



The buildings along Capitol, with the exception of the State Library and Supreme Court, are undistinguished. Much of the land adjacent to this avenue is devoted to open surface parking. The development that has occurred has been ad hoc and uncoordinated. Both the issues and the opportunities are most critical along the easterly length of the street, from 5th Street to the capitol grounds.

The section of Capitol between 4th and 6th streets, with its several large, underutilized and vacant properties, offers particularly good potential to reinforce the street's spirit and monumentality. Fifth Street provides a direct connection both to the downtown center and the Governor's Mansion. With proper planning and direction, this could become one of the most active areas in the city.

- Jackson Street- This street provides a direct link between the Lincoln Neighborhood and the Governor's mansion. It has easy access to the Hoogland Center for the Arts. It has its own character today, which should be reinforced by reorganizing parking and incorporating extensive tree plantings. The Illinois Association of Realtors is located on this street and could become a major champion of this area, particularly when tied to the Capitol Avenue opportunities.

SEGMENT 3: NEW STATE CAPITOL TO OLD STATE HOUSE

From the New State Capitol, this link includes portions of 2nd Street and Adams Street.

- 2nd Street- As with many other streets in the downtown, 2nd Street is nearly devoid of street trees and shade for visitors walking the trail.
- 2nd and Adams- This is a very important intersection with potential to become a major downtown node. The vacant armory structure can be converted to a new entertainment/ educational/ retail venue. If the building were razed, a large redevelopment site would result. Either way, this important location on the trail should contain uses that reinforce the visitor experience.

The triangular "Broadway" block is an attractive area with nice views. Under a cooperative redevelopment strategy, this could be converted into an active outdoor avenue.

- Adams Street- This is one of the city's most vibrant streets today and is the site of events and celebrations throughout year. There are several open sites which the city should work to develop, including open parking, the post office and the site of the historic Globe Tavern. The city should collaborate with the present owners to reinterpret this Lincoln Era setting. As with other streets in the downtown, Adams Street needs a shade tree canopy.
- Adams Street Mall- This pedestrian mall in front of the Old State Capitol offers space for interpretive exhibits, events and outdoor dining and shopping. The existing stairway/elevator areas block movement and views and should be redesigned to make the area more appealing.

SEGMENT 4: OLD STATE HOUSE TO ABRAHAM LINCOLN PRESIDENTIAL LIBRARY AND MUSEUM

From the Old State House, this segment runs up 5th Street.

- 5th Street- This segment of 5th street has lost much of its urban character, replaced by open parking lots and a suburban style drive through bank. A large, featureless bank office building lies adjacent to this important corridor, but offers little opportunity for access or amenity at the street level. The lack of street trees contributes to the unappealing look of this area.
- Union Square Park and Visitor Center- Union Square Park is an attractive, formal open space fronting the converted Union Station and the Lincoln Library and Museum. The program and use of the current Visitor Center should be reviewed.

An action plan for this important corridor would focus on the redevelopment of several vacant parcels into mixed use residential. Its primary market would likely be the nearby medical community, which has a large population of younger professionals who want to live close to work in a full-service, convenient and vibrant area. It's advantageous given its proximity to the sites, services and activities of downtown Springfield.

SEGMENT 5: ABRAHAM LINCOLN PRESIDENTIAL LIBRARY AND MUSEUM TO OLD STATE HOUSE

- 6th Street- The 6th Street corridor leads back to the Old State House and eventually, back to Capitol Avenue. At one time, Route 66 ran through this corridor. A dedicated development initiative should be created for Capitol Avenue.
- Just one block to the east, a large block-size surface parking area lies between the Horace Mann Corporate Headquarters and the medical complex. Surface parking is certainly not the highest and best use of this area. Its strategic location suggests it will become an expansion site for either the medical complex or Horace Mann. Either should be encouraged.
- In the interim, or even the long-term, an alternative use might be to redevelop this area into a hospitality area themed around Route 66 events and activities. This could be as simple as a downtown RV/ camping venue. Its proximity to the site, as well as goods and services of downtown Springfield, could make this a very popular stop along the Route 66 pilgrimage route.

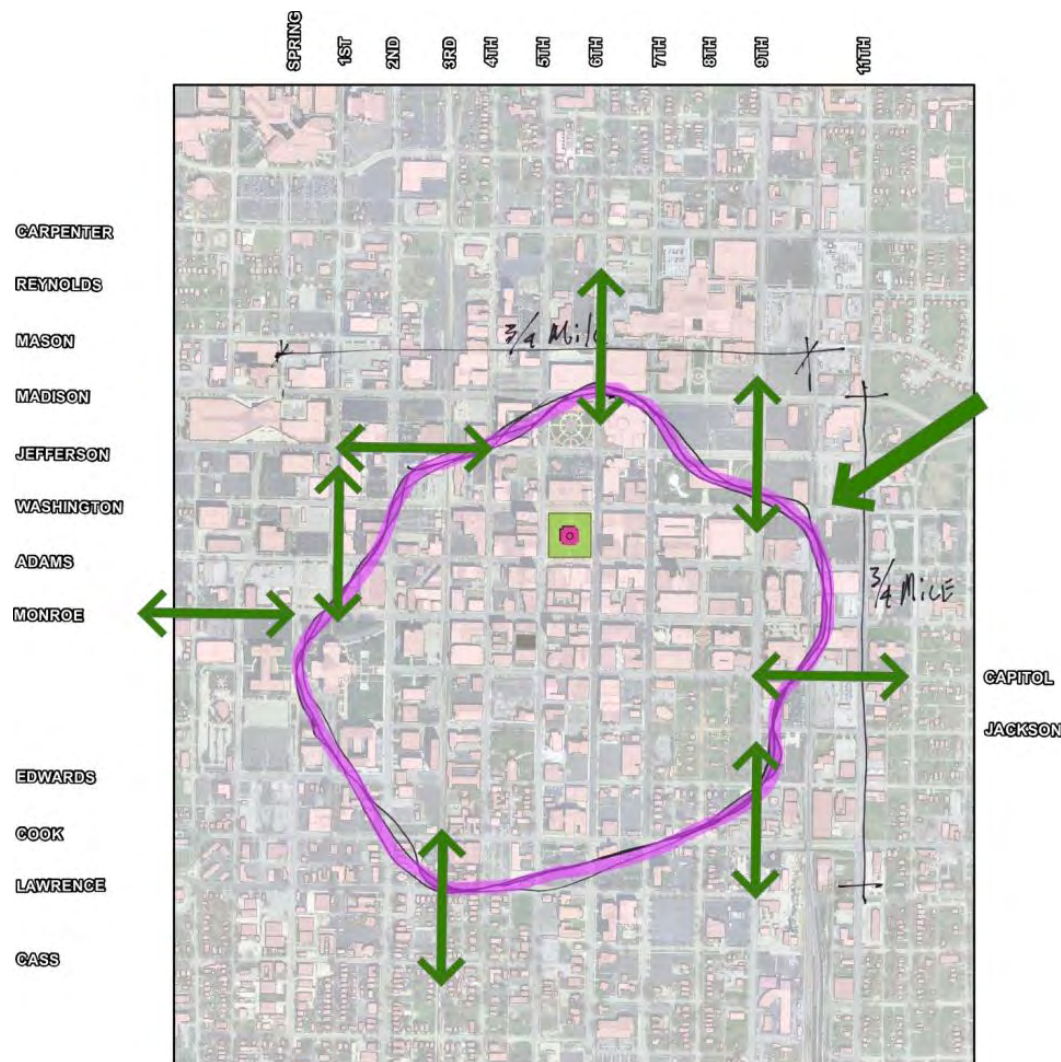
SEGMENT 6: OLD STATE HOUSE TO LINCOLN DEPOT

Today, the march from the Old State Capitol to the Lincoln Depot is unpleasant, either along East Washington or East Adams Street. This is surprising, given that the Horace Mann facility, the Prairie Capitol Convention Center and several important municipal and County buildings lie along these routes. The area is dotted with a number of large surface parking lots, which as the economy demands, may be more fully developed.

This analysis suggests that over the past few decades the city has not given downtown open space, and the street corridors in particular, the comprehensive attention and investment they need to catalyze downtown private investment. A “Complete Streets” approach is highly recommended for these movement corridors.

Summarizing, these criss-crossing pathways provide the framework for infill development that supports the economy, provides required density, and whose built form reinforces its historic fabric and perhaps most importantly, is sustainable: physically, economically and socially.





STEPPING BACK: GATEWAYS TO THE CITY

As motoring tourists follow the Interstate from Chicago or from St Louis into the Springfield area, there are inadequate wayfinding elements announcing the significance of this place, and the proper exits to take into the downtown. More importantly, while the interstate rolls through beautiful farmland, upon arrival at today's primary gateway exit, East Clear Lake, one is immediately assaulted by sprawling shopping centers, a treeless avenue, and underutilized, vacant and deteriorating businesses.

So this is the visitor's first impression of Springfield. This can readily be remedied with better zoning laws and enforcement. From the team's observations, this could become a very gracious entry into the city. Similarly, the city should develop a policy that beautifies the Route 66 alignment.

With regard to Rail, from an urban design point of view, the relocation of the railroad station into a central transportation facility to the proposed site along 10th Street makes a great deal of sense.

Some additional thoughts about movement through the area include the following:

- Imagine a Route 66 Vintage Car Taxi shuttle, both crisscrossing downtown and also offering tours to Land of Lincoln outlying sites, the airport, etc. This would be a themed taxi service with knowledgeable docent drivers.
- The Lincoln Circuit- a mapped bike and auto tour of Lincoln's Circuit Route
- An annual bike "Tour de Lincoln Circuit", a regional, inter-city event
- An electric car jitney shuttle, following the Heritage Trail, developed in collaboration with low speed electric vehicle specialists, such as EZ Go.

IMPLEMENTING THE PLAN

The former R/UDAT had strong support in the community. This plan will need the same support to hope to garner any success. Finding dedicated “champions” by area and by phase is a critical task.

Step One: Endorse the SDAT Report- if the City sees the value in these recommendations, it should formally endorse the findings in principal and pledge itself to implementing them.

Step Two: Develop and endorse a Master Plan- The next action would be to refine this concept through a more detailed plan, with an Advisory Committee organized of representatives who are devoted “champions” from each of the Heritage Trail sectors. Using the Trail as the framework, the entirety of the downtown area is covered.

Step Three: Develop and act on Area Action initiatives- With the overall plan as a guide, more detailed Area Action Initiatives might be drawn up for each sector. Sector “Champions” would likely be led by individuals based in their respective sector who see it in their enlightened self-interest to promote these initiatives.

The private development community, the hospitals, and private businesses in the area should see the latent value in this place and seize the day. The Springfield Convention and Visitor’s Bureau, the County Planning Agency and Downtown Springfield, in joint venture, might be the natural leads.

This will require funding, which should be available from local, county, state and federal sources given the significance of this place in our nation’s history. In addition, local corporations such as Horace Mann and Bunn should be approached, as should the local and state Realtors Association and private developers.

Springfield, Illinois is a big deal. There’s opportunity here for all.



TRANSPORTATION



LOCAL CONTEXT: WHAT THE TEAM HEARD

When asked to identify their favorite streets and public spaces downtown, Springfield residents repeatedly point to streets that host public events, festivals, and convert into community living rooms. People are drawn to streets that occasionally become public spaces because streets *are* public spaces. Cities that understand this connection can leverage the role of transportation in bringing about effective economic development, improving public health, and building community. Cities that rely on streets strictly for the most efficient movement of vehicles sacrifice an opportunity to reach their goals, particularly in downtown and neighborhood commercial districts.

What is transportation like in downtown Springfield?

Traveling by car in downtown Springfield is described by residents as:

- ***Fast:*** drivers routinely reach speeds in excess of 35 miles per hour due to a variety of factors including signal timing and one-way roads with multiple lanes that are often empty.
- ***Convenient:*** In all but a very few places, drivers can easily find parking. In fact, there are enough parking spaces in downtown Springfield that if everyone in town drove there with a neighbor, they could all park at once.

Traveling by foot is characterized by:

- ***Wide crossings:*** These are made more intimidating by the high speeds of drivers and the fact that people on foot cannot always make eye contact with drivers in the far lane. Additionally, there are few mid-block crossings, which creates pockets of jaywalking where people will not walk far out of their way to get to a signal. On the outskirts of downtown, the walking environment is poor.
- ***Inconsistent sidewalks:*** Sidewalks are in relatively good condition, and often include attractive elements like pedestrian-scale street lighting and plantings. Springfield also has interesting architecture which creates an enjoyable walking experience. However, some sidewalks are obstructed with plantings, street furniture, and debris, and the frequent surface parking lots, driveways, and buildings set back from the street detract from the feeling of comfort and safety.



Downtown Springfield farmer's market. Credit Stephen Simpson-Black



Downtown Springfield mid-day on a weekday. Empty, wide streets with multiple lanes characterize most of the downtown.

- *Convenience:* Blocks are relatively compact, and the heart of downtown is easily walkable. However, major employment centers such as the medical district, are just outside of comfortable walking distance to downtown, which means that if people who work in this area want to go out to lunch or run errands, they do so by car or they do not come downtown.

Traveling by bicycle is characterized by:

- *Minimal space:* There are no bikeways in downtown or connecting employment and residential pockets to and from downtown. This means that people usually bike on the sidewalk or not at all because they do not feel comfortable riding next to traffic.
- *No parking:* Although the City recently received funds to install bicycle parking, there are frequent signs prohibiting bikes in buildings and sub-standard bike parking that does not provide security.
- *Circuitous:* The extensive network of one-way streets creates a roundabout network for cyclists unless they ride on the sidewalk. The nature of the network is more impactful to people on bikes than for drivers because people on bikes move by their own power. Additionally, if they travel in the right-most lane, they frequently conflict with turning vehicles which are often traveling at high speeds. Finally, creating a network that encourages sidewalk riding diminishes safety. Sidewalk riding is frequently the number one cause of bicycle collisions because turning drivers are not expecting bicyclists on the sidewalk and cannot often see them in time to avoid a collision.

Why change?

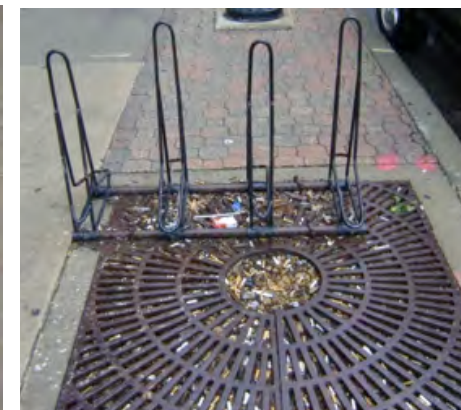
The four primary reasons to alter the transportation network in downtown Springfield are: (1) to reduce traffic-related injuries and the potential for fatalities, (2) to boost economic drivers such as home values and retail receipts, (3) to attract the most talented and desirable workforce for a wide variety of employers, and (4) to improve the overall livability and sustainability of the community.



Well-organized sidewalk with pedestrian amenities.



Pedestrians cross mid block in the medical district.

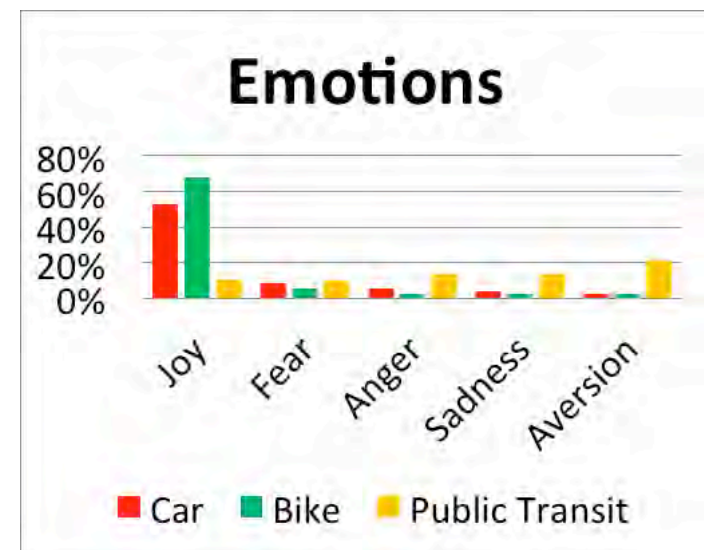


Existing bicycle parking downtown is unattractive and does not provide adequate security.

- *Improving traffic safety:* Roads that reduce driver delay usually increase pedestrian crossing distance (and therefore exposure) because they have multiple lanes where fast drivers can pass slower drivers or they have signal timing that encourages speeding to catch the “green wave.” The speed of traffic, the length of pedestrian exposure, and the increase of conflicts are contributors to the potential for pedestrian-vehicle crashes.
- *Boosting economic drivers:* Mounting evidence suggests that customers who arrive by bicycle or foot spend less per retail visit, but make more frequent visits overall, which means that they spend more on an annual basis. As many cities have discovered, the retail districts with the slowest speeds and highest congestion are often the most successful.
- *Attracting millennials and seniors:* Two demographic trends that favor safe, walkable, bikeable communities are the rise of the millennials and the increase in retirees who are continuing to work. Millennials in particular are less likely to have a driver’s license or own a car and more likely to prioritize walking and bicycling than their older counterparts. They are also more likely to choose where they want to live and then look for employment, rather than having employment opportunities drive their choices. For this reason, they are attracted to cities that offer high levels of walkability and bikeability and less likely to locate in the suburbs.
- *Improving livability and sustainability:* Increases in overall walkability result in increases to property values because walkable, bikeable neighborhoods are attractive to a broad spectrum of people, including older adults who may not drive, young families who value compact neighborhoods, and millennials. Although the term “livability” is subjective, a comfortable and enjoyable walking and bicycling environment is widely accepted as a key indicator of a place’s health and vitality. Elements that contribute to comfort for bicyclists and pedestrians include buffering from traffic (parking lanes, bicycle lanes, frequent street trees, and wide sidewalks), slower 85th percentile vehicle speeds (25 miles per hour or slower), and lower vehicle volumes. Finally, transportation sustainability reaches into a variety of areas. Key sustainability tests include: Does the transportation system encourage low-impact modes of transport such as bicycling, walking, transit, and carpooling? Does the system offer opportunities for physical activity that contribute to the long-term health of its residents? Is the system easy to maintain?



Credit: Robert Charles Lesser & Co.



Survey from the Netherlands where Dutch residents were asked to identify the emotions that they associate with various modes of transport. Credit: Hillie Talens



Ciclovía from San Francisco's Sunday Streets events, which happen every Sunday of the summer. Cost: \$15K-\$35K. Credit: Frank Chan

What should we do differently?

There are a variety of big-picture strategies that could assist people who live and work in downtown Springfield in leveraging its transportation network to meet its goals of economic development:

1. Edge neighborhoods are great, and they are the arms that encircle downtown and provide the gateway for visitors. They should be better. Strengthening them will not only create a strong sense of place but will also allow Springfield to address its traffic safety issues along Carpenter and 11th Street. Plans to assemble a transit center along 10th Street and consolidate the railroad tracks into this corridor offer a risky opportunity. If done well, the multi-modal center could serve as a catalyst for development and consolidate impacts from the tracks into a single corridor. However, the plan runs the risk of creating a huge barrier between edge neighborhoods and downtown or becoming a source of blight if not maintained. Giving care and attention to the 11th Street corridor is something the City can control and offers benefits in both scenarios (whether the tracks move to 10th or stay where they are). An example of a city that invested in its edge neighborhoods with excellent results is Sacramento. The city's strategy for its Mid-Town neighborhood focused on traffic calming, walking, and bicycling, and has incentivized development that's bled into downtown.

2. People's favorite streets were mostly streets that are converted for other uses at some point. Capitalize on this by considering Ciclovías during farmer's markets or at other times. Ciclovías are events, usually funded by the private sector, that close streets to vehicles and allow people to use them to walk or bicycle. They can be single streets or a route along a few different streets. They are often coupled with community performances, but their main purpose is to encourage people to get out and exercise. For this reason, they represent one of the most cost-effective investments in the public health of a community.

3. Provide bike connections between:

- a. Medical district and downtown perhaps via 2nd or 5th.
- b. Edge neighborhoods and downtown perhaps via Carpenter.
- c. Recreational trails and downtown.

4. Provide safe, frequent pedestrian crossings, particularly in the medical district.

5. Slow vehicle speeds into and through downtown. The goal should be for the 85th percentile speed to be 25 miles per hour or slower.

How can we do this?

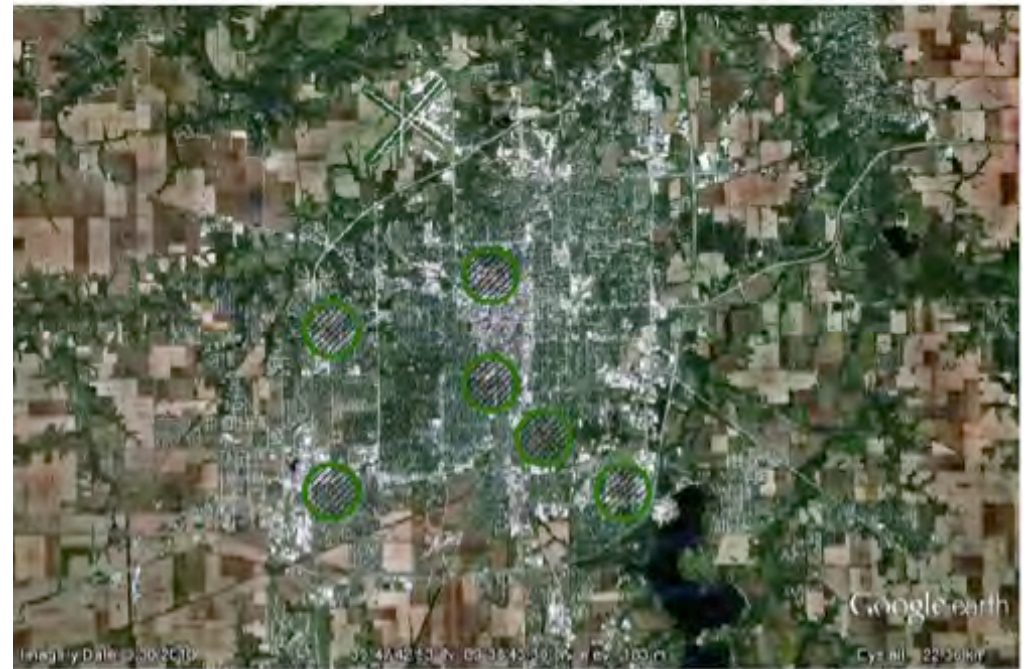
1. *Direct repaving opportunities to places where the repaving could meet multiple goals.* For instance, of the five million dollars in repaving scheduled in the next few years, none is happening in downtown. Furthermore, the City does not currently have an assessment of pavement quality citywide, so the decisions about where to repave are largely political and not informed by transparent analysis or a strategic approach to repaving where there are opportunities to make simple improvements to streets through paint. “Following the paving” with street improvements like installing bike lanes, reducing lane widths, eliminating unnecessary lanes, and improving pedestrian crossings is a cost-effective way to transform streets without major streetscape investment.

2. *Create a better toolbox of facility types:* separation from traffic for bikes; continental crosswalks and frequent crossing opportunities for pedestrians driven by a simple crosswalk policy compose the principles that should govern design decisions.

3. *Partner for funding:* The City has missed out on thousands of dollars of federal Safe Routes to School funds which would fund pedestrian and bicycle improvements around downtown connecting to the schools. Without local resources to fund these improvements, the need to target every available dollar is urgent.

4. *Create transparency and reason in policies and codes.* Practitioners measure an area’s mobility in terms of how easily people travel through a place, by any mode. Mobility for cyclists and pedestrians relies on different factors than mobility for drivers. For instance, frequent crossings, short distances between places, and sidewalks wide enough to walk comfortably side-by-side create a high level of mobility for pedestrians. Well-timed traffic signals and a grid with direct connections contribute to mobility for drivers. Springfield has clearly prioritized mobility for vehicles, and while this could be a reasonable strategy on the outskirts of town, the continuation of this policy in downtown will limit retail growth and diminish safety. Creating a separate set of policies to govern decision-making in the downtown is a reasonable approach to measuring the trade-offs of various scenarios.

2012 Pavement Overlay Project Clusters



Total Linear Feet to Be Resurfaced: 75,415 ft (approx. 15 mi)

Linear Feet Inside SDAT Study Area: 342 ft (0.06 mi)

Cost-effective Pedestrian Safety Treatments:

- *Pedestrian Refuge Islands*
- *Pedestrian Countdown Signals*
- *Left Turn Protection*
- *Turn Prohibitions*
- *Red Visibility Curb Zones*
- *Reduced Speed Limits*
- *Road Diet*

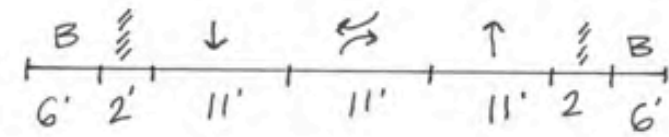


Before and after photo of a road diet.

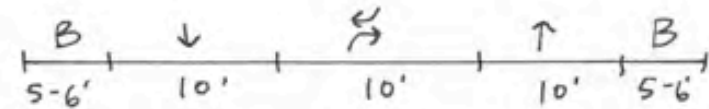
For local streets, the unintended consequences of applying tools meant to solely measure automobile mobility are clear: unnecessarily large roads, unsafe speeds, and ultimately, more congestion. A quirk in transportation analysis is its focus on accommodating the amount of traffic expected during the peak hour, or even peak 15 minutes, of a typical weekday. While this approach may ensure that congestion is manageable during that small window of time, it can create a street that is too wide for a majority of the day. When there are too many lanes on a street, there are often wide gaps between cars, and faster drivers can easily pass others on the road. Speeding has immediate consequences to safety. Wide roads where drivers can travel at 35 or 40 miles per hour or higher may not be desirable in town centers, residential areas, or anywhere pedestrians and cyclists travel. Further, as postulated by a recent study from the University of Toronto, vehicle miles traveled have increased in almost exact proportion to increased capacity, suggesting that in the long run this traditional approach is not even successful at achieving its primary goal of reducing congestion.

5. *Redesign downtown streets and reconsider the one-way grid.* Two primary strategies to right-size downtown streets are: (1) retain the one-way grid but reduce the number of lanes on the street to provide buffered bike lanes, pedestrian refuge islands, or diagonal parking, or (2) convert some or all of the one-way streets to two-way streets. Either strategy would have the intended effects of slowing speeds, improving real and perceived safety for all travelers, and creating opportunities to provide other amenities in the public spaces that are city streets. Converting streets in the heart of downtown, such as 5th and 6th Streets, would require changes to the circulation of the underground garage. Without dramatically redesigning the entrances, they could be reversed (the current exit would become the entrance and vice versa). However, two-way conversion is not the only path to reduced speeds. An initial re-striping of these streets could be an interim step to this solution, or it might result in the desired outcome without ever converting to two-way operations.

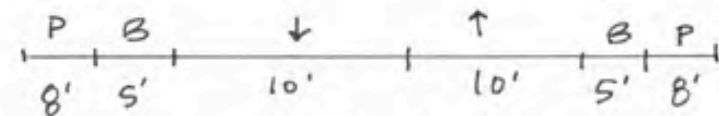
6. *Along edge streets that are already two-way, consider “road diets” to add turn lanes, reduce the number of through travel lanes, and provide additional opportunities for improved crosswalks.* No street in downtown Springfield exceeds 18,000 vehicles per day, and most of them carry between 8,000 and 12,000 vehicles per day. At these volumes, the fastest driver on the street sets the speed limit on a typical four-lane street. A three-lane street with one lane in each direction and turn pockets means that the most prudent drivers set the speed limits and drivers who are turning can get out of the way of through traffic, which usually leads to an immediate reduction in rear-end collisions. Furthermore, on a street with two lanes in each direction, mid-block pedestrian crossings are difficult to provide without some form of signalization. This is because a pedestrian leaving the sidewalk is often out of the sight-line of drivers approaching in the far lane. When the same street is reduced to one lane in each direction, one can provide a marked pedestrian crossing without signalization and not expect an increase in collisions or a reduction in safety. The sweet spot for this type of re-design (also called a “road diet”) is a street that carries between 12,000 and 18,000 vehicles per day, which means that many of Springfield’s streets could be redesigned with paint and provide an immediate and profound improvement.



11th St
9,800 - 12,700
ADT



Carpenter St
11,000 - 12,000
ADT



6th St*
10,000 - 12,000
ADT
* drop parking lanes @
intersections to provide
turn lanes

Sample roadway geometry for re-designed streets. Average Daily Traffic, or ADT, is noted.

Roadway	Date	ADT	ADT	
Location	Change	Before	After	
Greenwood Ave N	Apr-95	11872	12427	
N 80th St to N 50th				
N 45th Street	Dec-72	19421	20274	
Wallingford Area				
8th Ave NW	Jan-94	10549	11858	
Ballard Area				
Martin Luther King Jr W	Jan-94	12336	13161	
North of I 90				
Dexter Ave N	Jun-91	13606	14949	
Queen Ann Area				
24th Ave NW	Oct-95	9727	9754	
NW 85th to NW 65th				

Data from the City of Seattle on the performance of the city's road diets.



Existing four-lane streets along the gateway to Springfield's downtown.

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SUSTAINABILITY

This section of the report focuses on sustainability, which is defined broadly as a balance between environmental preservation, economic prosperity and social equity. While the majority of the work of the SDAT team generally falls under the broad definition of sustainability – and all of the recommendations would advance sustainability concepts in one way or another – this section focuses on sustainable development patterns, natural resource conservation, improving the public health and addressing quality of life for existing and future residents and visitors of the downtown. More specifically, this section provides an assessment of the downtown using a national rating system to measure sustainability, looks at the supply of parking in the downtown as a deterrent to revitalization and provides broad recommendations for making the downtown more sustainable.

LEED-ND EXISTING CONDITIONS ASSESSMENT

LEED for Neighborhood Development (or LEED-ND) is a national rating system for sustainable neighborhoods developed by the U.S. Green Building Council, in conjunction with the Natural Resources Defense Council (NDRC) and the Congress for the New Urbanism (CNU). Like other LEED products, LEED-ND is a point-based system. Multi-building development projects can become certified in either the “plan” stage or when the project is constructed. (Information on LEED-ND may be found at www.usgbc.org). The rating system was designed for new development projects under the control of a single entity (such as a developer). However, it has been used to evaluate the performance of existing developed areas (such as downtowns, neighborhoods and corridors) throughout the country. While not all of the credits are applicable to a situation such as downtown Springfield, the system’s topics and metrics provide a structure to evaluate the strengths and weaknesses (or opportunities for improvement) for a community.

LEED-ND Categories

The rating system is divided into three broad categories:

- **Smart Location and Linkage.** This section provides credits for the location of a project and values locating new development in existing urbanized areas, near transit and that avoids sensitive environmental resources. It answers the question of “where” new development should be located.
- **Neighborhood Pattern and Design.** This section examines the “what” of development – essentially the design of the community. It includes measures for the density of the project, the mix of uses, the variety of housing types and the urban design of the project.
- **Green Infrastructure and Building.** This section measures how a project is constructed and includes green buildings, water and energy conservation, reuse of historic buildings, and the design of the infrastructure system, among other topics.



LEED-ND CONCLUSIONS

During the 3-day SDAT meeting, the team used the rating system to prepare a high-level evaluation of the central part of the SDAT study area. Since actual documentation of most credits require mapping and calculations (and there was not sufficient time or resources to prepare documentation), the project team estimated the performance of each credit using visual field observation and our best professional judgment. The following are the conclusions according to the LEED-ND rating system for downtown Springfield.

Smart Location and Linkage. Downtown Springfield has a number of characteristics that enable the area to meet many of the requirements of this category of credits. The area is located on previously developed land and in the center of a metropolitan region. The area has a walkable network of streets with relatively short block lengths and development in the area does not adversely impact ecosystems or open spaces, such as habitat for threatened or endangered species, wetlands, floodplains, water bodies or prime agricultural land. The area is also well-served by transit, there is a readily available bicycle network and jobs and housing are located near one another.

Neighborhood Pattern and Design. The Downtown area is mixed for this category of credits. One of the strengths of the area is the pedestrian environment where pre-World War II buildings exist. Many of these buildings have a pedestrian oriented design with building entrances facing the street, no blank walls on the street, active uses on the ground floors, and minimal setbacks. In addition, the existing buildings have relatively high residential and non-residential densities. The area, however, is hampered by the large number of parking lots that detract from the pedestrian-oriented streetscape and some “newer” buildings (built between 1960 and the present) that are more automobile-oriented. The large amount of parking also reduces the overall density of the area. Other strengths of the area include walkable blocks, a diverse mix of uses, a mixture of housing types, and access to parks and recreational facilities. Weaknesses, other than those mentioned above, include large amounts of surface parking, no uniform transportation demand management program (TDM) and no local school near the majority of residents.



Green Infrastructure and Buildings. Many of the credits in this category are difficult to achieve or measure for existing neighborhoods or districts since they address how a project is constructed and operated over time. However, several credits are met including the reuse of existing and historic buildings and the recycling programs that the City has in place. Many other credits were either unknown or were not met through existing policies of the City. These include green building rating system requirements, reduced water and energy use in buildings and infrastructure, stormwater management, energy production and distribution from renewable energy sources, and reduced light pollution. Many of these credits could potentially be met through requirements for the reuse and renovation of existing buildings and for requirements for new construction.

LEED-ND Results. Based on the assessment of the area, we estimate that areas of the downtown with pre- World War II buildings may achieve upwards of 31 points – less than the lowest level of certification, which requires 40 points. Areas of the downtown that are more automobile-oriented would achieve fewer points due to the credits in the Neighborhood Pattern and Design category. If certain policies were put in place to ensure that the design of new buildings is more pedestrian-oriented and there were requirements for water and energy conservation and certified green buildings, than perhaps the Downtown could become a certified LEED-ND project area.

Parking Assessment. One measure of whether a community is sustainable is the amount of land that is devoted to the automobile. In general, communities that have transit-supportive densities, a diverse mix of uses and are walkable are more sustainable compared to communities that are predominantly automobile-oriented. One of the best measures of whether a community is automobile-oriented is that the number of parking spaces and the land devoted to parking. According to a parking study prepared by the City, there are 29,047 parking spaces in the downtown area – an area that is just slightly larger than the SDAT study area. According to the 2010 US Census, there are 116,250 people in the Springfield Metropolitan Statistical Area. This means that everyone who lives in Springfield could drive downtown (with an average of 4 people per car) and park at the same time. In other words, there is significantly more parking in the downtown than is needed to meet demand.

Characteristics of Downtown Springfield Relative to LEED-ND Rating System Criteria

Characteristics that support sustainability:

- Location in the center of the region
- Sidewalks are great
- Walkable grid (320' blocks)
- Diverse building stock that can be repurposed
- Significant historic resources and identity
- Some locations of good building form
- Great neighborhoods surrounding downtown
- Community participation
- Energy standards
- Recycling bins

Characteristics that could be improved:

- Surface parking lots and vacant sites
- Transit is good but doesn't serve all populations
- Lack of bicycling facilities
- Lack of connections to adjacent areas
- A lot of jobs but not a lot of housing
- Lack of diverse housing (types and levels of affordability)
- Lack of green buildings
- Few neighborhood-serving uses

RECOMMENDATIONS

Based on the assessment by the SDAT team, the following are the primary recommendations to address sustainability in downtown Springfield.

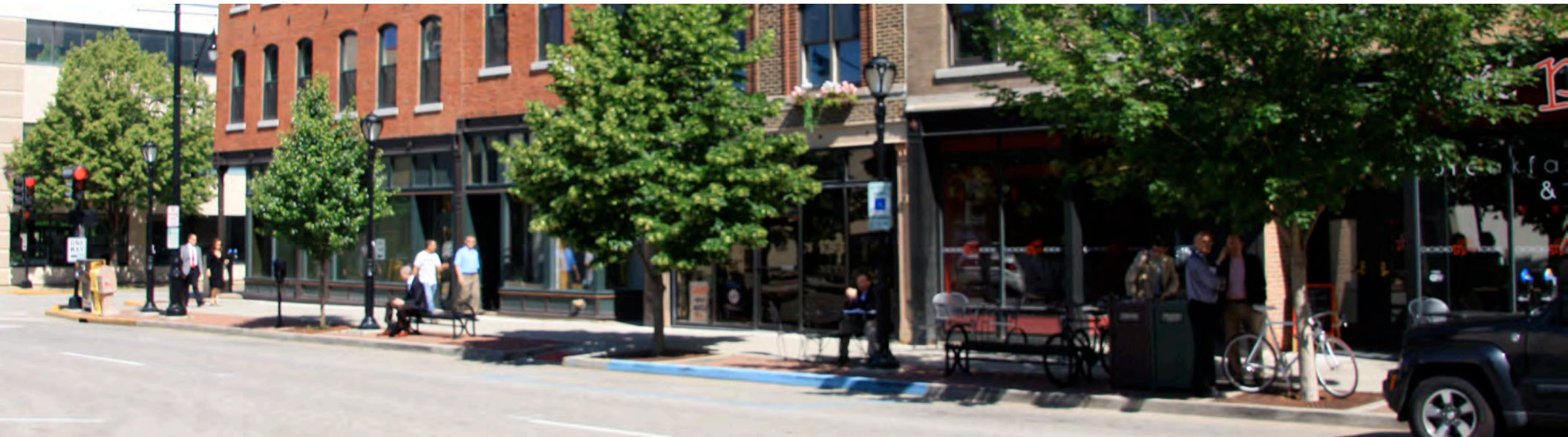
1. Capitalize on Downtown as the center of the region. Downtown is the most sustainable location for new development in the entire city due to its walkable block structure, existing infrastructure, proximity to jobs and diverse mix of uses. Recognizing the importance of the Downtown through policies, funding and other City-led actions are critical to improving overall economy of Springfield. The City should work with other agencies to critically evaluate all funding, policies and programs that could create a disincentive to development in the downtown or provide incentives for greenfield development. Positive incentives should be encouraged. Examples could include:

- a. A policy to repair new roads and infrastructure prior to constructing new infrastructure to support new development.
- b. Requirements for new development to pay for the costs of construction and operation and maintenance of infrastructure over time.
- c. Financial incentives to reuse existing buildings in the Downtown.

2. Recognize the importance of the downtown neighborhoods.

Revitalization of the downtown cannot occur in isolation. Great cities not only have great downtowns but also have residential neighborhoods immediately around the downtown. As such, Springfield should continue and expand its efforts to revitalize the neighborhoods immediately around the downtown. This could involve developing community plans, adding investment in public infrastructure, supporting non-profit institutions working for neighborhood enhancement, providing funding for new housing and actively pursuing new neighborhood-serving uses.

3. Develop incentives to reuse existing buildings. Reusing (and upgrading) existing buildings is the most sustainable building practice. While it is not possible to reuse every building, efforts should be made to incentivize the reuse of the existing building stock, particularly those older buildings that are supportive of the pedestrian-oriented environment. Indeed, there are many vacant and underutilized buildings that could be modernized with energy and water upgrades that could be used for business and government functions.



4. Improve access to healthy food. As the percentage of the US and state population that suffers from obesity, diabetes and other diseases increases there is a strong need to improve the access of all populations to healthy foods. In the downtown and in adjacent neighborhoods, there are more fast food and unhealthy food options. A new supermarket is being developed but additional healthy food options are needed. These include urban-format grocery stores, corner markets, minimizing the number of liquor stores, and expanding the regular farmers market.

5. Provide opportunities for community gardens, urban agriculture and edible landscapes. Another way to increase access to healthy foods is through the construction of community gardens, urban agriculture and edible landscapes. Our recommendations for this are as follows:

- a. Support the construction and maintenance of at least 1 community garden in each neighborhood with a goal of having between 60 and 200 square feet of community garden space per dwelling unit.
- b. Construct demonstration urban agriculture space on vacant parking lots in the downtown. As is discussed above, there is significantly more parking in the downtown than is needed and much is designed as surface parking. Some of the acres of parking could be converted back to urban agriculture space where a local non-profit organization, supported by the City, could farm the land and sell the food at local farmers markets. The City could provide the land to the non-profit and financially support its activities.
- c. Plant edible landscapes in the downtown. Some areas of the downtown are lacking in street trees and recommendations are being made to narrow some roadways since some have more than enough capacity to carry the current and expected future amount of traffic. In these situations, fruit trees could be planted to support healthy eating.



6. Change zoning and development standards to support walkability.

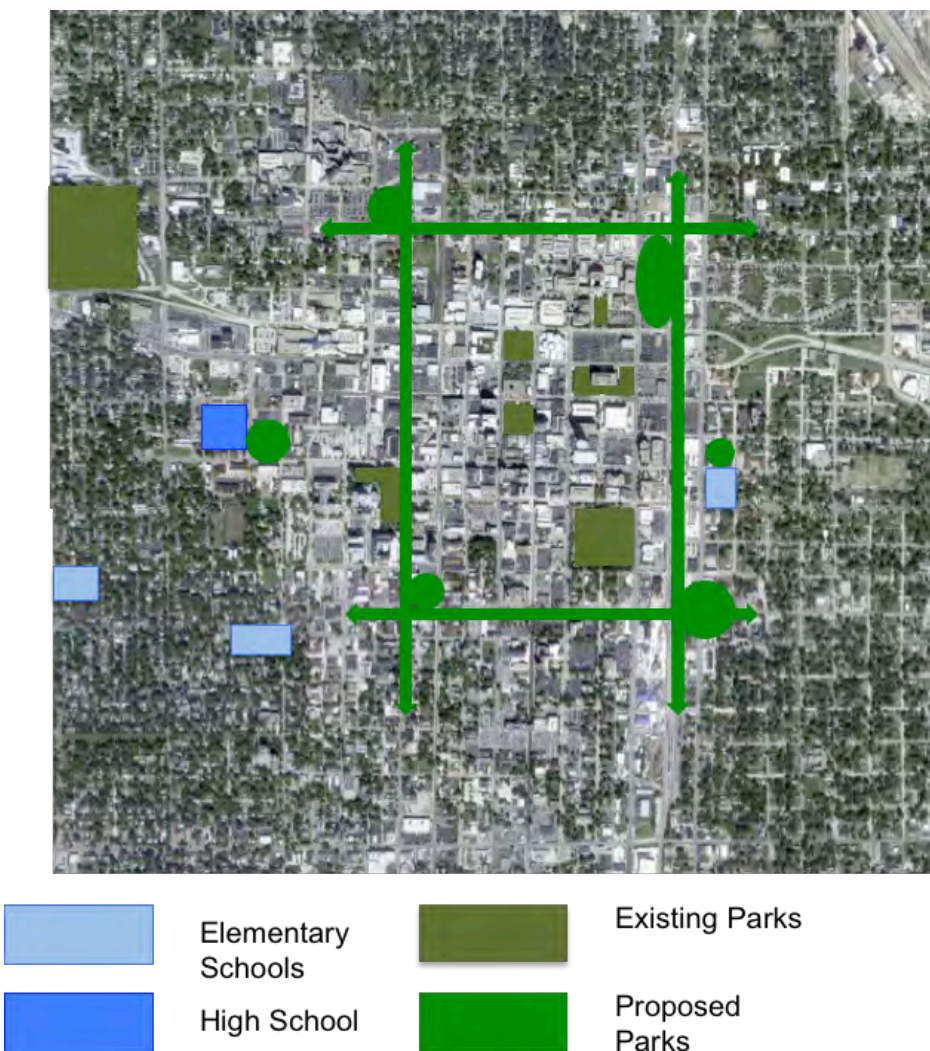
New buildings constructed in the downtown should support the pedestrian environment and reduce designs for automobiles. Exceptions to this include some hospital buildings and some civic buildings. Recommended zoning changes should include the following:

- a. Require that new buildings be no more than 25 feet from the edge of the sidewalk.
- b. Require functional building entries to occur at least every 75 feet.
- c. Ensure that ground-level uses for retail, service and trade uses that face a public space have clear glass on at least 60% of their facades between 3 and 8 feet above grade.
- d. Minimize blank walls and limit space without windows or doors to no more than 50 feet in most circumstances.
- e. Require on-street parking on at least 70 percent of the length of existing streets.
- f. Provide wide sidewalks (of at least 10 feet) on all streets.
- g. Design traffic speeds to no more than 25 MPH.
- h. Reduce the number of intrusions of vehicles across sidewalks so that no more than 10 percent of the total length of sidewalk lengths have at-grade crossings with driveways.

7. Expand opportunities for physical activity. The downtown can become more of a destination if there were more entertainment and recreational activities. This would also help to combat the epidemic of obesity in the United States. Recommendations for achieving this include:

- a. Bringing back the skating rink in the winter.
- b. Adding park space in the downtown on vacant land and existing surface parking lots with the goal of adding a new active park space in each of the four corners of the SDAT study area (see figure below for representative diagram of proposed parks space locations).
- c. Constructing a running circuit with exercise equipment around the downtown.





8. Promote and incentivize green buildings and green development.

There are a number of steps that the City could take to reduce resource use in the downtown and make the area more “sustainable.” Several of these activities are listed below:

- Create a sustainability plan. The City should create a city-wide sustainability plan that addresses a wide range of topics including energy use, water use, recycling, resource management, and other topics present in the LEED-ND rating system. Ideally the plan should be for the entire city and not just for the downtown.
- Retrofit existing buildings with energy conservation measures. This can be achieved through incentives to existing building owners and grants from outside sources, such as the federal government.
- Consider district heating and cooling in areas. Downtowns provide great locations for district heating and cooling systems because of the large amount of energy consumption within a small geographic area. This will reduce energy lost due to transmission and may enable more use of non-renewable energy sources.
- Pursue solar photo-voltaic on some buildings, especially larger government buildings.
- Create a green building program or adopt an existing green building program.
- Provide incentives for LEED (or other) certified buildings through zoning bonuses, development entitlement expedition or other means.
- Create requirements for the use of recycled content in infrastructure
- Prepare light pollution reduction standards that limit light trespass
- Change standards to reduce heat islands by promoting solar-reflective roofs and vegetated roofs, shading pavement with trees, and using solar-reflective paving, and open-grid pervious paving.

Immediate Actions

Where there are many possible actions that could occur over the long term, the SDAT team is recommending the following three preliminary actions to support sustainability in the downtown:

1. Apply for a grant for energy efficiency from the Illinois Clean Energy Community Foundation
2. Review incentives/disincentives for downtown versus other areas
3. Build a community garden downtown and in each neighborhood surrounding downtown

A photograph of a window with a wooden frame and green wallpaper with peeling paint. The window is partially open, showing a view of a city skyline. The text "MARKET ANALYSIS" is overlaid on the image.

MARKET ANALYSIS

OVERVIEW

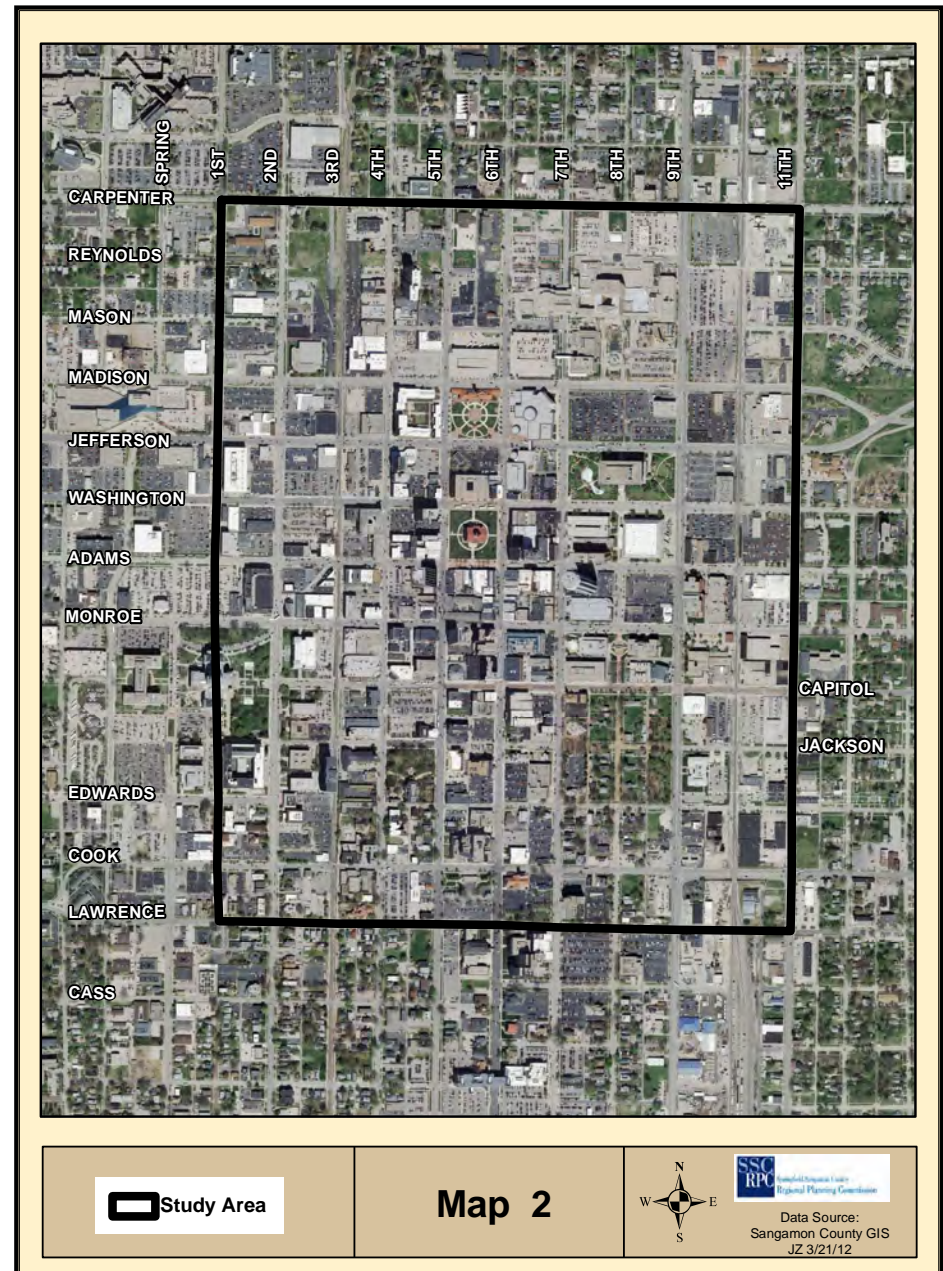
In general, the team found that the Springfield market exhibits a high level of visitor and workforce-related economic potential, but there is little retail activity to support these target markets. Morning and daytime services exist, but services for the dinner hour, apparel and related retail options are limited. There are few strong retail operators in the downtown. It is void of national tenants and regional credit worthy uses maintain low output. There is virtually no activity on Sunday between 6-10 p.m. The workforce and visitor capture is missing in the current market. There is low support for residential needs, such as dry cleaning, groceries, and other basic services. The downtown is currently missing an opportunity to cross-collateralize cultural visitors with additional entertainment, retail, and restaurant activity downtown.

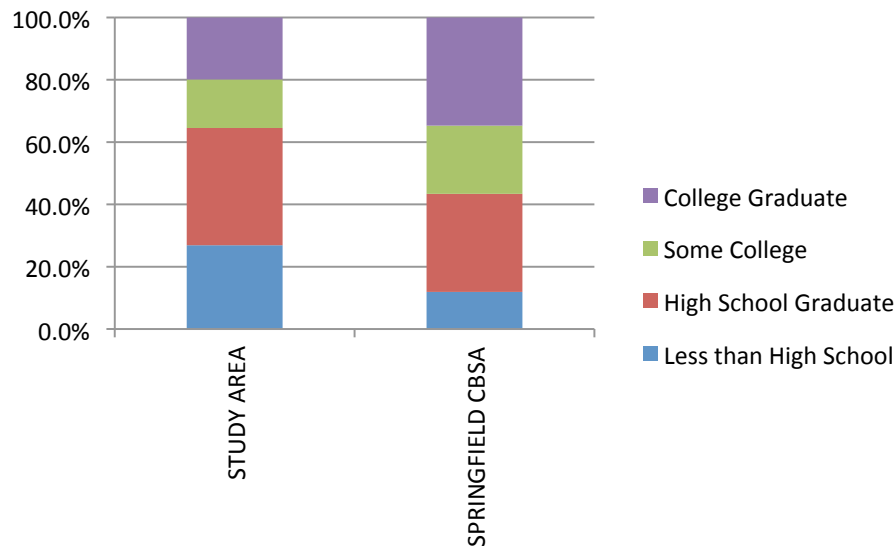
STUDY AREA

The study area for the SDAT is located along Lawrence Avenue as the southern boundary, 11th street as the eastern boundary, 1st Street as the western boundary, and Carpenter Street as the northern boundary. This area encompasses most of the Central Business District as well as many of Lincoln's historic landmarks. The study area has immediate access to the medical district and historic Enos Park.

POPULATION & INCOME ANALYSIS

The population in 2016 is anticipated to be 2,110 in the Study Area. This is a slight increase from the 2011 population of 2,077. Currently, 7.4% of the 1,462 housing units in the market area are owner occupied; 64.2% are renter occupied; and 28.5% are vacant. In 2000, there were 1,426 housing units - 8.9% owner occupied, 70.7% renter occupied and 20.4% vacant. The annual rate of change in housing units since 2000 is .24%. Median home value in the market area is \$68,667, compared to a median home value of \$157,913 for the U.S. In five years, media home value is projected to grow by 1.97% annually to \$75,714 in 2016. From 2000 to the current year (2011), median home value changed by 2.29% annually.



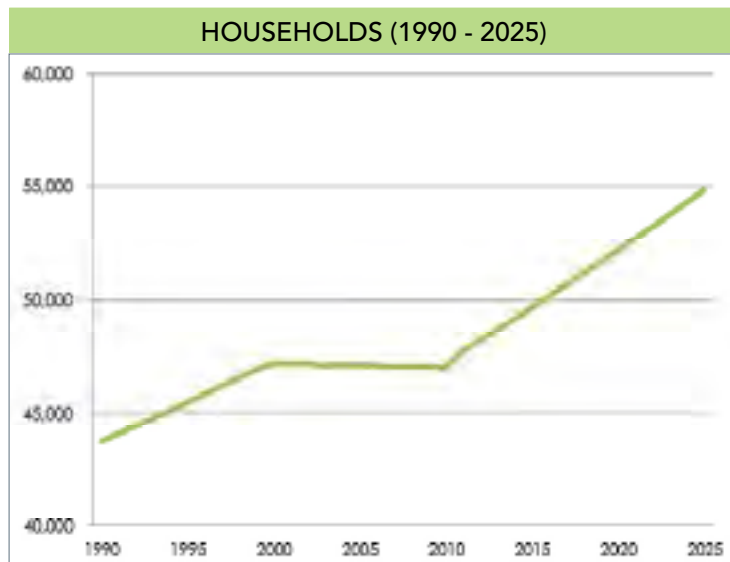


TRADE AREA

An estimated Trade Area for the Study Area is 3 miles. The actual Trade Area may be larger or smaller than this estimated geography. Based upon the natural, physical and existing shopping center spacing, a 3-mile Trade Area is logical. A specific license plate study, or customer intercept survey, will define an accurate Trade Area. Based upon residential demand, this area has excess retail supply to support the existing population supply with the 3-mile geography. Assuming moderate growth in downtown housing, there is projected to be a demand of 56,292 square feet of retail by 2025.

EDUCATION PROFILE

According to Lumina Foundation research, approximately 41% of the state's nearly 7 million working-age adults (25-64 years old) hold at least a two-year degree. While this number exceeds a national average of 38%, it is trending upward over time. Catalyst completed a study based upon student expenditures in 2011. Using the college/university population data provided, the total spending for students in the Illinois region that the Study Area might capture is approximately \$11,337,346. Using a conservative amount of \$300 per square feet of retail sales to support a business, the student population which impacts the downtown represents approximately 31,862 square feet.



MAP	UNIVERSITY	ENROLLMENT	EST. CAPTURE %
1	Blackburn College	600	2%
2	Illinois College	964	2%
3	Lincoln Christian College	772	2%
4	Lincoln College	562	2%
5	Lincoln Land Community College	19,000	12%
6	MacMurray College	669	2%
7	Midwest Technical Institute		0%
8	Millikin University	2,400	2%
9	Richland Community College	3,569	2%
10	Robert Morris College	510	20%
11	St. John's College	97	60%
12	SIU School of Medicine	288	75%
13	Springfield College in Illinois	300	20%
14	University of Illinois at Springfield	4,500	20%

Student Profile Data (Source: City of Springfield)

POPULATION	STUDY AREA	SPRINGFIELD MSA
2000	1,838	201,437
2010	2,082	210,170
Total % Growth (2000 - 2010)	-0.9%	4.3%
2011 Population	2,077	211,610
2016 Population	2,110	216,658

Population (Source: ESRI)

	STUDY AREA	3 MILE
2016 Population	2,110	82,108
2016 Households	1,112	37,216
2016 Median HH Income	\$18,493	\$34,886
Aggregate Income	\$2,346,320	\$2,864,419,688
Est. Retail Demand	\$797,749	\$738,733,838
Retail Supply		\$774,507,040
Retail Gap		-\$35,773,202
Retail Demand Potential		-119,244

Population (Source: ESRI)

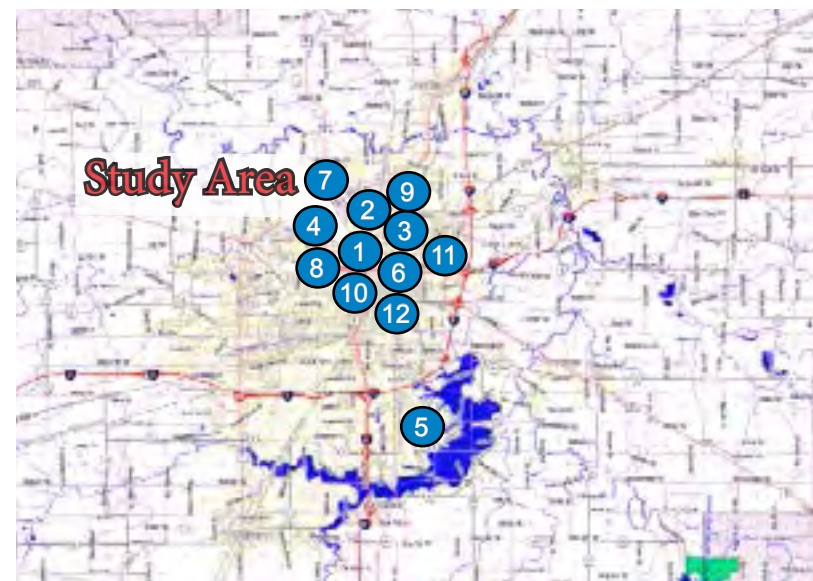
CATEGORY	PERCENTAGE	AVERAGE MONTHLY	ANNUAL	ANNUAL SPENDING POTENTIAL	EST. SF DEMAND
Food/Beverage	31.6%	\$124	\$1,488	\$3,586,303	4,483
Automotive	20.7%	\$81	\$972	\$2,342,666	7,809
Entertainment	8.9%	\$35	\$420	\$1,012,263	3,374
Clothing & Shoes	8.2%	\$32	\$384	\$925,498	4,627
Cellphone/PDA	7.7%	\$30	\$360	\$867,654	2,892
Personal Care Products	6.1%	\$24	\$288	\$694,123	2,314
Technology	4.1%	\$16	\$192	\$462,749	1,542
Cosmetics	2.3%	\$9	\$108	\$260,296	868
Other	10.5%	\$41	\$492	\$1,185,794	3,953
Total	100.0%	\$392	\$4,704	\$11,337,346	31,862

Student Demand (Source: ESRI)

FIRMOGRAPHIC ANALYSIS

According to the U.S. Census, there are over 122,802 persons employed within the City of Springfield. Approximately 59,236 people work within Springfield but live outside the city limits. The remaining 51.8% live and work within Springfield. Conversely, there are 20,797 people who live in Springfield, but work outside city limits.

There are over 36,937 employees within Springfield. Over 46% of these jobs (17,000) are attributed to the State of Illinois. This is a big concern as government spending decreases, and as jobs export to Chicago. Other major employers are Memorial Medical Center, St. John's Hospital, Springfield School District, the University of Illinois at Springfield, City of Springfield, National Guard, Southern Illinois University School of Medicine, AT&T, USPS, and Horace Mann Insurance.



MAP	COMPANY	EMPLOYEES	SECTOR
1	State of Illinois	17,000	Government
2	Memorial Medical Center	3,400	Medical
3	St. John's Hospital	2,839	Medical
4	Springfield Public Schools	2,019	Government
5	University of Illinois at Springfield	2,092	Government
6	Springfield Clinic	900	Medical
7	Illinois National Guard	2,700	Government
8	City of Springfield	1,707	Government
9	Southern Illinois University School of Medicine	1,200	Medical
10	SBC	900	Telecommunications
11	USPS	900	Government
12	Horace Mann Ins	1,280	Insurance
	Other		
TOTAL		36,937	

Top Employers (Source: City of Springfield)



Employee Migration (Source: City of Springfield)

WORKFORCE RETAIL DEMAND	STUDY AREA	SPRINGFIELD MSA
Population	26,097	138,352
Daily Expenditure	\$10.75	
Frequency (weekly)	4.4	
Weekly Expenditure	\$176,000	
Retail SF Demand	30,565	118,127

Note: Springfield MSA is defined as the Metropolitan Statistical Area.

MEDIAN AGE	STUDY AREA	SPRINGFIELD MSA
Median Age	39.1	39.5

Median Age (Source: ESRI)

AGE PROFILE	PERCENT
0 - 4	4.1%
5 - 9	3.6%
10 - 14	3.1%
15 - 19	3.8%
20 - 24	10.8%
25 - 34	18.8%
35 - 44	13.9%
45 - 54	16.4%
55 - 64	12.2%
65 - 74	6.7%
75 - 84	4.2%
85+	2.4%

Age Profile (Source: ESRI)

INDUSTRY GROUP	DEMAND (RETAIL POTENTIAL)	EST SQUARE FOOTAGE DEMAND	EXISTING SUPPLY (IN SF)
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$11,330,677	37,769	228,533
Total Retail Trade (NAICS 44-45)	\$9,553,292	31,844	141,221
Total Food & Drink (NAICS 722)	\$1,777,385	5,925	87,311

Primary Trade Area Demand Matrix (Source: ESRI)

WORKFORCE RETAIL DEMAND

According to research by the International Council of Shopping Centers (ISCS), the average worker spends \$53 per week during work. Assuming comparable spending patterns, the aggregate downtown employee base has the spending potential of over \$9 million annually. Assuming a capture rate of 10% and sales of \$300 per square foot, this would equate to 3,057 square feet of retail demand from workforce alone. A 15% capture rate and sales of \$300 per square foot would equate to just over 4,576 square feet of retail demand.

DEMOGRAPHIC PROFILE

The median age for the United States was 35.3 in 2000 and 36.7 in 2012. In the Study Area, the median age of the population was 39.1. According to the National Retail Federation, nearly 30% of all retail workers were 24 years old or younger in 2010. The Trade Area has plenty of available workforce for retail, which is typically 16-54 years of age.

DEMAND ANALYSIS

Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by residential consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus).

A positive value represents 'leakage' of retail opportunity outside the Trade Area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Based upon density of the Trade Area and the income per household the demand potential for the Primary Trade Area is \$11,330,677.

KEY RECOMMENDATIONS & CONCLUSIONS

Based upon the preceding analyses, the team is making the following key recommendations for the downtown:

- Develop a merchandising plan for potential uses at the block level in the Catalyst Area(s).
- Develop a recruitment effort with national and credit worthy tenants in priority of quality and performance (i.e., sales per square foot).
- Develop incentive policies based upon individual uses. Explore a range of incentives including sales tax rebates, property tax abatement, and low interest loan programs to stimulate retail in the Catalyst area.
- Create pop up businesses and program events to activate Sunday or between 6-10 p.m. (workforce and visitor capture opportunity is missing).
- Identify local partners to support residential needs (dry cleaning, grocery, etc)
- The velocity of residential development is likely under 20 units per year, which makes it difficult to develop the spending capacity and density of customers to support national retail. Therefore, take a long-term approach and focus on an 18-36 month recruitment process.
- Public investment may need to be greater than 30 percent for success.
- The uncertainty regarding the impasse on the rail alignments downtown must be managed effectively to avoid delaying investment.
- The actual crime, or the *perception* of crime, must be lower than the national average. El Paso is the #1 safest city now. If they can do it, Springfield certainly can have success. Fort Worth created a Business Improvement District (BID) to manage perceptions in Sundance and had success. This issue must be addressed in the short term.
- The dependency on public sector jobs is unsustainable and risky. There are over 7,000 jobs in the medical district just outside of the core of downtown which are available for capture.
- The TIF is expiring in 2016. Lack of public-private partnerships and continued public support would eliminate a large portion of retail and residential growth, so this issue must be addressed with new funding mechanisms.
- The Visitor Economy has up to 1,000,000 square feet of demand. It provides an easy footprint to expand with existing national and international appeal.
- The workforce capture represents up to 180,000 square feet of additional commercial.
- Springfield has a substantial inventory of assets at low acquisition cost that are available for quick activation and should be taken advantage of through partnerships.



BRANDING DOWNTOWN

GETTING IN TOUCH WITH YOUR DOWNTOWN FUTURE

Downtown Springfield should play an important role in the community's economic development strategy. For decades, a bustling downtown was the social, cultural and financial lifeblood of many Midwestern communities. Even with today's suburban competition, commercial cores can account for as much as 30 percent of a community's jobs and 40 percent of its tax base. Downtown is also a community's crossroads – a place in the hearts and minds of citizens that evokes strong emotions and helps define identity.

But to many, downtown Springfield has become irrelevant. Historic context and density have given way to the convenience and ease of the suburbs. Other than a place to conduct occasional government business, many Springfield citizens have no reason to visit the downtown area, and grumble when it is necessary to do so. It is important to understand that for older citizens, the downtown Springfield they remember, with department store shopping and service businesses owned by neighbors, is not the downtown Springfield of the present – or of the future. While leaders must be considerate of these citizens' viewpoints, they must focus on those whose memories and expectations of downtown are what they see today. Springfield must market and develop downtown for the Millennials.

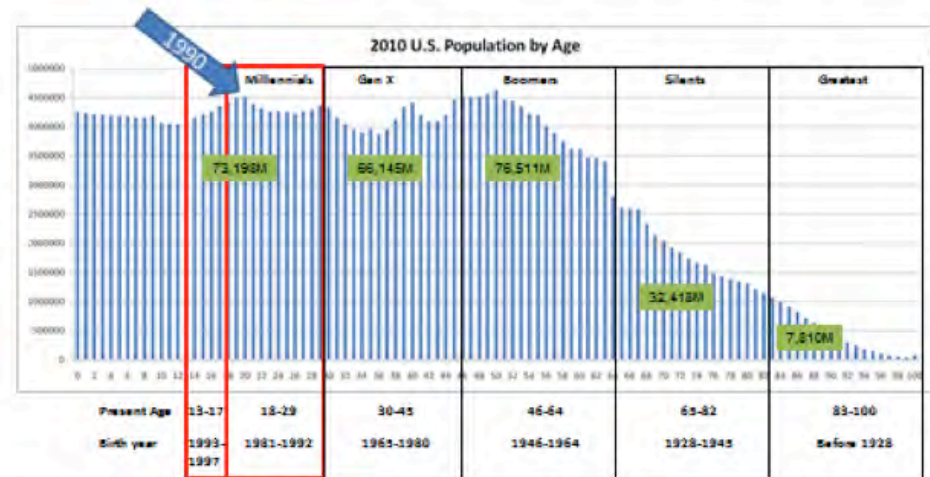
WHO ARE THE MILLENNIALS?

Also known as "Gen Y", the Urban Dictionary defines them as:

Born Between 1982 and 1995, millennial is the term used to describe the next generation. Characteristics include: a strong sense of citizenship, moral, confident, sociable, street smart, diverse. Millennials often are associated with being optimistic, stubborn and civic. Some important events of this generation include the Columbine shooting, the death of princess Diana, World Trade Center attacks (1993 and 2001), Iraq. Trends include: Internet chat, Reality TV, school violence, multiculturalism. Through test scores and surveys Millennials are showing more potential intellectually than their predecessors.

Actually, the Urban Dictionary also defines them as (plant tongue firmly in cheek.): "Special little snowflakes. Born between 1982 and 1994 this generation is something special, 'cause Mom and Dad and their 5th grade teacher Mrs. Winotsky told them so. Plus they have a whole shelf of participation trophies sitting at home so it has to be true."

Who Are The Millennials, aka Gen Y?



Source: U.S. Census, Projected Population by Single Year of Age, released 2008, based on 2000 data



A DOWNTOWN FOR THE MILLENNIALS

Regardless, they are a powerful force, part of a generation over 75 million strong, and they are strong consumers of the urban lifestyle. High achieving and more socially conscious and civically oriented than their parents, they embrace the vitality created by the combination of historic context, centrality, density, diversity, and continuity that you can only find downtown. Here are some recommendations on how to court them:

Attracting Millennials to Downtown Springfield

1. Develop an effective social media strategy. Social media is the most important news channel for this generation. They are the most up-to-date news channels, and are the most tailored and targeted since you choose yourself who you follow or what kind of information you want to receive. Ignore this recommendation at your peril. It is inexpensive to implement and will reap tremendous rewards.

2. Be authentic in your messaging – particularly when it involves “sustainable” efforts. Millennials are looking for conversations, not sales pitches, and they know the difference. This is a generation you market with – not “to.”

Example: Tweet this: “Headed to Café Moxo for lunch. Who’s going?”
Not this: “Come to Downtown Springfield for lunch at Café Moxo”

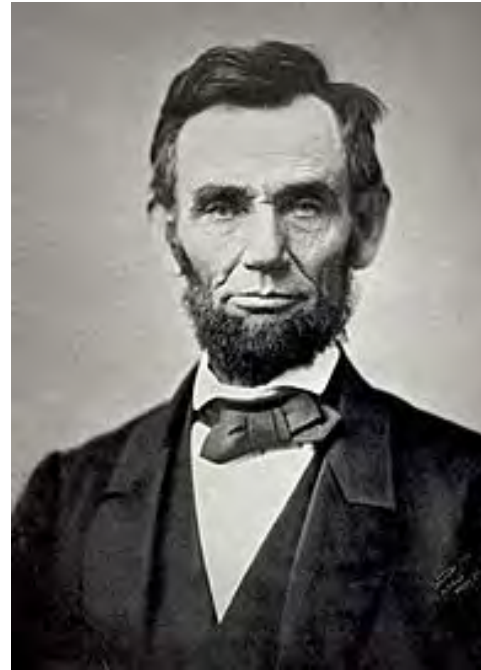
Be especially careful in touting your sustainability efforts. Yes, this generation feels ecological responsible, but they like companies and organizations that put clear societal goals forward and act upon them without bragging. They dislike groups that actively communicate about their “green” programs, which is seen as “green washing”. To this group, it’s just another advertising strategy.



Example: Detroit has had success marketing itself to younger professionals, experiencing population growth downtown

3. Modernize your brand. Springfield has a strong brand based in history. It's an important history ripe with the opportunity for emotional responses. By continuing to market Lincoln as an icon, Springfield is missing the opportunity to connect with Millennials who look for emotional connections to brands. A sense of nostalgia that Abraham Lincoln once walked the streets of Springfield is simply not enough to keep this population coming back. A modernized brand would focus on Lincoln's accomplishments, particularly in the area of social responsibility. Successfully reaching Millennials will depend on making an emotional connection to the icon that is Springfield's unique brand and setting expectations from there.

4. Develop "Share" programs for downtown. Bike Share, Car Share, Apartment Share, Designer Clothing Share: Sharing expensive stuff is not only smart but also has positive side effects on the environment (see above). That's why programs that offer sharing and renting belongings whenever you don't need them are getting the attention of Millennials worldwide. Springfield could develop pilot "share" programs – bike shares are particularly popular – that would attract residents to downtown. (More about bike shares later.)



Modernize Springfield's unique brand for the Millennials



Washington, D.C.'s vibrant food truck scene



Oklahoma City's "First Date" Invitation to Downtown

6. Create an event that resembles a reality TV show. It's been on every possible channel in every possible format since the start of the new Millennium and yet it still doesn't really get boring for the Millennials who grew up with reality TV content such as Big Brother, Real World, Survivor, the Osbournes and American Idol. Develop an event that resembles one of these and you will capture that audience. Ideas: Dancing with the Springfield Stars or the Amazing Downtown Springfield Race.

7. Create a Bike Share program. Check out grants from the federal government that are available to get this done – but GET IT DONE. From cheap fixed gear bikes painted in bright colors in Jakarta or more organized urban bike renting in cities such as Barcelona or Paris: urban cycling is big worldwide. It's the easiest way to get from A to B without traffic jams or the need for scarce parking spots. Check out Capital Bike Share in Washington DC – or any city such as Denver or Boulder that uses B-Cycle programs. Oklahoma City developed its own unique bike share program "Spokies", <http://spokiesokc.com/>. Design a program specific to your needs.



Bikesharing in Downtown Minneapolis

8. Think of Downtown Springfield as an emotional experience. Think about how we describe the places we love. We loved the food, the architecture, the shopping, the colors we saw, the people we met. All of these are essentially emotional responses. Millennials are an emotions-driven generation and more emotional than previous generations. The quest for happiness is key in their lives. Every downtown Springfield experience will need a strong emotional component that allows Millennials to escape and relax from everyday reality. They are also seeking adrenaline provoking thrills, the result of the “game-i-fication” of society which offers competition and challenge. Downtown Springfield experiences should provide group challenges and position their offerings as achievements or a moment of indulgence or escape after hard work.

Helpful hint: Change the language. Planning boards, city councils and other governing bodies tend to speak of downtown using terms like floor to area ratio and density bonuses. If you think of the city technically, it’s likely you will find technical solutions – not ones that address the emotional experience of a city. Learn to talk about density in the context of greater interactions, personal connectivity and the ultimate positive results: a safer, well maintained conscientious community.



IMPLEMENTATION



THE PSYCHOLOGY OF REVITALIZATION

“We are all faced with a series of historic opportunities, brilliantly disguised as insoluble problems.” –John W. Gardner

The preceding report contains numerous suggestions for the future of downtown Springfield. On the surface, the challenge of implementation may seem quite daunting. The issues facing downtown are complex, and will require the effort of an entire community to address effectively. The loss of over 2,600 downtown jobs has had a significant impact on the downtown market. In addition, the fiscal crisis facing government will continue to impact the downtown indirectly. While it was the team’s opinion that the City is making the tough decisions required to address fiscal gaps, the extremely constrained public resources available for downtown investment presents a real challenge to long-term implementation. Furthermore, the team was told that Springfield doesn’t have a lot of strong civic organizations outside of local government, doesn’t have a strong philanthropic community, and there are not strong local institutions beyond the medical district. Given this reality, it seems natural to ask the question:

How can Springfield create what it doesn’t have today? How can it build the tools to be successful?

OVERCOMING CYNICISM

During the SDAT process, there was a lot of talk. While the quality of the dialogue was quite high, the team also heard a lot of cynicism. Overall, community participation in the SDAT process involved hundreds of residents and stakeholders, and enthusiasm for the downtown was well demonstrated, so the city should be positioned to leverage the dialogue that occurred into real action. However, the team also realized that any effort to improve downtown will need to overcome existing cynicism about Springfield. This challenge is by no means unique. In fact, one of the common refrains AIA teams have heard in many communities we work in demonstrates the challenge:

“Things are different here. What works in other places won’t necessarily work here. Things are difficult here. We have some unique challenges.”



Hundreds of residents and stakeholders participated during the 3-day SDAT process, providing a solid foundation for future work.



KEYS TO SUCCESS

The SDAT team has identified the following framework for successful implementation.

Vision: A Collectively Held, Contemporary and Aspirational Narrative of the City

Like many state capitals, Springfield has traditionally been a “government town,” and state and local government have dominated the downtown culture and built environment, as well as the local economy. The presence of significant historic resources related to Abraham Lincoln has reinforced this notion. It has contributed to the perception today that downtown, and Springfield at large, is old-fashioned, and obsolete. One of the city’s priority goals should be to begin building an environment downtown that supports diverse economic activities, and creates a platform for a range of experiences. Government will continue to play a large role in Springfield’s future, but it cannot be the defining image for the city’s downtown. The city’s civic leaders should seek to engage the community in rewriting the contemporary narrative of the city to fit this goal.

The best example of a state capital that has built a modern image beyond a ‘government town’ is the case of Austin, Texas. Even though the Capitol building maintains a prominent presence in Austin, many visitors actually forget that the city is the state capital. It has become better known as an innovative technology hub, defined more by its creative economy, culture and events, as well as its university. South by Southwest (SXSW), the city’s signature cultural event, brings over \$100 million in revenue to the city each year. Austin is known for its strong civic image captured in the slogan, “Keep Austin Weird,” that is authentically local, and residents actively participate in the maintenance of that self-image.

Springfield’s self-image, and the level of civic pride expressed in the downtown and city at large, is tied to its ability to define a new direction that is both contemporary and authentic, and tied to tangible changes. It is also connected to the ability to involve citizens in the physical, cultural, and social progress and transformation of downtown as the centerpiece of the city, and through their involvement, build a new narrative about the downtown comeback.

The importance of building this civic identity and widely held narrative cannot be underestimated, as it will provide a basis for action. Once connected to modest but visual changes, the narrative can set the table for exponential growth in private investment and create the virtuous cycle that downtown needs to grow and succeed.

An Approach to Revitalization as a Process

Downtown revitalization is a process. It will involve many investments, both small and large, and they must all link effectively to one another to create an environment that is attractive for more of the same, creating a virtuous cycle that builds continued momentum. It is a complete myth to think that there is a single transformational investment that will change downtown. It will require a process where both small and large investments carry importance. Some communities have a tendency to be dismissive of smaller ideas such as community gardens, bike lanes, and public spaces. Some people will consider these kinds of actions too insignificant to matter, and so unrelated to downtown health as to be unworthy of consideration. However, the experience in other cities provides evidence that each community must follow a process by which sequential actions leverage the following ones, scaling upward and outward to eventually create the desired environment downtown. The immediate goal must be focused around creating an environment downtown that is an attractive place for investment.



A Strategy that Leverages Existing Assets Fully

Springfield's approach to downtown revitalization must conceive of leveraged strategies for existing assets in new and sometimes unconventional ways. For instance, much has been made in this report of the need to reconsider the existing street network and the design of streets downtown. Several suggestions have been made regarding the idea of community gardens and public spaces downtown. In both cases, these suggestions are tied to existing public assets that can be rethought for greater impact in creating a vibrant environment. Downtown has numerous excess parking lots that represent assets to be converted to better uses in this vein. Similarly, empty storefronts can be programmed for pop-up retail initiatives which are temporary, but activate downtown streetscapes and contribute to an improved, more attractive environment at minimal cost. Simple acts, such as initiatives to create participatory public art in parks or streets downtown, represent important signals of collective investment in downtown's future. These aspirational projects, in combination with other investments, can indicate a strong market interest in reinventing downtown for people, and can make it an attractive site for future investment. More specifically, when strategically linked to one another, simple interventions can have a catalytic impact and draw more substantial private investment downtown. Celebrate the completion of every new initiative. Each project should seek to infuse continued civic energy for additional initiatives and build wider excitement about the narrative of a downtown comeback.

A Sustained Approach to Civic Capacity Building

Springfield should build a broader constituency for downtown that is inclusive of every sector of the community. Success will require a modern approach to governance. It is dependent upon civic leadership outside of the public sector, and on broad, diverse, and unconventional partnerships. The traditional model of government-led revitalization is no longer sufficient in an era of constrained public resources. Government will continue to be a leading institution in the downtown's comeback, but *it cannot accomplish this task alone.*

Success will require a community-wide effort, numerous partnerships, and cross-sector collaborations that involve everyone in the process. Everyone can contribute to Springfield's downtown of the future. Springfield should seek to implement every component of the revitalization process through partnerships that involve as many stakeholders and citizens as possible, and build the broadest collective ownership in downtown's future. Where civic intermediary organizations can be created, the community should seek to pursue them. Where philanthropic opportunities exist, they should receive encouragement. Early indicators of success might include the raw numbers of residents involved in volunteerism, the number and extent of public-private partnerships, and the breadth of civic action downtown.



GENERAL COMPARISONS: THE IMPACT OF CIVIC LEADERSHIP ON COMMUNITY PRIDE

Roanoke, Virginia

Roanoke, Virginia has a population of 97,000, slightly smaller than Springfield's population of 117,000. Its median household income is about \$35,000, compared to Springfield's median household income of \$39,000. Roanoke's population density is 2,213.2 people per square mile, compared to 2,063.9 people per square mile in Springfield. According to an article in the *The State Journal-Register*, there were 1,027 residents living in the Springfield's downtown in 2010. Roanoke claims 1,200 residents in its downtown, up from a meager ten residents several years ago. By all accounts, the two cities represent comparable situations, albeit in different contexts. Yet Downtown Roanoke, Inc. is able to boast of \$250 million in new and ongoing investment downtown, via a range of projects impacting the city at all scales. A recent *New York Times* article ("Virginia Developer is on a Mission to Revive His Town," July 24, 2012) attributes much of the city's success to the leadership of a single man – Ed Walker, a former art dealer and lawyer who became a commercial developer. As the *Times* noted, "In less than a decade, he has bought more than a dozen disused historic buildings, renovated them and enticed people to live in them." As a result, other developers followed suit, and the city began building the kind of public-private partnerships that have led to new cultural attractions, museums, and the revival of the city's historic market. As the *Times* surmised, "There are indications that it is working. Since 2009, 25 restaurants have opened across 10 blocks downtown, many serving farm-to-table fare, bolstered by a long-running farmer's market. A glossy monthly devoted to the art scene, *Via Noke Magazine*, began publishing in June. There is an adult kickball league. It adds up to the kind of do-it-yourself creative change that Mr. Walker, a sometime skateboarder whose ethos is more Joe Strummer than Jane Jacobs, advocates." At the heart of the effort is the Partnership for a Livable Roanoke Valley. Composed of over 50 local public, private, and nonprofit organizations, the Partnership is leading efforts to create a comprehensive vision for the region, promoting "economic vitality, environmental quality, and equal opportunity" as well as creating a model for community collaboration. For Mr. Morrill, the city manager, the developments have already had an impact on the town's psyche. "Roanoke has this inferiority complex," he said. "People would say, 'We could've been Charlotte if we'd had a bigger airport, or Greensboro or Asheville.' And Ed helped them realize, Roanoke is a pretty good place." As the city manager pointed out, "People aren't talking about what we're not anymore. Now they're talking about what we are. And that's a huge shift."

LESSONS FROM THE DESIGN ASSISTANCE EXPERIENCE

The team was asked to provide some comparable cases that might offer lessons for Springfield, and the preceding report contains innumerable examples of design interventions, policy models, and other best practices that can be applied to many components of the downtown revitalization process. However, the team felt it would also be instructive to offer comparable case studies from the design assistance experience which can help inform the design of an implementation process for Springfield. Springfield has had the rare occasion to experience both a R/UDAT and an SDAT process in the last decade, so the team has drawn from both programs to provide several brief examples that illustrate how momentum for change can be built, offering both contemporary cases and those that have proven to sustain momentum over time. Each case reinforces the preceding framework described for Springfield, as each community has overcome challenges with scarce public resources by engaging the whole community in the process of revitalization successfully.

Port Angeles, Washington (pop. 17,000)

Building Community Pride through a Public Revitalization Process

Port Angeles, Washington provides an example of how to inspire pride in change by creating a truly public revitalization process. Their success has been built around involving everyone in the process.

In 2009, Port Angeles hosted an SDAT to focus on downtown revitalization and waterfront development. Port Angeles had suffered declining fortunes as the result of mill closures and reduced productivity from natural resource industries. The three-day charrette process created enormous civic energy to pursue a vision for the city's future. "Just two weeks after the SDAT presented more than 30 recommendations, the Port Angeles Forward committee unanimously agreed to recommend 10 of those items for immediate action," said Nathan West, the City's Director of Community and Economic Development. "Public investment and commitment inspired private investment, and, less than a month later, the community joined together in an effort to revamp the entire downtown, starting with a physical face-lift. Community members donated paint and equipment, and residents picked up their paintbrushes to start the transformation."



Before & After for one Building in Port Angeles, Washington

During the first summer of implementation, over 43 buildings in the downtown received substantial upgrades, including new paint and other improvements. This effort led to a formal façade improvement program that extended the initiative exponentially. The city dedicated \$118,000 in community development block grants (CDBG) for the effort, which catalyzed over \$265,000 in private investment. The city also moved forward with substantial public investment in its waterfront, which had a dramatic impact in inspiring new partnerships and private investment. Three years later, the city had over \$75 million in planned and completed investments and had turned the corner by producing huge civic momentum across the community. In June 2012, Port Angeles was recognized with a state design award for its waterfront master plan, designed by LMN Architects. The city will break ground on construction in the fall.

As West concluded, “The City of Port Angeles SDAT experience was far more than just a planning exercise. This opportunity for our community was a catalyst for action, implementation and improvement. Three years after the SDAT team arrived, the progress and excitement continue. A primary outcome has been that the process awakened community pride and inspired a “together we can” attitude. Today the inspiration remains and the elements and recommendations of the program continue to be the driver for publicly endorsed capital projects and investments in our community. More importantly this sustainable approach has tapped into the core values and priorities of our citizens to ensure a better and more balanced future for our City.”

“This study will certainly continue to provide us with very positive and visible results for our city to benefit from for many years to come.” – Daniel A. Di Guilio, Mayor, Port Angeles, Washington

Newport, Vermont (pop. 5,000)

The Power of Leveraged Actions

In 2009, Newport, Vermont brought a Regional and Urban Design Assistance Team (R/UDAT) to town to help build a revitalization strategy. Patricia Sears, the Executive Director of the Newport Renaissance Corporation, described the town’s dilemma a few years ago: “We were the last city in Vermont to achieve downtown designation from the state. We had some of the highest unemployment in the state. We decided we were done being last. We decided, ‘we are going to be *first*.’” Newport hosted the first R/UDAT in state history. Hundreds of residents and stakeholders participated in the process. As Mayor Paul Monette said, “it wasn’t the usual political process. Everyone was heard during the R/UDAT.”

Within two years of the project, the R/UDAT had built so much momentum that the town had over \$250 million in new and pending investment, including 2,000 new jobs in a town of just 5,000 – an incredible achievement in the midst of a severe national recession. Like Port Angeles, Newport was able to achieve success through broad partnership and involvement. It also leveraged small actions to build momentum for larger investments. For example, the R/UDAT team included a recommendation to create a community garden downtown, something that has been suggested for Springfield as well. Newport created a community garden with over 32 organizational partners. They took advantage of existing capacity – a downtown parking lot that was donated – and not only created a garden, but programmed it to have a transformational impact. Out of the community garden, the “Grow a Neighborhood” program was created, teaching neighborhood residents about urban agriculture, providing space for family plots, and engaging local restaurants in a farm to table initiative. Six new restaurants opened in the downtown during the first two years of implementation. Newport also took advantage of widespread community participation in the R/UDAT to engage citizens in code changes, designing a participatory process to create the first form-based code in the state. New investments include boutique hotels, a tasting center featuring regional agriculture, and a waterfront resort. The city also created the state’s first foreign trade zone, attracting a Korean biotechnology firm and other businesses.

The City has undergone a fundamental shift in its thinking since the R/UDAT process. In 2009, the public dialogue was dominated by nostalgia about the city's past. As one resident exclaimed, "I've seen Newport come, and I've seen it go." Two years later, the R/UDAT team conducted a follow up visit to assess progress in the community. As the Mayor stated, "I attribute our success to the successful R/UDAT in 2009 followed by the great public/private partnerships which have developed." The sense of change reaches all levels of the community. A citizen described the civic "attitude adjustment" that had occurred: "When you have people working together, things can happen and do happen. That's the most important change that has occurred – a change in attitude. All of a sudden, nothing is impossible." Today, communities across New England are visiting Newport to learn the 'secrets' of its success.

"I don't think this is one of those things that will sit on a shelf... This is about stimulating thought about what could happen. Above all, you have to be patient. When you see the right things coming together – and you see that in Newport – it's cause for hope." – Kevin Dorn, Secretary of Commerce and Community Development, Vermont



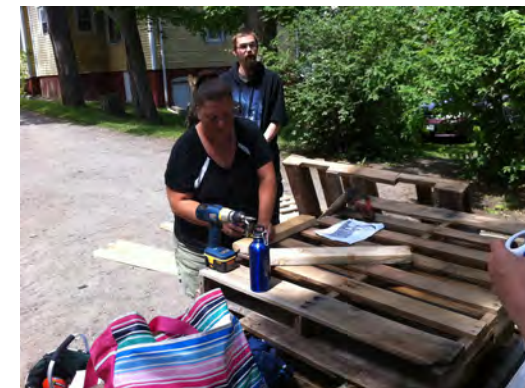
Construction Kick-Off Party for New Resort Development



Family Garden Plot



New Vibrancy Downtown



'Chairbombing' Volunteers engage in tactical urbanism

Dubuque, Iowa. (Pop. 60,000)

Creating a Virtuous Cycle through Partnerships

In 2007, Dubuque, Iowa hosted a national SDAT team to focus on integrating sustainability into its revitalization and land use processes. Following the SDAT, the City launched the Sustainable Dubuque initiative, which seeks to integrate efforts across city departments and throughout the community around a common sustainability goal. It created Dubuque 2.0, a formal initiative to encourage civic partnerships across the community. It also passed a Unified Development Code, which addresses zoning subdivision, site development, preservation, and sign regulations while incorporating sustainable design and low impact development (LID) and meeting the City's smart growth objectives. As Laura Carstens, the City's Planning Services Manager, explained, "Sustainable design is now the expectation for development in Dubuque." Carstens attributes the code "in large part to the Dubuque SDAT process." Sustainable Dubuque and the Unified Development Code have both earned state planning awards from the Iowa Chapter of the American Planning Association. In fact, Dubuque has been widely recognized for a number of its achievements, including being listed as "The Most Livable Small City" (2008), one of the "100 Best Communities for Young People" (2008), and among "America's Top 100 Places to Live." In 2009, IBM also chose Dubuque as the first "Smarter City" partnership in the United States to pilot the development of new technologies and implementation strategies to create an international model of sustainability for communities of 200,000 and under.

San Angelo, Texas. (Pop. 96,000)

Building Sustained Civic Momentum

"A lot can change in 20 years." That was the conclusion reached in 2012 by the *San Angelo Standard-Times* in looking back at twenty years of accomplishments that have followed San Angelo, Texas' R/UDAT. The paper described a "Snowball Effect" of civic work that was spurred by the process.

Lee Pfluger, who served as the chair of the local R/UDAT Steering Committee 20 years ago, described the conditions twenty years ago: "Back in 1991 you could have shot a cannon in downtown San Angelo on a Saturday night and not hit a soul — it was that dead — not a car in sight. The effort started with Celebration Bridge (with funds raised from the community) and the revitalization of the Paseo de Santa Angela as public space, and each success stimulated new interest in downtown. All the vacant buildings that were underutilized in 1991 have all enhanced their utilization to a higher use."

These early successes each built more momentum for larger investments. In fact, in the last seven years, the total amount of public and private dollars that have been invested in the downtown has reportedly grown from less than \$1 million to more than \$55 million in combined public and private investment through the third quarter of last year. In 2002, the San Angelo Area Foundation was created. The Foundation exemplifies the partnership and civic engagement that have blossomed across the community. In the past decade, it has received more than \$92 million in donations from more than 3,500 different donors, and has distributed over \$38 million in grants. One of its recent grants, to the Performing Arts Coalition, is part of a larger effort to raise \$13.5 million to convert an old Coca-Cola warehouse into the San Angelo Performing Arts Center.



Dubuque, Iowa

Rick Smith, a columnist with the *San Angelo Times Standard*, captured the community's pride and accomplishments over a two decade period:

"We have followed many of your suggestions. Of the four "architectural icons" you designated, three — Fort Concho, the Cactus Hotel and the railroad depot and warehouse — have received extensive restoration and are in regular use. The fourth, the Texas Theatre, is the exception, though it's in good hands and well-preserved. The new San Angelo Museum of Fine Arts, Celebration Bridge, downtown residences, state office buildings in the rebuilt Monarch Tile building, El Paseo de Santa Angela, Old Town, expanded convention center, a new Tom Green County library and improvements along the Concho River all were either suggested or championed by your study. You didn't reshape downtown by yourself, of course. Many San Angeloans worked many years to transform the Historic City Center. But you affirmed our ideas, planted seeds and sketched a possible map for our future. And you gave us hope. Back in 1992, your ideas seemed like dreams. Now we are living those dreams."

"When I tell my younger friends about the part you played in revitalizing our city, they think it's an urban fairy tale: "Once upon a time, a group of architects, planners and urban design experts from around the nation volunteered to travel to San Angelo and work day and night to find ways to change the future of the city." — Rick Smith, San Angelo Times-Standard

In 10 years, Springfield will reach the same anniversary that San Angelo reached in 2012. What will Springfield's story be?

CONCLUSION

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
— Jane Jacobs, *The Death and Life of Great American Cities*

The design assistance program has a 45-year history of working with hundreds of communities across the United States. Any number of successful examples could have been drawn upon to illustrate a path to success for Springfield, but the above cases were specifically chosen because they represent communities that are comparable or smaller than Springfield, with scarce public resources. As the above cases illustrate, success is not dependent upon public resources. It is dependent on vision, broad partnerships, and broader participation from all sectors of the community.

Are the ideas of the SDAT destined for the dustbin, or can it become a guide that inspires new partnership, new investment, and a common effort to improve downtown's future?

Context is everything. Certainly, this initiative must be realistic. Government cannot do this alone. This work will take a generational commitment, involving all sectors of the community. However, the team found that Springfield has enormous potential capacity that is currently underutilized, and by unlocking the community's full potential, we believe Springfield can enjoy enormous success. One can look at the successful downtown renaissance movements occurring in other cities across the United States and find inspiration, but Springfield's path must be defined by its citizens. Springfield cannot simply mimic other successful communities. It must build its own authentic process that reflects local traditions and culture. *It must own its future.*

A vertical photograph of a historic brick building facade. The image shows several large, multi-paned windows with dark frames. The brickwork is a mix of light and dark tones, with some decorative elements like a small red flower-shaped ornament above a window. The building appears to be several stories high.

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Local Steering Committee:

In addition to many in-kind contributions from these steering committee members and their organizations, the committee members donated more than 1400 hours of their time to host the SDAT.

Charles Joseph Pell, AIA, Co-Chair, CJP Architects Incorporated
Lisa Clemmons Stott, Co-Chair, Illinois DCEO
Alex Block, AIA, LEED AP, FWAI Architects
Bruce Ferry, AIA, Ferry and Associates Architects
Todd Higginbotham, AIA, LEED AP, FWAI Architects
Paul O'Shea, FAIA, City of Springfield Office of Planning & Economic Development
T. David Parker, AIA, Melotte Morse Leonatti Parker Architects, Ltd.
John Shafer, AIA, LEED AP, John Shafer and Associates Inc.
Greg Swanson, AIA, LEED AP, Steckel-Parker Architects, Inc.
Paul Wheeler, AIA, LEED AP, FWAI Architects
Diane Beauchamp, Wiley Office Furniture
Michael Boer, Mid-Illinois Medical District
Steve Combs, ICON/EPNIA
Cindy Davis, LEED AP, Resource One
Nancy Evans, Springfield Historic Sites Commission
Mike Farmer, City of Springfield Office of Planning & Economic Development

Local Steering Committee, continued:

Ann Ford, Illinois Network of Centers for Independent Living
Michael Higgins, Maldaner's Restaurant
Wes King, Illinois Stewardship Alliance
Jim Kuhar, Commercial Real Estate Network and The Real Estate Group
Melody LaMar, Sustainable Springfield Inc.
Sue Massie, Massie Massie & Associates Inc.
Brian McFadden, Sangamon County
Steve Myers, Myers Commercial Real Estate
Jackie Newman, Springfield Housing Authority
Carolyn Oxtoby, Downtown Property Owner & Developer
Howard Peters, Springfield Urban League, Inc.
Sarah Phalen, Illinois National Bank
Mike Rapps, Rapps Engineering and Applied Science
Diane Reinhart, Greater Springfield Chamber of Commerce
Victoria Ringer, Downtown Springfield, Inc.
Dan Sale, Capital Area Association of Realtors
Norm Sims, Springfield-Sangamon Co Regional Planning Commission
Scott Troehler, WSEC TV
Mike Waldinger, AIA Illinois



Student Participants:

Rose Beauchamp, Illinois Institute of Technology
Tracey Boyce, Robert Morris College
Ian Campbell, Illinois Institute of Technology
Zachary Krug, University of Illinois Springfield
Mel LaMar, University of Illinois Springfield
Bianca Panczak, Illinois Institute of Technology
Mitchell Pollitt, Illinois Institute of Technology
Abby Shetley, Robert Morris College
Steven Simpson-Black, University of Illinois Springfield
Benjamin Taliana, University of Illinois Springfield
Nathanael Urban, Illinois Institute of Technology

Donors

Diane Beauchamp
Alex and Melissa Block
Michael Boer
Daniel and Mary Cadigan
Sam Cahnman
CJP Architects Incorporated
Cindy Davis
Susan Drone
Nancy F. Evans
Michael Farmer
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Robert Gray
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Melotte Morse Leonatti Parker, Ltd.
Steve Myers
Dick Morse
Chris Nickell, American Wind Energy Management
Paul O'Shea
Dan Sale
Greg Swanson
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John Shafer
Norm Sims
Lisa and Sean Stott
Bart & Virginia Troy
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Paul Wheeler



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Illinois Association of Realtors
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Phil Miner, CMS
Statehouse Inn
Prairie Capital Convention Center
WSEC TV



THE SDAT TEAM



Jane Jenkins
(Oklahoma City, Oklahoma)
Charrette Team Leader

Jane Jenkins is the President and CEO of Downtown Oklahoma City, Incorporated. Previously, Jane was Executive Director of the Downtown Boulder Business Improvement District in Boulder, CO. With over 23 years experience in downtown revitalization and management, Jane is an internationally recognized speaker and expert on urban issues. She currently serves as Chairman for the International Downtown Association Board of Directors. As a former high school educator, Jane was named Teacher of the Year at Union High School in Tulsa, Oklahoma.

Ms. Jenkins was born in Virginia and grew up in Charleston, SC. She earned a Bachelor's Degree in Communication Arts Education from Oral Roberts University in Tulsa and a Master of Public Administration from the University of North Texas in Denton. She taught secondary school in Chandler and Tulsa before beginning her downtown management career in Wagoner, OK as the Main Street Manager. After serving in the same capacity in Pawhuska, Jane moved to Denton, Texas where she managed the downtown development program there for eight years before joining the staff of the National Trust for Historic Preservation as the Regional Director of the Southwest Office in Fort Worth, TX. She accepted the position as the first director of the Downtown Boulder Business Improvement District in 2000. Jane has led and participated in design assistance teams in Petersburg, VA, Springfield, IL, Fort Worth, TX, Windsor, CA, Bastrop, TX, and Los Angeles, CA.



Eve Picker
(Pittsburgh, Pennsylvania)
Downtown Housing

Eve Picker's expertise in inner city regeneration, specifically downtowns, has earned her much recognition in the Pittsburgh community at large, and nationally as well. Pittsburghers have called her their 'folk hero'. Her professional interests lie in the development and revitalization of the inner city and its neighborhoods. She is committed to good design and making

a positive contribution to the public realm with every project. Eve has led a varied professional career, as architect, city planner, urban designer, non-profit development specialist, real estate developer, publisher, event coordinator and economic development strategist. All of these have provided her with a rich understanding of how cities work, how deals get done, how downtowns can be revitalized, what policy needs to be in place, and the type of marketing that creates the buzz necessary for regeneration.

Eve began her career as an architect and then as an urban designer, working for architectural ateliers all over the world - Sydney, Vienna, New York, Princeton and Pittsburgh. After relocating to Pittsburgh, Eve became a senior urban designer at the City of Pittsburgh Planning Department, then a strategic planning consultant and finally a real estate developer. Her company, no wall productions, inc. tackled a portfolio of blighted buildings, each with a public-private financing strategy, the next always more difficult than the last. She focused on downtown and urban neighborhoods that others had ignored, transforming neglected buildings into highly desirable loft-style residences and offices and using that experience to provide innovative consulting and marketing within her agenda of "all things urban". Her approach has been holistic and hands-on, designing, developing, marketing and managing her portfolio. Occupancy rates for her buildings are always close to 100%.

Eve's projects have set the stage for residential development in Downtown Pittsburgh, forced new policy to be adopted in areas such as building codes and parking, and created a new marketplace where none existed before. Her projects have been recognized in numerous ways, as has she, including publication in Dwell magazine,

an AIA honor award, Coolspace Locator awards, Pittsburgh magazine Superior Interior awards, SBN Magazine Pacesetter, Top 50 Pittsburgh Post-Gazette business leader and one of PA's 50 Best Women in Business. She has been asked to speak at international forums, including CEOs for Cities, Urban Land Institute and the International Downtown Association, been interviewed on national radio shows, been published nationally and has served on numerous AIA RUDATs and SDATs. In 2011 she was a resident fellow at the Rockefeller Foundation's Bellagio Center in Italy, where she worked on transformative ideas for cities that go beyond buildings and on growing her latest venture, cityLAB, a "do" tank focused on seeding economic change in the city through a variety of experiments.

Catherine Benotto, AIA, ASLA, LEED AP



(Seattle, Washington)
Urban Design

Catherine Benotto leads Weber Thompson's Community / Urban Design and Landscape Teams working on innovative place-making projects throughout the Northwest. As the firm's first LEED Accredited Professional, she also directs Weber Thompson's Sustainability Team, a research group that supports the firm's projects and in-house operations.

Ms. Benotto's work at Weber Thompson is characterized by excellent client service and a passion for creating sustainable communities, combining her expertise in urban design/master planning, architecture and landscape architecture. She is principal in charge for the firm's three LEED for Neighborhood Development Pilot Projects including Sweetwater in Hailey, Idaho. She was also the design and planning lead on many of the firm's other planning/urban design and landscape projects.

Ms. Benotto has 30 years of experience creating places in the United States, Canada, Europe, Asia, and the Middle East. Her work covers a broad mix of planning issues such as compact pedestrian friendly communities, transit development, low impact development, urban center plans of development, design guidelines and Heritage Conservation District studies. Ms. Benotto previously worked at Callison Architecture and AJ Diamond Donald Schmitt and Company in Toronto. At the latter firm, she was part of the design team for the honored Jerusalem's City Hall Square, in Israel.

She is a graduate of the University of California, Los Angeles' Master of Architecture Pro-

gram where she received the American Institute of Architecture's Henry Adams Medal and Certificate for Overall Excellence. She received a Bachelor of Landscape Architecture from the University of Toronto and is both a licensed architect and landscape architect.

Ms. Benotto is currently a member of the City of Seattle Planning Commission and is the past chairperson of the West Seattle Design Review Board. She has lectured extensively and written numerous articles on Sustainable Community Planning, Low Impact Development and Landscape Architecture.



Seleta Reynolds, AICP
(San Francisco, California)
Transportation

Seleta Reynolds, AICP, has over 14 years of experience planning, funding, and implementing active transportation projects throughout the United States. She presently works for the San Francisco Municipal Transportation Agency, where she leads the

section of the Livable Streets team responsible for innovation, policy, and funding for complete streets projects citywide. Her team's current projects include construction of the City's first cycletrack and the launch of a pilot bikesharing system. Seleta currently serves on the Transportation Research Board Pedestrian and Bicycle Committees, the Board of the Association of Pedestrian and Bicycle Professionals, and the WalkScore Advisory Board. She has lectured on complete streets for Portland State University, the University of California at Berkeley, and San Jose State University. Seleta contributed to the National Safe Routes to School toolbox and the upcoming AASHTO Guide to the Development of Bikeways. Prior to joining the SFMTA, Seleta led the companywide bicycle and pedestrian practice for Fehr & Peers and served as the bicycle and pedestrian coordinator for the City of Oakland.



John Shields, FAIA
(Boston, Massachusetts)
Land Use

John Shields, FAIA, is the President and Founder of ShieldsDesign LLC. He is also a Co-founder and former Principal of ICON architecture, Inc. John's professional experience includes over 30 years of planning, urban design, and architectural design for historic sites, consumer environments, and mixed-use and residential developments in the U.S. and abroad, including China, Vietnam, Jordan, Egypt, Switzerland, and Morocco. His work includes a broad range of downtown, neighborhood, and waterfront revitalization planning and design projects. Clients include private developers, corporations, non-profit entities and public agencies.

John's planning and architectural work has earned numerous national and regional awards, including the 1994 National Waterfront Center Citation for Excellence (Augusta Canal Master Plan, Augusta, GA), the 1995 Connecticut AIA Honor Award (North Grosvenordale Village Housing), and the 1996 Comprehensive Planning Award (Arlington Business Community Study, Arlington, MA). John has served as a studio critic at nearly all of Boston's architectural teaching institutions and has lectured at several heritage conferences across the nation. He earned a B. Arch at the Georgia Institute of Technology, a Master of City Planning in Urban Design at Harvard, and completed a year of advanced architectural studies at Technische Hochschule Stuttgart, in Stuttgart, Germany.

John is on the Board of Directors of the Bostonian Society, where he co-chairs the Facility Committee overseeing the preservation and enhancement of the Old State House, the oldest public building in Boston. He also heads the Second Century Vision Plan for Boston's Charles River Esplanade.

John is currently directing a multi-disciplinary team charged with the Augusta (Georgia) Development Agenda, designed to guide that city's growth over the next two decades.



Jason Claunch
(Dallas, Texas)
Market Analysis

Jason Claunch is President of Catalyst, a retail consulting and recruiting firm based in Dallas, Texas. Catalyst has recently completed market analysis and recruitment projects with many communities including Arlington, Farmers Branch, Kyle, Edmond, Red Oak, Midlothian, Colleyville, Northlake, Trophy Club and DFW International Airport. Jason is currently working on projects that included Panera, Whole Foods, HEB and Wal-Mart as well as over 100 local and regional tenants. Jason has consummated over 1,000,000 square feet of leases and closed over 190 raw land transactions.

Jason is experienced with the full lifecycle of real estate from initial market strategy, planning, entitlements, due diligence, design, vertical development and disposition using his extensive relationships with owners, developers, vendors, end users, and the brokerage community. Prior to Catalyst Commercial, Jason directed Billingsley's retail division, consisting of over 4,000 acres of raw land and portfolio value of over \$1B. Prior to joining Billingsley Company, Jason was a partner of a Dallas based development company and was responsible for site/market planning, acquisition and development of projects in Colorado, Oklahoma, Arkansas, Louisiana, Georgia, and Texas for national tenants.

Jason also worked as a National Accounts Broker on multiple projects in Dallas, exclusively representing national accounts such as Wachovia Bank, Valvoline, Taco Bueno, CVS Pharmacy, Walgreens. Additionally, he completed projects for Target, Albertson's, Wendy's, Brinker, Eckerd's, Home Depot, Ross, PetsMart, Pier One, Staples and many other national concepts. He also developed additional business opportunities with third parties, and was responsible for internal development projects. Jason is an active member of the North Texas Commercial Association of Realtors (NTCAR), International Conference of Shopping Centers (ICSC), Certified Commercial Investment Manager (CCIM), Urban Land Institute (ULI), National Association of Industrial and Office Professionals, (NAIOP), Texas Municipal League (TML), Oklahoma Municipal League (OML), Texas Economic Development (TEDC) and NTCAR Young Professionals.



Matt Raimi

(Berkeley, California)

Sustainable Development

Matt Raimi, the founder of Raimi + Associates, has over a dozen years of experience in planning. He has directed numerous comprehensive plans, open space plans, and site planning projects. Recent projects include the International Boulevard Transit-Oriented Development Plan, Mountain View General Plan, West Hollywood General Plan, South Gate General Plan and Health Element, Florence-Firestone Vision Plan, Lennox Vision Plan, and the Land Use and Circulation Elements of the Santa Monica General Plan. He has also assisted with development of the LEED for Neighborhood Development Rating System and Reference Guide as a sub-consultant to the U.S. Green Building Council, has overseen the LEED-ND certifications of multiple projects, and is LEED-ND Faculty with USGBC. He focuses on creating more livable and sustainable cities, and has spoken extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development at the local level. Mr. Raimi is the co-author of a seminal book on smart growth and the impact of sprawl titled *Once There Were Greenfields: How Urban Sprawl is Undermining America's Environment, Economy and Social Fabric*.



AIA STAFF:

Joel Mills

Director, Center for Communities by Design

Joel Mills serves as Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for community sustainability. Through its design assistance programs, the Center has worked in 55 communities across 32 states since 2005. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

Joel's career in civic health and governance spans over 19 years, and includes community-based technical assistance, process design, facilitation and training across a number of fields. He has worked with over 100 communities during his career. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The National Civic Review, Ecostructure Magazine, The Washington Post, and dozens of other media sources.

Erin Simmons

Director, Design Assistance

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. Through its design assistance programs, the AIA has worked in 200 communities across 47 states. In 2010, the Center was named Organization of the Year by the International Association for Public Participation (IAP2) for its impact on communities and contributions to the field.

To date, Erin has served as staff lead on over 45 design assistance teams. Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

