



SPRINGFIELD 2051
THINK-TANK REPORT
OHIO, USA OCTOBER 2025



LET'S MAKE
HISTORY
TOGETHER

SPRINGFIELD
2051
MAKING HISTORY NOW

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THINK-TANK REPORT

OHIO, USA

OCTOBER 2025

This report summarizes the outcomes of the Springfield 2051 Think-Tank, held on September 19 and 26, 2025. Over 100 stakeholders participated in both days of the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the Springfield 2051 process which aims to create a Community Future Roadmap for Springfield looking out to 2051.

These reports and the associated data analysis are available on the project website:

www.springfield2051.com

REPORT PREPARED BY:

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OVERVIEW OF THE SPRINGFIELD 2051 PROCESS

Springfield 2051 is a robust, inclusive, and forward-looking planning process.

The project's objective is to deliver a comprehensive and future oriented plan that positions Springfield as a resilient, diverse, and forward-thinking community through 2051. This initiative applies strategic foresight to explore how Springfield can thrive in a rapidly changing world.



Engagement, equity, inclusion, and future-oriented thinking are central to the success of Springfield 2051.

What are we doing?

- Using scenario planning to explore plausible futures and implications.
- Looking ahead to 2051 to align near-term actions with long-term direction.
- Producing a shared plan with an implementation roadmap grounded in data and community insight.

What is our approach?

- Connected and collaborative: engaging stakeholders across the Springfield community and Clark County.
- Bold and ambitious: anticipating change and designing adaptive strategies.
- Evidence-informed: integrating trends analysis, key drivers, and stakeholder inputs.



Why is the project called Springfield 2051?

- The project is called "Springfield 2051" as 2051 marks Springfield's 250th birthday.





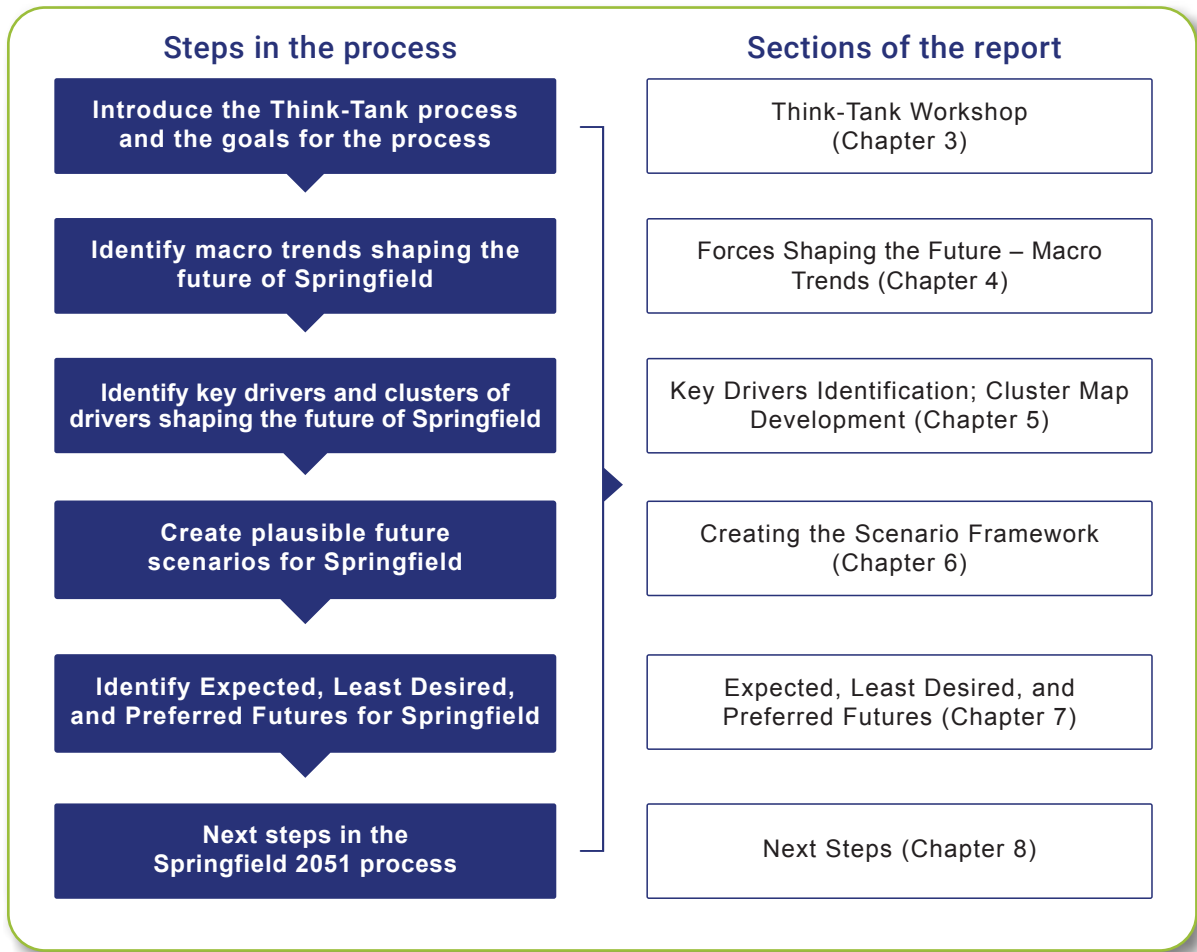
1.0 | HOW TO READ THIS REPORT

The importance of engagement and outreach, equity, inclusion, and planning for the future have been highlighted as important to the success of this process.

This report lays out the findings from the Think-Tank workshop, and each key step in the process. More details about the overall process may be viewed on the Springfield 2051 website: www.springfield2051.com.

The Springfield 2051 process began with background exploration and analysis, through to building a range of future possible directions for Springfield looking out to 2051.

This work represents robust ‘future gazing’ where community members consider possible directions and the impacts and consequences of those directions. The process, and this report, then drills down deeper into what people saw as the optimal or preferred future for Springfield in 2051. This understanding helps lay the groundwork for ascertaining ‘how we get there.’ The Springfield 2051 Community Roadmap will be delivered in September 2026.





Springfield's location, legacy, and leadership position it as a regional connector and catalyst for long-term innovation and growth.

2.0 | INTRODUCTION

2.1 | SPRINGFIELD, OHIO

Springfield is a mid-sized city located in Clark County, in the heart of southwest Ohio. Positioned along the Dayton–Columbus corridor, the city serves as a regional hub that connects people, businesses, and institutions across the state. Known for its rich manufacturing heritage, Springfield is experiencing a new wave of innovation, drawing strength from its education, healthcare, logistics, and advanced manufacturing sectors.

With a population of approximately 60,000 residents and strong ties to surrounding rural communities, Springfield offers the amenities of an urban center while retaining the authenticity of a close-knit community.

The city's central location provides exceptional access to major transportation routes, higher education institutions, and regional labor markets—key advantages that position Springfield for sustainable growth.

Springfield's cultural and recreational assets—ranging from historic downtown architecture to a growing network of trails, parks, and arts venues—reflect its evolving identity as a community that values heritage while embracing progress. The city's ongoing revitalization efforts underscore a shared vision: to create a resilient, inclusive, and forward-thinking Springfield that thrives well into 2051.





2.2 | SPRINGFIELD 2051 PLANNING PROCESS

The Think-Tank process deepened the understanding of how Springfield’s decisions today can shape the city’s opportunities looking out to 2051.

Springfield 2051 represents a bold and collaborative effort to chart the city’s long-term trajectory. Guided by the principles of strategic foresight, this process explores how global, regional, and local forces will shape Springfield’s future and identifies the key choices that can help steer the community toward its preferred outcomes.

This Think-Tank Report summarizes the results of the Springfield 2051 Think-Tank, which convened community stakeholders to:

- Examine macro trends and forces of change shaping Springfield’s future.
- Identify the key drivers influencing community and economic evolution.
- Develop four plausible future scenarios describing alternative pathways to 2051.
- Define Springfield’s Least Desired, Expected, and Preferred Futures through interactive heatmap voting.



The scenario process offers a structured yet creative framework for exploring uncertainty and aligning around shared priorities. Participants considered not only where Springfield is headed but also how coordinated action today can create the conditions for the city’s most desirable future in 2051.

The planning process continues beyond this report. Upcoming engagement steps can be viewed in section 8 of this report.





3.0 | SCENARIO-BASED THINK-TANK WORKSHOP

The Springfield 2051 Think-Tank was conducted over two sessions on September 19 and 26, 2025 at the Hollenbeck Bailey Creative Arts and Conference Center. The Think-Tank explored how Springfield could evolve by 2051 and consisted of:

- A review of global trends and the impact of these trends on Springfield
- Formulation of the key drivers that were important to the future of Springfield
- Formulation of the different plausible scenario 'spaces' and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community and economic development in Springfield
- Identification of the preferred future and critical action steps to achieve the preferred future

Scenario planning provides a way to explore various plausible futures and consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about the preferred future, and a consideration of the intended and unintended consequences.

The Think-Tank began with an in-depth presentation on future trends and global conditions before moving on to conduct scenario planning for Springfield. Future IQ's scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.
- Identify and understand the key influences, trends, and dynamics that will shape Springfield looking out to 2051.
- Create and describe four plausible long-term scenarios for the city.
- Begin exploring alignment around a shared future vision for the city.

The scenarios developed during the Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for Springfield. Workshop deliberations can assist in identifying key actions for the city and how various groups might best contribute to future developments.





4.0 | FORCES SHAPING THE FUTURE - MACRO TRENDS

Think-Tank participants explored the forces of change shaping the future of Springfield including three key areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge the importance of these trends. Participants discussed the emerging trends at global, regional, and local scales, and related them directly to Springfield in terms of how well-prepared they considered the city.

Specifically, the key trend areas included:

- **Demographics, population, and mass urbanization**
- **Energy, food, water, and climate change**
- **Technology and the speed of change**

Of relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Velocity and trajectory are key elements that often create resistance to change and require clear communication and outreach to promote trust around the purpose of change.

In the face of accelerating speed of change, the key to long-term resiliency for Springfield is the ability to anticipate change, adapt, and remain agile in response to emerging trends.



Drivers are events, trends, developments, catalysts, or forces that actively influence or cause change. These 20 drivers were identified by Springfield Think-Tank participants as actively influencing Springfield.

5.1 | DRIVER DESCRIPTIONS

With the background of external trends, Think-Tank participants produced drivers that they considered most likely to shape the future of Springfield. The drivers had been discussed at a group level and then at the wider workshop level. The scope of each driver was clarified, and any similar drivers were grouped, and new drivers added, until a list of twenty unique key drivers were identified.

Key drivers shaping the future of Springfield as identified and developed in small working groups by the Think-Tank participants:

(Please note that these drivers are not in any particular order.)

1: SIZE, SCALE AND DIVERSITY OF THE COMMUNITY

The scale of the community as a significant regional center, means there are solid local resources and institutional capacity, and there is the ability to plan and guide the future direction. The community has had a long history of diversity, and the ability to absorb new voices and cultures.

2: LOSS OF POPULATION AND RESOURCES

The long-term population decline is connected to key challenges such as the decline in economic vitality and loss in traditional manufacturing employment. This cascades into issues such as vacant houses and apartments, neighborhood decline and diminished local tax revenue.

3: PROXIMITY TO CENTRAL OHIO GROWTH

The community is uniquely placed in terms of size, scale and proximity to major emerging growth areas, such as Columbus, which offers opportunities for new growth in Springfield. This growth is shifting the focus to the east side, as commuter options emerge.

4: FUNDING AND POLICY CHALLENGES

The community has overall funding and policy challenges, as it works its way toward building more economic and community vitality. There are significant policy challenges as immigration issues unfold, which has the potential to alter population makeup and trajectory.

5: INSUFFICIENT OPPORTUNITIES FOR YOUTH

There is a lack of opportunities for youth, both in terms of immediate entertainment and longer-term career and vocational prospects. This results in challenges with youth retention after leaving school, as young people leave to pursue employment and opportunities.

6: ABUNDANCE OF NATURAL RESOURCES

The region has abundant quality natural resources. Of special note is the availability of clean water. This may drive future interest and investment in capitalizing on these resources, but long-term sustainable management remains a concern for the community.

7: NEED FOR COUNTY-WIDE GRASSROOTS ENGAGEMENT


There is a desire to build strong engagement across Springfield city, across Clark County and amongst local Townships. Ongoing collaboration between the County and the City is seen as crucial to long term success for the Springfield area.

8: ROBUST EDUCATIONAL OPPORTUNITIES

The community has been building more robust educational opportunities. This has been successful in creating new pathways for some youth in the community. There is a desire to see more diversity in educational opportunities, that helps increase educational attainment and improved prospects for youth.

DRIVER DESCRIPTIONS (CONT.)

9: GROWTH OF INCOME-ALIGNED HOUSING



Housing remains a key issue, with a lack of some key housing types and options. There is currently an increase in mid to high income housing options, but a shortage in quality affordable housing for mid to low-income population. Creating more income-aligned housing will help build the capacity for community growth.

10: GROWTH OF TOURISM



There is potential for growth of experiential arts, cultural and historic tourism and eco-tourism. This builds on the existing destination economy that Springfield has been building in recent years. There is a strong economic impact of visitors which helps lead to improvement of downtown with restaurants and amenities.

11: REGIONAL STRENGTH IN AVIATION TECHNOLOGY AND DEVELOPMENT

The Springfield area has a potential competitive niche in aviation technology, leveraging the airport and airfield infrastructure. This has potential military and commercial application. This niche could have significant growth potential and economic impact for Springfield.

12: HISTORIC DOWNTOWN INFRASTRUCTURE

Springfield has a unique historic downtown infrastructure. There has been considerable work done to protect buildings and begin the process of urban renewal. This helps differentiate Springfield and becomes the ideal setting for a robust arts and music community in the historic city center.

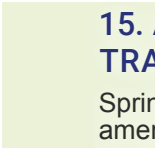
13. WEALTH AND EDUCATIONAL DISPARITY

There are significant wealth and educational disparity across the community, which has existed for decades and even generations. This creates tensions in the community and impacts the ability to maintain quality infrastructure and community amenities, in areas that need them the most.

14. TRANSPORTATION INFRASTRUCTURE

Growth of large surrounding communities (Columbus/Dayton/Cincinnati) is making Springfield more appealing as a transportation and logistics hub, built around the transportation infrastructure. The access to interstate corridors also enhances the commuting potential to these growth centers.

15. ACCESS TO RECREATIONAL TRAILS AND INFRASTRUCTURE

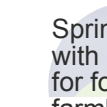


Springfield has some excellent trail and recreation amenities. These offer increased quality of life and access to healthy and active lifestyle. The trails can enhance the connection between neighborhoods, which can strengthen social fabric by linking neighborhoods and connectivity between.

16. ARTS AND CULTURE INFRASTRUCTURE


Springfield has a strong presence of free arts and cultural offerings. This helps create an enhanced quality of life for youth, especially for those with an exposure to arts and culture. The art and culture amenities can help drive economic activity, build community and create appeal for new people.

17. CLIMATE HAVEN POTENTIAL



Springfield offers a potential climate haven, with a more temperate climate, and ability for food production and abundance of fertile farmland and high-quality fresh water. This offers the opportunity to become an attractive location, especially for people from areas being negatively impacted by changing climate.

18. MIDWESTERN WORK ETHIC AND WORKFORCE



The region was built on a strong workforce, with a typical 'midwest work ethic'. However, the perception is that this has changed over time, and there is now a different type of workforce and different expectations. However, there may be the potential to build a stronger local workforce ethic.

19. AGRICULTURAL OPPORTUNITIES

The agricultural sector is seen as one with a lot of opportunities. There is the potential for training after high school in agricultural, and to expand the workforce with more agricultural jobs and opportunities. There is a desire to make agriculture more attractive to youth, and an increased emphasize growing local food.

20. DEPTH OF CAPACITY

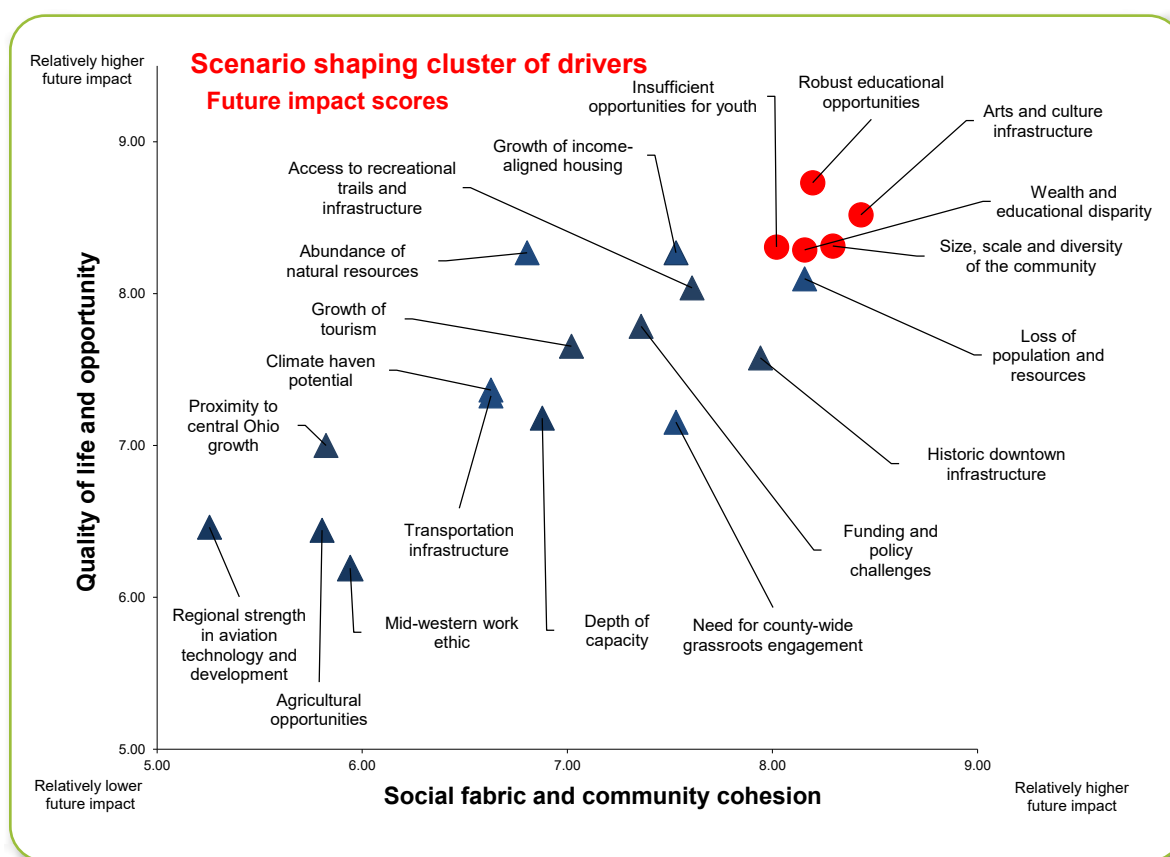
While Springfield has many capable people in leadership roles, there is a potential issue of the lack of depth in capacity in the community. This is driven in part by long-term economic disparities and limited resources. Building the capacity for organizational effectiveness could be a key future step.

5.2 | IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

After agreement on the drivers, Think-Tank participants rated each of the twenty key drivers in terms of the size of impact on the future of Springfield. The scale used was 1 - 10 (1 = low relative future impact; 10 = very high relative future impact). The size of impact refers to how significant the participant considers the driver will be in shaping the future of Springfield. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of participants. Then, two scatter diagrams of the drivers, based on size of impact were developed. The two diagrams represent the driver assessment in terms of **community evolution** and **development trajectory**.

COMMUNITY EVOLUTION

The scatter diagram allows the identification of clusters which are relatively high in impact. The process, illustrated below, shows the clusters of drivers that were seen as most critical in shaping the future from a **community evolution** focus - these clusters are termed 'Scenario-Shaping Clusters of Drivers.'



Data Insights

- The identified drivers for the community evolution analysis were clustered around the dimensions of quality of life and opportunity, and the overall social fabric and community cohesion for Springfield.
- The drivers identified as having the greatest impact on both quality of life and opportunity and the overall social fabric and community cohesion for Springfield were arts and culture infrastructure, robust educational opportunities and size, scale and diversity of the community.

This scatter diagram identifies the clusters of drivers considered most critical in shaping the community evolution of Springfield looking out to 2051.

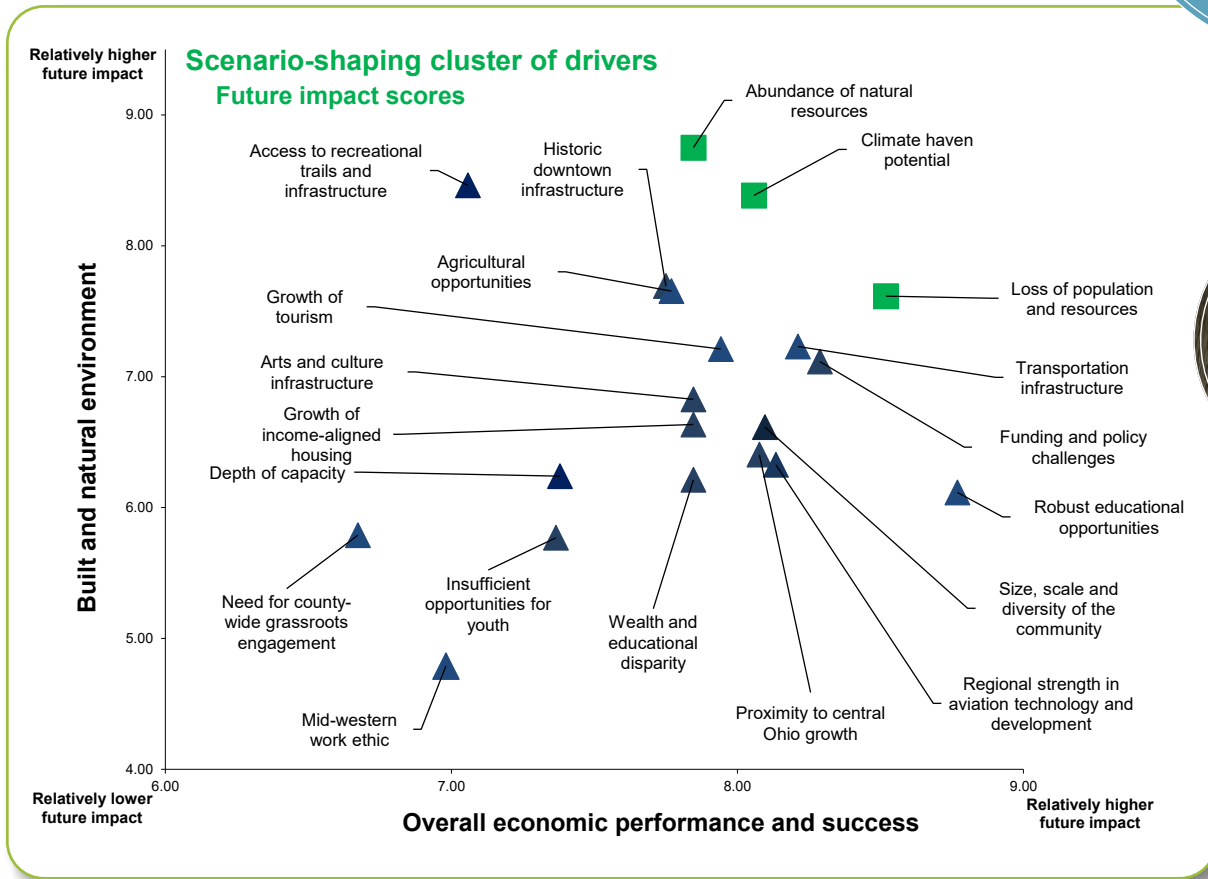


IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS (CONT.)

DEVELOPMENT TRAJECTORY

The scatter diagram allows the identification of clusters which are relatively high in impact. The process, illustrated below, shows the clusters of drivers that were seen as most critical in shaping the future for **development trajectory** - these clusters are termed 'Scenario-Shaping Clusters of Drivers.'

This scatter diagram identifies the clusters of drivers considered most critical in shaping the development trajectory of Springfield looking out to 2051.



Data Insights

- The identified drivers for development trajectory were clustered around the dimensions of the built and natural environment and overall economic performance and success.
- The drivers identified as having the greatest impact on both built and natural environment and overall economic performance and success were loss of population and resources, climate haven potential and abundance of natural resources.



5.3 | CLUSTER MAP DEVELOPMENT AND SCENARIO AXIS

Grouping similar drivers into two categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters.

These themes became the basis for the two axes on the scenario matrix that define the four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes were defined as 'Community Evolution' and 'Development Trajectory.'

The two axes of the scenario matrix were developed through the thematic clustering of the key drivers identified by Think-Tank participants.

FUTURE-SPLITTING THEMES BASED ON CLUSTERS OF DRIVERS

COMMUNITY EVOLUTION

- Arts and culture infrastructure
- Robust educational opportunities
- Size, scale and diversity of the community
- Wealth and educational disparity
- Insufficient opportunities for youth

DEVELOPMENT TRAJECTORY

- Abundance of natural resources
- Climate haven potential
- Loss of population and resources
- Transportation infrastructure
- Funding and policy challenges
- Robust educational opportunities



6.0 | CREATING THE SCENARIO FRAMEWORK

Think-Tank workshop participants were presented with the scenario matrix, defined by the two major axes, 'Community Evolution and 'Development Trajectory.'

Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Springfield in 2051 under the conditions of the scenario quadrant that they had been given.

After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2030, 2040 and 2050, and to give their scenario a descriptive name. The name is intended to represent the description of the scenario in the form of a short title. Narratives, descriptions, and names of each scenario as developed by the workshop participants are included in the following sections.



BUILD UNIQUE STRATEGIC POSITIONING

A collaborative approach creates a unique niche and brand within the broader regional context. There is an emphasis on elevating innovation and leveraging local natural resources. There is an intentionally broad approach to attracting new people.

RELY ON ESTABLISHED STRENGTHS

The community relies on well-established institutions that focus on local needs and initiatives. Community services are driven by current family needs and the established patterns. Community scale and diversity remains familiar and consistent.

COLLABORATION DRIVES INNOVATION AND GROWTH

SET FOR THE FUTURE

CREATE A 'LABORATORY OF LEARNING'

The community is at the forefront of innovative approaches and adapts quickly. Education and skills development is flexible, connected and constantly available. The community is open to new ideas, cultures and experiences; and diversity is its 'superpower.'

COMMUNITY EVOLUTION

SLOW AND STEADY

CREATIVE COMMUTER COMMUNITY

ABSORB REGIONAL GROWTH

There is investment in 'tried and tested' models like industrial parks and a suburban style growth model that captures part of the Miami Valley growth. Transit is predominantly car oriented, with a focus to the immediate east.





6.1 | SCENARIO A: COLLABORATION DRIVES INNOVATION AND GROWTH

This Scenario forecasts a future when Springfield blends collaboration and innovation with a reliance on its traditional organizations and established strengths.

By 2051, Springfield has worked to carve a niche in aviation technology, while remaining grounded in its rural roots and agricultural expertise. Neighborhoods remain the heart of the community; however **existing patterns of population and wealth distribution remain in place**. Familiar faces, local traditions, and age-friendly design help maintain the community character, while new residents are drawn by the **region's quality of life and affordability**.

This future sees Springfield as steady, confident, and distinct - a place that honors its past while boldly shaping its future. The balance between innovation and stability fuels some long-term success, however, deeper systemic issues persist.

SCENARIO SNAPSHOT

- Builds on established strengths while fostering innovation.
- Unified leadership across local government, education, and cultural groups.
- Aviation, agriculture, and advanced manufacturing remain the focus.
- Downtown revitalized with adaptive reuse and vibrant mixed-use areas.
- Community character remains familiar.
- Traditional population patterns and inequalities persist.





'COLLABORATION DRIVES INNOVATION AND GROWTH' 2051 CHARACTERISTICS



ECONOMY AND INDUSTRY CHARACTERISTICS

- Aviation grows as Springfield is a national leader in flight (and drones)
- Springfield's rural setting allows for:
 - Success within agricultural production
 - Springfield to be a leader in innovative production of automotive services
 - Merging of organizations for economic development in Springfield and Clark County
 - Merging of school districts and a unified city/county government
 - Merging of arts and culture organizations
- There is more collaboration of cross sector leadership using existing assets such as higher education to take more of a central role in the community



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

- There is a growth in population based on jobs and the current demographic of the community, today, in 2025
- Similar demographics are kept in 2051 as are in 2025
- There will be a strengthening of neighborhood identities
- Springfield will be an age-friendly community
- The downtown represents the diversity of community members



BUILT ENVIRONMENT AND LANDSCAPE CHARACTERISTICS

- There is an adaptive reuse of existing historic resources such as the downtown
- Development of neighborhood recreation centers
- Springfield establishes urban growth boundary
- Improved bike and trail system
- There is connectivity between neighborhoods through the bike and trail system
- Growth of market rate apartments
- Downtown is reestablished with retail and housing.

2030 Headline News

"SMALL BUSINESS INCUBATOR LAUNCHED TO BOOST LOCAL ECONOMY"



2040 Headline News

"NEW MIXED-USE DEVELOPMENT OFFERS AFFORDABLE HOUSING AND RETAIL"



2050 Headline News

"COMMUTER FATIGUE SETS IN AS LOCAL COMMUTER CULTURE ERODES IDENTITY"





6.2 | SCENARIO B: SET FOR THE FUTURE

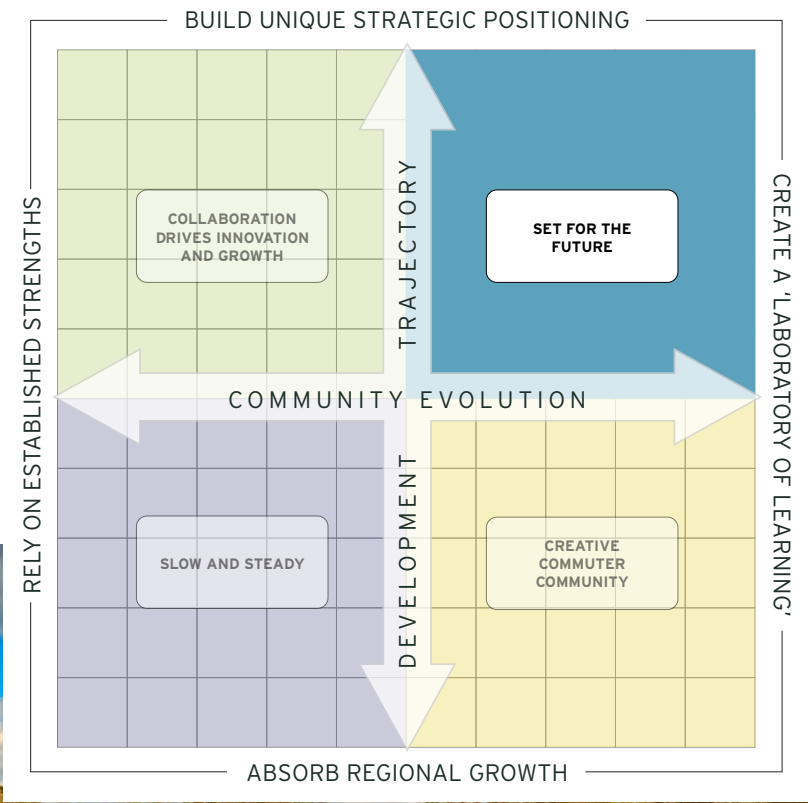
This scenario forecasts a future where Springfield has fully embraced its identity as a forward-looking, innovative community, that has leveraged its diversity as 'its superpower'.

Built on a strong foundation of education, natural resources, and technology advancement; Springfield has established itself as a hub for learning, entrepreneurship, and sustainable growth. The community has achieved measured and inclusive growth. **New families are drawn to Springfield** through housing incentives, thriving arts and culture experiences, recreation, and a strengthened K-12 system that underpins Springfield's success. Economically, Springfield has **harnessed its rich natural resources and strategic geographic position** to become a regional leader in data infrastructure, energy innovation, and advanced mobility technologies.

The Set for the Future scenario conveys a future where the community is defined by learning, creativity, and the smart use of its assets. It has successfully leveraged education, collaboration, and natural strength to create a place that attracts talent, inspires innovation, and sustains growth for generations to come.

SCENARIO SNAPSHOT

- Education and innovation define Springfield's growth trajectory.
- Balanced expansion preserves agricultural land and honors natural resources.
- Springfield emerges as a regional hub for data, energy, and transportation innovation.
- Family-friendly approaches strengthen community and population stability and help create a safe and welcoming environment.
- Springfield builds a modern reputation rooted in safety, opportunity, and inclusion.





'SET FOR THE FUTURE' 2051 CHARACTERISTICS



ECONOMY AND INDUSTRY CHARACTERISTICS

- Natural resources are enhanced with the rise of data centers (second largest aquifer)
- Innovative jobs are created that retain students who are educated and trained by Springfield's successful education hubs
- Small enterprises and entrepreneurship are prioritized
- Springfield becomes a 'back office' for big businesses



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

- Clark State, Wittenberg University and tech schools are leveraged to build innovative skills (dedication to conservation and the balanced use of natural resources)
- Investment occurs in Springfield K-12 education as education is viewed as key to attracting new people and families
- Springfield's reputation is improved in terms of crime and safety, and public perception.
- There is investment in opportunities that lift up disenfranchised families within the community
- There is marginal growth that capitalizes on the existing Springfield infrastructure.
- Increased and affordable childcare for young families
- Incentives for new people and families to buy houses in Springfield.



BUILT ENVIRONMENT AND LANDSCAPE CHARACTERISTICS

- Energy power builds on the legacy of Leffel's use of water energy
- Railroads are focused upon and become a transportation hub
- Springfield is a leader in unmanned aerial vehicles (legacy of aviation and the proximity to WPAFB and the Air Force Base. This is a benefit to both the economy and industry
- There is a balanced boom in growth with preservation of land

2030 Headline News

"SPRINGFIELD IS INDUSTRY LEADER IN UAV AND TRANSPORTATION GROWTH"



2040 Headline News

"NEW MIXED-USE DEVELOPMENT OFFERS AFFORDABLE HOUSING AND RETAIL"



2050 Headline News

"SPRINGFIELD RECOGNIZED AS 'CITY FOR ALL' ... OUR HISTORIC CITY LEADS!"





6.3 | SCENARIO C: CREATIVE COMMUTER COMMUNITY

This Scenario forecasts a future where Springfield has evolved into a creative but uneven commuter community.

By 2051, the **community sits between opportunity and challenge** - drawing people who appreciate its affordability and location; but struggling to create a fully cohesive and sustainable future. The **economy remains tied to external influences**, with many residents traveling to Columbus and Dayton for work. The social fabric of Springfield is diverse yet strained. The city's **growing population brings vibrancy but also exposes tensions and divisions** between long-term residents and newcomers.

The Creative Commuter Community scenario conveys a future where Springfield remains a community of creativity and promise, but its commuter-based character limits its ability to fully chart its own course.

SCENARIO SNAPSHOT

- Springfield grows as a commuter community but struggles to retain a unique identity and local cohesion.
- Economic dependence on nearby metropolitan centers limits self-sufficiency and draws economic investment away.
- Innovation is focused on community aspects and helps create a strong local quality of life for many residents.
- Education and training improve and create a vibrant learning environment, but do not reach all residents equally.





'CREATIVE COMMUTER COMMUNITY ' 2051 CHARACTERISTICS



ECONOMY AND INDUSTRY CHARACTERISTICS

- Springfield creates and continues to promote entrepreneurship to assist students with more opportunities for employment
- Industrial clients are drawn to Springfield to keep growing advanced manufacturing and aerospace
- The arts and culture community remains strong as innovation in the community grows
- Springfield leverages unmanned air taxis, advanced air mobility and eVTOL vehicles



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

- Inclusion and Diversity:
 - More representation regarding age, cultures, diversity and neighborhoods
 - Springfield's geographical location between Columbus and Dayton attracts new residents and families and more diversity
- Melody Parks is built out, and South Vienna could be seen to be a city in the future.
- Springfield retains its commuter and bedroom community
- Housing infill is encouraged to keep people centered to the vibrant Springfield downtown
- Education:
 - Network all schools – schools are on a continuum
 - All have unique perspectives, and higher education is a local network
 - Create a center of learning so people come to Springfield
 - Income levels and continuous education create development of skilled trades and tradespeople
 - Build in entrepreneurship to pass on the businesses
- Need to be careful of gentrification of areas as regional growth
- Homes to be focused on as livable spaces but also as workplaces in the home.
- Green place escapes such as parks and add new green spaces
- Consolidation of services and education and also via city and county services



BUILT ENVIRONMENT AND LANDSCAPE CHARACTERISTICS

- Opportunities for retail (groceries/restaurants) locally
- Create hubs where residents can walk and so create a walkable and bikeable community
- Collapse down city, regional and county services - so a consolidation of services
- Green spaces carefully planned to include bike paths/reservoir.
- Explore energy options – solar panels – open to renewable energy and maintenance of our existing energy sources.
- Springfield and Clark County to become energy self-sufficient.
- Roof Top Gardens in downtown Springfield

2030 Headline News

"NEW GREEN SPACES PLANNED FOR ENVIRONMENTAL ESCAPE"



2040 Headline News

"POPULATION GROWTH STRESSES THE SCHOOL SYSTEM"



2050 Headline News

"CULTURE FEST RATED BEST FESTIVAL IN OHIO"





The Slow and Steady scenario conveys a future where Springfield's caution has become its greatest liability. The city's natural resources and affordability continue to attract newcomers seeking refuge from climate pressures, but without the leadership and imagination to evolve.

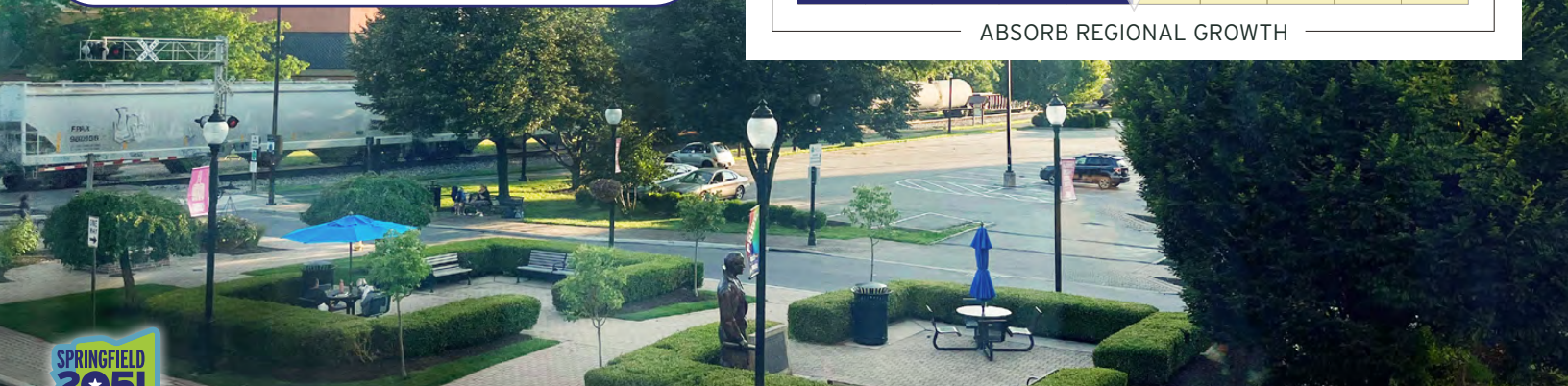
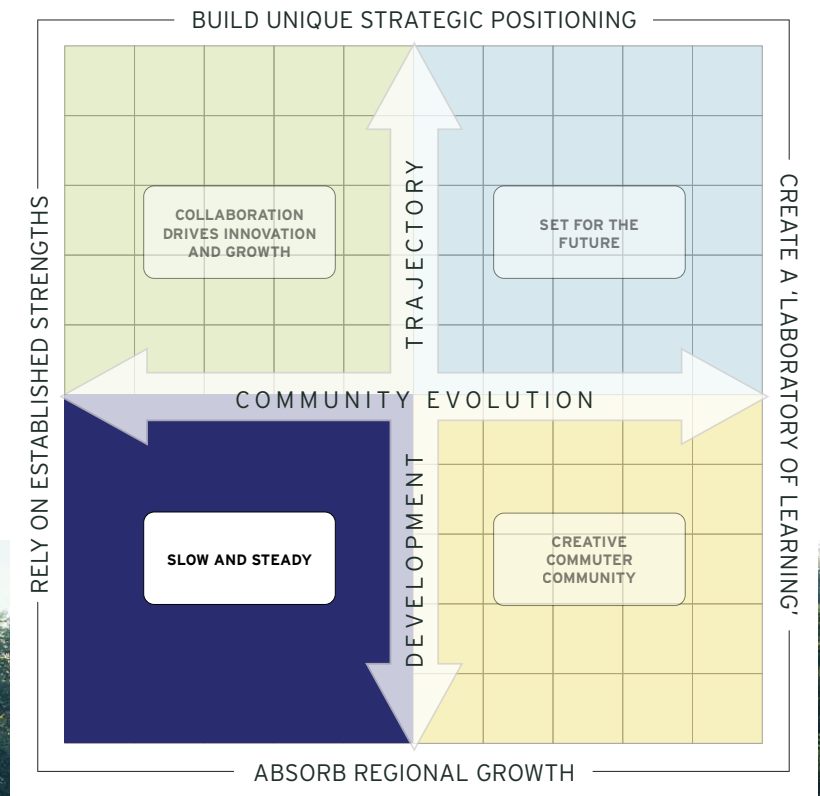
6.4 | SCENARIO D: SLOW AND STEADY

This Scenario forecasts a future where Springfield has largely been absorbed by surrounding regional growth.

The community has chosen the path of preserving stability at the expense of innovation. While some technological adaptation has occurred, Springfield's economy struggles to compete with nearby metropolitan areas. Socially, Springfield's **deep generational ties and small-town familiarity have become both its strength and its weakness.** Families who have been in Springfield for decades cling to the familiar, while new arrivals from the surrounding areas of Columbus and Dayton struggle to integrate. Divisions between neighborhoods have hardened as **inequality persists.**

SCENARIO SNAPSHOT

- Economic stagnation persists; as traditional industries dominate with little additional diversification.
- Low cost of living masks limited opportunity and wage stagnation.
- Deepening inequality divides neighborhoods and weakens civic trust.
- Downtown and corridor development remain disconnected and uneven, even as significant efforts are made to revitalize the urban core.
- Springfield functions as a commuter base, not a driver of regional innovation.





'SLOW AND STEADY' 2051 CHARACTERISTICS



ECONOMY AND INDUSTRY CHARACTERISTICS

- Retail is needed but there is a need to support this
- Housing built to support the much-needed retail
- Manufacturing is still the main base of industry but some tech development. There is continued development of black-owned businesses and continued clusters
- There is a need for development at the airport which leads to increased development related to aerospace
- New Carlisle, Clark County remains in isolation and attracts some businesses, mainly blue-collar type businesses and manufacturing
- Cost of living remains comparatively low in relation to Columbus and Dayton



COMMUNITY AND SOCIAL FABRIC CHARACTERISTICS

- Generational families plus the influx from Columbus and Dayton look for more affordable lifestyle
- There is continued division across Springfield
- The boomerang effect continues with young people growing up in Springfield, getting educated and then leaving for jobs away from Springfield and Clark County.
- Springfield is even more of a bedroom community
- There is a continued improvement of 'chosen' areas however the crime rates increase during this time of increased division amongst community members and neighborhoods
- There is increased East Side development and downtown living
- STEM education continues to grow and evolve. There is partnership built within the education system and with regional college and university but there is continued division in education in Springfield and Clark County. Those who are left behinds are the have-nots. They are continued to be taught to keep them in the factories.
- Education is a continued issue of inequality



BUILT ENVIRONMENT AND LANDSCAPE CHARACTERISTICS

- There is a continued division of neighborhoods, with continued downtown development and improvement
- There are preferential developments on the East and Southwest corridors due to the highways
- Bedroom communities to the North and Southeast are commuter driven economies
- There is continued development in Snyder Park, with bike trails
- Because of resources, Springfield does well with continued climate change threats and people move to Springfield as a necessity due to resources and climate

2030 Headline News

"WITTENBERG UNIVERSITY REIMAGINED AS SENIOR HOUSING"



2040 Headline News

"SPRINGFIELD REMAINS CLEAN AND GREEN"



2050 Headline News

"TARGET RETURNS TO SPRINGFIELD"

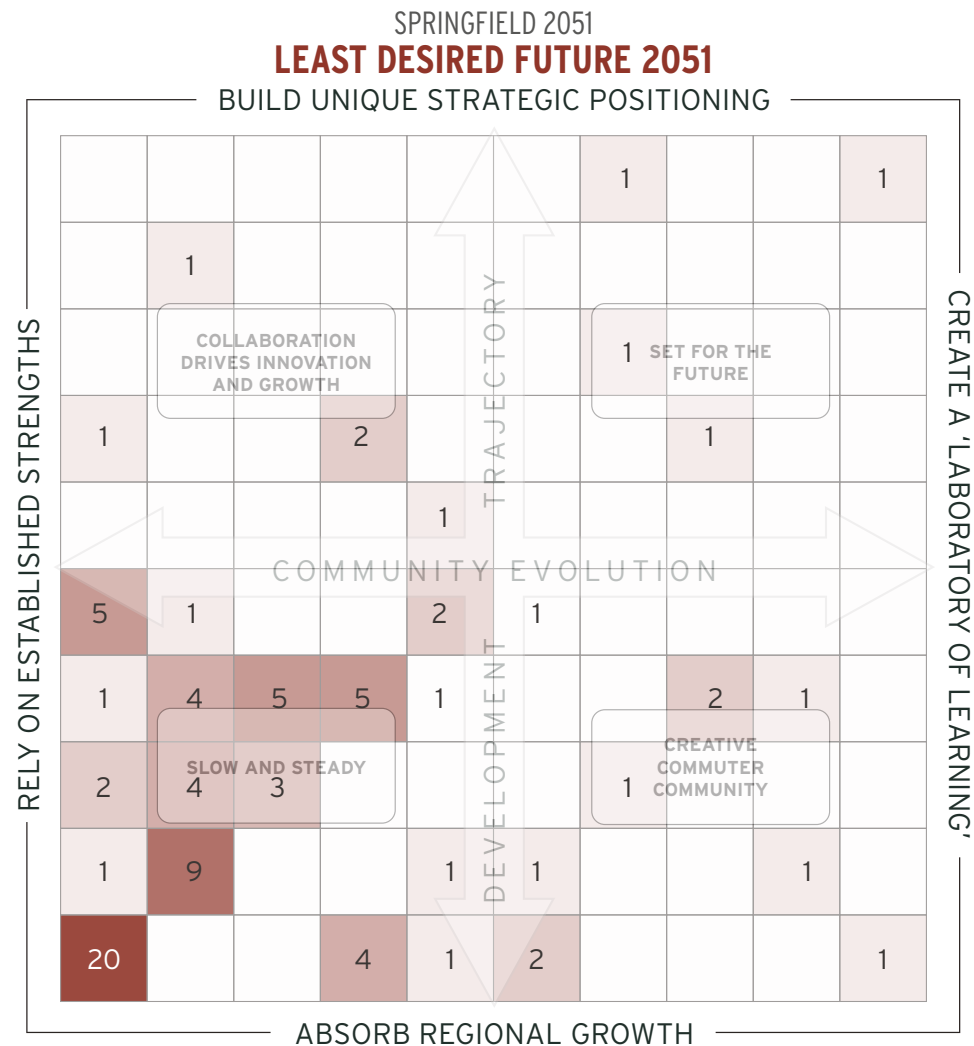


7.0 | LEAST DESIRED, EXPECTED, AND PREFERRED FUTURES

7.1 | LEAST DESIRED FUTURE

The Least Desired Future is defined as ‘the future that you think will be the most undesirable (or least desired) for the future of Springfield. Think-Tank participants most definitely considered Scenario D, ‘Slow and Steady’ to be the Least Desired scenario for Springfield, looking out to 2051.

The majority of Think-Tank participants voted that this was the least desirable scenario. This provides leadership a mandate to change the trajectory of the city to avoid this scenario.



This grid displays where people identified their least desired future.



Data Insights

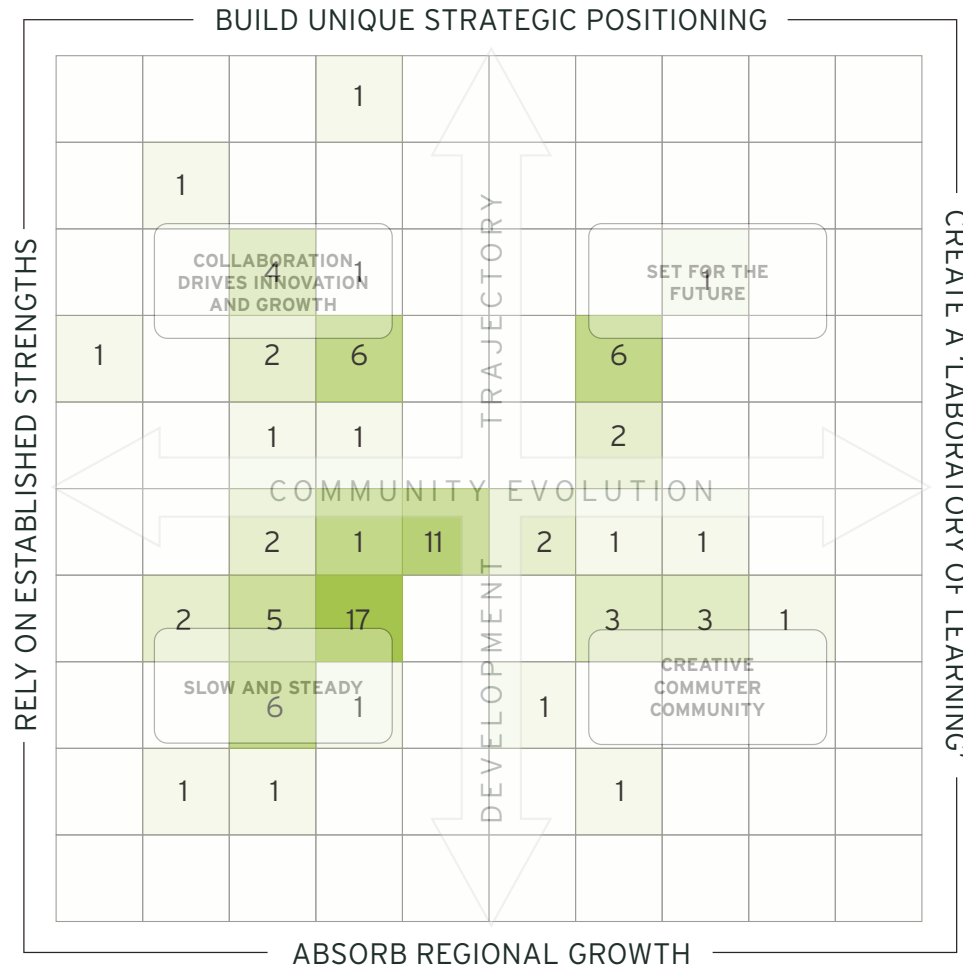
- The intensity of color along the extreme lower left of the scenario matrix indicates that Think-Tank participants have a shared view of the least desirable future.
- The corners of the scenario matrix quadrants indicate the extreme versions of the scenarios.

7.2 | EXPECTED FUTURE

The expected future is the one deemed most likely to happen if there is no change in the current trajectory of Springfield. Think-Tank participants opted predominantly for Scenario D, 'Slow and Steady' to be the expected future, which was also seen as the least desired future. However, there were a spread of participants who opted for the other three scenarios as the expected future, also opting for Scenario A, 'Collaboration Drives Innovation and Growth' as the expected future after Scenario D.

The Expected Future represents the future that is most likely to happen if the community does nothing to change direction or trajectory.

SPRINGFIELD 2051 EXPECTED FUTURE 2051



This grid displays where people identified the expected future.



Data Insights

- The intensity of color in the bottom left hand quadrant and top left quadrant shows the number of participants who opted for those futures.
- The corners of the scenario matrix quadrants indicate the extreme versions of the scenarios.

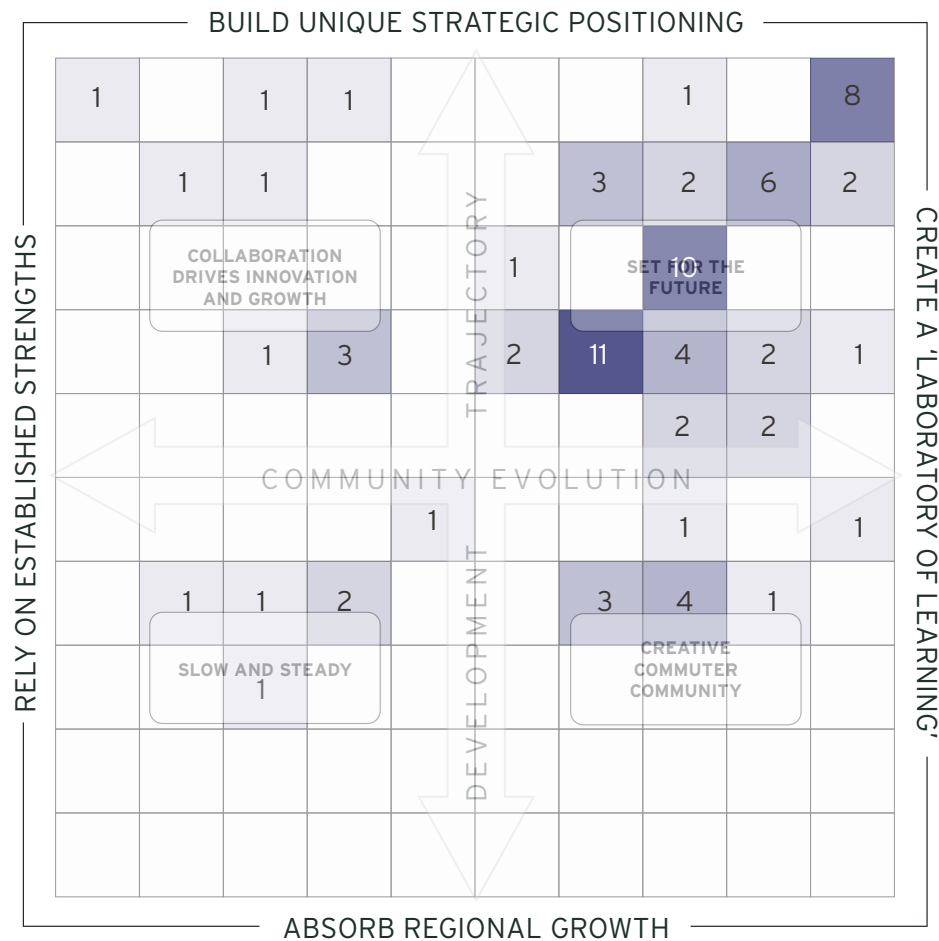


7.3 | PREFERRED FUTURE

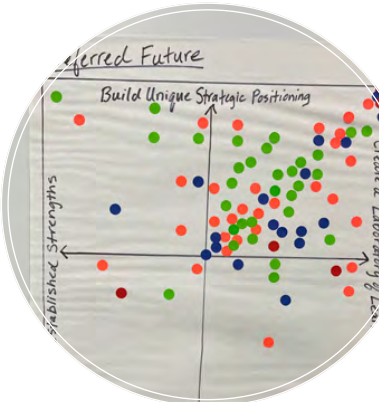
The Preferred future represents the future that is highly desired for Springfield in 2051.

Think-Tank participants expressed an overwhelming preference for Scenario B, 'Set for the Future' as the Preferred Future for Springfield in 2051.

SPRINGFIELD 2051 PREFERRED FUTURE 2051

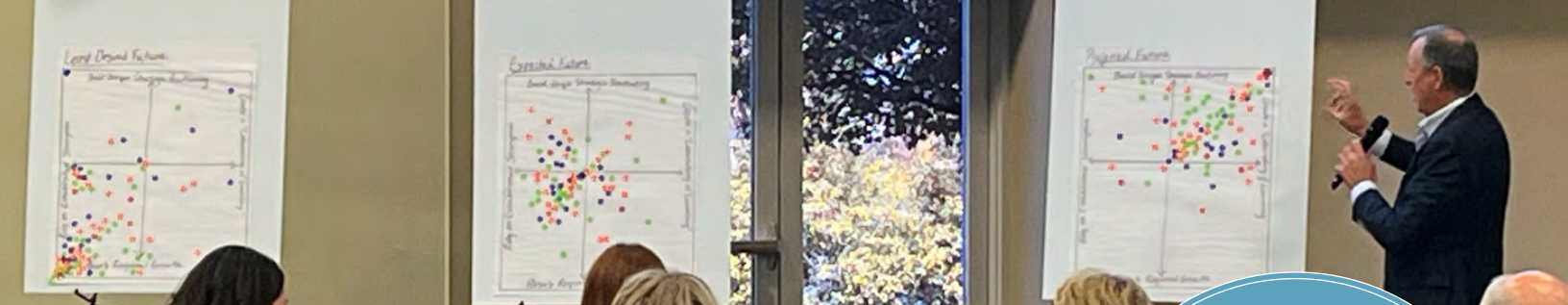


This grid displays where people identified their preferred future.



Data Insights

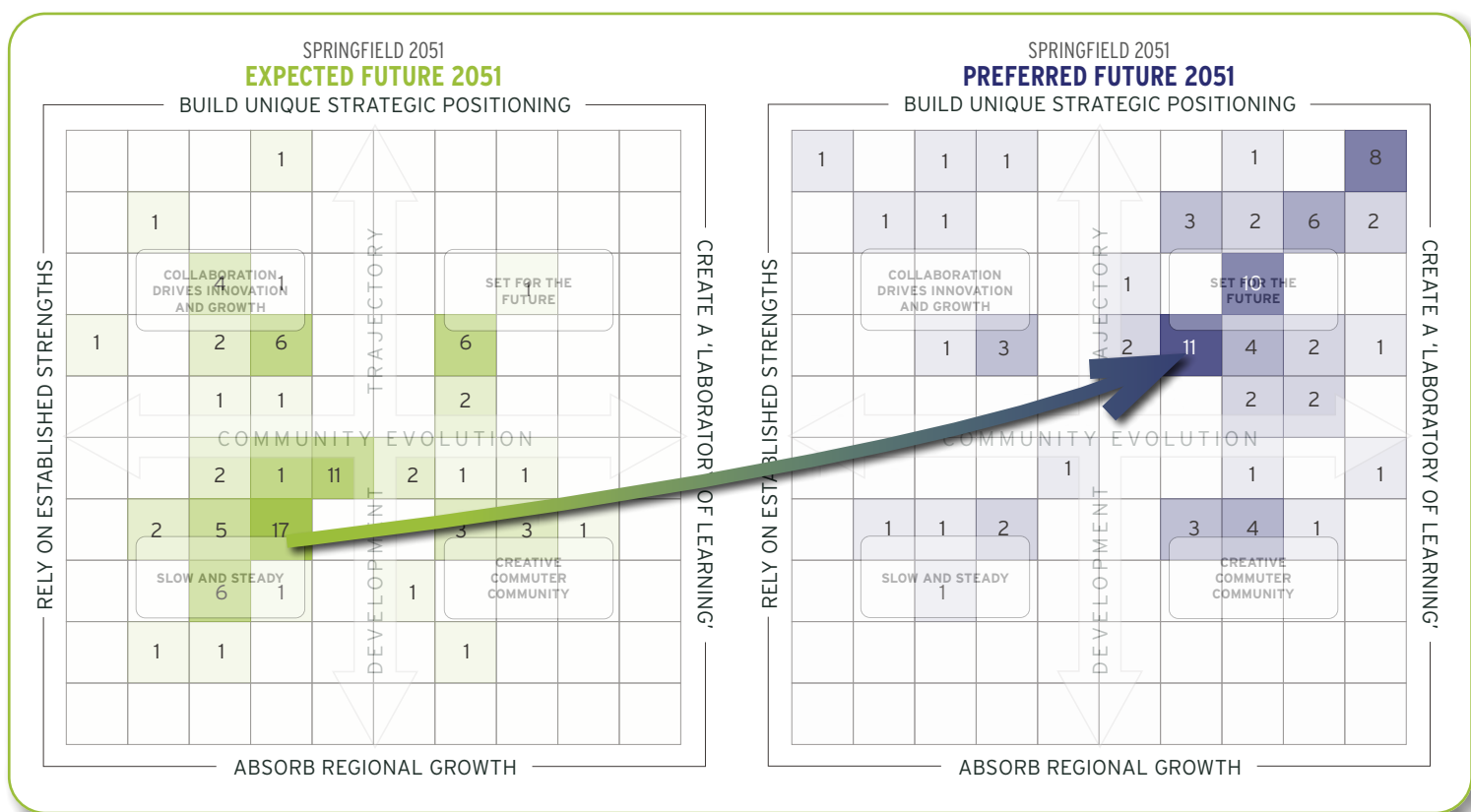
- The concentration of color in Scenario B, 'Set for the Future', indicates a close alignment of thinking among Think-Tank participants on the preferred future for Springfield in 2051.
- Arriving at a point of consensus among stakeholders about the preferred future is very important to the strategic action planning process as it provides a sense of cohesion, agreement, and balanced solutions going forward.



7.4 | GETTING TO THE PREFERRED FUTURE

Because of the long-term nature of the Scenario Planning methodology, stakeholders often see the 'distant future vision (2051)' as unattainable and unrealistic. However, this underestimates the progress that can be made during the intervening years, and the cumulative positive impacts of change.

Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among Think-Tank participants that Scenario B, 'Set for the Future' represented the preferred scenario, it was also recognized that reorienting the current trajectory will require significant community engagement, communication, and leadership.



Future Insights

- The Think-Tank scenario planning is a significant step in the Springfield 2051 planning process to define collectively how Springfield will strategically plan to achieve its preferred future.
- Telling the story of why Springfield needs to pivot in its trajectory will be an important part of how change will be made.





8.0 | NEXT STEPS IN THE PLANNING PROCESS

Following the Think-Tank, this Think-Tank Report was written and published for distribution. The Springfield 2051 project will then move into the 'Strategic Positioning and Roadmap' phase of the Springfield 2051 process.

SPRINGFIELD 2051 PROJECT



- September - November 2025: Community Survey
- October/November 2025: Community Visioning Sessions
- January 2026: Community Future Summit

Please stay connected to the Springfield 2051 process through the project website: www.Springfield2051.com.



Advisory Group

The Springfield 2051 Advisory Group was formed to meet throughout the project both virtually and in person and serve as ambassadors of the project to the Springfield community. Their roles include:

- Providing thorough and candid feedback throughout the process,
- Bringing both pragmatic and aspirational qualities to the Springfield 2051 initiative,
- Contributing (and connecting) their network to the promotion of community engagement sessions, and
- Serving as advocates for the initiative within their spheres of influence (e.g., neighborhood, organizations etc.).

Advisory Group members include:

- | | | | | |
|-----------------------|--------------------|--------------------|-------------------|-----------------------|
| - Louis Agresta | - Teresa Demana | - Jonathan Johnson | - Kathryn Rogers | - Jalen Wood |
| - Wesley Babian | - Wendy Doolittle | - Jaimee Jordan | - Carl Ruby | - Brian Yontz |
| - Molly Baldwin | - Vilès Dorsainvil | - Ed Leventhal | - Rob Rue | - Kate Seegraves |
| - Titus Dean Beard | - Joan Elder | - Nancy Mahoney | - Doug Schantz | - Kerry Pedraza |
| - Emily Bennett | - Maureen Fagans | - Karlos Marshall | - Chris Schutte | - Kolton Rice |
| - Jo Alice Blondin | - Karen Graves | - Maureen Massaro | - Kyle Scott | - Leigh Anne Lawrence |
| - SeRaye Bray | - Mark Grimes | - Stephen Massey | - Michael Sheehan | - Sarah Webb |
| - John Brown | - Adam Groshans | - Jamie McGregor | - Marin Smith | - Natalie Fritz |
| - Nettie Carter-Smith | - Andy Hayes | - Ben Merick | - Amy Stacy | - Charles Patterson |
| - Leann Castillo | - Devon Hendricks | - Natalie Driscoll | - Lazarus Toliver | |
| - Chris Cook | - Dale Henry | - Mia Perez | - Jon D. Upshaw | |
| - Lula Cosby | - Lo Houser | - Sheila Henry | - Denise Williams | |
| - Leslie Crew | - Dulce Hurst | - Joy Rogers | - Chad Wilson | |

Steering Committee

The Springfield 2051 Steering Committee was formed to meet twice a month both in person and virtually and their very focused role is to:

- Help guide (steer) the project,
- Provide strategic perspective for development of the overall project plan,
- Build trust and engagement among the diverse community stakeholders, and
- Encourage local community involvement and helping identify participants.

- | | | | | |
|---------------------|-------------------|----------------|-----------------------|----------------|
| - Ash Ahmed, MD | - Kim Fish | - Bryan Heck | - John Landess | - Kevin Rose |
| - Dr. Raphael Allen | - Andrea O'Connor | - Horton Hobbs | - Dr. Karlos Marshall | - Melanie Wilt |
| - Suzie Carey | - Sam McKay | - Tom Loftis | - Brad Pepper | - Marta Wojcik |

Additionally, extra appreciation is extended to Marta Wojcik (Executive Director & Curator, Frank Lloyd Wright's Westcott House) and Kevin Rose (Executive Director, Hartman Rock Garden; Historian, Turner Foundation). Weekly project calls held with Marta and Kevin ensured that the project has been creative, organized, seamless and thorough.





10.0 | FOR MORE INFORMATION

This initiative is focused on planning for the future of Springfield looking out to 2051.

Springfield 2051 is exploring where and how Springfield can fit into a rapidly changing world, looking out to 2051. The result will be a shared Community Roadmap, that will contain an implementation focus looking out to 2051 – with actions – to move toward the shared vision for the city.



Learn more on the project website:

www.springfield2051.com

For more information on Springfield 2051, please contact:

MARTA WOJCIK

Springfield 2051 Steering
Committee Member
Executive Director & Curator,
The Westcott House
(937)284-3542
info@springfield2051.com

DAVID BEURLE

Chief Executive Officer
Future iQ
(612)757-9190
david@future-iq.com





SPRINGFIELD 2051

THINK-TANK REPORT

OHIO, USA

OCTOBER 2025