				\Box		Big Ic	leas								Ti	ming					Departr	ment/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	Year ±2023	Year 22024	Year-	3 2025 Year	4 <u>2026</u> Year	5202/	52028	Year 82030	Year poora	Year 100001	Lead	Support
GENE	RAL																					
G1	Embrace the Comprehensive Plan as the primary document to inform	1	Conduct an Implementation Kickoff Summit to inform elected officials, staff, and community members about the Big Ideas, goals, and immediate implementation priorities.							Education and Communication	•										Development Services	Communications Marketing
	growth, development, and investment (budget) decisions.	2	Highlight Big Ideas and implementation priorities at the beginning of every city business meetings (council, P&Z, staff, community).							Education and Communication					Alv	vay	S				Development Services	
		3	Connect agenda items at all city meetings to the applicable Big Ideas and implementation priorities.							Guidelines					Alv	vay	S				Development Services	
		4	Develop and maintain an online dashboard to report progress on implementation items.							Education and Communication					Alv	vay	S				Development Services	Communications Marketing
		5	Publish and distribute progress reports to the community-annually (and potentially-quarterly in the future).							Education and Communication					Alv	vay	S				Development Services	Communications Marketing
		6	Evaluate and make minor updates to the Comp Plan annually to keep it current.							Regulations					Alv	vay	S				Development Services	
		7	Hold public workshop with Council, P&Z, and community to evaluate progress, update recommendations and develop 3-yr action plan.							Education and Communication			•			•			•		Development Services	Communications Marketing
		8	Evaluate and update recommendations, FLUM, Growth Sectors and accompanying elements of the Comp Plan to reflect current conditions (every 5 years).							Regulations					•					•	Development Services	
		9	Evaluate and update identity, big ideas, and all elements of the Comp Plan (every 10 years).							Regulations										•	Development Services	
G2	Take control of the narrative about Killeen	1	Develop and launch a community branding and PR campaign to highlight Killeen's positive traits and opportunities to differentiate itself from surrounding communities.							Regulations					Alv	vay	<u>'S</u>				Communications_8 Marketing	Development Services
		2	Promote local success stories and people that reflect the community's unique values, assets, and desired future.							Education and Communication					Alv	vay	S				Communications_8	Development Services
G3	Cultivate a more resilient and self-sustaining local economy and	1	Create a single economic development strategic plan for the community that integrates the goals, resources, and priorities of the city and its partners (Chamber, colleges, Fort Hood, etc).							Regulations		•	•								Development Services Chamber/EDC	Chamber/EDC Development Services
	workforce	2	Consolidate existing community resources for workforce and business development into a single location and publish online and in print.							Regulations	•		•		•		•		•		Chamber/EDC	Development Services, Communications & Marketing
G4	Align development and budgeting with the community's	1	Collect and review resources on outcome, participatory, and program-based budgeting	ıg.						Education and Communication	•		•	,							Development Services Finance	Finance, City Manager's Office
	values and desired outcomes	2	Research and explore pilot partner opportunities with GFOA's 'Rethinking Budgeting' initiative.							Partnerships		•	•)							Finance	City Manager's OfficeCMO
		3	Modify the city's budget process to incorporate elements of participatory and outcome-based budgeting models.							Guidelines			•	<u>.</u>				•			Finance	City Manager's OfficeCMO
		4	Modify the city's budget process to create a 10 and 250 year forecast to ensure long-term liabilities are captured beyond they typical 5-year budget window.							Regulations		•									Finance	City Manager's Office

						Big .	Ideas									Timir	ng .					Departn	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	<u>2023</u> ¥ear– ±	2024Year 2	2025Year	3 2026 Year	2027¥69#	5	<u>2028</u> Year 6	<u>2029</u> Year 7	2030Year- 8	2031Year-	2032 Year 10	Lead	Support
LAND I	USE & GROW	TH MA	ANAGEMENT																				
LU1	Use place types and complete neighborhoods as building blocks	1	Update the city's Zoning Ordinance and Development Regulations to align with the FLUP, policies and recommendations in this Plan, and update every 5 years needed.							Regulations					<u>Al</u>	wa	<u>ys</u>					Development Services	City Manager's Office , Public Works
		2	Revamp the city's transportation policies and design standards to support walkable neighborhood and safe street principles.							Guidelines	•	•		•								Development Services	Public Works
		3	Earmark funds to implement items in the Parks Master Plan that prioritize creation of parks and public spaces and improved bike/pedestrian connectivity in existing neighborhoods.							Guidelines			•									Parks & Recreation	Development Services, City Manager's Office
		4	Create a new facilities master plan that supports the FLUM, development zones and complete neighborhood concepts in this Plan.							Guidelines			•					•				Community Development	Development Services, City Manager's Office
		5	Meet annually with KISD representatives in a public setting to discuss how to better coordinate City and school district plans, policies, and improvements.							Partnerships					Al	wa	ys					<u>City Manager's Office</u> Parks	Development Services, City Manager's OfficeParks & Recreation
		6	Host a bi-annual working session every 5 years with community partners to connect economic development priorities, programs and incentives into a cohesive community wide approach.							Partnerships	•		•	,	4	•		•	•	•		<u>Chamber/EDC</u> <u>City Manager's Office</u>	City Manager's Office, C- Communications Marketing
		7	Every five years, evaluate the Future Land Use and Place Type elements of this plan against the Zoning Ordinance to ensure guidelines are consistent with citywide adopted goals.							Regulations					Ŀ						•	Development Services	City Manager's Offic
LU2	Improve the fiscal productivity of development.	1	Develop and maintain a dashboard to track critical citywide metrics for land use and infrastructure fiscal performance (GF/ac, GF/HH, levy/ac, etc).							Regulations					Al	wa	ys					Development ServicesFinance	FinanceDevelopme Services
		2	Create a fiscal impact analysis process and tool, based on citywide goals, to evaluate the fiscal impact of proposed redevelopment, development, and infrastructure projects.							Regulations	•											Development Services	Finance
		3	Develop and adopt growth management criteria that guide development and infrastructure decisions in each growth sector.							Regulations			•	•								Development Services	Public Works, Finance
		4	Perform fiscal impact analysis on development projects and discuss results of analysis in P&Z/Council memos and presentations.							Guidelines					Al	wa	ys					Development Services	Public Works, Finance
		5	Establish fiscal performance targets for new development projects and update every 25 years as needed. Track progress in utilizing the development review process and collaboration with							Guidelines	•	•	•					•		•		Development Services	Finance
		6	trace progress in unitaring the development review process and conadoration with developers of all sizes to bring project proposals into target, every 3 years. Complete an updated land use fiscal assessment every 35 years to monitor							Regulations			•	•		-	•			•		Development Services	Finance
		7	progress and updated fiscal metrics associated with various zoning categories.							Regulations			•			•	•		•	•		Development Services	Finance

						Big .	Ideas							Tim	ning					Departn	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Action Type	2023 Year-	2024¥ear-	2025 Year 3	2026Year- 4	2027¥ear- 5	2028Year- 6	2029¥ear-	2030Year 8	2031¥ear-	2032Year 10	Lead	Support
LU3	Encourage incremental evolution of neighborhoods	1	Update zoning and development regulations to allow more flexibility for properties to evolve while still meeting character and design requirements of the governing place type, growth sector, and neighborhood context.						Regulations	•										Development Services	
		2	Rezone properties in areas which need revitalization - such as Urban Village and Traditional Neighborhood place types - to more flexible zoning districts.						Regulations			•								Development Services	
		3	Waive rezoning application fees for residents seeking more flexible zoning within the Urban Village and Traditional Neighborhood place types.						Financial & Process Incentives								•			Development Services	Finance
		4	Create an accelerated reconing development process so properties can be transformed quickly.						Financial & Process Incentives		•									Development Services	Finance
		5	Update zoning regulations to partially or wholly eliminate minimum parking requirements and consider parking reductions and incentives for properties located near transit stops.						Regulations		•	•								Development Services	
LU4	Prioritize infill and revitalization in north Killeen	1	Create materials that can be used to direct developers, realtors, and other interested parties to north Killeen as the preferred location for missing middle housing, small businesses, and walkable mixed-use neighborhoods.						Education & Communication	•		•		•		•		•		Development Services	Communications &
		2	Earmark City resources (personnel, services, and budget) for implementation of Downtown and north Killeen neighborhood improvement plans.						Financial & Process Incentives					Alw	ays	;				Development Services	Development Services, Finance, City Manager's Office
		3	Adopt an expedited plan review process for building permits that fill in vacant lots rehab existing properties, and/or add additional housing types and units in Downtown and adjacent neighborhoods.	i,					Guidelines		•	•								Development Services	Public Works, Communications & Marketing
		4	As (re)development activity occurs in an area, plan for and install street and infrastructure investments so walkable mixed use is accommodated.						Regulations				1	Alw	ays	<u> </u>				Development Services	Public Works, Communications & Marketing
		5	Launch incremental neighborhood improvement plans, starting with Downtown and adjacent neighborhoods, that incorporate robust neighborhood engagement.						Guidelines		•	•								Development Services	Public Works, Communications & Marketing
LU5	Preserve and enhance natural areas.	1	Prepare a map and accompanying GIS data identifying natural and environmentally sensitive areas in Killeen for preservation.						Guidelines		•									п	Development Services
		2	Pursue preservation of the identified natural and environmentally sensitive areas through an overlay.						Regulations			•	•							Development Services	П
		3	Write and adopt a plan/policy for public acquisition of open space and conservation- easement-in the outer edges of the city and ETJ to ensure a sufficient amount of open space for future parks and stormwater management efforts.						Regulations	•	•									Parks & Recreation	Development Services
		4	Secure conservation easements with landowners along areas identified for open space and conservation.						Regulations					4lw	ays	5				Development Services	Parks & Recreation
		5	Update development standards to increase buffers along floodplain and incentivize developers to incorporate green infrastructure and other stormwater BMPs to maximize functional, aesthetic, recreational, and economic benefits of open space.						Regulations		•	•				•				Development Services	

						Big I	Ideas							Tim	ing					Departi	ment/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Action Type	2023Year- 4	2024Year-	2025Year- 3	2026Year- 4	2027 Year 5	2028Year- 6	<u>2029</u> ¥ear− ₹	2030Year- 8	2031 Year 9	2032 Year 10	Lead	Support
NEIGH	IBORHOODS																				
NH1	Create a citywide neighborhood framework	1	Develop a Complete Neighborhood Checklist that lists the components that need to be present in the different types of neighborhoods to make them complete, make it available online, and incorporate it into development review policy.						Regulations		•		•							Development Services_	
		2	Conduct a citywide Complete Neighborhood Assessment to document existing conditions, define preliminary neighborhood boundaries, and identify interested neighborhood partners.						Regulations		•		•							Development Services_ Community Development	Communications 8
		3	Conduct a series of public meetings throughout the city to solicit input on neighborhood boundaries and naming and identify people interested in championing planning and implementation efforts in their neighborhood.						Education and Communication		•									Development Services_ Community Development	Communications & Marketing, Public Works
		4	Finalize and adopt a citywide neighborhood boundary and naming map once public feedback has been collected.						Regulations			•								Development Services, Community Development	Communications & Marketing
		5	Distribute bi-annually the Complete Neighborhood Checklist to the community and solicit the assistance of residents, partners and organizations to document existing conditions in each identified neighborhood and identify needs and opportunities.						Education and Communication		•		•		•		•		•	Development Services_ Community Development	Communications & Marketing Communications
		6	Utilize a community survey process to accept nominations for and select the first four neighborhoods (in addition to Downtown) for the city to initiate neighborhood planning and enhancement efforts.						Education and Communication			•			•					Development Services, Community Development	Development – Service SCommunications & Marketing
		7	Prepare Incremental Neighborhood Improvement Plans for each selected neighborhood (to include top 5-10 incremental projects for upcoming 2 years).						Regulations			•			•					Development Services_ Community Development	Communications & Marketing
		8	Partner with neighborhood leaders to organize bi-annual meetings in each neighborhood to report progress and organize next steps on month-to-month basis.						Partnerships		•	•	•	•	•	•	•	•	•	Development Services_ Community Development	Communications & Marketing Communiations
		9	Organize and facilitate an bi-annual meeting of Neighborhood leaders to share and exchange ideas and lessons learned.						Education and Communication		•	•	•	•	•	•	•	•	•	Development Services_ Community Development	Communications & Marketing Communications
		10	Evaluate the program every 2 years to determine when to add additional neighborhoods.						Regulations				•		•		•		•	Development Services_ Community Development	
NH2	Enforce the codes you have.	1	Prepare summary sheets and facilitate meetings with residents to share tools such as HOAs, crime watch groups, and other related proactive measures that can be undertaken by residents to improve safety and aesthetics in their neighborhoods						Education and Communication			•	•							Police Department, Development Services	Communications & Marketing Communiations, Public Works
		2	Complete research and share findings with City Council on best practices in voluntary compliance and progressive code enforcement alternatives.						Education and Communication				<u>/</u>	<u>Alw</u>	ays	<u> </u>				Development Services	Communications 8
		3	Adopt strategy for achieving voluntary compliance and modernizing code enforcement techniques.						Regulations					4lw	ays	<u> </u>				Development Services	IT, Communications_ Marketing

	4	Evaluate and leverage technology to increase the effectiveness of on-site residential inspections and enhance communication with citizenry.			Guidelines	Development Services	п
	5	Perform routine-tree and landscape maintenance-particularly after storm events to remove any-hazards to pedestrians and homeowners-drivers.			Guidelines	Public Works, Parks & Recreation Development Services	Development Services Parks

				T		Big 1	deas								Tir	ning					Departn	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	2023 Year	2024¥ear	2025 Year	2026Year	2027¥ear-	2028Year 6	2029Year	2030Year	2031 Year	2032 Year	Lead	Support
NH3	Diversify housing mix (types and price points).	1	Develop and maintain an inventory of existing and entitled housing units by type, occupancy status, and value and include impact on these numbers in proposed development evaluations/recommendations.							Regulations	•		•								Development ServicesCommuni ty Development	Development_ Services
		2	Eliminate-Discourage approval of single-use suburban subdivisions when feasible.							Education and Communication					Alv	vays	5				Development Services	
		3	Update development standards to offer expedited approvals for projects that add missing middle housing (duplex, triplex, live/work, etc.) in areas that are in downtown and north Killeen neighborhoods.							Financial & Process Incentives	•		•								Development Services	
		4	Update development standards to allow addition of accessory dwelling units (ADUs) in suburban subdivisions by right.							Regulations	•		•								Development Services	
		5	Recruit and partner with developers to build new master planned mixed-use, multigenerational neighborhoods with range of home types, values, and amenities.							Partnerships			· -	,	<u>Alw</u>	<u>vay:</u>	<u>S</u>	_			Development Services	Community DevelopmentCity Manager's Office
		6	In areas outside the city limits and/or identified as rural estate place type, encourage preservation of existing homesteads and development of high end rural estate style neighborhoods for those seeking rural style living and larger lots.							Guidelines					Alv	vays	5				Development Services	
NH4	Build complete neighborhoods.	1	When suburban development is proposed, ensure it is done in the "Residential Mix" place type and have a mix of street and block types, housing, retail/office/commercial that includes very small scale spaces, and open space.							Guidelines					Alv	vays	5				Development Services	Parks & Recreation
		2	Deliver projects identified in Neighborhood Improvement Plans to incrementally transition neighborhoods to a higher standard of completeness, in partnership with residents, local developers, and community organizations.							Guidelines					•	•	•	•	•	•	Development Services	Parks & Recreation, Communications & Marketing, Community Development
		3	Conduct outreach annually to identify, connect, and provide ongoing support to a network of local small developers and entrepreneurs to expand commercial and residential options in existing neighborhoods.							Partnerships				•	•	•	•	•	•	•	Development Services_ Chamber/EDC	City Manager's Office
		4	Update development standards to require every residence be within 1/2 mile of a park and provide sufficient bike/walk connections throughout neighborhoods.							Regulations	•										Development Services	Parks & Recreation
		5	Develop and share guidelines with residents for where and how to paint artistic crosswalks and intersections within neighborhoods.							Education and Communication		•	•								Development Services	Development Services
		6	Conduct a survey with residents to identify opportunities to establish community gardens or Master Gardner programs in parks and city-owned properties.							Guidelines					Alv	vays	5				Parks <u>& Recreation</u>	Development Services, Communications & Marketing

						Big I	deas							Tir	ning					Departn	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Action Type	2023Year-	2024¥ear-	2025Year	2026 Year -	2027¥ear-	2028 Year 6	2029 Year	2030Year-	2031¥ear-	2032Year	Lead	Support
NH5	Update design standards to enhance the quality of buildings,	1	Overhaul design and construction standards with a new focus on quality and appearance of residential and commercial buildings.						Regulations	•										Development Services	Parks & Recreation
	infrastructure, and neighborhoods.	2	Establish design and construction standards that improve appearance and condition of roads, streets, trails and parks.						Regulations	•										Development Services	
		3	Revamp stormwater management policies and design standards so that extreme weather events are mitigated and water quality is improved.						Regulations		•					•				Development Services	
		4	Establish incentives program to assist in funding for relocation of overhead utilities underground on (re)development projects.						Financial & Process Incentives			•								Development Services	
		5	Review the lighting ordinance to ensure appropriate and compatible site and building lighting for new development.						Regulations	•		•								Development Services	
NH6	Shift the market to include existing housing.	1	Coordinate with realtors and banks to steer first time home buyers to existing housing stock so that new single family homes can be built and sold at higher value ranges that better reflect true development and service costs and bring awareness to incentive programs.						Partnerships			•	•	•	•	•	•	•	•	Chamber/ <u>EDC</u>	Community Development
		2	Reduce or eliminate permitting and impact fees when adding units or rehabbing existing structures in built-out areas.						Financial & Process Incentives					Alw	ays	5				Development Services	
NH7	Focus on delivering housing for those in need.	1	Conduct research on strategies to address homelessness, particularly those that go beyond just providing temporary housing.						Guidelines	•		•								City Manager's Office Community Development	City Manager's Office
		2	Prepare a feasibility report on teaming up with the Veterans Community Project to build tiny house villages to provide quality, affordable housing for veterans.						Partnerships	•		•								City Manager's Office Community Development	City Manager's Office
		3	Identify sites that could be potential locations for micro-housing for the homeless.						Guidelines	•										City Manager's Office Community Development	City Manager's Office

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	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	2023 Year	2024 Year	2025¥ear	3 2026Year	7027 ¥031	5	2028 Year 6	<u>2029</u> ¥ear− ₹	2030Year	2031Year	9 2032 Year 10	Lead	Support
MOBIL	ITY & CONNEC	CTIVI	ΓΥ																				
MC1	MC-1. Adjust planning approach to consider non-vehicular trips.	1	Update and formally adopt a new Thoroughfare Plan and accompanying design standards that reflect the recommendations in this Plan.							Regulations		•	•									Development Services	Public Works
		2	Review and update Evaluate Roadway Impact Fees and Street Fees to fund roadway projects that reinforce the growth strategies recommended in this Plan.							Regulations			_	•								Development Services	Public Works
		3	Update the city's traffic model and modeling approach to account for non-vehicular trips.							Regulations			•	<u>.</u>	•							Development Services	Public Works
		4	Prepare and present a #VisionZero ordinance to City Council advocating for safe streets and a goal of zero fatalities on city roads and streets.							Regulations			•									Development Services	Public Works, Police Department
		5	Complete an assessment of existing transportation corridors to compare them to their designated corridor types and context (place type) and identify and prioritize strategies to convert them over time.							Regulations					<u>Al</u>	Wā	ays					Development Services	Public Works
		6	Review Thoroughfare Plan, Future Land Use Plan and design standards a minimum of every five years and update to reflect the current uses and future interests of the community.							Regulations					4				•		•	Development Services	
		7	Use MPO representative platform to advocate for the City of Killeen's public transit, bikeway, and regional roadway needs.							Partnerships					Αl	wa	ays					Development Services	City Manager's Offic
		8	Earmark funds to construct top priority trail and bike facility projects as identified in the Park Master Plan and neighborhood planning efforts.							Capital Investments			•	,								Parks & Recreation	Development Services
MC2	Coordinate land use and mobility strategies to create commercial nodes in	1	Identify intersections and collector corridors that are ideal for micro and small neighborhood commercial uses during the neighborhood planning processes.							Guidelines					<u>A</u>	lwa	ays					Development Services	Community Development
	each development zone and within neighborhoods.	2	Update zoning and development regulations to limit auto-oriented businesses with larger parking needs to regional commercial areas and encourage micro and neighborhood scale commercial nodes within 1/2 mile spacing.							Regulations	•		•									Development Services	
MC3	Improve network connectivity.	1	Update development regulations and design standards to encourage grid street network design, complete connections to adjacent development, line up intersections, and minimize dead-end streets.							Regulations	•		•									Development Services	
		2	Prepare a map identifying locations where collectors should be extended to improve connections and circulation.							Guidelines		•	•									Development Services	GISIT
		3	Secure right-of-way for critical thoroughfare connections, either through developer agreements for new development or through acquisition of properties when opportunities arise.							Regulations					Al	wa	ays					Development Services	
		4	Update development regulations to require developers to construct a network of shared use paths and sidewalks within development and complete connections to adjacent/nearby facilities.							Regulations	•	•										Development Services	Parks & Recreation Community Development

						Big I	deas			T						Tim	ing					Departm	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	2023 Year 4	2024Year	2	3	2026Year 4	2027¥ear- 5	2028 Year 6	2029Year- 7	2030Year- 8	2031 Year 9	2032 Year 40	Lead	Support
MC4	Design neighborhood streets to prioritize people, place, and fiscal productivity.	1	Make neighborhood streets public space that is calm, desirable, pedestrian-friendly, and safe. Design new neighborhood streets to provide the same elements.							Guidelines					A	١w	ays	;				Development Services	
		2	Develop streetscape design standards that enhance the pedestrian and cyclist experience, including trees, lighting, street furniture, and wayfinding.							Regulations				•								Development Services	
		3	Install sidewalks on both sides of the streets throughout neighborhoods.							Capital Investments					F	۱w	ays	•				Development Services	Public Works, Community Development
		4	Establish annual program and budget to identify and connect gaps in existing sidewalks as part of neighborhood planning and improvement efforts, beginning with Trimmier and Stan Schlueter.							Capital Investments					A	١w	ays	;				Public Works	Development Services
		5	Prohibit parking in bike lanes and enforce it.							Regulations					A	١w	ays	;				Police Department	
		6	Prohibit parking of trailers and large trucks on neighborhood streets and enforce it.							Regulations					A	١w	ays	;				Police Department	
		7	Identify the busiest intersections and implement the appropriate traffic calming measurements such as roundabouts, traffic signals, shared space, and stop signs.							Guidelines					<u>A</u>	<u>dw</u>	ays	<u> </u>				Development Services	Police Department, Public Works
		8	Address some traffic calming necessary at the intersection of James Loop and Velma Drive to prevent additional accidents.							Guidelines	•											Development Services	Public Works
MC5	Prioritize safe and efficient movement of vehicles on arterials.	1	Update design standards to limit bike and pedestrian facilities and crossings in arterial corridors; where they are included, provide maximum separation and physical barriers to protect pedestrians.							Regulations		•		•								Development Services	Public Works
		2	As redevelopment occurs along arterials, look for opportunities to close driveways and medians to improve access management and traffic flow.							Guidelines					<u>A</u>	lw	ays	<u> </u>				Development Services	Public Works
		3	Conduct a study of Elms Road to evaluate potential improvements to assure the safety of pedestrians and bicyclists.							Guidelines			,	•								Development Services	Public Works
		4	Conduct a study of Stan Schlueter Loop to evaluate potential improvements to assure the safety of pedestrians and bicyclists.							Guidelines				•								Development Services	Public Works
MC6	Maximize retum on investment for mobility infrastructure.	1	Conduct an updated pavement management study that measures and maps the pavement condition, estimated maintenance costs, and future replacement cost and timing.							Capital Investments	•					•					•	Development Services	Public Works
		2	Continue to implement and increase pavement management efforts to extend the life of existing streets and allow more time for the street fee fund to grow.							Capital Investments					F	١w	ays					Development Services	Public Works
		3	Update typical sections and design criteria to build Collectors with the ability to transform and adapt to changes in surrounding land use over time (by adding/removing travel lanes, bike lanes, on street parking, parklets, etc).							Capital Investments	•											Development Services	
		4	Update design standards to reduce pavement and lane widths to reduce maintenance and construction costs and slow cars down to improve safety.							Regulations	•											Development Services	

						Big .	Ideas	;							Tin	ning				Π	Departi	ment/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	2023 Year-	2024 Year -	2025Year-	2026Year- 4	2027¥ear- 5	2028Year- 6	2029¥ear- 7	2030Year- 8	2031Year 9	2032 1ear 10	Lead	Support
MC7	Provide mobility options for everyone.	1	Apply for and utilize Safe Routes to Schools funding to expand safe and connected routes to area schools.							Guidelines					Alw	ays	5				Development Services	Public Works
		2	Adopt a Multimodal Streets Ordinance to meet the standards for a Bicycle Friendly Community as determined by the League of American Bicyclists.							Regulations			•		•						Development Services	
		3	Prepare a map identifying current and potential walkable neighborhood nodes and transit stops in Killeen.							Regulations			•	•							Development Services	Public Works,
		4	Meet biannually with representatives from The HOP and regional MPO to discuss and implement a pilot program testing route options and stop frequencies, and actively promote using City and other media outlets.							Partnerships		•		•		•		•		•	Development Services	City Manager's Office
		5	Paint bike lanes along main collector streets within through neighborhoods, such as James Loop.							Tactical/Community					•	•					Public Works	Development Services
MC8	gateways and wayfinding strategy	1	Create gateway, streetscape and signage themes for the Downtown core, beginning with the area bounded by Rancier Avenue, Veterans Memorial Blvd, College and 10th.							Regulations				•							Development Services	Public Works
	within the core.	2	Design and reconstruct Rancier Avenue as a complete street from Fort Hood entrance to 10th Street (minimum).	e						Capital Investments					•	•					Development Services	Public Works
		3	Evaluate and design gateway improvements along Veterans Memorial Blvd. from College Street to 10th Street.							Guidelines						•					Development Services	Public Works
		4	Design and construct improvements to College, 2nd, Gray, 10th and Ave G to improve wayfinding and bike/pedestrian connectivity into the core.							Capital Investments							•				Development Services	Public Works
MC9	Utilize tactical, low- cost improvements to incrementally transition auto-	1	Complete an assessment of existing collectors and local streets to identify and prioritize corridors to restripe to reduce lane widths and add bike lanes or on-street parking.							Guidelines		•	•								Development Services	Public Works
	oriented roads to slower speed, pedestrian-friendly streets.	2	Partner with residents and neighborhood groups to identify areas where inexpensive improvements such a painting bite lanes or crosswalks and filling in gaps in existing sidewalks will improve pedestrian safety and mobility within and between neighborhoods and activity centers.							Partnerships					<u>Alw</u>	ays	<u> </u>				Development Services	Public Works
		3	Complete restriping of prioritized corridors, starting with the projects identified in the Mobility chapter.							Capital Investments					Alw	ays	5				Development Services	Public Works,_ Community Development

						Big Ide	eas							Timing				Departm	ent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility Nhbrhds.	Business	Action Type	2023Year	2024 Year - 2	2025Year- 3	2026 Year 4	2027 Year 5 2028 Year	202 <u>9</u> Year- 7	2030Year- 8 2031Year- 9	2032 Year 40	Lead	Support
DOWN	NTOWN																		
DT1	Improve and Increase Downtown Events and Programming.	1	Earmark funding to continue and enhance organized monthly events in Downtown.						Guidelines				A	lway	S			City Manager's Office	Development Services
		2	Set up a staff booth at community events to share progress on downtown initiatives and recruit people and resources for future events.						Education and Communication					lway				Development Services Communications	Development ServicesCommuni cations & Marketing
		3	Explore opportunities to return events that used to be in Downtown, like the Farmers Market.						Guidelines	•	•						6	City Manager's OfficeDevelopment Services	Parks & Recreation
		4	Encourage downtown uses that are scalable to periodic events such as areas for food trucks and temporary vendors.						Guidelines				A	lway	S		<u>6</u>	City Manager's Office Development Services	Development ServicesCity Manager's Office, Community Development
		5	Make temporary or permanent open space improvements to facilitate events, beginning with the space near the Chamber of Commerce building alleys and Building Inspections parking lot.						Tactical/Community		•	•					ļ.	Public Works Development Services	City Manager's Office Parks & Recreation, Community Development
		6	Create events that feature the diverse international population and foods in Killeen.						Guidelines				A	lway	S		<u> </u>	City Manager's Office Development Services	Development Services Community Development
		7	Feature local musicians, entertainers, and artisans to provide entertainment for Downtown businesses and events.						Tactical/Community				A	lway	S		9	City Manager's OfficeDevelopment Services	Development Services Community Development
		8	Regularly schedule programming that caters to a wide variety of residents of the city and surrounding communities.						Tactical/Community				A	lway	S		9	City Manager's OfficeDevelopment Services	Development ServicesComm unity Development
		9	Evaluate longer term project to create a larger permanent public space for downtown events, such as the Veterans Memorial Park concept.						Guidelines		•	•					F	Parks <u>& Recreation</u>	Development Services, Community Development
DT2	Improve safety and wayfinding in Downtown.	1	Identify a location and establish a permanent police substation in Downtown or north Killeen.						Regulations	•	•						F	Police Department	
		2	Provide location and programs for homeless to have access to social service personnel with experience addressing homeless issues. Identify individuals and organizations specializing in PTSD and homelessness						Regulations		•		•				F	Police Department	City Manager's OfficeCommunity Development
		3	and partner with them to create and execute an intentional long-term strategy to reduce homelessness.						Partnerships		•		•				F	Police Department	City Manager's OfficeCommunity Development
		4	Increase visual police presence in Downtown and encourage patrols that engage the community in a positive way. Create a striping and wayfinding plan for downtown to direct people to parking,						Guidelines				A	lway	S		F	Police Department	City Manager's Office
		5	public areas, and subdistricts.						Regulations	•	•							Development Services	Public Works, City Manager's Office
		6	Utilize tactical urbanism methods to paint on-street parking spaces, bike lanes and crosswalks, and add wayfinding signage .						Tactical/Community		•	•						Development Services	City Manager's Office, Public Works

		7	Identify areas where lighting is insufficient and install improvements, especially in public parking areas and high traffic pedestrian areas.							Regulations			•								Development Services	
		8	Design and install wayfinding signs throughout Downtown.							Regulations			•								Development Services	Communications Public Works
						Big .	Ideas								Tir	ning					Departn	nent/Entity
	Recommendation		Action	Culture	Fiscal	Downtown	Mobility	Nhbrhds.	Business	Action Type	2023¥ear-	2024 Year 2	2025Year- 3	2026 Year 4	2027¥ear- 5	2028Year- 6	2029Year	2030¥ear	2031¥ear	2032 Year	Lead	Support
DT3	Create and enhance public spaces and streetscape.	1	Develop streetscape design standards that include tree plantings, lighting, street furniture, and wayfinding guides.							Regulations			•								Development Services	Public Works
		2	Expand the scope and available amount for the facade grant program to support more and better quality enhancements to existing buildings and signage							Regulations					Alw	<u>ıays</u>	<u>5</u>				Development Services	Communications & Marketing
		3	Drnft an idea sheet for distribution to local property owners and businesses on how to a Activate vacant storefronts and windows, and feature these projects widely online.							Education and Communication	•		•								Development Services	Communications & Marketing
		4	Activate vacant windows and storefronts with public art and signage.							Tactical/Community					Alw	vays	5				Development Services	Communications & Marketing
		5	Install fiber and public wi-fi in downtown.							Regulations					•						ITCity Manager's Office	Development Services, ITCity Manager's Office
		6	Chamber PlazaSanta Fe Parking Lot - Design and implement tactical improvements to expand on design in Comp Plan.							Tactical/Community		•									Development Services	City Manager's OfficeParks & Recreation
		7	Chamber PlazaSanta Fe Parking Lot - Design and construct permanent improvements.							Capital Investments				•							Development ServicesParks & Recreation	City Manager's Office Development Services
		8	Veterans Memorial Park - Design and implement tactical improvements to expand on design in Comp Plan.							Tactical/Community		•	•								Parks <u>& Recreation</u>	Development Services
		9	Veterans Memorial Park - Conduct a fundraising campaign to assist in funding the permanent park improvements.							Capital Investments				•		•					Parks & Recreation	Development Services
		10	Veterans Memorial Park - Design and construct permanent improvements.							Capital Investments					•			•			Parks & Recreation	
DT4	Embrace the small/incremental approach to add residential units and	1	Continue and enhance the Vacant Building Registry program and make a list of vacant buildings and sale prices available on the City's website.							Education and Communication					Alw	vays	5				Development Services	Communications & Marketing
	small scale commercial spaces.	2	Conduct an annual survey to ildentify property owners of vacant spacesparcels willing to activate them with pop-up programs, activities, events and businesses. Create a list and collaborate with interested locals to locate and schedule activations.							Education and Communication					Alw	vays	5				Development Services	Parks & Recreation
		3	Identify buildings that can be easily retrofitted into live-work spaces and work with property owners and local small developers to get them redeveloped.							Education and Communication		•									Development Services	
		4	Hold a small developer bootcamp bi-annually through Incremental Development Alliance or similar organization to train interested locals on how to be a small scale local developer.							Partnerships					Alv	vay	<u>s</u>				Development Services	Chamber <u>/EDC</u>
		5	Start a revolving loan fund white box grant or similar funding mechanism to support small businesses and reduce building improvement expenses for interested tenants.							Regulations		•									Development Services	Chamber <u>/EDC</u>

				Big Ideas							Timing										Department/Entity	
	Recommendation	Action		Culture	Fiscal	Downtown	Mobility	Nhbrhds.		Action Type	2023Year 4	2024 Year	2025Year	2026Year 4	2027¥ear 5	2028Year- 6	2029¥ear-	2030Year	2031¥ear	2032 Year 10	Lead	Support
DT5	Strengthen partnerships and focus collective resources to maximize impact	1	Hire a Downtown Revitalization Coordinator to focus on identifying, connecting, and supporting people, resources and opportunities.							Regulations	•										Development Services	
		2	Restart the Downtown Partnership Committee to support and communicate efforts to enhance Downtown.							Education and Communication	•										Development Services	Merchants' Association
		3	Collaborate with community partners (EDC, Chamber, colleges, etc) to create a unified strategy and incremental improvement plan specifically for Downtown.							Partnerships		•	•								Development Services	Chamber/EDC
		4	Create a Downtown Studio or set location where interested parties can pop in and/or meet regularly to get information, network, discuss projects, and brainstorm ideas.							Regulations		•	•								Development Services	
		5	Create program where city acts as a facilitator for financing and equity between community investors/ banks and business/ property owners rather than just a source of grants/ loans.							Regulations		•	•								Chamber Development Services	Development Services Chamber/EDC
		6	Revive and expand the role and timeline of TIRZ #2 to catalyze revitalization in Downtown and north Killeen.							Regulations	•										Development Services	Finance, City Manager's Office
		7	Utilize TIRZ #2 funding to rebuild-redesign Rancier as complete street to enhance Fort Hoods "front door" and establish a gateway into Downtown.							Regulations				•	•						Development Services	Public Works Finance, City Manager's Office
		8	Explore membership in the Texas Main Street program.							Guidelines	•		•								Development Services	
		9	Partner with Fort Hood to create and share materials and programs that encourage soldiers and their families to visit and support Downtown businesses and activities.							Partnerships	<u>Always</u>								Chamber Development Services	Chamber/EDC		
		10	Partner with Texas A&M - Central Texas and Central Texas College to develop a plan to create office, classroom, and residential space in Downtown.							Partnerships			•								Chamber/EDC	
		11	Meet annually with the Killeen Arts and Activities Center and local artisans and philanthropic organizations to develop annual actions to increase public art and entertainment.							Partnerships	Always								Community Development	<u>Development</u> <u>Services</u>		
		12	Conduct an annual meeting with churches to identify ways to support programs and activities in downtown that complement their goals and offer their members dining and shopping opportunities around services and other events. Identify a location for the new County facility in Downtown that meets the needs							Partnerships	Always						Development Services					
	county facility and incubator/innovation space to increase traffic and activity in Downtown	1	of the county but also fits in the design context of the Downtown vision.							Guidelines	•										City Manager's Office	Development Services
		2	Meet with Texas A&M - Central Texas on its Research Park and Innovation District plan to identify ways to leverage their funding and staffing resources to establish and grow an entrepreneurial ecosystem downtown that complements Research Park.							Partnerships	•		•								Chamber <u>/EDC</u>	