

	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity	
			Culture	Fiscal	Downtown	Mobility	NHbrnds.	Business		Year-2023	Year-2024	Year-2025	Year-2026	Year-2027	Year-2028	Year-2029	Year-2030	Year-2031	Year-2032	Lead	Support
<b>GENERAL</b>																					
G1	Embrace the Comprehensive Plan as the primary document to inform growth, development, and investment (budget) decisions.	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
		2	Highlight Big Ideas and implementation priorities at <del>the beginning of</del> every city business meetings (council, P&Z, staff, community).						Education and Communication	Always										Development Services	
		3	Connect agenda items at all city meetings to the applicable Big Ideas and implementation priorities.						Guidelines	Always										Development Services	
		4	Develop and maintain an online dashboard to report progress on implementation items.						Education and Communication	Always										Development Services	Communications & Marketing
		5	Publish and distribute progress reports to the community <del>annually (and potentially quarterly in the future)</del> .						Education and Communication	Always										Development Services	Communications & Marketing
		6	Evaluate and make minor updates to the Comp Plan annually to keep it current.						Regulations	Always										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	Always										Communications & Marketing	Development Services
		2	Promote local success stories and people that reflect the community's unique values, assets, and desired future.						Education and Communication	Always										Communications & Marketing	Development Services
G3	Cultivate a more resilient and self-sustaining local economy and workforce	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
		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 values and desired outcomes	1	Collect and review resources on outcome, participatory, and program-based budgeting.						Education and Communication	●		●								Development Services Finance	Finance, City Manager's Office
		2	Research and explore pilot partner opportunities with GFOA's 'Rethinking Budgeting' initiative.						Partnerships		●	●								Finance	City Manager's Office/CMO
		3	Modify the city's budget process to incorporate elements of participatory and outcome-based budgeting models.						Guidelines			●				●				Finance	City Manager's Office/CMO
		4	Modify the city's budget process to create a 10 and 250 year forecast to ensure long-term liabilities are captured beyond their typical 5-year budget window.						Regulations		●	●								Finance	City Manager's Office

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		Culture	Fiscal	Downtown	Mobility	Nbrbnds.	Business		2023 <sup>year-1</sup>	2024 <sup>year-2</sup>	2025 <sup>year-3</sup>	2026 <sup>year-4</sup>	2027 <sup>year-5</sup>	2028 <sup>year-6</sup>	2029 <sup>year-7</sup>	2030 <sup>year-8</sup>	2031 <sup>year-9</sup>	2032 <sup>year-10</sup>	Lead	Support		
<b>LAND USE &amp; GROWTH MANAGEMENT</b>																						
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 <del>every 5 years</del> <u>as needed</u> .						Regulations	Always											Development Services	City Manager's Office, <del>Public Works</del>
		2	Revamp the city's transportation policies and design standards to support walkable neighborhood and safe street principles.						Guidelines	●	●		●							Development Services	<del>Public Works</del>	
		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	Always											Development Services, City Manager's Office	City Manager's Office, Parks & Recreation
		6	Host a bi-annual working session every 3 years with community partners to connect economic development priorities, programs and incentives into a cohesive community wide approach.						Partnerships	●		●		●	●	●	●			Chamber/EDC, City Manager's Office	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				●						●	Development Services	City Manager's Office	
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	Always											Development Services, Finance	Finance, Development 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	Always											Development Services	Public Works, Finance
		5	Establish fiscal performance targets for new development projects and update every <del>3</del> <u>5</u> years as needed.						Guidelines	●	●	●	●		●		●		Development Services	Finance		
		6	Track progress in utilizing the development review process and collaboration with developers of all sizes to bring project proposals into target, every 3 years.						Regulations			●	●		●			●	Development Services	Finance		
		7	Complete an updated land use fiscal assessment every <del>3</del> <u>5</u> years to monitor progress and updated fiscal metrics associated with various zoning categories.						Regulations			●	●	●	●	●	●		Development Services	Finance		

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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.							●												Development Services					
		2	Rezone properties in areas which need revitalization - such as Urban Village and Traditional Neighborhood place types - to more flexible zoning districts.										●											Development Services			
		3	Waive rezoning application fees for residents seeking more flexible zoning within the Urban Village and Traditional Neighborhood place types.																				●		Development Services	Finance	
		4	Create an accelerated <del>rezoning-development</del> process so properties can be transformed quickly.									●													Development Services	Finance	
		5	Update zoning regulations to partially or wholly eliminate minimum parking requirements <del>and consider parking reductions and incentives for properties located near transit stops.</del>										●	●												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.							●		●		●		●								Development Services	Communications & Marketing		
		2	Earmark City resources (personnel, services, and budget) for implementation of Downtown and north Killeen neighborhood improvement plans.								Always											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.									●	●													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.									Always											Development Services	Public Works, Communications & Marketing			
		5	Launch incremental neighborhood improvement plans, starting with Downtown and adjacent neighborhoods, that incorporate robust neighborhood engagement.									●	●													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.								●													IT	Development Services		
		2	Pursue preservation of the identified natural and environmentally sensitive areas through an overlay.										●	●											Development Services	IT	
		3	Write and adopt a plan/policy for public acquisition of open space <del>and conservation easement</del> in the outer edges of the city and ETJ to ensure a sufficient amount of open space for future parks and stormwater management efforts.									●	●													Parks & Recreation	Development Services
		4	Secure conservation easements with landowners along areas identified for open space and conservation.									Always											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.										●	●									●			Development Services	



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



	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity				
			Culture	Fiscal	Downtown	Mobility	Nbrhds.	Business		2022 <sup>Year-1</sup>	2023 <sup>Year-2</sup>	2024 <sup>Year-3</sup>	2025 <sup>Year-4</sup>	2026 <sup>Year-5</sup>	2027 <sup>Year-6</sup>	2028 <sup>Year-7</sup>	2029 <sup>Year-8</sup>	2030 <sup>Year-9</sup>	2031 <sup>Year-9</sup>	2032 <sup>Year-10</sup>	Lead	Support		
NH5	Update design standards to enhance the quality of buildings, infrastructure, and neighborhoods.	1	Overhaul design and construction standards with a new focus on quality and appearance of residential and commercial buildings.						Regulations	●												Development Services	Parks & Recreation	
		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 <u>and banks</u> 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 <u>and bring awareness to incentive programs</u> .						Partnerships			●	●	●	●	●	●	●	●	●		Chamber/EDC	Community Development	
		2	Reduce or eliminate permitting <u>and impact fees</u> when adding units or rehabbing existing structures in built-out areas.						Financial & Process Incentives	Always										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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			Culture	Fiscal	Downtown	Mobility	Neighbors		Business	2022 <sup>Year</sup> <sub>1</sub>	2023 <sup>Year</sup> <sub>2</sub>	2024 <sup>Year</sup> <sub>3</sub>	2025 <sup>Year</sup> <sub>4</sub>	2026 <sup>Year</sup> <sub>5</sub>	2027 <sup>Year</sup> <sub>6</sub>	2028 <sup>Year</sup> <sub>7</sub>	2029 <sup>Year</sup> <sub>8</sub>	2030 <sup>Year</sup> <sub>9</sub>	2031 <sup>Year</sup> <sub>10</sub>	2032 <sup>Year</sup> <sub>11</sub>	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	Always										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	Always										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 Trimmer and Stan Schlueter.							Capital Investments	Always										Public Works	Development Services
		5	Prohibit parking in bike lanes and enforce it.							Regulations	Always										Police Department	
		6	Prohibit parking of trailers and large trucks on neighborhood streets and enforce it.							Regulations	Always										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	Always										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	Always										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 return 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	Always										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		

	Recommendation	Action	Big Ideas					Action Type	Timing										Department/Entity				
			Culture	Fiscal	Downtown	Mobility	Neighbors		Business	2022 Year 1	2023 Year 2	2024 Year 3	2025 Year 4	2026 Year 5	2027 Year 6	2028 Year 7	2029 Year 8	2030 Year 9	2031 Year 10	2032 Year 11	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	Always										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, Community Development
		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 <del>main collector streets</del> <del>within</del> <del>through</del> neighborhoods, such as James Loop.							Tactical/Community												Public Works	Development Services
MC8	Develop and implement branded gateways and wayfinding strategy within the core.	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	
		2	Design and reconstruct Rancier Avenue as a complete street from Fort Hood entrance to 10th Street (minimum).						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-oriented roads to slower speed, pedestrian-friendly streets.	1	Complete an assessment of existing collectors <del>and local streets</del> to identify and prioritize corridors to restripe to reduce lane widths and add bike lanes or on-street parking.						Guidelines												Development Services	Public Works	
		2	Partner with residents and neighborhood groups to identify areas where inexpensive improvements such as painting <del>bike lanes or</del> crosswalks and filling in gaps in existing sidewalks will improve pedestrian safety and mobility within and between neighborhoods and activity centers.						Partnerships	Always										Development Services	Public Works		
		3	Complete restriping of prioritized corridors, starting with the projects identified in the Mobility chapter.						Capital Investments	Always										Development Services	Public Works, Community Development		

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			Culture	Fiscal	Downtown	Mobility	Nbrhd's	Business		2022*Year-1	2024*Year-2	2025*Year-3	2026*Year-4	2027*Year-5	2028*Year-6	2029*Year-7	2030*Year-8	2031*Year-9	2032*Year-10	Lead	Support	
<b>DOWNTOWN</b>																						
DT1	Improve and Increase Downtown Events and Programming.	1	Earmark funding to continue and enhance organized monthly events in Downtown.						Guidelines	Always										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	Always										Development Services Communications	Development-Services Communications & Marketing	
		3	Explore opportunities to return events that used to be in Downtown, like the Farmers Market.						Guidelines	●	●									City Manager's-Office Development Services	Parks & Recreation	
		4	Encourage downtown uses that are scalable to periodic events such as areas for food trucks and temporary vendors.						Guidelines	Always										City Manager's-Office Development Services	Development-Services City Manager's Office Community Development	
		5	Make temporary or permanent open space improvements to facilitate events, beginning with <del>the space near the Chamber of Commerce building alleys and Building Inspections parking lot.</del>						Tactical/Community		●	●								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	Always										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	Always										City Manager's-Office Development 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	Always										City Manager's-Office Development Services	Development-Services Community Development	
		9	Evaluate longer term project to create a larger permanent public space for downtown events, such as the Veterans Memorial Park concept.						Guidelines		●	●									Parks & Recreation	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	●	●									Police Department		
		2	Provide location and programs for homeless to have access to social service personnel with experience addressing homeless issues.						Regulations		●	●								Police Department	City Manager's-Office Community Development	
		3	Identify individuals and organizations specializing in PTSD and homelessness and partner with them to create and execute an intentional long-term strategy to reduce homelessness.						Partnerships		●	●								Police Department	City Manager's-Office Community Development	
		4	Increase visual police presence in Downtown and encourage patrols that engage the community in a positive way.						Guidelines	Always										Police Department	City Manager's Office	
		5	Create a <del>striping and</del> wayfinding plan for downtown to direct people to parking, 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

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		Culture	Fiscal	Downtown	Mobility	Mix/Use	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Lead	Support						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6		Year 7	Year 8	Year 9	Year 10															
	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
DT3	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	Always											Development Services	Communications & Marketing						
	3	<del>Draft an idea sheet for distribution to local property owners and businesses on how to activate vacant storefronts and windows, and feature these projects widely online.</del>						Education and Communication	●		●															Development Services	Communications & Marketing
	4	Activate vacant windows and storefronts with public art and signage.						Tactical/Community	Always											Development Services	Communications & Marketing						
	5	Install fiber and public wi-fi in downtown.						Regulations																		IT City Manager's Office	Development - Services, IT City Manager's Office
	6	<del>Chamber Plaza Santa Fe Parking Lot</del> - Design and implement tactical improvements to expand on design in Comp Plan.						Tactical/Community			●															Development Services	City Manager's Office Parks & Recreation
	7	<del>Chamber Plaza Santa Fe Parking Lot</del> - Design and construct permanent improvements.						Capital Investments																		Development - Services Parks & 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 & Recreation	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	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	Always											Development Services	Communications & Marketing						
	2	<del>Conduct an annual survey to identify property owners of vacant spaces/parcels 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.</del>						Education and Communication	Always											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	Always											Development Services	Chamber/EDC						
	5	Start a <del>revolving loan fund white box grant</del> or similar funding mechanism to support small businesses and reduce building improvement expenses for interested tenants.						Regulations				●														Development Services	Chamber/EDC

	6	Update zoning to allow for a wider range of housing and commercial types and sizes in Downtown and adjacent neighborhoods.						Regulations												Development Services	
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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 Killen.							Regulations	●														Development Services	Finance, City Manager's Office
		7	Utilize TIRZ #2 funding to <del>rebuild</del> redesign Rancier as complete street to enhance Fort Hood's "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	Always										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 Killen Arts and Activities Center and local artisans and philanthropic organizations to develop annual actions to increase public art and entertainment.							Partnerships	Always										Community Development	Development Services				
		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.							Partnerships	Always										Development Services					
DT6	Provide locations for county facility and incubator/innovation space to increase traffic and activity in Downtown	1	Identify a location for the new County facility in Downtown that meets the needs 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/EDC		