

	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity		
			Culture	Fiscal	Downtown	Mobility	N/brnds.	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	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 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.						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			●							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			●							Finance	City Manager's Office		
		2	Research and explore pilot partner opportunities with GFOA's 'Rethinking Budgeting' initiative.						Partnerships			●							Finance	City Manager's Office		
		3	Modify the city's budget process to incorporate elements of participatory and outcome-based budgeting models.						Guidelines										●	Finance	City Manager's Office	
		4	Modify the city's budget process to create a 10 and 20 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	Nbrhnds.	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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 as needed.						Regulations	Always										Development Services	City Manager's Office
		2	Revamp the city's transportation policies and design standards to support walkable neighborhood and safe street principles.						Guidelines											Development Services	
		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										City Manager's Office	Development Services, Parks & Recreation
		6	Host a working session every 5 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, 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										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	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	Finance
		5	Establish fiscal performance targets for new development projects and update every 5 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 5 years to monitor progress and updated fiscal metrics associated with various zoning categories.						Regulations											Development Services	Finance

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			Culture	Fiscal	Downtown	Mobility	Neighborhoods	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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 development process so properties can be transformed quickly.						Financial & Process Incentives		●												Development Services	
		5	Update zoning regulations to partially or wholly eliminate minimum parking requirements.						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 & Marketing	
		2	Earmark City resources (personnel, services, and budget) for implementation of Downtown and north Killeen neighborhood improvement plans.						Financial & Process Incentives	Always										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.						Guidelines			●											Development Services	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	Always										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		●											IT	Development Services	
		2	Pursue preservation of the identified natural and environmentally sensitive areas through an overlay.						Regulations				●										Development Services	IT
		3	Write and adopt a plan/policy for public acquisition of open space 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	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.						Regulations			●											Development Services	

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			Culture	Fiscal	Downtown	Mobility	Neighborhoods	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Lead	Support
<b>NEIGHBORHOODS</b>																					
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, Community Development	
		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 & Marketing
		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
		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	Communications & 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
		9	Organize and facilitate a bi-annual meeting of Neighborhood leaders to share and exchange ideas and lessons learned.						Education and Communication				●		●		●		●	Development Services, Community Development	Communications & Marketing
		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, 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	Always										Development Services	Communications & Marketing
		3	Adopt strategy for achieving voluntary compliance and modernizing code enforcement techniques.						Regulations	Always										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	Always										Development Services	IT
		5	Perform tree and landscape maintenance after storm events to remove hazards to pedestrians and drivers.						Guidelines	Always										Public Works, Parks & Recreation	Development Services

	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity			
			Culture	Fiscal	Downtown	Mobility	Nbrhds.	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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			●									Community Development	Development Services	
		2	Discourage approval of single-use suburban subdivisions when feasible.							Education and Communication	Always										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 Killceen 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	Always										Development Services	Community Development	
		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	Always										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	Always										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		
		6	Conduct a survey with residents to identify opportunities to establish community gardens or Master Gardner programs in parks and city-owned properties.							Guidelines	Always										Parks & Recreation	Communications & Marketing	

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			Culture	Fiscal	Downtown	Mobility	Nbrhds.	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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 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/EDC	Community Development		
		2	Reduce or eliminate permitting fees 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			●										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			●											Community Development	City Manager's Office
		3	Identify sites that could be potential locations for micro-housing for the homeless.						Guidelines	●													Community Development	City Manager's Office

Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity		
		Culture	Fiscal	Downtown	Mobility	Neighborhoods	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Lead	Support	
<b>MOBILITY &amp; CONNECTIVITY</b>																					
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	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					●						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	Always										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										●		Development Services	
		7	Use MPO representative platform to advocate for the City of Killeen's public transit, bikeway, and regional roadway needs.					Partnerships	Always										Development Services	City Manager's Office	
		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 each development zone and within neighborhoods.	1	Identify intersections and collector corridors that are ideal for micro and small neighborhood commercial uses during the neighborhood planning processes.					Guidelines	Always										Development Services	Community Development	
		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	IT	
		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	Always										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

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			Culture	Fiscal	Downtown	Mobility	Neighbors		Business	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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	



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			Culture	Fiscal	Downtown	Mobility	Neighborhoods	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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 collector streets through 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 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 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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<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 & Marketing
		3	Explore opportunities to return events that used to be in Downtown, like the Farmers Market.						Guidelines	●										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										Development Services	City Manager's Office, Community Development
		5	Make temporary or permanent open space improvements to facilitate events, beginning with alleys and Building Inspections parking lot.						Tactical/Community	●										Development Services	Parks & Recreation, Community Development
		6	Create events that feature the diverse international population and foods in Killen.						Guidelines	Always										Development Services	Community Development
		7	Feature local musicians, entertainers, and artisans to provide entertainment for Downtown businesses and events.						Tactical/Community	Always										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										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 Killen.						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	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	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 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
		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	Public Works

	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity			
			Culture	Fiscal	Downtown	Mobility	Neighborhoods	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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	Always										Development Services	Communications & Marketing		
		3	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	Always										Development Services	Communications & Marketing		
		5	Install fiber and public wi-fi in downtown.						Regulations					●								IT	City Manager's Office
		6	Santa Fe Parking Lot - Design and implement tactical improvements to expand on design in Comp Plan.						Tactical/Community		●											Development Services	Parks & Recreation
		7	Santa Fe Parking Lot - Design and construct permanent improvements.						Capital Investments				●									Parks & Recreation	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	Embrace the small/incremental approach to add residential units and small scale commercial spaces.	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	Identify property owners of vacant 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.						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 white box grant 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	

	Recommendation	Action	Big Ideas						Action Type	Timing										Department/Entity					
			Culture	Fiscal	Downtown	Mobility	N/brnds.	Business		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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		●												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 redesign Rancier as complete street to enhance Fort Hood's "front door" and establish a gateway into Downtown.							Regulations				●										Development Services	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										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	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		