

Memo



To: Jeff Dingman, Acting City Administrator
From: John Cooley, Chairman, Comprehensive Plan Implementation Committee
Date: 2/22/2016
Re: Inaugural Future Fort Smith Report

This is the inaugural report of the Future Fort Smith Comprehensive Plan. The report covers the progress made on implementation since the adoption of the plan on December 16, 2014 through the end of December 2015. Any items accomplished since December 2015 will be included in a future report. This report is developed in two parts, Part 1 is a summary of the activity that has taken place and includes recommendations on furthering the implementation process. Part 2 is the attached implementation matrix with a status column.

The following is a summary of the implementation measures through 2015:

1. After adoption of the Plan, the document was printed and copies were distributed to the Board of Directors, Planning Commission, and City departments. Additionally, the document was placed on the city's website.
2. On April 21st, the Board of Directors appointed the Comprehensive Plan Implementation Committee (CPIC) consisting of 11 members, including one member from the Planning Commission and one member from the Parks Commission. The CPIC has met three times (June 22nd, July 20th, and November 16th). They have decided to meet quarterly and have formed subcommittees which meet as necessary. At their meetings, a guest speaker briefs them on the work of their department or group in relation to the Comprehensive Plan. For example, John McIntosh, with 64/6 Downtown, briefed the CPIC on the successes the group has had with downtown projects.
3. The CPIC has requested they be informed of any Planning Commission or Board of Director agenda items related to the Comprehensive Plan.
4. Attached is the Comprehensive Plan Implementation Matrix with a status column showing the standing of the goals, policies, and actions listed in the plan. Input from our partners listed in the responsible party column is included.

Recommendations to continue the momentum of implementing the Comprehensive Plan include:

1. Continue quarterly meetings with the CPIC and inform them of applicable Board of Director and Planning Commission agenda items.
2. Continue the identification of Future Fort Smith items on the Board of Director's agenda with a blue diamond.
3. All Board's and Commission's should identify Future Fort Smith items on their respective agendas.
4. The CPIC would like to schedule individual meetings with the partners and members of the Technical Review Team (TRT) listed in the responsible party column.
5. City staff should schedule semiannual meetings with the TRT for progress updates. The TRT is comprised of city department heads and applicable staff. It was formed when the Comprehensive Plan was in process.
6. Publicize goals, policies, and actions in progress through the use of social media, email, and signage on projects.

Some of the accomplishments to date include the amendments to the mobile food truck ordinance, completion of the Compass Park splash pad, Imani Park, and Stagecoach Park, and adoption of the consent decree.

This does not require action by the Board of Director it is a report summarizing the progress made in 2015.

Attached is the Comprehensive Plan matrix with a status column outlining the progress made on the Goals, Policies, and Actions in 2015.

Legend for status column:

Italic Font - In progress

Normal Font - Passed by the Board

Underlined - Accomplished by our partners

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
					Short Term, Mid, Long	Party	
Future Land Use							
FLU-1	Achieve a successful and market-driven balance of future land uses consistent with the Preferred Future	FLU-1.1 Promote commercial development and future economic growth in centers and corridors designated in the Preferred Future in close proximity to existing infrastructure, schools, parks, and jobs	FLU-1.1.1 Attract anchors in all Preferred Future centers to encourage complementary development, particularly for the Downtown Riverfront	Number of new businesses opening in neighborhoods	Long	Fort Smith CBID; Chamber; Fort Smith Board of Realtors	Ongoing; PZD at South 31st and Phoenix Avenue and <i>ACHE PZD in Chaffee Crossing</i> ; <u>In partnership with the City of Fort Smith, The Fort Smith Regional Chamber continues to be actively engaged in economic development. This includes identifying viable locations for new businesses coming to the community and working together to retain existing businesses in the region.</u>
			FLU-1.1.2 Update and implement the UDO (Unified Development Ordinance) and Master Land Use Map based on the Preferred Future	Updated UDO and Master Land Use Map	Short	Planning & Zoning	
			FLU-1.1.3 Review and adjust zoning classifications for consistency with the Preferred Future	Zoning changes made, or finding of consistency reached	Short	Planning & Zoning	
			FLU-1.1.4 Create an inventory of existing businesses and develop a plan to attract a wider variety of businesses currently not available to the community.	Increase in business diversity	Short	Chamber; Administration; Fort Smith Board of Realtors	
			FLU-1.1.5 Create incentive programs, such as a Small Businesses Development Program, to attract small businesses to vacant storefronts.	Decrease in number of vacant storefronts	Mid	Chamber; UAFS	
		FLU-1.2 Ensure that sufficient, well designed and convenient on street and off street parking is provided to serve land uses	FLU-1.2.1 Conduct an assessment of existing parking supply and demand and forecast future needs	Assessment completion	Mid	Planning and Zoning; Engineering; Police; Parking Authority; Operations	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
			FLU-1.2.2 Based on the parking assessment, review the parking ratios and related regulations in the UDO and create a parking management plan for on street and off street parking near major activity centers	The number of requested variances received by the Planning Dept.	Mid	Planning and Zoning; Engineering; Police; Operations	Ongoing; Projects include: Consent Decree, Street Sales Tax in Support of Streets and Drainage, Geren Road Reconstruction, Wastewater projects, Riverlyn wastewater pump station improvements, library annex renovations for office space, Lake Fort Smith trasmission line, Mill Creek Interceptor Improvements, street improvements for ARCOM, 2013 and 2015 Drainage Improvements, Street overlays/reconstruction, Fort Smith Levee Improvements, Town Branch Drainage Improvements, Neighborhood Drainage Improvements, Traffic Signal Improvements, McClure Drive Extension , Design of P Street Basin Interceptor Improvements, 2015 sewer system assessments, Riverfront development water and sewer extensions
		FLU-1.3 Coordinate and plan future development with neighboring jurisdictions and the City of Fort Smith	FLU-1.3.1 Exercise the City's extra-territorial jurisdiction over land in Sebastian County		Mid	Planning & Zoning; Engineering; Utility Department	
			FLU-1.3.2 Ensure that the subdivision of land within the allowable Planning Area will comply with City subdivision and infrastructure requirements, as amended, to address rural and estate development	Subdivision compliance met	Long	Planning & Zoning; Enginnering; Utility Dept; Fire Dept; Police	
		FLU-1.4 Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision	FLU-1.4.1 Conduct an assessment of current service boundaries and create regulations to guide the expansion of services	Needs assessment and regulations created	Mid	Planning & Zoning; Utility Department; Fire Department; Engineering; Police Department; Operations	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
			FLU-1.4.2 Encourage development near community facilities and services (e.g., schools, recreation centers, health facilities) to fully utilize existing services and limit duplication	Percent of new development within 1/4 mile of existing community facilities	Mid	Planning & Zoning; Utility Department; Engineering, Chamber, Fort Smith Homebuilders Association	Ongoing; PZD at South 31st and Phoenix Avenue; <u>In partnership with the City of Fort Smith, The Fort Smith Regional Chamber continues to be actively engaged in economic development. This includes identifying viable locations for new businesses coming to the community and working together to retain existing businesses in the region.</u>
		FLU-1.5 Provide opportunities for mixed-use development to occur in Downtown Fort Smith and identified emerging centers in order to provide access to a variety of uses; promote walkable, pedestrian friendly development; and encourage physical activity	FLU-1.5.1 Locate mixed-use and commercial development near employment centers and higher density residential centers to provide options for convenience retail and restaurants close to where people live and work	Percent of new development in targeted growth areas	Mid	Planning & Zoning; Fort Smith CBID; Chamber; Administration	
		FLU-1.6 Create opportunities for the mixing of land uses to occur within single buildings and within emerging centers identified in the Preferred Future	FLU-1.6.1 Develop corridor and area plans that address access management, land use, design, internal parking, and circulation.	Number of plans completed (3 Corridor Typologies Identified in CSS Element)	Long	Planning & Zoning; Engineering; AHTD	
			FLU-1.6.2 Publicize new mixed use areas within the development and real estate community.	Percent of new development that incorporates mixing of uses	Long	Planning & Zoning, Fort Smith Homebuilder Association, Fort Smith Board of Realtors; Chamber	

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FLU-2	Activate Fort Smith's scenic riverfront	FLU-2.1	Encourage a mix of housing, retail, and entertainment attractions along the City's waterfront that support day and nighttime activity and a vibrant urban lifestyle	FLU-2.1.1	Improve access in an effort to incentivize development in areas along the riverfront.	Increase in number of access points and type of access (bike, ped, transit)	Mid	Fort Smith Residents, Planning & Zoning; Greater Fort Smith Chamber of Commerce; Fort Smith CBID; Engineering	Ongoing; Marshal's Museum Service Agreement, Kelley Highway extension
				FLU-2.1.2	Ensure that land development within the river district reflects uses appropriate to the 100-year flood plain and adjacency to the downtown and residential neighborhoods.	Amount of compatible new development	Long	Planning & Zoning; Fort Smith CBID; Engineering; Land Owners	
				FLU-2.1.3	Incorporate a variety of venues that accommodate the interests of diverse demographic groups to develop an appropriate balance of day and nighttime businesses and activities.	Number of venue types	Mid	Greater Fort Smith Chamber of Commerce; Fort Smith CBID; Parks Department	
				FLU-2.1.4	Leverage special events to reinvigorate the riverfront district.	Number of special events held in the riverfront district, and the number of residents in attendance	Short	Fort Smith Residents, Greater Fort Smith Chamber of Commerce; Fort Smith CBID; Parks Department; Advertising and Promotions Commission	

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			FLU-2.1.5 Collaborate with the Fort Smith Convention and Visitors Bureau, tourism agencies and event organizers to promote the Downtown Riverfront district amenities in a coordinated branding and marketing campaign.	Completion of a coordinated branding and marketing campaign	Short	Fort Smith CBID; Greater Fort Smith Chamber of Commerce; Tourism; Convention Center; Advertising & Promotions Commission	Completed	
			FLU-2.1.6 Integrate unified design and construction standards that complement Downtown and city design elements, yet provide a symbolic language distinct to the riverfront.	Completion of unified standards	Mid	Planning & Zoning; Fort Smith CBID		
		FLU-2.2	Comprehensively plan access and development along Riverfront Drive to reflect passive and active recreation, pedestrian, bicycle, and tourist activities.	Completion of a comprehensive access management plan for Riverfront Drive	Long	Fort Smith CBID; Engineering; Parks		
		FLU-2.3	Provide recreation activities and access to the Arkansas River while preserving and protecting the natural environment, watershed, and critical wildlife habitats.	FLU-2.3.1 Consider an adventure park on the riverfront (UAFS Leadership Class concept).	Riverfront activity center feasibility study	Long		Parks & Recreation; UAFS Leadership Class; Fort Smith CBID; Advertising and Promotions Commission
			FLU-2.3.2 Complete planned splash pad area.	Opening of the splash pad	Short	Parks & Recreation; Fort Smith CBID		
FLU-3	Revitalize downtown into a multipurpose activity center	FLU-3.1	Increase the number and type of residential opportunities in and around downtown.	FLU-3.1.1 Support rehabilitation and adaptive reuse of buildings for housing and promote infill development of vacant land downtown.	Number of rehabilitated and buildings adaptively reused	Mid		Local Property Owners, Planning & Zoning; Historic District Commission; Fort Smith CBID; Fort Smith Board of Realtors
								Ongoing; Compass Park Splash Pad, Greg Smith Riverfront Trail, Arkansas Recreation Trails Program Funding. <u>Local Property Owners - Rehabilitation of 400 block of Garrison Avenue and Friedman Mincer building</u>

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		FLU-3.2	Improve the accessibility of Downtown.	FLU-3.2.1	Increase public transit access and frequency between Downtown and key destinations and throughout the city.	Decrease in headways	Long	Transit
				FLU-3.2.2	Implement an efficient parking plan that accommodates visitors while not detracting from the character of downtown.	Completion of a parking plan	Mid	Fort Smith CBID; Engineering; Police; Planning and Zoning; Operations
				FLU-3.2.3	Create safe and attractive pedestrian and bicycle connections within downtown and riverfront, and between adjacent neighborhoods (bike lanes, trails, and complete sidewalks).	Completion of the Trails and Greenways Masterplan in the Downtown	Mid	Fort Smith CBID; Engineering; Parks; Police; Operations
				FLU-3.2.4	Reduce the impact of "dead zones" caused by vacant properties by installing pedestrian-level lighting, filling empty storefronts, improving empty facades and strategically positioning kiosks and vendors to guide pedestrian flow, increasing "eyes on the street."	Number of dead zones eliminated Downtown	Mid	Local Business Owners; Planning & Zoning; Engineering; Advertising and Promotions Commission; Fort Smith CBID; Parks; Franchise Utilities
		FLU-3.3	Concentrate available resources to retain existing jobs and encourage job creation and population growth in the downtown and riverfront.	FLU-3.3.1	Developing strategies that support existing businesses, and direct economic development actions to Downtown.	Percent of Chamber of Commerce economic development actions focused on the Downtown	Long	Greater Fort Smith Chamber of Commerce; Fort Smith CBID
				FLU-3.3.2	Encourage existing downtown businesses to improve the look of their buildings to be more in line with current code requirements and embrace a more "original" look.	Number of existing buildings that have improved their storefronts	Mid	Planning & Zoning, Local Business Owners, Fort Smith CBID

The Chamber leverages resources for the downtown and riverfront as well as our entire region.

Ongoing; Local Property Owners - Rehabilitation of 400 block of Garrison Avenue and Friedman Mincer building

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		FLU-3.4 Develop and promote niche markets that distinguish the downtown from other retail and entertainment options, and reinforces downtown's position as a destination.	FLU-3.4.1 Promote the Farmer's Market and encourage more participation by providing shade.	Number of visitors to the Farmer's Market	Short	Fort Smith Residents, Local Business Owners, Greater Fort Smith Chamber of Commerce; Fort Smith CBID; Advertising and Promotion Commission; Parks Department	Ongoing; Farmer's Market featured on "Experience FSM" mobile app
			FLU-3.4.2 Build Maybranch bike trail for connectivity.	The completion of the Maybranch bike trail	Long	Parks & Recreation; Engineering	
		FLU-3.5 Locate future cultural activities, entertainment options, service-oriented businesses, and public, private, or institutional programs in downtown.	FLU-3.5.1 Identify potential key locations for cultural and institutional programs and uses downtown and the riverfront.	Number of new cultural and institutional programs Downtown and in the Riverfront area.	Mid	Fort Smith CBID; Greater Fort Smith Chamber of Commerce; Tourism; Convention Center; Parks; Advertising and Promotion Commission	
Economic Development							Ongoing; Five new events held in downtown area in 2015

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
ED-1	Broaden employment sectors that will drive the City's economy	ED-1.1	Encourage and support start up companies and small businesses.	ED-1.1.1	Provide regulatory and financial incentives for small businesses (including food trucks, etc).	Number of new small businesses	Mid	Local Business Owners, Local Entrepreneurs, Greater Fort Smith Chamber of Commerce; Administration; Planning and Zoning; Building Safety	Ongoing; Outdoor Mobile Food Vending Ordinance Also working on amendments such as microwbrewery and specialty manufacturing; The Chamber actively supports small businesses. A couple of years ago, the Chamber implemented the "Shop Local" campaign. This is a partnership with small, locally owned businesses in which we promote their business and drive traffic to their location(s). Additionally, the Fort Smith Regional Chamber in partnership with the Arkansas Economic Development Commission provides assistance to small business in our region.
				ED-1.1.2	Work with successful local businesses to develop business 'boot camps' for new entrepreneurs.	Successful boot camp program complete	Mid	Local Business Owners, Local Entrepreneurs, Greater Fort Smith Chamber of Commerce; Administration	

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			Expand and promote the small business development center that would connect businesses to SBA grants and programs, like the Microloan Program, facilitate a mentoring program for young entrepreneurs, and provide other business counseling services.	Number of businesses connected to SBA grants and programs	Mid	Local Business Owners, Greater Fort Smith Chamber of Commerce; Administration; UAFS; ATU	<p><u>UAFS mentor program (2015-2016) has 35 students in the program, 35 young alumni, and 35 executive professionals (for a total of 105 participants). The young alumni and executive professionals represent local employers in our industry workforce. UAFS Babb Center for Student Professional Development 2013-2014: 115 students (Business majors) 2014-2015: 240 students (Business majors) 2015-2016: 485 students (STEM and Business)</u></p> <p><u>UAFS Sustainable Conservation House</u> http://cast.uafs.edu/cast/sustainable-conservation-house</p>
			Support development of a “small business web portal” to streamline the City’s permitting and licensing processes.	The completion of the web portal	Mid	Information & Technology; Finance; Planning and Zoning	
			Promote green building practices to help small businesses save on energy and operating costs.	Number of small businesses participating in energy conservation	Mid	Local Business Owners, Greater Fort Smith Chamber of Commerce; UAFS Sustainable Conservation House; Building Safety; Franchise Utilities	

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		ED-1.2	Support programs and efforts that increase opportunities for growth in medical and higher education sectors.	ED-1.2.1	Identify strategies to retain talent in the medical profession with a focus on underserved areas.	Increase in the number of people employed in the medical sector	Long	College Students, Fort Smith Residents, Medical Industry Partners, Greater Fort Smith Chamber of Commerce;
		ED-1.3	Support business expansion and new business development in sectors identified as experiencing leakage.	ED-1.3.1	Explore market feasibility of an outlet mall.	Completion of a market feasibility study for an Outlet Mall	Mid	Greater Fort Smith Chamber of Commerce; Administration
				ED-1.3.2	Expand shop local campaign and shop local campaign online.	Number of businesses participating in the shop local campaign	Short	Local Business Owners; Fort Smith Residents; Greater Fort Smith Chamber of Commerce; Information & Technology; Administration
		ED-1.4	Capitalize on Fort Smith's strategic position at the crossroads of multiple modes of transportation to increase the city's employment base and regional economic impact.	ED-1.4.1	Attract employers to Fort Smith by advertising the city's proximity to key transportation infrastructure (rail, MCKARNS water way, I-49).	Number of new employers attracted to Fort Smith	Long	Greater Fort Smith Chamber of Commerce; Fort Chaffee Redevelopment Authority; RITA; WAPDD; Port Authority
				ED-1.4.2	Partner with trade schools and colleges to prepare the city's workforce for transportation and logistics related jobs.	Number of local graduates from the transportation and logistics sector	Long	Greater Fort Smith Chamber of Commerce; UAFS; ATU; Fort Smith School District

Chamber - Our geographic location and the multiple modes of transportation are used as a selling point when recruiting new industries to our region; FCRA - Submitted a list of 114 businesses that have opened in the last 5 years.

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status	
		ED-1.5	Identify and develop collaborations to fill gaps in the capital market that fund business start-up, retention and expansion.	ED-1.5.1	Evaluate private and public financing entities' ability to provide seed capital for new business ventures.	Evaluation complete	Long	Local Business Owners; Capital Market Representatives; Fort Smith Chamber of Commerce
				ED-1.5.2	Explore the feasibility of creating "lending pools" for new business investment.	Completion of a feasibility study	Long	Greater Fort Smith Chamber of Commerce; Local Banks
ED-2	Develop a world class workforce by making accessible opportunities for life-long learning	ED-2.1	Leverage research and brainpower of UAFS.	ED-2.1.1	Partner with UAFS to set up a career connection service, internships, and community partnerships that helps all recent graduates (regardless of schooling location) find jobs or internships at local employers.	Creation of a Career Connection Service	Mid	Administration; Fort Smith School District; UAFS; Greater Fort Smith Chamber of Commerce;

UAFS mentor program (2015-2016) has 35 students in the program, 35 young alumni, and 35 executive professionals (for a total of 105 participants). The young alumni and executive professionals represent local employers in our industry workforce. UAFS Babb Center for Student Professional Development 2013-2014: 115 students (Business majors) 2014-2015: 240 students (Business majors) 2015-2016: 485 students (STEM and Business); The Chamber actively leverages UAFS in projects. Last year, Leadership Fort Smith was moved from UAFS to the Chamber.

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
		ED-2.2 Promote trade schools as an option for job skills training.	ED-2.2.1 Partner with local high schools to promote job skills training programs.	Number of participants in job skills training programs	Mid	Fort Smith School District; Fort Smith Chamber of Commerce; UAFS; WATTC	<p><u>Program</u> http://uafs.edu/news/4418; The Fort Smith Regional Chamber is launching the “Junior Leadership Academy”, also referred to as “JLA” in Spring 2016. This is a program that will be offered to high school juniors in which they will be exposed to Fort Smith's corporate city for future career opportunities that will be available to them after graduation. In addition to JLA, the Fort Smith Chamber manages and operates the Leadership Fort Smith Program (LFS). LFS began under the direction of UAFS and was moved to the Chamber in 2015. LFS consists of approximate 25 individuals from diverse backgrounds. Throughout the class, they are exposed to various fields including law enforcement, manufacturing, education,</p>

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
					ED-2.2.2 Work with city employers to set up mentoring/apprenticeship programs for high school students.	Number of students participating in mentorship programs	Mid	Fort Smith School District; Fort Smith Chamber of Commerce; Local Business Owners; High School Students; UAFS	<u>UAFS mentor program (2015-2016) has 35 students in the program, 35 young alumni, and 35 executive professionals (for a total of 105 participants).</u> <u>The young alumni and executive professionals represent local employers in our industry workforce. UAFS Babb Center for Student Professional Development 2013-2014: 115 students (Business majors)</u> <u>2014-2015: 240 students (Business majors)</u> <u>2015-2016: 485 students (STEM and Business)</u>
					ED-2.2.3 Promote the development of job training programs at area colleges.	Number of job training programs at area colleges	Mid	UAFS; College Students; Local Business Owners; Fort Smith Residents	
					ED-2.2.4 Expand and promote the linking of local high school curricula with technical and industrial training programs at UAFS.	Curricula link complete	Mid	UAFS; Fort Smith School District; High School Students; College Students	
		ED-2.3	Focus on increasing student performance.	ED-2.3.1	Support programs in existing public and private schools to increase student performance and consider all opportunities to improve educational outcomes for all students.	Improved student performance	Long	Fort Smith Students; Fort Smith School District; Fort Smith Residents; Administration	

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				ED-2.3.2	Capitalize on the existing dual enrollment program for high school students to prepare students for college and/or careers.	Number of students participating in dual enrollment programs	Mid	Fort Smith Students; Fort Smith School District; Local Business Owners; UAFS; Greater Fort Smith Chamber of Commerce	UAFS - Western Arkansas Technical Center http://academics.uafs.edu/watc/watc-home
		ED-2.4	Help prepare children to perform at higher levels by ensuring access to high-quality early childhood education.	ED-2.4.1	Link local businesses, employers, and institutions to provide early childhood education, child care, and after school programs.	Number of children enrolled in early childhood education	Short	Western Arkansas Technical Center (UAFS Early Childhood Education Program); Local Business Owners; Fort Smith Residents; Early Education Providers	
		ED-2.5	Nurture the next generation of leaders.	ED-2.5.1	Create a youth leadership training program.	Number of youth participating in a leadership program	Mid	Fort Smith Youth; Fort Smith Residents; Local Business Leaders; Administration; Greater Fort Smith Chamber of Commerce; Local Teachers	

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			ED-2.5.2 Encourage local businesses to create a fund to expand teacher training for STEM.	Amount STEM training funds provided to teachers	Long	Local Business Owners; Greater Fort Smith Chamber of Commerce; Fort Smith Residents; Fort Smith School District; Local Teachers	
		ED-2.6 Focus on retention of students in the area.	ED-2.6.1 Focus on building stronger ties between UAFS and local employers to help graduates, particularly non-natives, learn about local job opportunities and form networks in the city and region.	Number of UAFS graduates who stay to work in Fort Smith	Long	UAFS; College Students; Local Business Owners; Fort Smith Residents	<u>UAFS mentor program (2015-2016) has 35 students in the program, 35 young alumni, and 35 executive professionals (for a total of 105 participants).</u> <u>The young alumni and executive professionals represent local employers in our industry workforce. UAFS Babb Center for Student Professional Development</u> <u>2013-2014: 115 students (Business majors)</u> <u>2014-2015: 240 students (Business majors)</u> <u>2015-2016: 485 students (STEM and Business)</u>

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			ED-2.6.2 Encourage UAFS and employers to expand the use of internship and cooperative learning opportunities.	Number of students participating in internship and cooperative learning	Long	UAFS; College Students; Local Business Owners; Fort Smith Residents	<p><u>UAFS mentor program (2015-2016) has 35 students in the program, 35 young alumni, and 35 executive professionals (for a total of 105 participants). The young alumni and executive professionals represent local employers in our industry workforce. UAFS Babb Center for Student Professional Development 2013-2014: 115 students (Business majors) 2014-2015: 240 students (Business majors) 2015-2016: 485 students (STEM and Business)</u></p>
			ED-2.6.3 Research the potential of workforce or business tax credits, which are designed to attract and retain recent college graduates (from any degree or from specific ones).	Completion of a Workforce and Business Tax Credit Analysis	Mid	Administration; UAFS; Greater Fort Smith Chamber of Commerce; Local Business Owners	
			ED-2.6.4 Consider creating a "Stay Work Play" promotional program in collaboration with UAFS and other institutions, to market to graduating students the city's job opportunities, affordable cost of living, unique neighborhoods and lifestyle options.	Implementation of a retention program	Mid	Administration; UAFS; Greater Fort Smith Chamber of Commerce; Local Business Owners	
ED-3	Grow the employment base and retain existing employment anchors	ED-3.1 Retain Fort Smith's traditional manufacturing base, while encouraging growth in technology and knowledge based areas.	ED-3.1.1 Work with regional agencies to boost higher paying jobs and increase number of jobs.	Number of new high wage jobs	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners	

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				ED-3.1.2	Partner with job skills training programs to ensure that the city's workforce is trained.	Number of trained residents in the workforce	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners; Job Skills Training Providers	
				ED-3.1.3	Attract new employers through incentives (tax abatements and public infrastructure, etc).	Number of new employers attracted to Fort Smith	Mid	Greater Fort Smith Chamber of Commerce; Administration; State of Arkansas Economic Development Commission	
				ED-3.1.4	Consider implementing a city-wide fiber optic network.	Completion of a feasibility study	Long	Administration; Greater Fort Smith Chamber of Commerce; Local Residents; Information and Technology	

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					Promote the development of technology centers for youth to build technology knowledge/skills (particularly in underserved neighborhoods).	Opening of technology centers in underserved neighborhoods	Long	Local Business Owners; UAFS; Fort Smith School District	Ongoing; Fort Smith School District - Partnerships exist between the community and the Construction Technology Classes at Northside and the Fort Smith Area Home Builders Association for example. Also, the conversation is starting about ways the community and school district may collaborate to enhance the instruction provided in ETE (Engineering and Technology Education) Classes in the junior high schools.
					Create an "Innovation District," by forging partnerships, identifying potential locations such as underutilized industrial land, considering necessary infrastructure improvements (particularly transit access and wire-readiness), and reviewing potential regulatory amendments to facilitate.	Creation of an Innovation District	Long	Administration; Planning and Zoning Department; Greater Fort Smith Chamber of Commerce; Local Residents; Transit; UAFS; Engineering; Utility Department	
ED-4	Develop a partnership to coordinate City economic development policies with the Fort Smith Regional Chamber of Commerce	ED-4.1	Ensure that planning processes reflect how businesses plan for future expansion/growth	ED-4.1.1	Establish a framework to keep the business community fully engaged in the city's ongoing planning and budgeting efforts, maintain an open and consistent dialogue to equip businesses with the information they need to plan for future growth and expansion.	Number of representatives of local businesses participating in the City's planning and budgeting	Short	Administration; Greater Fort Smith Chamber of Commerce; Local Business Owners; Finance; All departments;	

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		ED-4.2	Support all economic efforts operating under a well-coordinated organizational structure led by the Chamber of Commerce.	ED-4.2.1	Establish economic development incentive policies that measure the performance of City investments with a cost/benefit analysis of the long-term economic and quality-of-life benefits to the region.	Creation of a cost/benefit analysis	Short	Administration; Greater Fort Smith Chamber of Commerce; Local Business Owners; Finance; Internal Auditor	
				ED-4.2.2	Support Chamber and AEDC in their efforts to increase jobs in the area.	Number of new jobs created in Fort Smith	Long	Greater Fort Smith Chamber of Commerce; Arkansas Economic Development Commission; Administration; Local Business Owners	
ED-5	Diversify the local economic base and strengthen and stabilize the tax base to maintain viability during fluctuating economic cycles	ED-5.1	Identify industries which are growing in the region (and nationally) for which Fort Smith might provide a good fit.	ED-5.1.1	Conduct target industry analyses to determine existing and future industry concentrations and potential market segments for future retention and recruitment efforts.	Completion of a target industry analysis	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners	
		ED-5.2	Encourage a full-service array of retail and service opportunities, thus limiting the necessity by residents and employees to leave the community to purchase goods and services (i.e. leakage).	ED-5.2.1	Periodically monitor the retail expenditures from Fort Smith and identify categories for which leakage can be reversed.	Leakage analysis updated	Short	Greater Fort Smith Chamber of Commerce; Local Business Owners; Finance	
				ED-5.2.2	Work with the Chamber of Commerce to tailor retail economic development efforts to attract retailers who can complement, rather than compete with, Fort Smith's existing retail base.	Number of new retailers providing new goods or services	Short	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
ED-6	Create a quality working environment that fosters an attractive sense of place	ED-6.1	Ensure that economic development objectives are included in the evaluation of all future City infrastructure projects, including parks and recreation facilities.	ED-6.1.1	Invest in beautification of major transportation corridors; the provision of trails, open lands, and public gathering spaces; innovative architectural and site design; and alternative transportation choices to all business areas.	Percent increase in funding for beautification in the targeted growth areas	Mid	Administration; Planning and Zoning Department; Parks & Recreation; Engineering; Transit; Sanitation; Beautify Fort Smith	Ongoing; Street Sales Tax - in support of streets and drainage, McClure Drive extension; Landscape Improvements for Ms. Laura's and the River Front Glass Pavilion, <u>Beautify Fort Smith Landscaping and maintenance of 1-540/Rogers interchange, Landscaping and maintenance of I-540/Old Greenwood Road/Phoenix, Landscaping and maintenance of I-540/Jenny Lind Road, Landscaping of Old Greenwood Road/Phoenix Avenue with trees and flowerbeds, Planting of 40 trees around the city, Maintenance of key interchanges and underpasses</u>
		ED-6.2	Promote higher density mixed-use development in order to create vibrant live-work-play activity centers in key commercial corridors.	ED-6.2.1	Identify strategic locations (vacant land, publicly owned, etc) for mixed-use development along key corridors.	Number of vacant sites identified for mixed-use development along key corridors	Mid	Planning and Zoning Department; Administration; Greater Fort Smith Chamber of Commerce	Ongoing; PZD at South 31st and Phoenix Avenue, Compass Park Splash Pad
ED-7	Ensure that a broad range of housing alternatives are available for employers and employees	ED-7.1	Promote a comprehensive incentive program that fosters investment and reinvestment in Fort Smith's housing stock.			Completion of incentive program	Mid	Planning & Zoning; Administration; Fort Smith Homebuilder Association; Fort Smith Board of Realtors	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		ED-7.2	Encourage the development of housing product types which help to diversify Fort Smith's existing housing stock.			Increase in the overall diversity of housing available in Fort Smith	Long	Planning & Zoning; Administration; Fort Smith Homebuilder Association; Fort Smith Board of Realtors	Ongoing; FCRA - Chaffee has a current diversity of housing types now from multi-family to single family residential. Our land use plan provides for more diversity as we continue to expand and grow. Ongoing; Tax Back Program for ArcBest and Tax Back endorsement for Mars Petcare
ED-8	Aggressively encourage new development and redevelopment in targeted growth centers and make strategic public investments to leverage private investment and reinvestment in residential, commercial and mixed-use developments	ED-8.1	Focus economic development efforts at strategic locations within the City's identified growth centers.			Number of economic development initiatives that focus on targeted growth areas	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners	
		ED-8.2	Prepare detailed marketing materials which describe and quantify opportunities for new development/redevelopment within these areas.			Completion and distribution of marketing materials	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Property Owners	
		ED-8.3	Identify sources of financial gaps for financing new projects and renovations (both debt and equity) and then fill those gaps with a variety of financial incentives.	ED-8.3.1	Consider the use of a wide variety of financial incentives to encourage private investment and help to offset the economic "gaps" for new projects.	Completion of gap analysis	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Property Owners	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status	
		ED-8.4	Create and implement an Economic Development Strategy that provides key stakeholders with a common action plan.			Completion of the Economic Development Strategy	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners
Housing & Neighborhoods								
HN-1	Preserve, protect, and revitalize Fort Smith's neighborhoods	HN-1.1	Improve and encourage maintenance of structures, prevent vagrancy, structural damage, theft, and fire hazards.	HN-1.1.1	Provide education, and programs for structural maintenance, particularly in identified growth centers.	Decreases in maintenance-related code violations in targeted growth centers	Short	Neighborhood Services, Volunteers, CDBG
		HN-1.2	Limit high costs associated with building new infrastructure.	HN-1.2.1	Use a cost/benefit analysis to guide decisions when conducting development approvals.	Number of development approvals that include a cost benefit analysis related to infrastructure	Mid	All departments
				HN-1.2.2	Encourage redevelopment and infill development in identified growth centers.	Percent new building permits in identified growth centers	Mid	Planning & Zoning; Fort Smith CBID; Engineering; Utility Department; Greater Fort Smith Chamber of Commerce; Fort Smith Board of Realtors; Fort Smith Homebuilders Association
		HN-1.3	Promote private investment in identified growth centers.	HN-1.3.1	Seek out investors for the North side of the City (Midland/Towson) to reduce blight and increase market potential.	Number of new investors in targeted growth centers	Mid	Greater Fort Smith Chamber of Commerce; Administration; Local Business Owners; Fort Smith Board of Realtors; Fort Smith Homebuilders Association

Ongoing; see attached Neighborhood Services statistics

Ongoing; UDO amendments regarding parking and specialty manufacturing

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status	
		HN-1.4	Encourage adaptive reuse of historic buildings.	HN-1.4.1	Encourage revitalization of the Belle Grove Historic District and downtown historic buildings.		Short	Belle Grove Historic District; Administration; Planning & Zoning; Fort Smith CBID
				HN-1.4.2	Promote existing tax credits for restorations in historic areas.	Number of restorations in historic areas	Long	Planning & Zoning; Administration; Historic District Commission; Fort Smith CBID; Fort Smith Board of Realtors
		HN-1.5	Prevent long-term vacancy by ensuring continuous use of buildings and quick transitions between uses.	HN-1.5.1	Develop a "greyfield" plan that would provide guidance on replacing businesses that vacate a building.	Decrease in the number of empty buildings	Short	Planning & Zoning
				HN-1.5.2	Promote redevelopment of underutilized and/or abandoned land and facilities through public/private underwriting.	Decrease in the number of vacant/abandoned lots in the targeted growth area	Long	Planning & Zoning; Fort Smith Board of Realtors; Greater Fort Smith Chamber of Commerce
				HN-1.5.3	Evaluate rezoning requests based on other available land within that zoning classification.	Number of rezoning requests that determined availability of land within the zoning category	Long	Planning & Zoning; ITS; GIS
		HN-1.6	Improve public participation in the revitalization process of Fort Smith neighborhoods.	HN-1.6.1	Encourage neighborhood associations and other organizations that will work in conjunction with schools, churches, and other organizations.	Number of residents participating in revitalization efforts	Short	Fort Smith Residents; Neighborhood Associations; Planning & Zoning
		HN-1.7	Provide convenient, safe connections between neighborhoods and important destinations, such as downtown, employment centers, schools, parks, shopping areas, and neighborhood services.	HN-1.7.1	As appropriate based on long term growth forecasts, require new subdivisions to develop through public streets and tie in with existing or proposed bikeways and sidewalks to promote connectivity.	Percent of through-streets in new development within the targeted growth areas	Long	Planning & Zoning; Engineering; Parks and Recreation

Ongoing; currently property owners are using tax credits on several buildings along Garrison Avenue and within the Belle Grove Historic District
Ongoing; amendments to the land use chart to allow uses such as specialty manufacturing

Ongoing; Geren Road Reconstruction

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
		HN1-8 Reduce non-compatible land uses by mitigating any negative impacts and revising zoning language and map designations as necessary.	HN-1.8.1 Continue to rezone existing, predominantly, single-family residential neighborhoods where the historic zoning pattern does not reflect the predominant built pattern with a priority to focus on targeted growth areas and areas where stability and character are threatened.	Increase (percent or acreage) in the amount of land zoned consistently with the predominant land use.	Mid	Planning & Zoning	Ongoing; Whirlpool TCE remediation report. <u>The Housing Authority is building for-sale homes for low to moderate income buyers and they received CDBG money to demolish a house and build two homes.</u> Ongoing; FCRA - Chaffee Crossing has a current diversity of housing types now from multi-family to single family residential. Our land use plan provides for more diversity as we continue to expand and grow.
HN-2	Encourage a diverse range of housing options	HN-2.1 Plan for and accommodate senior housing and other special needs populations as well as housing choices for young adults and families.	HN-2.1.1 Locate diverse housing opportunities accessible to shopping, parks, recreation centers, schools, medical care, and public transit.	Number of new housing units developed in the targeted growth areas	Long	Planning & Zoning; Fort Smith Homebuilders Association; Fort Smith Board of Realtors; Transit	
		HN-2.2 Maintain housing opportunities in urban areas.	HN-2.2.1 Support the renovation and revitalization of existing housing and promote infill development of vacant land within the corporate limits.	Decrease in the amount of vacant and abandoned property in the targeted growth areas	Long	All departments; Housing Authority; Fort Smith Homebuilders Association; Fort Smith Board of Realtors	
		HN-2.3 Promote the development of a mix of housing types, including single family detached, single family attached, accessory apartments, and multi-family units.	HN-2.3.1 Review and revise regulations that create unintended impediments to new or innovative types of desirable housing.	Review potential options and make recommendation	Mid	All departments	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status	
			Preserve and increase the supply of safe, stable, and affordable supportive housing opportunities for homeless individuals and families.	HN-2.4	HN-2.4.1	Continue to support, in accordance with the recommendations made by the Homelessness Task Force and adopted by the City Board, the creation and implementation of the campus concept to consolidate existing homeless and social services south of Garrison Avenue.	Opening of the campus	Short	Administration; Housing Authority; Fort Smith Homebuilders Association; Old Fort Homeless Coalition; CDBG	Ongoing; CDBG Funding, limiting funding for homeless providers to those in the Hope Campus, vacating an easement for the Hope campus
HN-3	Foster regional housing strategies to benefit Fort Smith and surrounding communities	HN-3.1	Provide leadership in addressing housing as a regional issue.	HN-3.1.1	Work closely with appropriate agencies or entities involved in regional housing initiatives.	Number of partnerships on regional housing initiatives	Mid	Administration; Housing Authority; Fort Smith Homebuilders Association; Fort Smith Board of Realtors; CDBG	Ongoing; CDBG Funding. <u>The Housing Authority is in discussion with CSCDC about a partnership where the Housing Authority acts as builder and real estate broker for the projects CSCDC undertakes.</u>	
					HN-3.1.2	Work with communities in the region who have targeted housing programs to develop common program guidelines and program requirements to create administrative efficiency.	Creation of a set of common program guidelines	Mid	Administration; Housing Authority; Fort Smith Homebuilders Association; CDBG; CSCDC; Fort Smith Board of Realtors; Regional Communities	
		HN-3.2	Utilize the City's zoning and subdivision regulations to promote the construction of a variety of housing sizes and types.				Number of new housing types developed in the targeted growth areas	Long	All departments; Fort Smith Homebuilders Association; Fort Smith Board of Realtors	Ongoing; <u>FCRA -Chaffee Crossing has 643 single family homes built or planned; 178 Duplexes; 36 Townhouses; and 730 Multi-family units planned or built. Our mixed use land use plans allows for an entire range of housing types.</u>

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		HN-3.3	Encourage a variety of housing close to downtown and emerging centers.	HN-3.3.1	Explore public/private partnerships and financial incentives that could be made available to support the efforts of housing developers.	Number of new partnerships or financial incentives	Mid	Planning & Zoning; Fort Smith Homebuilders Association; CDBG; Fort Smith Board of Realtors; Fort Smith CBID	Ongoing; CDBG Funding
HN-4	Identify potential redevelopment areas/sites that could provide a mix of housing and other uses	HN-4.1	Evaluate potential areas within the City for redevelopment.	HN-4.1.1	Establish criteria for redevelopment potential (e.g., property value, availability of infrastructure, utilization, tax base, etc.).	Creation of the criteria	Short	All departments; Fort Smith Homebuilders Association; Greater Fort Smith Chamber of Commerce	
		HN-4.2	Explore potential partnerships with non-profit and private sector developers to redevelop sites for mixed-use.			Number of new partnerships	Mid	All departments; Fort Smith Homebuilders Association; Greater Fort Smith Chamber of Commerce; Fort Smith Board of Realtors	
		HN-4.3	Identify incentives that would be appropriate to encourage the redevelopment of key sites.			Incentives identified	Mid	All departments; Fort Smith Homebuilders Association; Greater Fort Smith Chamber of Commerce; Fort Smith Board of Realtors	
Community Character & Design									

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
CCD-1	Improve the function and aesthetics of key corridors and centers in Fort Smith	CCD-1.1 Support beautification efforts along key corridors, at gateways, and in growth centers identified in the Preferred Future.	CCD-1.1.1 Ensure "Beautify Fort Smith" is moving forward and gaining momentum.	Number of landscaping projects and percent increase in tree canopy	Short	Sanitation; Parks & Recreation	Ongoing; Completion of Compass Splash Pad and landscape improvements to the Riverfront Pavilion and Ms. Laura's, Beautify FS has planted 370 trees and given away 100 trees to volunteers, placement of "Welcome to Fort Smith" signs on Rogers Avenue, Midland Blvd, and Old Greenwood Road
			CCD-1.1.2 Develop a plan to move, relocate, consolidate, or bury utility lines on major roads.	Utility line strategy adopted	Long	Engineering; Administration; Franchise Utilities	
			CCD-1.1.3 Develop new focal points and reinforce the character of gateways into Fort Smith by making them more attractive with new signage, landscaping, and other beautification measures.	Projects completed at focal points and key gateways in the targeted growth areas	Long	Planning & Zoning; Engineering; Parks and Recreation; Beautify Fort Smith; Sanitation	Beautify Fort Smith has placed "Welcome to Fort Smith" signs on Rogers Avenue, Midland Blvd, and Old Greenwood Road
			CCD-1.1.4 Update and improve the look and lighting of the Garrison Avenue bridge (and other key gateways) including LED lights, improved fixtures, etc.	Lighting improvements completed	Mid	Fort Smith CBID; AHTD; Operations; Army Corp of Engineers;	
			CCD-1.1.5 Encourage the State to improve upkeep and mowing grass areas on I-540.	Maintenance quality improvements	Mid	Administration; AHTD;	
			CCD-1.1.6 Standardize and improve sign ordinance to reduce visual clutter.	Updated sign ordinance	Mid	Planning & Zoning	Ongoing; signs in the ROW regulations, <i>working on brightness regulations for digital signage</i>
			CCD-1.1.7 Consider extending Grand Avenue from 10th Street to the riverfront to create a Grand Entrance to the Riverfront and Downtown.	Grand Avenue Extension feasibility study completed	Long	Engineering; Fort Smith CBID; Administration	
			CCD-1.1.8 Analyze the impact of decreasing the threshold that requires property owners to incorporate landscape and design improvements.	Threshold decrease impact analysis complete	Short	Planning & Zoning	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status	
		CCD-1.2	Integrate existing commercial activities within residential neighborhoods.	CCD-1.2.1	Enforce quality urban design, and prohibit further industrial uses in neighborhoods.	Number of new developments in the targeted growth area that meet compatibility thresholds	Long	Planning & Zoning		
CCD-2	Increase local community identity within the City	CCD-2.1	Support efforts within the city to increase citywide awareness of local neighborhood character, culture and history.	CCD-2.1.1	Work with neighborhood groups to develop brands for areas/neighborhoods of the City to increase community identity.	Number of new neighborhood identities created	Mid	Fort Smith Residents, Local Neighborhood Associations; Planning & Zoning		
				CCD-2.1.2	Develop a "Downtown Square" as a park/open space where the city could hold a farmer's market, festivals, art walks, shops, and food trucks.	Development of a Downtown Square	Long	Administration; Parks and Recreation; Fort Smith CBID		
		CCD-2.2	Encourage volunteerism to boost a sense of community in Fort Smith.	CCD-2.2.1	Create a clearinghouse of volunteer opportunities linking faith-based organizations and local social service institutions and charitable organizations.	Clearinghouse created	Mid	Administration; Community Foundation		
CCD-3	Project a positive image for the City of Fort Smith	CCD-3.1	Promote the identity of the City throughout the region, and nationally.	CCD-3.1.1	Improve the City's approach to public relations to promote what there is to do in Fort Smith.	Number of tourists Percent increase in event attendance Citizen feedback Percent growth in population	Mid	Greater Fort Smith Chamber of Commerce; Administration; Advertising and Promotions Commission		
				CCD-3.1.2	Consider creation of a publicly generated slogan to improve how citizens think of their city.	Completion of a rebranding campaign	Mid	Administration		
Transportation & Infrastructure										
TI-1	Improve access and connectivity through enhancements to all modes of transportation	TI-1.1	Promote better connections between downtown, the riverfront, historic sites, and the Belle Grove Historic District, particularly from I-40 to 540.	TI-1.1.1	Improve the availability of parking in downtown Fort Smith.	Improved parking availability	Mid	Planning & Zoning; Fort Smith CBID; Administration; Engineering		Ongoing; Street Sales Tax - in support of streets and drainage
				TI-1.1.2	Create an I-540 Downtown/Riverfront Loop that would offer direct access to the riverfront and downtown area from Kelley Highway and Grand Avenue.	Increased access to the riverfront from Kelley Highway and Grand Avenue	Mid	Fort Smith CBID; Engineering; Operations	Ongoing; Kelley Highway Extension	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		TI-1.2	Make major destinations highly accessible by all modes of transportation.	TI-1.2.1	Design and adopt an all-mode circulation plan for major centers identified in the Preferred Future.	All mode circulation plans completed for all centers	Long	Fort Smith CBID; Operations; Engineering; Transit; Parks and Recreation	Ongoing; Geren Road Reconstruction
		TI-1.3	Address improvements to the existing street network by first optimizing access and circulation through better design and utilization of existing rights-of-way, in cooperation with property owners.	TI-1.3.1	Evaluate ways to improve access to the Riverfront.	Increase in the number of and type of access points to the Riverfront	Mid	Engineering; Parks and Recreation	Ongoing; Street Sales Tax - in support of streets and drainage
		TI-1.4	Protect residential neighborhoods from excessive through traffic.	TI-1.4.1	Consider traffic calming techniques (roadway narrowing, chicanes, bump-out curbs, raised intersections, etc) in residential neighborhoods impacted by through-traffic.	Number of traffic calming efforts implemented in residential neighborhoods	Short	Engineering; Operations; EMS; Fire; Police	Ongoing; Policy on traffic calming on residential streets
				TI-1.4.2	Improve connectivity throughout the City's roadway network to increase access and eliminate high volumes of traffic in residential thoroughfares. - Identify the major destination areas in town - Evaluate how cars travel from major roads to the destination areas - Improve these access routes to minimize travel through neighborhoods.	Number of intersections per acre	Long	Engineering; Operations	
		TI-1.5	Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.	TI-1.5.1	Identify problematic roadways that create a hazardous environment for pedestrians and infill sidewalks where gaps exist in the network.	Reduction in the number of pedestrian-related accidents on roadways	Mid	Engineering; Police; Operations; Parks	
		TI-1.6	Improve physical connections between and within neighborhoods through road extensions or improvements, bicycle lanes and trails, and a connected sidewalk network.	TI-1.6.1	Identify and designate key pedestrian and bicycle routes for improvements to neighborhood connectivity and walkability, including access to service areas.	Identification and designation of key routes	Mid	Parks & Recreation; Engineering; Operations	Ongoing; Street Sales Tax - in support of streets and drainage
		TI-1.7	Reduce traffic congestion and improve emergency circulation by redesigning major corridors to include safe walking, biking, transit, and driving options and incorporating those elements into initial design concepts through final design documents.	TI-1.7.1	Utilize a "Complete Streets" approach to ensure that all new projects are planned and designed to meet the needs of every community member, regardless of their age, ability, or how they travel.	Adoption of a Complete Streets Policy	Mid	Planning & Zoning; Parks & Recreation; Engineering; Operations; Transit	Ongoing; Street Sales Tax - in support of streets and drainage

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
TI-2	Capitalize on Fort Smith's Location	TI-2.1	Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, highways, telecommunications, and pipelines.	TI-2.1.1	Speed up work plan / completion of I-49 from Highway 22 to I-40 in collaboration with other communities and regions.	Completion of I-49	Long	Administration; Regional Council; MPO	Ongoing; Street Sales Tax - in support of streets and drainage
				TI-2.1.2	Focus efforts on increasing the river channel's depth from nine feet to twelve feet to increase the capacity of the Kerr-McClellan Arkansas River Navigation System (MCKARNS) Waterway Route.	Percent increase in freight capacity	Long	Administration; RITA	
				TI-2.1.3	Relocate the train switch station from downtown.	Relocation of the Train Switch	Long	Administration; Fort Smith CBID	
				TI-2.1.4	Improve vehicular access to the riverfront.	Increased number of access points to the riverfront	Mid	Fort Smith CBID; Engineering; Operations	
		TI-2.2	Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other uses.	TI-2.2.1	Plan for development along the I-49 corridor to accommodate freight transportation and growth.	Growth in freight transportation industry jobs	Long	Greater Fort Smith Chamber of Commerce; Engineering; Planning & Zoning;	
				TI-2.2.2	Reroute truck traffic from key streets targeted for streetscape and pedestrian improvements (Garrison Avenue, A Street, B Street, and Riverfront Drive) to I-540 and other highways to reduce truck traffic downtown and on the riverfront.	Reduction in the number of trucks on key streets targeted for pedestrian improvements	Long	Engineering; Police; Fort Smith CBID	
				TI-2.2.3	Update the Truck Route street plan in accordance with the Preferred Future.	Completion of the truck route street plan update	Long	Engineering; Police; Fort Smith CBID	
		TI-2.3	Remain committed to supporting the air travel industry so that passenger service continues for the foreseeable future by enhancing the air transportation system at the Fort Smith Regional Airport, while protecting the public from airport related noise and safety hazards.				Long	Administration; Fort Smith Regional Airport;	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		TI-2.4	Fully support the railroad industry and encourage growth through the City and the region.				Long	Administration; Greater Fort Smith Chamber of Commerce	
		TI-2.5	Fully support the continued improvements to the Port of Fort Smith.						
		TI-2.6	Support the development of the Van Buren Regional Intermodal Facility.				Long	Administration; Greater Fort Smith Chamber of Commerce; Port Authority; RITA	
		TI-2.7	Continue to balance water and port activities with environmental improvements in full cooperation with the Corps of Engineers.				Long	Administration; Greater Fort Smith Chamber of Commerce; Port Authority; Army Corps of Engineers; RITA	
TI-3	Provide and enhance non-vehicular access for residents	TI-3.1	Review and encourage implementation of existing bike and greenway plan that will interconnect neighborhoods and provide access to both neighborhood and city-wide destinations.				Mid	Parks & Recreation; Engineering	
		TI-3.2	Support pedestrian access throughout the city, with a focus on attractive, safe, and contiguous sidewalk connections between destinations.	TI-3.2.1	Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.	Number of new sidewalks in the targeted growth areas	Long	Engineering; Operations	
		TI-3.3	Connect new development through bike and pedestrian paths to provide a variety of options for traveling, including walking, biking, transit, and vehicle travel.	TI-3.3.1	Develop a local Complete Streets policy that prioritizes improvements for pedestrians, bicyclists, and motorists on key corridors (i.e. Garrison Avenue).	Adoption of a Complete Streets Policy	Mid	Engineering; Parks & Recreation; Operations	
TI-4	Improve public transportation	TI-4.1	Market public transportation in Fort Smith.			Increase in ridership	Short	Transit Department; Transit Advisory Commission; Administration	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		TI-4.2	Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.	TI-4.2.1	Expand fixed-route system to ensure access to a majority of shopping/service areas.	Increase in ridership	Mid	Transit Department; Transit Advisory Commission; Administration	Ongoing; Projects include: Consent Decree, Street Sales Tax in Support of Streets and Drainage, Geren Road Reconstruction, Wastewater projects, Riverlyn wastewater pump station improvements, library annex renovations for office space, Lake Fort Smith trasmission line, Mill Creek Interceptor Improvements, street improvements for ARCOM, 2013 and 2015 Drainage Improvements, Street overlays/reconstruction, Fort Smith Levee Improvements, Town Branch Drainage Improvements, Neighborhood Drainage Improvements, Traffic Signal Improvements, Design of P Street Basin Interceptor Improvements, 2015 sewer system assessments, Riverfront development water and sewer extensions
TI-5	Incorporate the Future Land Use Map in the strategic planning of future utility and infrastructure expansions	TI-5.1	Continue to ensure that customers within Fort Smith have access to reliable water, sewer, drainage, solid waste services by reducing or eliminating deficiencies and gaps in infrastructure systems.	TI-5.1.1	Implement an infrastructure Asset Management Program as a tool for management of the utility department's water and sewer systems and to track, manage, and schedule necessary facility upgrades and improvements.	Completion of the infrastructure asset management program	Mid	Administration; Utility Department; Engineering; Operations; Sanitation; Parks and Recreation; Finance	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		TI-5.2	Ensure that utility and infrastructure systems can meet the city's long-term needs.	TI-5.2.1	Coordinate land use planning and capital programming to ensure infrastructure improvements and extensions are phased to support the future land use pattern.	Capital programming that references the Comprehensive Plan	Mid	Administration; Department Heads	Ongoing; Projects include: Consent Decree, Street Sales Tax in Support of Streets and Drainage, Geren Road Reconstruction, Wastewater projects, Riverlyn wastewater pump station improvements, library annex renovations for office space, Lake Fort Smith transmission line, Mill Creek Interceptor Improvements, street improvements for ARCOM, 2013 and 2015 Drainage Improvements, Street overlays/reconstruction, Fort Smith Levee Improvements, Town Branch Drainage Improvements, Neighborhood Drainage Improvements, Traffic Signal Improvements, Design of P Street Basin Interceptor Improvements, 2015 sewer system assessments, Riverfront development water and sewer extensions
				TI-5.2.2	Maintain updated infrastructure master plans.	Infrastructure Master Plan maintained	Mid	Engineering; Operations; Utility Department; Parks & Recreation	
				TI-5.2.3	Regularly review Level or Service (LOS) standards for infrastructure systems.	LOS standards reviewed and updated	Mid	Engineering; Parks & Recreation; Operations	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status	
			Adopt criteria for prioritizing funding to infrastructure-related capital improvement projects.	Criteria adopted	Mid	Parks & Recreation; Utility Department; Engineering; Operations	Ongoing; Wastewater projects, Riverlyn wastewater pump station improvements, library annex renovations for office space, Lake Fort Smith transmission line, Mill Creek Interceptor Improvements, Design of P Street Basin Interceptor Improvements, 2015 sewer system assessments, Riverfront development water and sewer extensions	
			Use the future land use framework to identify opportunities to expand the city's green infrastructure and open space network to increase the city's ability to manage stormwater and limit the need for additional grey infrastructure.	Number of green infrastructure-related improvements in the targeted growth areas	Mid	Parks & Recreation; Utility Department; Engineering		
Public Facilities & Services								
PFS-1	Promote a business-friendly and citizen-friendly government	PFS-1.1	Maintain fair and transparent codes and regulations.	Work with groups in authority (Chamber, City Board, CBID, Chaffee Crossing, County, etc) to improve communication and coordination.	Number of leaders participating in city forums	Short	Fort Smith Residents; Greater Fort Smith Chamber of Commerce; Chaffee Crossing Redevelopment Authority; Administration; Department Heads	Ongoing; Topic area groups are formed for UDO amendments as well as annual meetings with developers and design professionals. <u>FCRA - Chaffee Crossing plans to have a staff member attend each Board Study Session and any appropriate other Boards or Committee meetings from which we may be affected.</u>
				Revise development regulations to improve user friendliness (e.g., create an interactive on-line code).	Revised code	Mid	Planning & Zoning; ITS; All departments	
		PFS-1.2	Monitor the City's return on investment by measuring municipal expenditures against property and sales tax revenues.	Identify opportunities to reduce the City's cost burden by establishing public/private partnerships on significant revitalization projects.	Number of public private partnerships	Mid	Administration	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
PFS-2	Build consistency and trust with the public	PFS-2.1	Ensure that the City's planning and implementation process is transparent.			Transparency maintained	Short	All departments	Ongoing; annual Ward meetings
		PFS-2.2	Maintain a clear line of communication between the City, the business community, and residents that establishes expectations and allows the progress of the City's commitments to be measured and evaluated.	PFS-2.2.1	Set up ongoing communication with other groups in the City (CBID, School Board, Chaffee Crossing, Planning Commission, CEO Group, Chamber, etc) to ensure that all organizations maintain consistent goals and objectives with each group focusing on the responsibilities best suited for them.	Communication framework established	Short	All departments; All Boards and Commissions	
		PFS-2.3	Promote public awareness and participation by holding open Town Hall events modeled after the Future Fort Smith Community Forums.			Number of Community Forum Series events	Short	Fort Smith Residents; Local Business Owners; Administration;	
PFS-3	Promote civic identity and pride	PFS-3.1	Capitalize on the City's municipal presence Downtown.	PFS-3.1.1	Build support for a City Hall building.	Increase in support	Long	Fort Smith Residents; Local Business Owners; Administration; Greater Fort Smith Chamber of Commerce	
		PFS-3.2	Develop community pride by promoting a culture of inclusion and consideration of positive change.	PFS-3.2.1	Promote existing community service efforts and identify partnership opportunities to expand regularly scheduled community service days.	Increase in the number of community service days	Short	Fort Smith Residents; Local Business Owners; Administration	
				PFS-3.2.2	Identify Comprehensive Plan elements (goals, policies, and actions) that will require citizen support to accomplish, and continue to communicate the importance of resident input and participation in monitoring the progress and ongoing updates to the plan.	"What can I do" identified for each plan element and residents identified as responsible party	Short	Administration; Planning & Zoning; All Boards and Commissions	
PFS-4	Prevent wasteful use of public resources and services	PFS-4.1	Seek opportunities to co-locate future community facilities to maximize efficiencies in service provision and reduce capital and operating costs.			Number of future facilities co-located	Long	All departments; Administration; Board of Directors	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status		
		PFS-4.2	Provide new facilities in a manner that protects investments in existing facilities and promotes orderly growth.	PFS-4.2.1	Evaluate existing water conservation policies and goals for residential, commercial, and industrial uses to identify opportunities for additional reductions.	Evaluation complete	Mid	Parks & Recreation; Utility Department; UAFS	Ongoing; Wastewater projects, Riverlyn wastewater pump station improvements, library annex renovations for office space, Lake Fort Smith transmission line, Mill Creek Interceptor Improvements, street improvements for ARCOM, Design of P Street Basin Interceptor Improvements, 2015 sewer system assessments, Riverfront development water and sewer extensions
PFS-5	Improve the health and well-being of Fort Smith residents	PFS-5.1	Increase access to healthcare, reduce preventable disease, and educate the community about leading a healthy lifestyle.	PFS-5.1.1	Encourage local employers to adopt wellness programs (e.g., sponsor health cooking demonstrations, complementary gym memberships, etc).	Number of wellness programs adopted	Mid	Local Employers; Administration; Healthcare Providers; Greater Fort Smith Chamber of Commerce	<u>Ongoing; The Chamber has implemented a program which incents companies to encourage a healthy workplace. Awards are given to those that experience success and they are recognized at the Annual Healthcare Reception; FCRA - it's time to produce a Master Trail Plan for Chaffee Crossing in conjunction with the Parks Commission and Trails Committee that shows connection to existing and future Ben Geren and Medical School/ArcBest Trails</u>
				PFS-5.1.2	Develop a healthy living campaign and create marketing materials that communicate the benefits of active living, recreation, and healthy foods.	Healthy Living Campaign launched	Mid	Local Employers; Administration; Healthcare Providers; Greater Fort Smith Chamber of Commerce	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status	
			PFS-5.1.3 Promote use of existing and future trail systems for exercise as part of a healthy living campaign.	Increase in number of users of the trail system	Mid	Parks & Recreation; Fort Smith Residents	Ongoing; Fianna Way (Imani Park) and Texas Road (Stagecoach Park) Parks Ongoing; Greg Smith River Walk Trail progress, Arkansas Recreation Trails Program Funding	
Natural & Cultural Resources								
NCR-1	Expand city parkland and recreational programming to reflect or exceed national standards	NCR-1.1 Increase the amount of open space and opportunities for recreation throughout the City by supporting the dedication of land and resources for the creation of parks and open space.	NCR-1.1.1 Establish green space requirements for new development.	New requirements established	Mid	Parks & Recreation, Planning & Zoning		
			NCR-1.1.2 Incorporate regional park planning in ETJ plan.	Park planning completed	Long	Parks & Recreation; Planning & Zoning		
		NCR-1.2 Promote and establish regional support for Fort Smith Parks and Recreation through agreements, user fees, programs, and grant applications with counties and neighboring towns.	NCR-1.2.1 Form regional and corporate partnerships for regional sports facilities.	Regional partnership formed	Mid	Parks & Recreation		
		NCR-1.3 Develop neighborhood parks amenities within walking distance to residents.		Residents within 10-minute walk of a park	Long	Parks & Recreation; Planning & Zoning		
		NCR-1.4 Develop greenways and trails that serve to connect the City.	NCR-1.4.1 Focus on completing the river trail development to enhance the City's downtown and riverfront economic development efforts.	River Trail completed	Long	Parks & Recreation; Engineering; Fort Smith CBID		
			NCR-1.4.2 Implement the City's greenway plan.	Greenway Plan completed	Long	Parks & Recreation; Planning & Zoning		
		NCR-1.5 Plan recreation facility land, space, and programming needs with other service providers in order to meet community needs and national standards.		National standards met	Long	Parks & Recreation		

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		NCR-1.6	Encourage multi-use public spaces that can function in a variety of ways to serve the recreation needs of the surrounding neighborhoods (e.g., park space, community events, etc).	NCR-1.6.1	Partner with local schools and athletic associations for joint use of recreational fields and facilities.	Number of multi-use public spaces	Long	Parks & Recreation; Fort Smith School District; UAFS; Sebastian County	<p>Ongoing ; Fort Smith School District - The Northside High School Softball Fields at Martin Luther King, Jr. Park are one example about ways the community, District and City of Fort Smith are collaborating in the use of green space in Fort Smith.</p> <p>Ongoing; consent decree</p>
NCR-2	Protect natural resources and reduce their waste and overuse	NCR-2.1	Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.	NCR-2.1.1	Utilize "Green Infrastructure," a network of open space and natural areas that connect the natural and built environments and provide multiple benefits for people and ecosystems, wherever possible to increase the City's ability to manage stormwater.	Number of green infrastructure-related improvements in the targeted growth areas	Mid	Engineering; Operations; Parks & Recreation; Utility Department	
		NCR-2.2	Preserve wildlife habitats.			Amount of wildlife habitat preserved	Long	Parks & Recreation; Army Corps of Engineers	
		NCR-2.3	Improve air quality.	NCR-2.3.1	Encourage responsible industry practices and reduce other mobile sources of air pollution.	Reduction in air pollution	Long	Sanitation; Planning & Zoning; Greater Fort Smith Chamber of Commerce	
				NCR-2.3.2	Minimize growth in vehicle miles traveled (VMT) as the City grows through a variety of locational and programmatic measures.	Identify a baseline for the City's existing VMT and establish a goal consistent with projected growth that results in a reduction of per capita VMT	Short	All departments with vehicles	
		NCR-2.4	Enhance and promote Fort Smith's recycling and reuse programs.	NCR-2.4.1	Establish and publicize city recycling goals for household hazardous waste, and business, industry, government, and residential regular programs.	Recycling goals established and met by residents	Mid	Fort Smith Residents; Local Business Owners; Sanitation;	

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		NCR-2.5	Implement programs to enhance landscaping and tree conservation.			Initiation of a landscape conservation program	Mid	Fort Smith Residents; Local Business Owners; Parks & Recreation; Planning & Zoning; Beautify Fort Smith	Ongoing; UDO requires landscaping and trees be installed <u>Beautify FS has joined Keep America Beautiful and will enact a landscape conservation program in 2016.</u>
		NCR-2.6	Reduce stormwater runoff and flooding.	NCR-2.6.1	Support green infrastructure improvements and enhanced green space.	Number of green infrastructure-related improvements in the targeted growth areas	Mid	Planning & Zoning; Parks & Recreation; Utility Department; Engineering; Operations	
		NCR-2.7	Avoid development in flood-prone areas to increase resiliency to storms and maintain sensitive environmental features.	NCR-2.7.1	Establish a comprehensive development and building permit review checklist that addresses environmental concerns.	Checklist created	Short	Planning & Zoning; Engineering	
NCR-3	Retain the historic heritage and cultural identity of Fort Smith	NCR-3.1	Protect neighborhoods that are culturally or historically significant.	NCR-3.1.1	Ensure that regulations preserve existing historic districts.	Review potential conflicts and make recommendation	Short	Planning & Zoning, Belle Grove Historic District; Fort Smith CBID; Neighborhoods	
		NCR-3.2	Promote historically significant landmarks and cultural assets.	NCR-3.2.1	Develop partnerships with local museums (U.S. Marshals Museum, the Fort Smith Museum of History, etc).	Partnerships created	Mid	Planning & Zoning, Belle Grove Historic District; Museum Representatives	

Ongoing; Marshal's Museum Service Agreement

Element	Goal		Policy		Action	Metric	Timeframe	Responsible	Status
		NCR-3.3	Support festivals and special events that highlight what makes Fort Smith unique.			Number of festivals and special events unique to Fort Smith	Short	Fort Smith Residents; Community Leaders; Local Businesses; Convention Center; Tourism; Greater Fort Smith Chamber of Commerce	Ongoing; Five new events held in downtown area in 2015, three of the four are unique to FSM Ongoing; through October, the National Historic Site attendance is up 26.5%
		NCR-3.4	Increase public awareness, education, and knowledge of the historic district and historic architecture throughout the City.			Number of visitors to the city's historic sites	Mid	Fort Smith Residents; Advertising and Promotions Commission; Tourism; Planning & Zoning; Fort Smith CBID; Belle Grove Historic Dirtrict	
		NCR-3.5	Preserve and protect Fort Smith's historic and architectural resources.			Number of visitors to the city's historic sites	Mid	Fort Smith Residents; Planning & Zoning, Belle Grove Historic District; Fort Smith CBID;	
		NCR-3.6	Encourage the inclusion of public art and plazas with new public facilities and major private development.			Number of new public art installations	Long	Local Artists; RAM; Administration; Parks and Recreation	

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	Status
		NCR-3.7 Enlist the vision and support of the arts community and seek partnerships with UAFS, the convention center, and other interest groups to advance opportunities for museums and visual and performing arts within the region.	NCR-3.7.1 Identify partnerships and potential locations to establish an interactive children's museum.	Feasibility study for museum completed	Mid	Greater Fort Smith Chamber of Commerce; UAFS; Convention Center; Advertising and Promotions Commission	<u>The Chamber - Both "Leadership Fort Smith" and "JLA" are exposed to the arts community during their session. The 2016 Chamber Directory will have the Windgate Art building on its cover. This directory is provided to 1200+ members.</u>
NCR-4	Expand the role of parks and open space in the promotion of healthy communities	NCR-4.1 Increase the use of parks, open space, and recreational programming to improve the health of Fort Smith residents.	NCR-4.1.1 Partner with the Fort Smith School District and independent schools to increase educational programming and recreation in parks and open spaces throughout the City.	Number of new educational and recreation programs in parks and open spaces	Mid	Fort Smith School District; Local Schools; Parks & Recreation; Fort Smith Youth; UAFS	<u>Ongoing; Fort Smith School District - An example regarding the use of public spaces to improve educational programming is in the partnership that is developing between the Young Actors Guild (YAG), the District, the Boys & Girls Club, Girls, Inc. and other school. YAG is developing and presenting programs on theatre and acting to young people who attend the mentioned schools and agencies. They are then conducting acting and theatre workshops at some of the same schools to develop and interest and potentially a greater number of participants in YAG shows. The City of Fort Smith Parks Department generously donates the use of particular venues for YAG rehearsals and performances throughout the year.</u>
			NCR-4.1.2 Develop a marketing campaign to communicate the value of active recreation in maintaining a healthy lifestyle.	Marketing campaign complete	Mid	Parks & Recreation; Administration	
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Attached is a spreadsheet identifying all of the 2015
Board of Director action items related to the
Comprehensive Plan

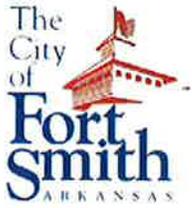
Board of Director Date	Item	Item Description	Comp Plan Element	Policy and Action			
12/16/2014		Beautify Fort Smith Agreement	CCD	1.1.1 added			
12/16/2014		Infrastructure Improvements for ARCOM	ED	1.2 added			
12/16/2014		Infrastructure Improvements for ARCOM	ED	8 added			
12/16/2014		Consent Decree	FLU	1.4 added			
12/16/2014		West Riverfront Trail	FLU	3.2.3 added			
12/16/2014		Compass Park Splash Pad	FLU	3.2.3 added			
12/16/2014		Consent Decree	NCR	2.1 added			
12/16/2014		West Riverfront Trail	NCR	1.4.1 added			
12/16/2014		Consent Decree	TI	5.1 added			
12/16/2014		Consent Decree	TI	5.2 added			
1/6/2015		PZD for ARCOM	ED	1.2 added			
1/6/2015		Tax Back Program for ArcBest	ED	3 added			
1/6/2015		PZD for ARCOM	ED	8 added			
1/6/2015		PZD at S 31st and Phoenix	ED	6.2.1 added			
1/6/2015		PZD at S 31st and Phoenix	FLU	1.5 added			
1/6/2015		Marshals Museum Service Agreement	FLU	2.1 added			
1/6/2015		Kelley Highway Extension	FLU	2.1.1 added			
1/6/2015		PZD at S 31st and Phoenix	FLU	1.1 added			
1/6/2015		Marshals Museum Service Agreement	NCR	3.2 added			
1/6/2015		Kelley Highway Extension	TI	1.1.2 added			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	ED	6.1 added			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	FLU	1.4 added			
1/20/2015	5C	2013 Drainage Improvements	FLU	1.41 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	FLU	1.5 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	FLU	2.2			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	FLU	3.2			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	HN	1.7			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	HN	1.7			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	NCR	1.4			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	NCR	2.6 added			
1/20/2015	5C	2013 Drainage Improvements	NCR	2.6 added			
1/20/2015		4 Steel Horse Rally Funding - did not fund out of General fund but CBID funded	NCR	3.3 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	NCR	4.1			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	1.1 added			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	1.3 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	TI	1.5			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	1.6 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	TI	1.6			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	1.7 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	TI	1.7			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	2.1 added			
1/20/2015	1A	Street Sales Tax - In support of Steets and Drainage	TI	2.2 added			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	TI	3.1			
1/20/2015	1B	Street Sales Tax - In support of Trails and Bikeways	TI	3.3			
1/20/2015	5C	2013 Drainage Improvements	TI	5.2 added			
1/20/2015	5C	2013 Drainage Improvements	TI	5.1 added			

Board of Director Date	Item	Item Description	Comp Plan Element	Policy and Action			
1/20/2015	5M	P Street Basin Interceptor Improvements - Design Only					added to all GPA's with Mill Creek
1/27/2015		2 Whirlpool TCE Remediation Report	HN		2.2		added
1/27/2015		3 Policy on traffic calming on residential streets	TI		1.4		added
2/3/2015	4D	Greg Smith Riverwalk Trail Easements	FLU	3.2.3			added
2/3/2015	4D	Greg Smith Riverwalk Trail Easements	NCR	1.4.1			added
2/3/2015	4A	Resolution Authorizing the installation of speed tables on cliff drive	TI		1.4		
2/3/2015	4G	2015 sewer system assessments					added to all GPA's with Mill Creek
2/10/2015		3 Discuss creation of CPIC					added in text
2/17/2015		3 Tax Back Endorsement for Mars Petcare	ED		3		added
2/17/2015	5D	Street Overlays/Reconstruction	FLU		1.41		added
2/17/2015	5F	Fort Smith Levee Improvements	FLU		1.41		added
2/17/2015	5D	Street Overlays/Reconstruction	NCR		2.6		added
2/17/2015	5F	Fort Smith Levee Improvements	NCR		2.6		added
2/17/2015	5D	Street Overlays/Reconstruction	TI		5.2		added
2/17/2015	5F	Fort Smith Levee Improvements	TI		5.2		added
2/17/2015	5D	Street Overlays/Reconstruction	TI		5.1		added
2/17/2015	5F	Fort Smith Levee Improvements	TI		5.1		added
2/17/2015	5A	Resolution establishing CPIC					added in text
3/3/2015	3A	2015 Drainage Improvements Phase A	FLU		1.41		added
3/3/2015	3A	2015 Drainage Improvements Phase A	NCR		2.6		added
3/3/2015	3A	2015 Drainage Improvements Phase A	TI		5.2		added
3/3/2015	3A	2015 Drainage Improvements Phase A	TI		5.1		added
3/17/2015	5C	Landscape improvements at River Park Glass Pavilion and Miss Laura's	CCD		1.1.1		added
3/17/2015	5C	Landscape improvements at River Park Glass Pavilion and Miss Laura's	ED		6.1.1		added
3/17/2015	5D	Arkansas Recreational Trails Program Funding	FLU	3.2.3			added
3/17/2015	1	CDBG Funding - Year 41	HN	2.4.1			added
3/17/2015	1	CDBG Funding - Year 41	HN	3.1.1			added
3/17/2015	1	CDBG Funding - Year 41	HN	3.3.1			added
3/17/2015	5D	Arkansas Recreational Trails Program Funding	NCR	1.4.1			added
3/17/2015	5G	Riverfront Development Water and Sewer Extensions					added to all GPA's with Mill Creek
3/17/2015	5I	Capacity Management Operations Plan - Consent Decree					included as "consent decree"
3/17/2015	5J	Updating the wastewater collection system hydraulic model - Consent Decree					included as "consent decree"
4/7/2015	5D	Geran Road Reconstruction	FLU		1.4		added
4/7/2015	5B	Town Branch Drainage Improvements	FLU		1.41		added
4/7/2015	5C	Traffic signal improvements	FLU		1.41		added
4/7/2015	5D	Geran Road Reconstruction	HN		1.7		added
4/7/2015	5B	Town Branch Drainage Improvements	NCR		2.6		added
4/7/2015	5D	Geran Road Reconstruction	TI		1.2		added
4/7/2015	5B	Town Branch Drainage Improvements	TI		5.2		added
4/7/2015	5C	Traffic signal improvements	TI		5.2		added
4/7/2015	5B	Town Branch Drainage Improvements	TI		5.1		added
4/7/2015	4F and 4G	Neighborhood Water System Improvements					added
4/21/2015	3A and 3B	Neighborhood Drainage Improvements	FLU		1.41		added
4/21/2015	3D	River Park Pavilion Addition	FLU	2.1.4			added
4/21/2015	3A and 3B	Neighborhood Drainage Improvements	NCR		2.6		added
4/21/2015	3A and 3B	Neighborhood Drainage Improvements	TI		5.2		added

Board of Director Date	Item	Item Description	Comp Plan Element	Policy and Action			
4/21/2015	3A and 3B	Neighborhood Drainage Improvements	TI	5.1	added		
5/19/2015	5E	McClure Drive Extension	ED	6.1	added		
5/19/2015	2	Outdoor Mobile Food Vending	ED	1.1.1	added		
5/19/2015	5C and 5D	Neighborhood Drainage Improvements	FLU	1.41	added		
5/19/2015	5E	McClure Drive Extension	FLU	1.4	added		
5/19/2015	5C and 5D	Neighborhood Drainage Improvements	NCR	2.6	added		
5/19/2015	5C and 5D	Neighborhood Drainage Improvements	TI	5.2	added		
5/19/2015	5C and 5D	Neighborhood Drainage Improvements	TI	5.1	added		
5/19/2015	4A and 4B	Supplemental staffing for utility dept - Consent decree				included as "consent decree"	
6/2/2015	6A	Landscape improvements at River Park Glass Pavilion and Miss Laura's (same as 3/17/15)	CCD	1.1.1	added		
6/2/2015	6A	Landscape improvements at River Park Glass Pavilion and Miss Laura's (same as 3/17/15)	ED	6.1.1	added		
6/2/2015	6B	River Park Pavilion Addition - same as 4/21/15	FLU	2.1.4	added		
6/2/2015	4	Funding for Homeless providers - limiting to those participating in the campus	HN	2.4.1	added		
6/16/2015	5D and 5E	Appropriation of money for Fianna Way & Texas Road	NCR	1.3	added		
6/16/2015	3	Renaming Texas Road park Stagecoach Park			added		
6/16/2015	4	Renaming Fianna Way park Imani Park			added		
6/16/2015	5C	Donation of land for street ROW and drainage improvements for ARCOM					
7/21/2015	6F and 6G	Wastewater Projects	FLU	1.4	added		
7/21/2015	6F and 6G	Wastewater Projects	PFS	4.2	added		
7/21/2015	6F and 6G	Wastewater Projects	TI	5.1	added		
7/21/2015	6F and 6G	Wastewater Projects	TI	5.2	added		
7/21/2015	6F and 6G	Wastewater Projects	TI	5.2.1	added		
7/21/2015	6F and 6G	Wastewater Projects	TI	5.2.4	added		
7/21/2015	6F and 6G	Wastewater Projects	TI	5.1.1	added		
8/4/2015	6F and 6G	Change order for Compass Park Splash Pad	CCD	1.1.1	added		
8/4/2015	6F and 6G	Change order for Compass Park Splash Pad	ED	6.1.1	added		
8/4/2015	6F and 6G	Change order for Compass Park Splash Pad	ED	6.2.1	added		
8/4/2015	6F and 6G	Change order for Compass Park Splash Pad	FLU	2.3.2	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	FLU	1.4	added		
8/18/2015	3J	Library Annex Renovations for office space	FLU	1.4	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	PFS	4.2	added		
8/18/2015	3J	Library Annex Renovations for office space	PFS	4.2	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	TI	5.1	added		
8/18/2015	3J	Library Annex Renovations for office space	TI	5.1	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	TI	5.2	added		
8/18/2015	3J	Library Annex Renovations for office space	TI	5.2	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	TI	5.2.1	added		
8/18/2015	3J	Library Annex Renovations for office space	TI	5.2.1	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	TI	5.2.4	added		
8/18/2015	3J	Library Annex Renovations for office space	TI	5.2.4	added		
8/18/2015	3I	Riverlyn Wastewater Pump Station Improvements	TI	5.1.1	added		
8/18/2015	3J	Library Annex Renovations for office space	TI	5.1.1	added		
9/1/2015	5A	Easement vacation for Hope Campus	HN	2.4.1	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	FLU	1.4	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	FLU	1.4	added		
10/6/2015	9A	Street Overlays/Reconstruction	FLU	1.41	added		

Board of Director Date	Item	Item Description	Comp Plan Element	Policy and Action			
10/6/2015	9B	Traffic signal improvements	FLU	1.41	added		
10/6/2015	9C and 9D	River Park Pavilion Additions	FLU	2.1.4	added		
10/6/2015	9A	Street Overlays/Reconstruction	NCR	2.6	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	PFS	4.2	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	PFS	4.2	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	TI	5.1	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	TI	5.1	added		
10/6/2015	9A	Street Overlays/Reconstruction	TI	5.2	added		
10/6/2015	9B	Traffic signal improvements	TI	5.2	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	TI	5.2	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	TI	5.2	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	TI	5.1.1	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	TI	5.2.1	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	TI	5.2.1	added		
10/6/2015	9H and 9I	Lake Fort Smith Transmission Line	TI	5.2.4	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	TI	5.2.4	added		
10/6/2015	9A	Street Overlays/Reconstruction	TI	5.1	added		
10/6/2015	9K and 9L	Mill Creek Interceptor Improvements	TI	5.1.1	added		
10/20/2015	5C	Traffic signal improvements	FLU	1.41	added		
10/20/2015	5C	Traffic signal improvements	TI	5.2	added		
11/3/2015	12A	Street and driveway improvements for ARCOM	FLU	1.4	added		
11/3/2015	12A	Street and driveway improvements for ARCOM	PFS	4.2	added		
11/3/2015	12A	Street and driveway improvements for ARCOM	TI	5.1	added		
11/3/2015	12A	Street and driveway improvements for ARCOM	TI	5.2	added		
12/1/2015	4	Resolution regarding moving of a Community Food Services Establishment	HN	2.4.1			
12/1/2015	4B	Resolution regarding moving of a Community Food Services Establishment	HN	2.4.1			
12/1/2015	9G and 9H	Replacement of Lift Stations	FLU	1.4	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	PFS	4.2	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	TI	5.1	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	TI	5.2	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	TI	5.2.1	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	TI	5.2.4	included as "wastewater projects"		
12/1/2015	9G and 9H	Replacement of Lift Stations	TI	5.1.1	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	FLU	1.4	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	PFS	4.2	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	TI	5.1	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	TI	5.2	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	TI	5.2.1	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	TI	5.2.4	included as "wastewater projects"		
12/15/2015	3	Engineering fees associated with wastewater/force main evaluations	TI	5.1.1	included as "wastewater projects"		
12/15/2015	4	Replacement of Lift Stations - same item as 9H on 12/1 but was approved on 12/15	see 12/1	see 12/1	included as "wastewater projects"		

Attached are the 2015 statistics for the Neighborhood Services Division as referenced in the status column for Action HN 1.1.1



MEMORANDUM

Neighborhood Services Division

To: Jeff Dingman, Acting City Administrator
 From: Jimmie Deer, Building Official
 Date: January 4, 2016
 Subject: Neighborhood Services Division

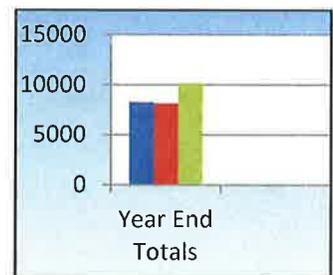
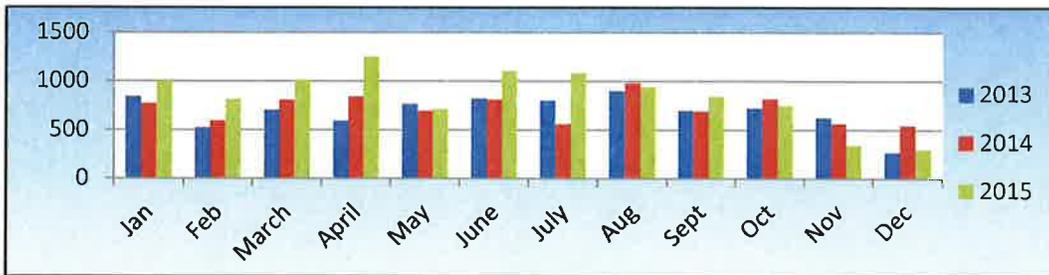
The charts below represent the progress the Neighborhood Services Division has made in recent months. For comparison purposes, the numbers for 2014 are also included.

Environmental Code Violations

	2014			2015		
	Inspections	Warnings	Assigned to Contractor	Inspections	Warnings	Assigned to Contractor
January	773	762	6	1004	991	0
February	594	582	20	819	800	24
March	808	783	34	1015	996	31
April	845	812	59	1255	1210	42
May	695	638	79	717	668	97
June	811	743	117	1108	1064	123
July	562	481	109	1088	1020	146
August	983	922	113	940	899	123
September	693	628	106	848	803	150
October	818	781	104	753	734	79
November	564	530	36	344	326	52
December	546	521	18	304	293	13
YTD Totals:						
Year End Total	8692	8183	801	10195	9804	880

The chart above is representative of the following violations: inoperable vehicles, graffiti, overgrowth, trash/debris, blind corners, indoor furniture, appliances, and dead limbs.

Environmental Comparison Charts



Parking Ordinances

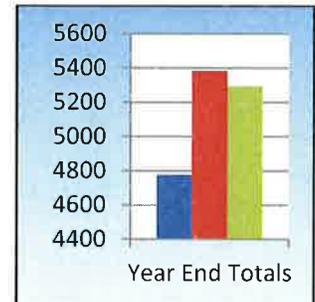
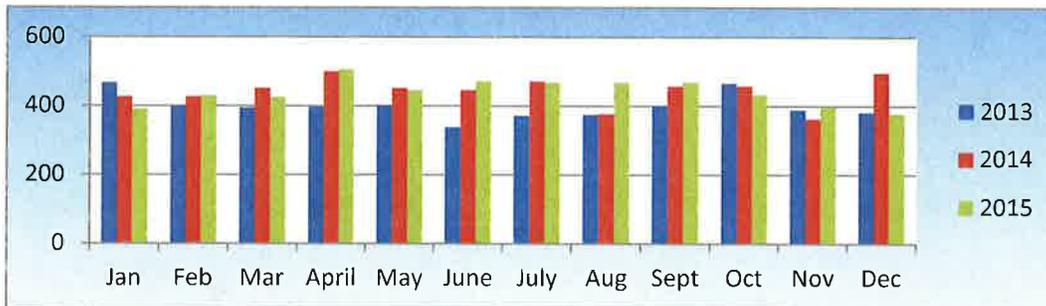
Year	Commercial Vehicles		Recreation and Utility Vehicles		General Parking	
	2014	2015	2014	2015	2014	2015
December	1	0	1	4	12	4
Year to date	22	28	98	89	178	189

Property Maintenance Code Enforcement

	2014				2015			
	New Cases	Active Cases	Inspections	Court	New Cases	Active Cases	Inspections	Court
January	20	371	427	21	21	410	391	21
February	16	368	427	25	17	412	430	21
March	24	373	452	12	12	398	425	0
April	33	386	500	12	19	401	506	23
May	14	376	452	13	15	400	446	16
June	10	368	446	30	29	418	471	6
July	26	371	471	29	44	435	468	14
August	24	377	434	37	15	419	468	16
September	54	411	457	22	17	411	469	9
October	16	409	458	8	19	393	433	20
November	11	407	363	19	11	378	398	0
December	11	398	496	20	16	377	391	22
Year To Date								
Year End	259	398	5383	248	235	378	5296	168

The chart above is representative of the following violations but not limited to: Exterior: Roof damage, siding, windows, painting, accessory structures, fences, doors, porches, and unsecured structures. Interior: Mold, sanitary conditions, plumbing, electrical, mechanical and infestation of insects and rodents.

Property Maintenance Comparison Charts



	2014		2015	
	Court Fines	Overcrowding Complaints	Court Fines	Overcrowding Complaints
January	1150.00	0	1050.00	0
February	150.00	0	50.00	0
March	650.00	0	0	0
April	150.00	0	825.00	0
May	750.00	0	900.00	1
June	900.00	0	0	1
July	850.00	0	50.00	0
August	1550.00	1	1550.00	0
September	2250.00	0	600.00	0
October	150.00	0	400.00	0
November	400.00	0	0	0
December	250.00	0	550.00	0
Year To Date	9200.00	1	5975.00	2

Please contact me if you have any questions.
CC: Wally Bailey