

RESOLUTION NO. R-43-20

RESOLUTION AMENDING THE FORT SMITH COMPREHENSIVE PLAN

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WHEREAS, the Board of Directors adopted the existing Fort Smith Comprehensive Plan by Resolution No. R-168-14, adopted on December 16, 2014; and,

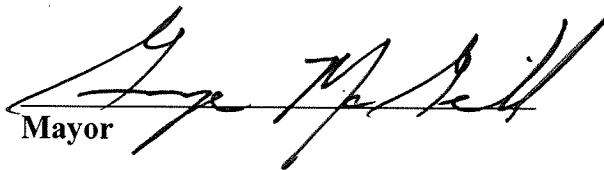
WHEREAS, the Fort Smith Comprehensive Plan requires a Quinquennial Evaluation Report which allows for minor amendments and modifications based on changing local, regional, state and national dynamics and trends; and,

WHEREAS, amendments to the Implementation Matrix within the Fort Smith Comprehensive Plan were reviewed by the Future Fort Smith Committee and the Fort Smith Planning Commission and both entities unanimously recommended the amendments to the Board of Directors for consideration;

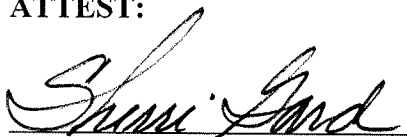
NOW THEREFORE BE IT RESOLVED by the Board of Directors of the City of Fort Smith that the Implementation Matrix within the Fort Smith Comprehensive Plan is hereby amended as shown in Exhibit A.

This Resolution adopted this 7<sup>th</sup> day of April 2020.

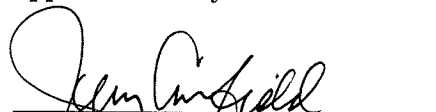
APPROVED:

  
Mayor

ATTEST:

  
City Clerk

Approved as to form:

  
No publication required

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
<b>Future Land Use</b>						
<b>FLU-1</b>	<b>Achieve a successful and market-driven balance of future land uses consistent with the Preferred Future</b>					
<b>FLU-1.1</b>	<b>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</b>					
	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-Preferred Future centers.	Long	CBID; Chamber; Board of Realtors
	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; 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, CBID
<b>FLU-1.2</b>	<b>Ensure that sufficient, well designed and convenient on street and off street parking is provided to serve land uses</b>					
	FLU-1.2.1		Conduct an assessment of existing parking supply & demand to and forecast future needs and create a parking management plan for on & off street parking near major activity centers.	Completion of assessment completion and parking management plan.	Mid	Planning and Zoning; Engineering; Police; Parking Authority; Operations; CBID; Administration
	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
<b>FLU-1.3</b>	<b>Coordinate and plan future development with neighboring jurisdictions and the City of Fort Smith</b>					
	FLU-1.3.1		Exercise the City's extra-territorial jurisdiction over land in Sebastian County		Mid	Planning & Zoning; Engineering; Utility Dept
	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; Engineering; Utility Dept; Fire Dept; Police
<b>FLU-1.4</b>	<b>Ensure adequate, well-maintained infrastructure, public safety, and public facilities for all development and prevent development ahead of infrastructure and service provision</b>					
	FLU-1.4.1		Conduct an assessment of current service boundaries and ensure create regulations to guide the expansion of services	Needs assessment and regulations created	Mid	Planning & Zoning; Utility Dept; Fire Dept; Engineering; Police Dept; Operations
	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 Dept; Engineering, Chamber,-Homebuilders Association
<b>FLU-1.5</b>	<b>Provide opportunities for mixed-use development to occur Downtown and identified emerging centers to provide access to a variety of uses; promote walkable, pedestrian friendly development; and encourage physical activity</b>					
	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; CBID; Chamber; Administration
<b>FLU-1.6</b>	<b>Create opportunities for the mixing of land uses to occur within single buildings and within emerging centers identified in the Preferred Future</b>					
	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, Homebuilder Association, Board of Realtors; Chamber
<b>FLU-2</b>	<b>Activate Fort Smith's scenic riverfront</b>					
<b>FLU-2.1</b>	<b>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</b>					
	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	Residents, Planning & Zoning; Chamber of Commerce; CBID; Engineering
	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; CBID; Engineering; Land Owners

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		FLU-2.1.23	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	Chamber of Commerce; CBID; Parks Dept
		FLU-2.1.34	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	Residents, Chamber of Commerce; CBID; Parks Department; A&P Commission
		FLU-2.1.45	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	CBID; Chamber of Commerce; Tourism; Convention Center; A&P Commission
		FLU-2.1.56	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; CBID
<b>FLU-2.2</b>			<b>Comprehensively plan access and development along Riverfront Drive to reflect passive and active recreation, pedestrian, bicycle, and tourist activities.</b>			
		FLU-2.2.1	<del>Provide recreation activities and access to the Arkansas River while preserving and protecting the natural environment, watershed, and critical wildlife habitats.</del>	Completion of a comprehensive access management plan for Riverfront Drive	Long	CBID; Engineering; Parks
		FLU-2.2.2-3.4	<del>Locate future cultural activities, entertainment options, service-oriented businesses, and public, private, or institutional programs in downtown or on the Riverfront.</del>	Number of new cultural and institutional programs Downtown and in the Riverfront area.	Mid	CBID; Chamber of Commerce; Tourism; Convention Center; Parks; A&P Commission
<b>FLU-2.3</b>			<del>Provide recreation activities and access to the Arkansas River while preserving and protecting the natural environment, watershed, and critical wildlife habitats.</del>			
		FLU-2.3.1	<del>Consider an adventure park on the riverfront (UAFS Leadership Class concept).</del>	Riverfront activity center feasibility study	Long	Parks & Recreation; UAFS Leadership Class; CBID; A&P Commission
		FLU-2.3.2	<del>Complete planned splash pad area.</del>	Opening of the splash pad	Short	Parks & Recreation; CBID
<b>FLU-3</b>			<b>Revitalize downtown into a multipurpose activity center</b>			
		FLU-3.1	<b>Increase the number and type of residential opportunities in and around downtown.</b>			
		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; CBID;-Board of Realtors, 64.6
		FLU-3.2	<b>Improve the accessibility of Downtown.</b>			
		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	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).	<del>Implementation Completion</del> of the Trails and Greenways Masterplan in the Downtown and implementation of the Gateway Plan.	Mid	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; A&P Commission; CBID; Parks; Franchise Utilities, 64.6
		FLU-3.3	<b>Concentrate available resources to retain existing jobs and encourage job creation and population growth in the downtown and riverfront.</b>			
		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	Chamber of Commerce; 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, CBID
		FLU-3.4	<b>Develop and promote niche markets that distinguish the downtown from other retail and entertainment options, and reinforces downtown's position as a destination.</b>			
		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	Residents, Local Business Owners, Chamber of Commerce; CBID; A&P Commission; Parks Dept
		FLU-3.4.2	Build Maybranch bike trail for connectivity.	The completion of the Maybranch bike trail	Long	Parks & Recreation;Engineering

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
	<b>FLU-3.5</b>		<del>Locate future cultural activities, entertainment options, service-oriented businesses, and public, private, or institutional programs in downtown.</del>			
		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	CBID; Chamber of Commerce; Tourism; Convention-Center; Parks; A&P Commission
<b>Economic Development</b>						
<b>ED-1</b>	<b>Broaden employment sectors that will drive the City's economy</b>					
	<b>ED-1.1</b>	<b>Encourage and support start up companies and small businesses.</b>				
		ED-1.1.1	<del>Continue to simplify</del> Provide regulatory requirements and find ways to develop financial incentives for small businesses (including food trucks, etc).	Number of new small businesses	Mid	Local Business Owners, Local Entrepreneurs, Chamber of Commerce; Administration; Planning and Zoning; Building Safety
		ED-1.1.2	<del>Work with successful local businesses to develop business 'boot camps' for new entrepreneurs.</del>	Successful boot camp program complete	Mid	Local Business Owners, Local Entrepreneurs, Chamber of Commerce; Administration, <del>64.6</del>
		ED-1.1.2	Identify and develop collaborations to fill gaps in the capital market that fund business start-up, retention and expansion.	Creation of lending pools for new business investment.		Local Business Owners; Capital Market Representatives; Chamber of Commerce
		ED-1.1.3	Expand and promote the small business development services 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, Chamber of Commerce; Administration; UAFS; ATU, Arkansas Small Business and Technology Deveopment Center
		ED-1.1.4	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
		ED-1.1.5	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, Chamber of Commerce; UAFS Sustainable Conservation House; Building Safety; Franchise Utilities
	<b>ED-1.2</b>	<b>Support programs and efforts that increase opportunities for growth in medical and higher education sectors.</b>				
		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, Residents, Medical Industry Partners, Chamber of Commerce; ARCOM
	<b>ED-1.3</b>	<b>Support business expansion and new business development in sectors identified as experiencing leakage.</b>				
		ED-1.3.1	<del>Explore market feasibility of an outlet mall.</del>	Completion of a market feasibility study for an Outlet Mall	Mid	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; Residents; Chamber of Commerce; Information & Technology; Administration
	<b>ED-1.4</b>	<b>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.</b>				
		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	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	Chamber of Commerce; UAFS; ATU; School District
	<b>ED-1.5</b>	<b>Identify and develop collaborations to fill gaps in the capital market that fund business start-up, retention and expansion.</b>				
		ED-1.5.1	<del>Evaluate private and public financing entities' ability to provide seed capital for new business ventures.</del>	Evaluation complete	Long	Local Business Owners; Capital Market Representatives; Chamber of Commerce
		ED-1.5.2	<del>Explore the feasibility of creating "lending pools" for new business investment.</del>	Completion of a feasibility study	Long	Chamber of Commerce; Local Banks
<b>ED-2</b>	<b>Develop a world class workforce by making accessible opportunities for life-long learning</b>					
	<b>ED-2.1</b>	<b>Leverage research and brainpower of UAFS.</b>				
		ED-2.1.1	<del>Work closely</del> 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; School District; UAFS; Chamber of Commerce;
	<b>ED-2.2</b>	<b>Promote trade schools as an option for job skills training.</b>				
		ED-2.2.1	Partner with local high schools to promote job skills training programs.	Number of participants in job skills training programs	Mid	School District; Chamber of Commerce; UAFS; WATTC
		ED-2.2.2	Work with city employers to set up mentoring/apprenticeship programs for high school students and colleges.	Number of students participating in mentorship programs	Mid	School District; Chamber of Commerce; Local Business Owners; High School Students; UAFS

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		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; Residents
		ED-2.2.34	Expand and promote the linking of local high school curricula with technical and industrial training programs at UAFS.	Curricula link complete	Mid	UAFS; School District; High School Students; College Students
<b>ED-2.3</b>			<b>Focus on increasing student performance.</b>			
		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	Students; School District; Residents; Administration
		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	Students; School District; Local Business Owners; UAFS; Chamber of Commerce
<b>ED-2.4</b>			<b>Help prepare children to perform at higher levels by ensuring access to high-quality early childhood education.</b>			
		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; Residents; Early Education Providers
<b>ED-2.5</b>			<b>Nurture the next generation of leaders.</b>			
		ED-2.5.1	<del>Continue to support and grow the Junior Leadership Academy. Create a youth leadership training program.</del>	Number of youth participating in a leadership program	Mid	Youth; Residents; Local Business Leaders; Administration; Chamber of Commerce; Local Teachers
		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; Chamber of Commerce; Residents; School District; Local Teachers
<b>ED-2.6</b>			<b>Focus on retention of students in the area.</b>			
		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 (including internships) 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; Residents, Chamber
		ED-2.6.2	<del>Encourage UAFS and employers to expand the use of internship and cooperative learning opportunities.</del>	<del>Number of students participating in internship and cooperative learning</del>	<del>Long</del>	<del>UAFS; College Students; Local Business Owners; Residents</del>
		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; Chamber of Commerce; Local Business Owners
		ED-2.6.4	<del>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.</del>	<del>Implementation of a retention program</del>	<del>Mid</del>	<del>Administration; UAFS; Chamber of Commerce; Local Business Owners</del>
<b>ED-3</b>			<b>Grow the employment base and retain existing employment anchors</b>			
		<b>ED-3.1</b>	<b>Retain Fort Smith's traditional manufacturing base, while encouraging growth in technology and knowledge based areas.</b>			
		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	Chamber of Commerce; Administration; Local Business Owners
		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	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	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; Chamber of Commerce; Local Residents; Information & Technology
		ED-3.1.5	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; School District
		ED-3.1.6	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 Dep; Chamber of Commerce; Local Residents; Transit; UAFS; Engineering; Utility Dept
<b>ED-4</b>			<b>Develop a partnership to coordinate City economic development policies with the Fort Smith Regional Chamber of Commerce</b>			
		<b>ED-4.1</b>	<b>Ensure that planning processes reflect how businesses plan for future expansion/growth</b>			

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
			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; Chamber of Commerce; Local Business Owners; Finance; All depts;
		<b>ED-4.2 Support all economic efforts operating under a well-coordinated organizational structure led by the Chamber of Commerce.</b>				
			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; 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	Chamber of Commerce; Arkansas Economic Development Commission; Administration; Local Business Owners
<b>ED-5</b>		<b>Diversify the local economic base and strengthen and stabilize the tax base to maintain viability during fluctuating economic cycles</b>				
		<b>ED-5.1 Identify industries which are growing in the region (and nationally) for which Fort Smith might provide a good fit.</b>				
			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	Chamber of Commerce; Administration; Local Business Owners
		<b>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).</b>				
			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	<del>Chamber of Commerce; Local Business Owners; Finance</del>
			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	Chamber of Commerce; Administration; Local Business Owners
<b>ED-6</b>		<b>Create a quality working environment that fosters an attractive sense of place</b>				
		<b>ED-6.1 Ensure that economic development objectives are included in the evaluation of all future City infrastructure projects, including parks and recreation facilities.</b>				
			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 Dept; Parks & Recreation; Engineering; Transit; Sanitation; <b>Keep Beautiful Fort Smith Beautiful</b>
		<b>ED-6.2 Promote higher density mixed-use development in order to create vibrant live-work-play activity centers in key commercial corridors.</b>				
			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 Dept; Administration; Chamber of Commerce
<b>ED-7</b>		<b>Ensure that a broad range of housing alternatives are available for employers and employees</b>				
		<del><b>ED-7.1 Promote a comprehensive incentive program that fosters investment and reinvestment in Fort Smith's housing stock.</b></del>				
				Completion of incentive program	Mid	Planning & Zoning; Administration; Homebuilder Association; Board of Realtors
		<b>ED-7.21 Encourage the development of housing product types which help to diversify Fort Smith's existing housing stock.</b>				
				Increase in the overall diversity of housing available in Fort Smith	Long	Planning & Zoning; Administration; Homebuilder Association; Board of Realtors
<b>ED-8</b>		<b>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</b>				
		<b>ED-8.1 Focus economic development efforts at strategic locations within the City's identified growth centers.</b>				
				Number of economic development initiatives that focus on targeted growth areas	Mid	Chamber of Commerce; Administration; Local Business Owners, <b>FCRA, 64.6</b>
		<b>ED-8.2 Prepare detailed marketing materials which describe and quantify opportunities for new development/redevelopment within these areas.</b>				
				Completion and distribution of marketing materials	Mid	Chamber of Commerce; Administration; Local Property Owners, <b>FCRA, 64.6</b>
		<b>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.</b>				
			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	Chamber of Commerce; Administration; Local Property Owners
		<del><b>ED-8.4 Create and implement an Economic Development Strategy that provides key stakeholders with a common action plan.</b></del>				
				Completion of the Economic Development Strategy	Mid	Chamber of Commerce; Administration; Local Business Owners

### Housing & Neighborhoods

HN-1 Preserve, protect, and revitalize Fort Smith's neighborhoods

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		<b>HN-1.1</b>	<b>Improve and encourage maintenance of structures, prevent vagrancy, structural damage, theft, and fire hazards.</b>			
		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
		<b>HN-1.2</b>	<b>Limit high costs associated with building new infrastructure.</b>			
		HN-1.2.1	Use a cost/benefit analysis to guide City decisions when seeking infrastructure 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; CBID; Engineering; Utility Dept; Chamber of Commerce; Board of Realtors; Homebuilders Association
		<b>HN-1.3</b>	<b>Promote private investment in identified growth centers and encourage adaptive reuse of historic buildings.</b>			
		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	Chamber of Commerce; Administration; Local Business Owners; Board of Realtors; Homebuilders Association
		HN-1.3.2	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; Homebuilders Association; Board of Realtors
		<b>HN-1.4</b>	<b>Encourage adaptive reuse of historic buildings.</b>			
		HN-1.3.3	Encourage revitalization of the Belle Grove Historic District and downtown historic buildings.		Short	Belle Grove Historic District; Administration; Planning & Zoning; CBID
		HN-1.3.4	Promote existing tax credits for restorations in historic areas.	Number of restorations in historic areas	Long	Planning & Zoning; Administration; Historic District Commission; CBID; Board of Realtors
		<b>HN-1.4</b>	<b>Prevent long-term vacancy by ensuring continuous use of buildings and quick transitions between uses.</b>			
		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-1.4.1	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; Board of Realtors; 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
		<b>HN-1.5</b>	<b>Improve public participation in the revitalization process of Fort Smith neighborhoods.</b>			
		HN-1.5.1	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	Residents; Neighborhood Associations; Planning & Zoning
		<b>HN-1.6</b>	<b>Provide convenient, safe connections between neighborhoods and important destinations, such as downtown, employment centers, schools, parks, shopping areas, and neighborhood services.</b>			
		HN-1.6.1	Where possible, 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 & Recreation
		<b>HN-1.7</b>	<b>Reduce non-compatible land uses by mitigating any negative impacts and revising zoning language and map designations as necessary.</b>			
		HN-1.7.1	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
<b>HN-2</b>		<b>Encourage a diverse range of housing options</b>				
		<b>HN-2.1</b>	<b>Plan for and accommodate senior housing and other special needs populations as well as housing choices for young adults and families.</b>			
		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; Homebuilders Association; Board of Realtors; Transit
		<b>HN-2.2</b>	<b>Maintain housing opportunities in urban areas.</b>			
		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; Homebuilders Association; Board of Realtors

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		<b>HN-2.2.3</b>	<b>Promote the development of a mix of housing types, including single family detached, single family attached, accessory apartments, and multi-family units.</b>			
		<del>HN-2.2.1</del> <del>2.3.1</del>	<del>Review and revise regulations that create unintended impediments to new or innovative types of desirable housing.</del>	<del>Review potential options and make recommendation.</del> <b>Number of new or innovative housing types.</b>	<del>Mid</del>	All departments
		<b>HN-2.3.4</b>	<b>Preserve and increase the supply of safe, stable, and affordable supportive housing opportunities for homeless individuals and families.</b>			
		<del>HN-2.3.1</del> <del>2.4.1</del>	<del>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.</del>	<del>Opening of the campus.</del> Adequate options for care and housing of the homeless.	<del>Short</del>	Administration; Housing Authority; Homebuilders Association; Old Fort Homeless Coalition; CDBG, <b>related non-profit entities</b>
<b>HN-3</b>			<b>Foster regional housing strategies to benefit Fort Smith and surrounding communities</b>			
		<b>HN-3.1</b>	<b>Provide leadership in addressing housing as a regional issue.</b>			
		HN-3.1.1	Work closely with appropriate agencies or entities involved in regional housing initiatives.	Number of partnerships on regional housing initiatives	<b>Mid</b>	Administration; Housing Authority; Homebuilders Association; Board of Realtors; CDBG
		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	<b>Mid</b>	Administration; Housing Authority; Homebuilders Association; CDBG; CSCDC; Board of Realtors; Regional Communities
		<b>HN-3.2</b>	<b>Utilize the City's zoning and subdivision regulations to promote the construction of a variety of housing sizes and types.</b>			
				Number of new housing types developed in the targeted growth areas	<b>Long</b>	All departments; Homebuilders Association; Board of Realtors
		<del>HN-3.3</del>	<del>Encourage a variety of housing close to downtown and emerging centers.</del>			
		<del>HN-3.3.1</del>	<del>Explore public/private partnerships and financial incentives that could be made available to support the efforts of housing developers.</del>	<del>Number of new partnerships or financial incentives</del>	<del>Mid</del>	<del>Planning &amp; Zoning; Homebuilders Association; CDBG; Board of Realtors; CBID</del>
<b>HN-4</b>			<b>Identify potential redevelopment areas/sites that could provide a mix of housing and other uses</b>			
		<b>HN-4.1</b>	<b>Evaluate potential areas within the City for redevelopment.</b>			
		HN-4.1.1	Establish criteria for redevelopment potential (e.g., property value, availability of infrastructure, utilization, tax base, etc.).	Creation of the criteria	<b>Short</b>	All departments; Homebuilders Association; Chamber of Commerce
		<b>HN-4.2</b>	<b>Explore potential partnerships with non-profit and private sector developers to redevelop sites for mixed use.</b>			
				Number of new partnerships	<b>Mid</b>	All departments; Homebuilders Association; Chamber of Commerce; Board of Realtors
<b>Community Character &amp; Design</b>						
<b>CCD-1</b>			<b>Improve the function and aesthetics of key corridors and centers in Fort Smith</b>			
		<b>CCD-1.1</b>	<b>Support beautification efforts along key corridors, at gateways, and in growth centers identified in the Preferred Future.</b>			
		CCD-1.1.1	Ensure " <del>Keep Beautiful</del> Fort Smith <b>Beautiful</b> " is moving forward and gaining momentum.	Number of landscaping projects and percent increase in tree canopy	<b>Short</b>	Sanitation; Parks & Recreation
		CCD-1.1.2	Develop a plan to move, relocate, consolidate, or bury utility lines on major roads.	Utility line strategy adopted	<b>Long</b>	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, <b>new fixtures, LED lighting</b> , landscaping, and other beautification measures.	Projects completed at focal points and key gateways in the targeted growth areas	<b>Long</b>	Planning & Zoning; Engineering; Parks & Recreation; Beautify Fort Smith; Sanitation
		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	<b>Mid</b>	CBID; AHTD; Operations; Army Corp of Engineers;
		<del>CCD-1.1.45</del>	<del>Encourage the State adequately maintains state roadways, medians, etc. to improve upkeep and mowing grass areas on I-540.</del>	Maintenance quality improvements	<b>Mid</b>	Administration; AHTD;
		CCD-1.1.56	Standardize and improve sign ordinance to reduce visual clutter.	Updated sign ordinance	<b>Mid</b>	Planning & Zoning
		<del>CCD-1.1.7</del>	<del>Consider extending Grand Avenue from 10th Street to the riverfront to create a Grand Entrance to the Riverfront and Downtown.</del>	<del>Grand Avenue Extension feasibility study completed</del>	<del>Long</del>	<del>Engineering; CBID; Administration</del>
		CCD-1.1.68	<b>Encourage diversification of options and flexibility regarding</b> Analyze the impact of decreasing the threshold that requires property owners requirements to incorporate landscape and design improvements.	Threshold decrease impact analysis complete	<b>Short</b>	Planning & Zoning; <b>Property Owners; Residents</b>
		<b>CCD-1.2</b>	<b>Integrate existing commercial activities within residential neighborhoods.</b>			
		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	<b>Long</b>	Planning & Zoning



Element	Goal	Policy	Action	Metric	Timeframe	Responsible
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	Residents, Local Neighborhood Associations; Planning & Zoning
		CCD-2.1.2	Develop a "Downtown Square" concept as a park/open space where the city could hold a farmer's market, festivals, art walks, shops, and food trucks.	Development of newly developed public spaces a Downtown Square	Long	Administration; Parks & Recreation; CBID; 64.6
		<del>CCD-2.2</del>	<del>Encourage volunteerism to boost a sense of community in Fort Smith.</del>			
		<del>CCD-2.2.1</del>	<del>Create a clearinghouse of volunteer opportunities linking faith-based organizations and local social service institutions and charitable organizations.</del>	<del>Clearinghouse created</del>	<del>Mid</del>	<del>Administration; Community Foundation</del>
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	Chamber of Commerce; Administration; A&P Commission; 64.6
		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; A&P; 64.6
<b>Transportation &amp; Infrastructure</b>						
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.				
		<del>TI-1.1.1</del>	<del>Improve the availability of parking in downtown Fort Smith.</del>	<del>Improved parking availability</del>	<del>Mid</del>	<del>Planning &amp; Zoning; CBID; Administration; Engineering</del>
		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	CBID; Engineering; Operations; CBID
	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	CBID; Operations; Engineering; Transit; Parks & Recreation
	<del>TI-1.3</del>	<del>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.</del>				
		<del>TI-1.3.1</del>	<del>Evaluate ways to improve access to the Riverfront.</del>	<del>Increase in the number of and type of access points to the Riverfront</del>	<del>Mid</del>	<del>Engineering; Parks &amp; Recreation</del>
	TI-1.4	Protect residential neighborhoods from excessive through traffic.				
		<del>TI-1.4.1</del>	<del>Consider traffic calming techniques (roadway narrowing, chicanes, bump-out curbs, raised intersections, etc) in residential neighborhoods impacted by through traffic.</del>	<del>Number of traffic calming efforts implemented in residential neighborhoods</del>	<del>Short</del>	<del>Engineering; Operations; EMS; Fire; Police</del>
		TI-1.4.12	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. Number of traffic calming efforts implemented in residential neighborhoods	Long	Engineering; Operations; Fire; Police
	TI-1.5	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.				
	<del>TI-1.5</del>	<del>TI-1.5.1</del>	<del>Improve traffic flow and integrate safe pedestrian and bicycle travel into the transportation network, particularly at key intersections of high commercial and employment activity.</del>	<del>Adoption of a Complete Streets Policy</del>		<del>Planning &amp; Zoning; Parks &amp; Recreation; Engineering; Operations; Transit</del>
		TI-1.5.21	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
	<del>TI-1.6</del>	<del>TI-1.5.3</del>	<del>Improve physical connections between and within neighborhoods through road extensions or improvements, bicycle lanes and trails, and a connected sidewalk network.</del>	<del>Adoption of a Complete Streets Policy</del>		<del>Planning &amp; Zoning; Parks &amp; Recreation; Engineering; Operations; Transit</del>
		TI-1.5.46.1	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
	<del>TI-1.7</del>	<del>TI-1.5.5</del>	<del>Reduce traffic congestion &amp; improve emergency circulation by redesigning major corridors to include safe walking, biking, transit, &amp; driving options &amp; incorporating elements into initial design concepts thru final design documents.</del>	<del>Adoption of a Complete Streets Policy</del>		<del>Planning &amp; Zoning; Parks &amp; Recreation; Engineering; Operations; Transit</del>
		TI-1.5.63.2.1	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
		<del>TI-1.7.1</del>	<del>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.</del>	<del>Adoption of a Complete Streets Policy</del>	<del>Mid</del>	<del>Planning &amp; Zoning; Parks &amp; Recreation; Engineering; Operations; Transit</del>

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
TI-2	<b>Capitalize on Fort Smith's Location</b>					
	TI-2.1	<b>Ensure that business and industry have sufficient transportation infrastructure to support freight operations and business communications, including rail, air, highways, telecommunications, and pipelines.</b>				
	TI-2.1.1	<del>Continue to support</del> 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
	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; <b>Army Corps of Engineers, Chamber of Commerce; Port Authority</b>
	TI-2.1.3	Relocate the train switch station from downtown.		Relocation of the Train Switch	Long	Administration; CBID
	<del>TI-2.1.4</del>	<del>Improve vehicular access to the riverfront.</del>		<del>Increased number of access points to the riverfront</del>	Mid	<del>CBID; Engineering; Operations</del>
	TI-2.2	<b>Provide convenient, reliable connections between industrial zones and regional highways to facilitate truck traffic that also minimize noise and traffic conflicts with other uses.</b>				
	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	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; CBID
	<del>TI-2.2.3</del>	<del>Update the Truck Route street plan in accordance with the Preferred Future.</del>		<del>Completion of the truck route street plan update</del>	Long	<del>Engineering; Police; CBID</del>
	TI-2.3	<b>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 Region</b>				
	TI-2.4	<b>Fully support the railroad industry and encourage growth through the City and the region.</b>				
	TI-2.5	<b>Fully support the continued improvements to the Port of Fort Smith.</b>				
	TI-2.6	<b>Support environmental improvements of our waterways along with the development of the <del>Van Buren</del> Regional Intermodal Facility.</b>				
	<del>TI-2.7</del>	<del>Continue to balance water and port activities with environmental improvements in full cooperation with the Corps of Engineers.</del>				
TI-3	<b>Provide and enhance non-vehicular access for residents</b>					
	<del>TI-3.1</del>	<del>Review and encourage implementation of existing bike and greenway plan that will interconnect neighborhoods and provide access to both neighborhood and city wide destinations.</del>				
	<del>TI-3.2</del>	<del>Support pedestrian access throughout the city, with a focus on attractive, safe, and contiguous sidewalk connections between destinations.</del>				
	<del>TI-3.2.1</del>	<del>Continue infill sidewalk program to safely connect schools, residential areas, and commercial district.</del>		<del>Number of new sidewalks in the targeted growth areas</del>	Long	<del>Engineering; Operations</del>
	<del>TI-3.3</del>	<del>Connect new development through bike and pedestrian paths to provide a variety of options for traveling, including walking, biking, transit, and vehicle travel.</del>				
	<del>TI-3.3.1</del>	<del>Develop a local Complete Streets policy that prioritizes improvements for pedestrians, bicyclists, and motorists on key corridors (i.e. Garrison Avenue).</del>		<del>Adoption of a Complete Streets Policy</del>	Mid	<del>Engineering; Parks &amp; Recreation; Operations</del>
TI-4	<b>Improve public transportation</b>					
	<del>TI-4.1</del>	<del>Market public transportation in Fort Smith.</del>				
	<del>TI-4.2</del>	<del>Promote and maintain a public transit system that is safe, efficient, cost-effective and responsive to the needs of residents.</del>				
	TI-4.2.1	Expand fixed-route system to ensure access to a majority of shopping/service areas.		Increase in ridership	Mid	Transit Dept; Transit Advisory Commission; Administration
TI-5	<b>Incorporate the Future Land Use Map in the strategic planning of future utility and infrastructure expansions</b>					
	TI-5.1	<b>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.</b>				
	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 Dept; Engineering; Operations; Sanitation; Parks & Recreation; Finance
	TI-5.2	<b>Ensure that utility and infrastructure systems can meet the city's long-term needs.</b>				
	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; Dept Heads
	<del>TI-5.2.2</del>	<del>Maintain updated infrastructure master plans.</del>		<del>Infrastructure Master Plan maintained</del>	Mid	<del>Engineering; Operations; Utility Dept; Parks &amp; Recreation</del>
	<del>TI-5.2.3</del>	<del>Regularly review Level of or Service (LOS) standards for infrastructure systems.</del>		<del>LOS standards reviewed and updated</del>	Mid	<del>Engineering; Parks &amp; Recreation; Operations</del>

Element	Goal	Policy	Action	Metric	Timeframe	Responsible	
		TI-5.2.4	<del>Adopt criteria for prioritizing funding to infrastructure-related capital improvement projects.</del>	Criteria-adopted	Mid	Parks & Recreation; Utility Dept; Engineering; Operations	
		TI-5.2.25	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 Dept; Engineering	
<b>Public Facilities &amp; Services</b>							
PFS-1	<b>Promote a business-friendly and citizen-friendly government</b>						
	PFS-1.1	<b>Maintain fair and transparent codes and regulations.</b>					
	PFS-1.1.1	<del>Work with groups in authority (Chamber, City Board, CBID, Chaffee Crossing, County, etc) to improve communication and coordination.</del> 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.		Number of residents leaders participating in city forums.	Short	Residents; Chamber of Commerce; Chaffee Crossing Redevelopment Authority; Administration; All Departments, All Board & Commissions	
	PFS-1.1.2	Revise development regulations to improve user friendliness (e.g., create an interactive on-line code). Continue to update the City's UDO based on feedback from the business community and continue to improve on-line access.		Revised code	Mid	Planning & Zoning; ITS; All departments	
	PFS-1.2	<b>Monitor the City's return on investment by measuring municipal expenditures against property and sales tax revenues.</b>					
	PFS-1.2.1	<del>Identify opportunities to reduce the City's cost burden by establishing public/private partnerships on significant revitalization projects.</del>		Number of public private partnerships	Mid	Administration	
PFS-2	<b>Build consistency and trust with the public</b>						
	PFS-2.1	Ensure that the City's planning and implementation process is transparent.			Transparency maintained	Short	All departments; Communications Dept, All Boards and Commissions
	PFS-2.2	<b>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.</b>					
	PFS-2.2.1	<del>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.</del>		Communication framework established	Short	All departments; All Boards and Commissions	
	PFS-2.3	<b>Promote public awareness and participation by holding open Town Hall events modeled after the Future Fort Smith Community Forums.</b>			<del>Number of Community Forum Series events.</del> Number of participants at Community Forums.	Short	Residents; Local Business Owners; Administration;
PFS-3	<b>Promote civic identity and pride</b>						
	PFS-3.1	<b>Capitalize on the City's municipal presence Downtown.</b>					
	PFS-3.1.1	Build support for a City Hall building.			Increase in support	Long	Residents; Local Business Owners; Administration; Chamber of Commerce
	PFS-3.2	<b>Develop community pride by promoting a culture of inclusion and consideration of positive change.</b>					
	PFS-3.2.1	Promote existing community service efforts and create a volunteer portal on the City website to allow residents to identify partnership opportunities to expand regularly scheduled community service days.		Increase in the number of community service days	Short	Residents; Local Business Owners; Administration; IT Dept	
	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; Residents	
	PFS-3.2.3	Transition from ADA accessibility to inclusion for individuals of all abilities in the renovation & development of all facilities, parks and trails.		Complete an evaluation of existing parks to identify/prioritize improvements. Completion of inclusive playgrounds & Miracle League Field.	Short	Parks & Recreation Dept, Residents, Administration,	
PFS-4	<b>Prevent wasteful use of public resources and services</b>						
	PFS-4.1	<b>Seek opportunities to co-locate future community facilities to maximize efficiencies in service provision and reduce capital and operating costs.</b>					
					Number of future facilities co-located	Long	All departments; Administration; Board of Directors
	PFS-4.2	<b>Provide new facilities in a manner that protects investments in existing facilities and promotes orderly growth.</b>					

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		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
		<b>PFS-4.3</b>	<b>Monitor the City's return on investment by measuring municipal expenditures.</b>			
		PFS-4.3.1	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
<b>PFS-5</b>	<b>Improve the health and well-being of Fort Smith residents</b>					
		<b>PFS-5.1</b>	<b>Increase access to healthcare, reduce preventable disease, and educate the community about leading a healthy lifestyle.</b>			
		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; Chamber of Commerce
		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; Chamber of Commerce
		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; Residents
		<b>PFS-5.2</b>	<b>Increase the use of parks, open space, and recreational programming to improve the health of Fort Smith residents.</b>			
		PFS-5.2.1	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	School District; Local Schools; Parks & Recreation; Youth; UAFS
<b>Natural &amp; Cultural Resources</b>						
<b>NCR-1</b>	<b>Expand city parkland and recreational programming to reflect or exceed national standards</b>					
		<b>NCR-1.1</b>	<b>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.</b>			
		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 <b>extra territorial jurisdiction</b> (ETJ) plan.	Park planning completed	Long	Parks & Recreation; Planning & Zoning
		<b>NCR-1.2</b>	<b>Promote and establish regional support for Fort Smith Parks and Recreation through agreements, user fees, programs, and grant applications with counties and neighboring towns.</b>			
		NCR-1.2.1	Form regional and corporate partnerships for regional sports facilities.	Regional partnership formed	Mid	Parks & Recreation
		<b>NCR-1.3</b>	<b>Develop neighborhood parks amenities within walking distance to residents.</b>	Residents within 10-minute walk of a park	Long	Parks & Recreation; Planning & Zoning
		<b>NCR-1.4</b>	<b>Develop greenways and trails that serve to connect the City.</b>			
		NCR-1.4.1	Focus on completing the river trail development to enhance the City's downtown and riverfront economic development efforts.	<del>River Trail completed.</del> <b>Implement the City's greenway plan.</b>	Long	Parks & Recreation; Engineering; CBID
		NCR-1.4.2	<del>Implement the City's greenway plan.</del> <b>Plan recreation facility land, space, and programming needs with other service providers in order to meet community needs and national standards.</b>	<del>Greenway Plan completed.</del> <b>National standards met.</b>	Long	Parks & Recreation; Planning & Zoning
		<b>NCR-1.5</b>	<del>Plan recreation facility land, space, and programming needs with other service providers in order to meet community needs and national standards.</del>	National standards met	Long	Parks & Recreation
		<b>NCR-1.6</b>	<b>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).</b>			
		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; School District; UAFS; Sebastian County
<b>NCR-2</b>	<b>Protect natural resources and reduce their waste and overuse</b>					
		<b>NCR-2.1</b>	<b>Develop and manage watershed programs to minimize pollution from stormwater runoff and other sources.</b>			
		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 Dept
		<b>NCR-2.2</b>	<b>Preserve wildlife habitats.</b>	Amount of wildlife habitat preserved	Long	Parks & Recreation; Army Corps of Engineers
		<b>NCR-2.3</b>	<b>Improve air quality.</b>			
		NCR-2.3.1	Encourage responsible industry practices and reduce other mobile sources of air pollution.	Reduction in air pollution	Long	Sanitation; Planning & Zoning; Chamber of Commerce, ADEQ
		NCR-2.3.2	Improve miles per gallon (MPG) for all vehicles. <del>Minimize growth in vehicle miles traveled (VMT) as the City grows through a variety of locational and programmatic measures.</del> <b>Reduce any unnecessary mileage and increase usage of CNG where deemed appropriate.</b>	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
		<b>NCR-2.4</b>	<b>Enhance and promote Fort Smith's recycling and reuse programs.</b>			
		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	Residents; Local Business Owners; Sanitation;

Element	Goal	Policy	Action	Metric	Timeframe	Responsible
		<b>NCR-2.5</b>	<b>Implement programs to enhance landscaping and tree conservation.</b>	Initiation of a landscape conservation program	Mid	Residents; Local Business Owners; Parks & Recreation; Planning & Zoning; Beautify Fort Smith
		<b>NCR-2.6</b>	<b>Reduce stormwater runoff and flooding.</b>			
		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
		<b>NCR-2.7</b>	<b>Avoid development in flood-prone areas to increase resiliency to storms and maintain sensitive environmental features.</b>			
		NCR-2.7.1	Establish a comprehensive development and building permit review checklist that addresses environmental concerns.	Checklist created	Short	Planning & Zoning; Engineering
<b>NCR-3</b>	<b>Retain the historic heritage and cultural identity of Fort Smith</b>					
		<b>NCR-3.1</b>	<b>Protect and preserve neighborhoods that are culturally or historically significant.</b>			
		NCR-3.1.1	Ensure that regulations preserve existing historic districts.	Review potential conflicts and make recommendation	Short	Planning & Zoning, Belle Grove Historic District; CBID; Neighborhoods
		<b>NCR-3.2</b>	<b>Promote historically significant landmarks and cultural assets.</b>			
		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
		NCR-3.2.2	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	Residents; A&P Commission; Tourism; Planning & Zoning; CBID; Belle Grove Historic Dirtrict
		<b>NCR-3.3</b>	<b>Support festivals and special events that highlight what makes Fort Smith unique.</b>	Number of festivals and special events unique to Fort Smith	Short	Residents; Community Leaders; Local Businesses; Convention Center; A&P Commission; Chamber of Commerce
		<b>NCR-3.4</b>	<b>Increase public awareness, education, and knowledge of the historic district and historic architecture throughout the City.</b>	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
		<b>NCR-3.5</b>	<b>Preserve and protect Fort Smith's historic and architectural resources.</b>	Number of visitors to the city's historic sites	Mid	Fort Smith Residents; Planning & Zoning, Belle Grove Historic District; Fort Smith CBID;
		<b>NCR-3.6</b>	<b>Encourage the inclusion of public art and plazas with new public facilities and major private development.</b>	Number of new public art installations	Long	Local Artists; Art Museums; Administration; Parks & Recreation
		<b>NCR-3.7</b>	<b>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.</b>			
		NCR-3.7.1	Identify partnerships and potential locations to establish an interactive children's museum.	Feasibility study for museum completed	Mid	Chamber of Commerce; UAFS; Convention Center; A&P Commission
<b>NCR-4</b>	<b>Expand the role of parks and open space in the promotion of healthy communities</b>					
		<b>NCR-4.1</b>	<b>Increase the use of parks, open space, and recreational programming to improve the health of Fort Smith residents.</b>			
		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
		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