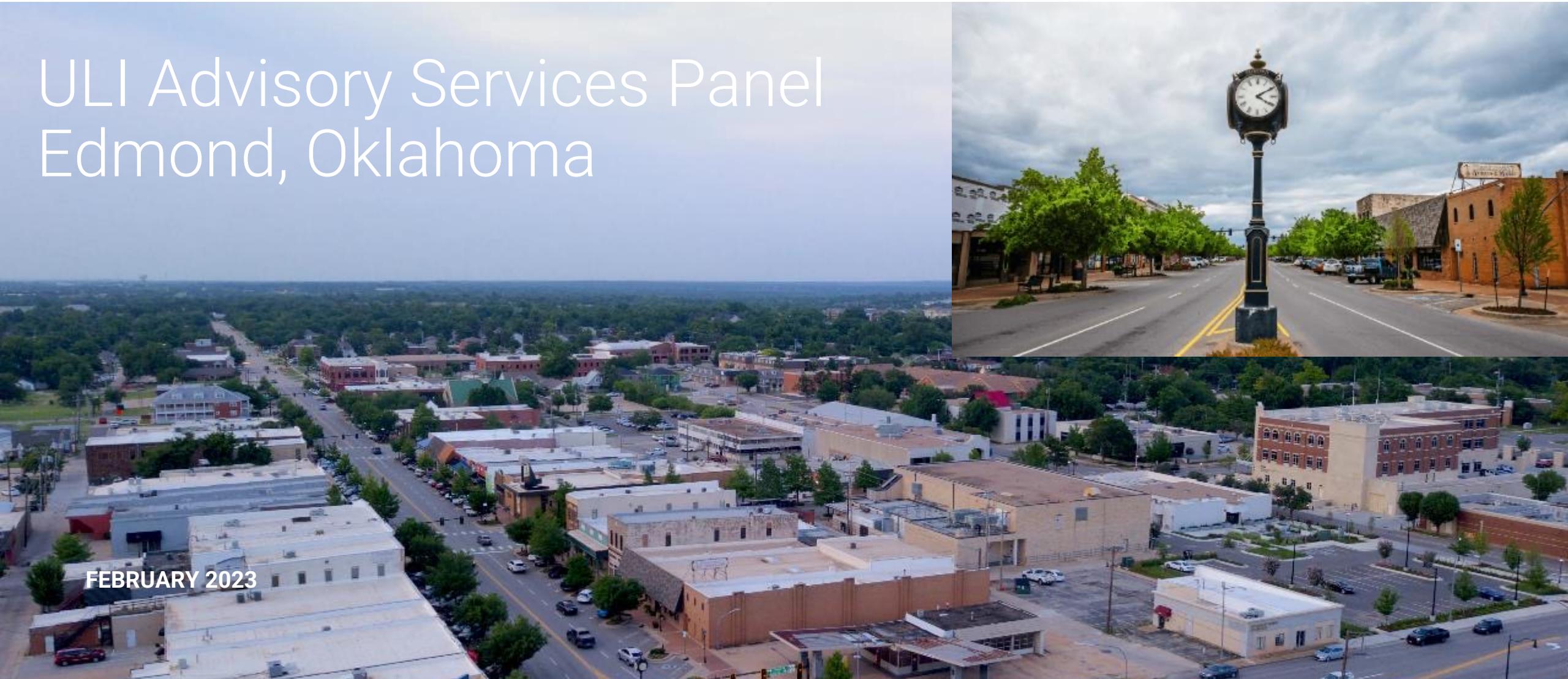
Advisory Services Program

ULI Advisory Services Panel
Edmond, Oklahoma



FEBRUARY 2023

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement

THE ULI ADVISORY SERVICES PROGRAM

Urban Land Institute

The Advisory Services Program has provided strategic, impactful recommendations to communities for over 70 years.

We engage experts in a diverse array of real estate development and land use fields, including transportation and transit-oriented development; neighborhood and regional planning; infrastructure; retail and commercial corridors; academic and medical institutions; disaster response and sustainability; and housing.

Panels bring together the best and brightest from ULI's diverse membership — developers, planners, financiers, market analysts, economists, architects, designers, and public officials — to provide practical solutions and objective advice not available from any other source.

Advisory Services panels allow panelists to give back and to meet other innovative colleagues from around the world.

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

JOHN WALSH (Panel Chair)
TIG REAL ESTATE SERVICES, INC.
ADDISON, TX

JOHN BATEY
WILMINGTON (NC) HOUSING AUTHORITY
WINNABOW, NC

GEOFF KOSKI
KB ADVISORY GROUP
ATLANTA, GA

WILLIAM (BILL) G. LASHBROOOK
RETIRED, BANKER & REAL ESTATE INDUSTRY
HOPEWELL, NJ

BRENT MARTIN
LANDDESIGN
BOULDER, CO

ANN CHAMBERS TAYLOR
CENTRAL HOUSTON
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BARBRA GUSTIS
DIRECTOR, ADVISORY SERVICES

MATTHEW BRANDON
ULI STUDENT INTERN
MBA CANDIDATE, CLASS OF 2023,
UNIVERSITY OF VIRGINIA DARDEN
SCHOOL OF BUSINESS

MICHELLE MCBEATH
EXECUTIVE DIRECTOR
ULI- OKLAHOMA

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A.J. Kirkpatrick * Adam Pugh * Andrew Benton * Andy Conyers * Angela Gruenwald * Anthony Blatt * Ashley Bradley * Ashley Terry * Avilla Williams * Barry Dodson * Barry Moore * Ben Nockels * Bob Weiss * Brad Reeser * Brandon Franklin * Brandon Lodge * Brandon Rader * Brent Kisling * Brian Blundell * Brian Shellem * Chad King * Chip Nolen * Chris Anderson * Chris Gray * Christin Mugg * Cinda Covel * Cody Mosely * Cole Stanley * Dan O'Neil * Danny Marx * Darin Kent * Darren Helm * David Forrest * David Hornbeek * Dena Jones * Destiny Andrews * Drew Dargen * Ereich Tapia * Gabby Trad * Grant Humphreys * Greg White * James Boggs * Jane Roberston * Janet Yowell * Jared Prince * Jason Duncan * Jenni Duncan * Jennifer Fields * Jennifer Rader * Jerel Cowan * Jesse Rush * Jim Gebhart * John Rule * John Wood * Josh Moore * Kathy Wallis * Ken Bryan * Kenneth Wohl * Kevin Freeman * Kevin Terro * Kirsten Ledington * Kristen Thompson * Leslie Batchelor * Leslie Buford * Luke Schmidt * Mark Zitzow * Martha Ball * Matt Connor * Matthew Myers * Mayor Darrell Davis * Megan Thurston * Michelle McBeath * Michelle Spurlock * Mike Osburn * Paul Ryckbost * Peggy Geib * Randy Entz * Randy Grau * Ray Hibbard * Reeve Tarron * Robert Black * Ryan Chapman * Ryan Morrison * Sarah London * Saundra Naifeh * Savannah Whitehead * Scot Rigby * Scott Keneda * Scott Monetti * Shane Hampton * Shannon Price * Shelley Regan * Sherry Jordan * Stacie Peterson * Stephanie Carel * Steve Commons * Todd McKinnis * Travis Roach * Whitney Randall * Will Blanchard * William Forest

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The Assignment

Infill and Redevelopment

- What are five specific actions the city should do (and/or re-do) to catalyze infill, redevelopment, and densification in and around the downtown core?

Local Economic Health

- What is a healthy tenant mix for the downtown district?
- How should the City encourage a business mix downtown that will attract/retain career track employment opportunities and what are recommendations to encourage changes to the scale of the built environment to accommodate those types of organizations?

Mobility

- What are concepts that will facilitate a better transition of Broadway (State Highway 77) and 2nd Street (State Highway 66) from a Highway/Major Arterial to the pedestrian oriented downtown district?
- What concepts should Edmond consider as the possible “end of the line” stop for the regional transit (commuter rail) likely to come online in the next 6-8 years?
- What are recommendations for improving mobility between the downtown area and campus and the Stephenson Park area?

The Assignment

Housing

- The housing study is likely to show that certain types of housing stock and a range of price points are significantly underrepresented in the urban area. What are recommendations for how the City can take an active role in meeting those needs?
- In an area that has seen increased property values like downtown and its surrounding environs, what are steps the City can take to encourage the existing affordable housing stock remain? What are best practices for the City to ensure that transition happens gracefully over time?

Real Estate Market & Problem Properties

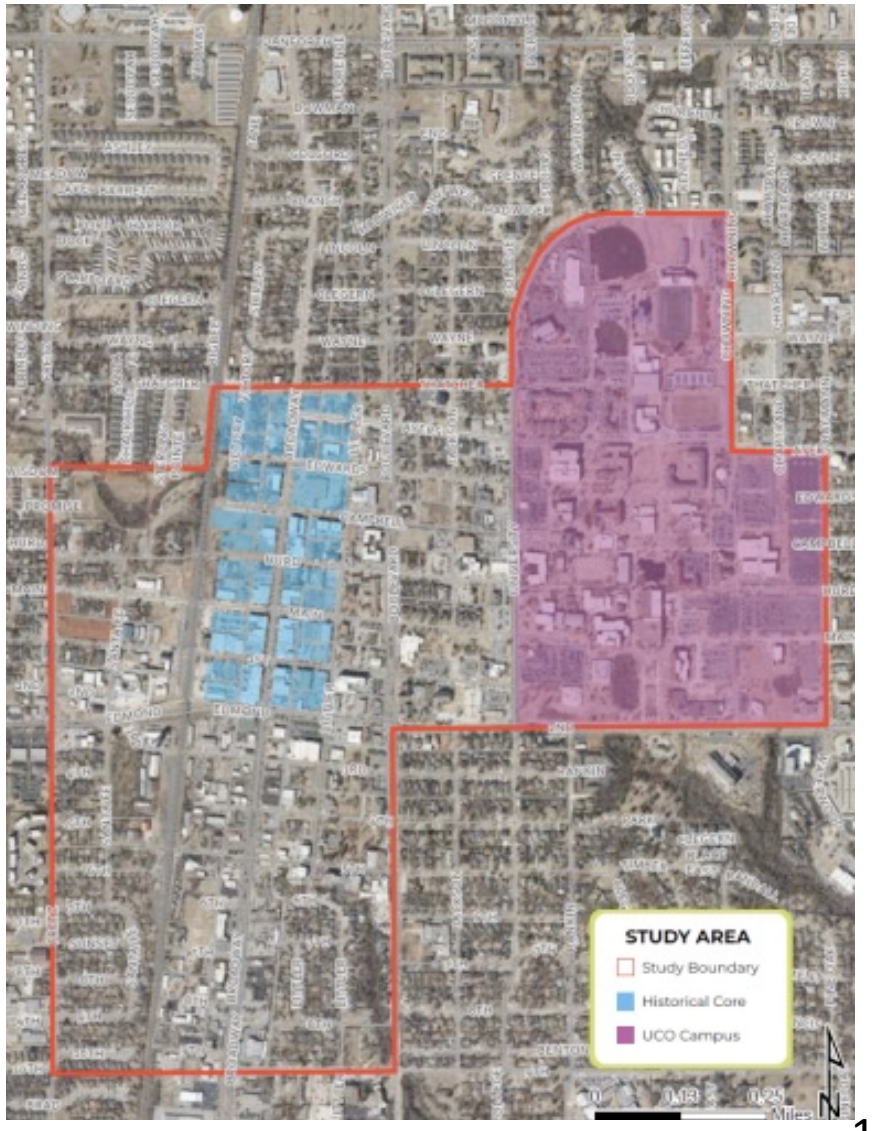
- What are some best practices that the City should implement to encourage the redevelopment of underdeveloped/ underperforming properties in and around downtown? What should it avoid?
- What are recommended practices for the City to actively support or take part in the assembly of land in high value areas in which that has been difficult to accomplish or in areas where the cost of property is creating “issues” for private development?

University of Central Oklahoma

- UCO leadership has expressed interest in having a “campus corner”, but neither the City nor UCO have had success in causing this to happen. What can the City do to partner with UCO to help this become a reality?

What You Should Expect to Hear Today

- The Study Area
- Panel Engagement and Process
- Baseline based on Edmond today that weaves its history and the future
- Greenfield versus Infill – there is a difference
- University of Central Oklahoma and the City of Edmond
  - Be Intentional in Communication, Collaboration and Cooperation
  - Provide Connections
    - To the community
    - To Downtown and surrounding areas
    - Through the campus



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What You Should Expect to Hear Today

- The Heart of Edmond
  - Connectivity, Infrastructure and Transportation
  - Enhance Activity
  - Promote Attraction
  - Create a Smooth Development Canvas
    - Providing predictable outcomes
    - More applicable codes
    - Appoint a Vision Advocate
    - Provide for Predictable Results

What You Should Expect to Hear Today

- Catalytic City Hall Complex – a place for future generations
  - Driver of economical success, design leadership and desired uses
  - Center of community activities
  - Center for connectivity
  - A source of community pride

Geoff Koski

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21st Century
National & Regional Development Trends

Relevant to the Study Area

New patterns of:

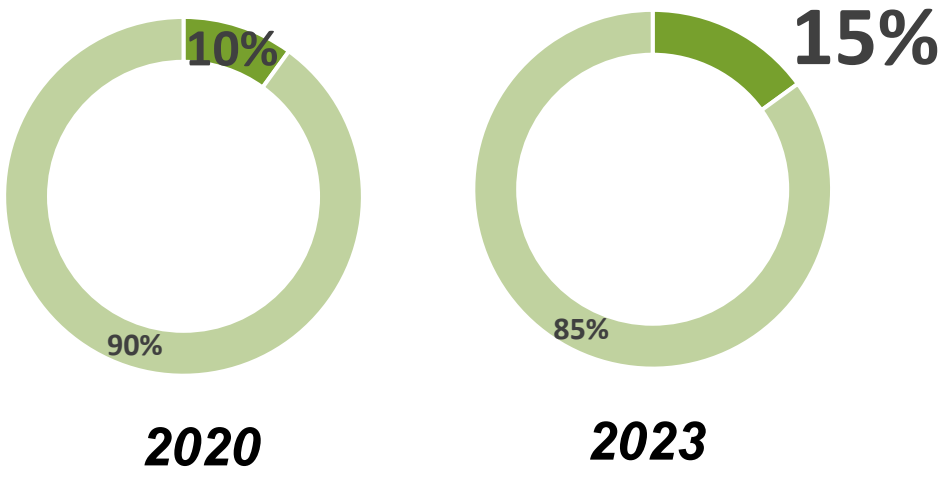
- Demographics
- Transportation
- Communication
- Lifestyles

Transformative change in our economies and communities

Specifically:

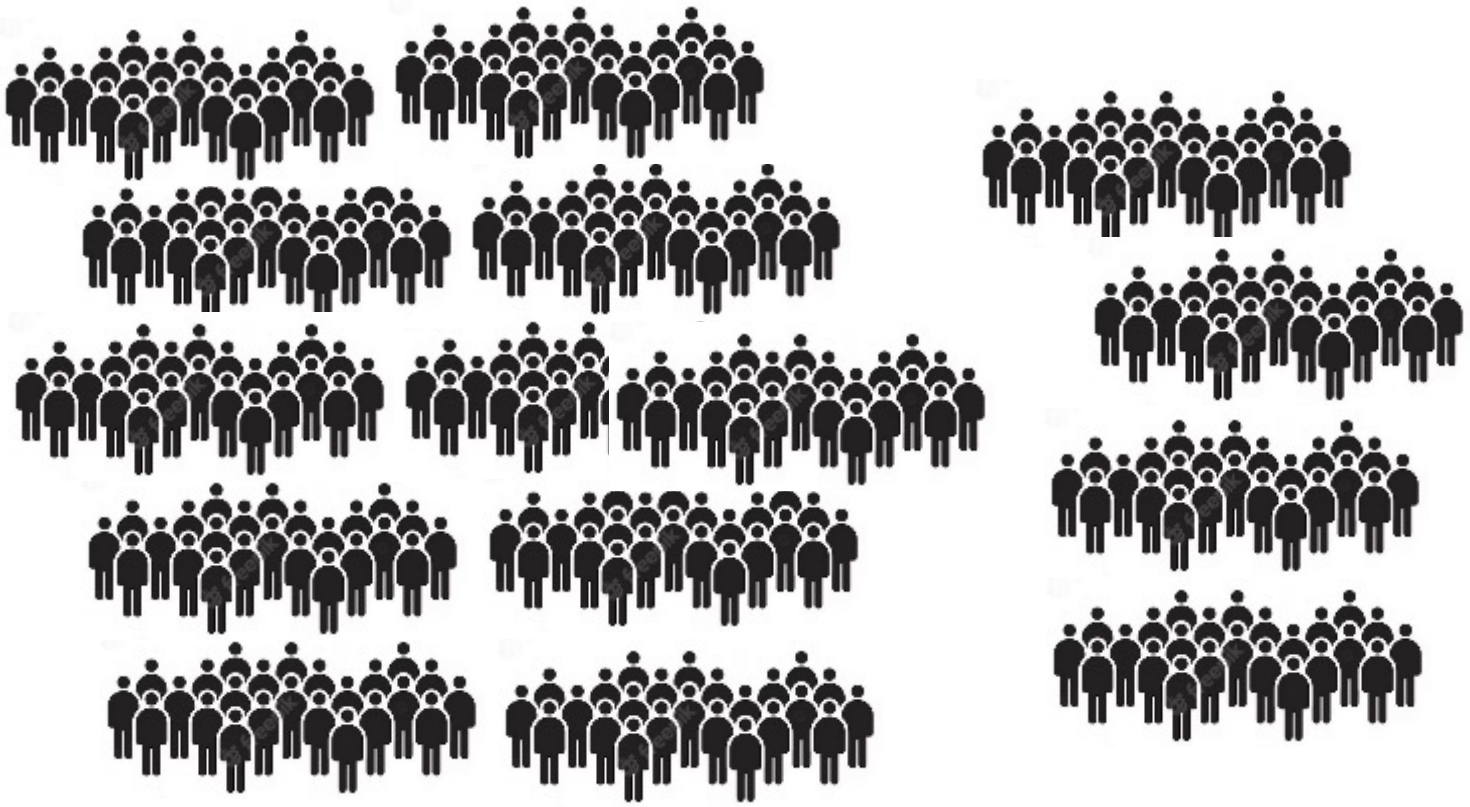
- Population Growth
- "Sticky" Pandemic Trends
- Smaller, Non-Traditional Households

Edmond as a % of OKC Region



Population Growth

Edmond 2023 + Bartlesville 2023

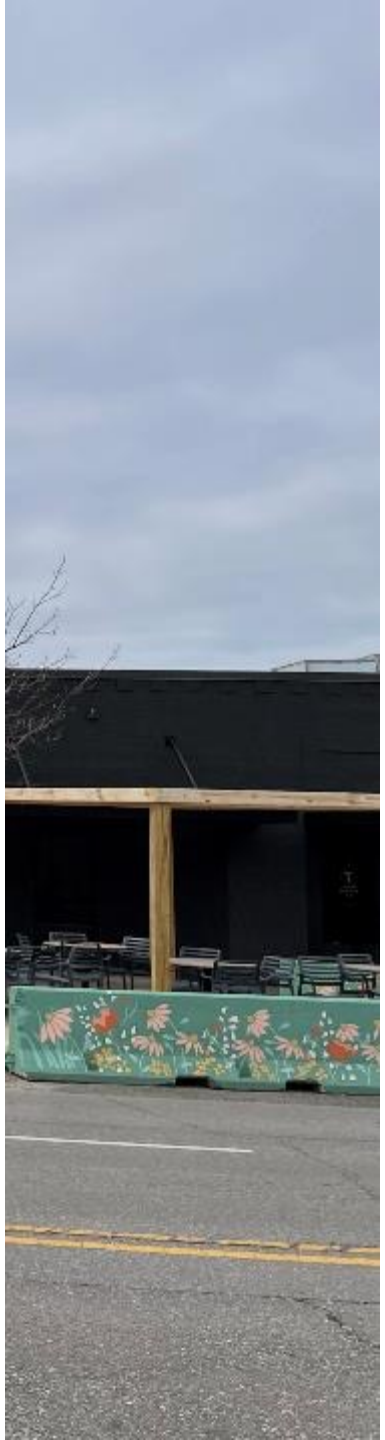


= Edmond 2050

?

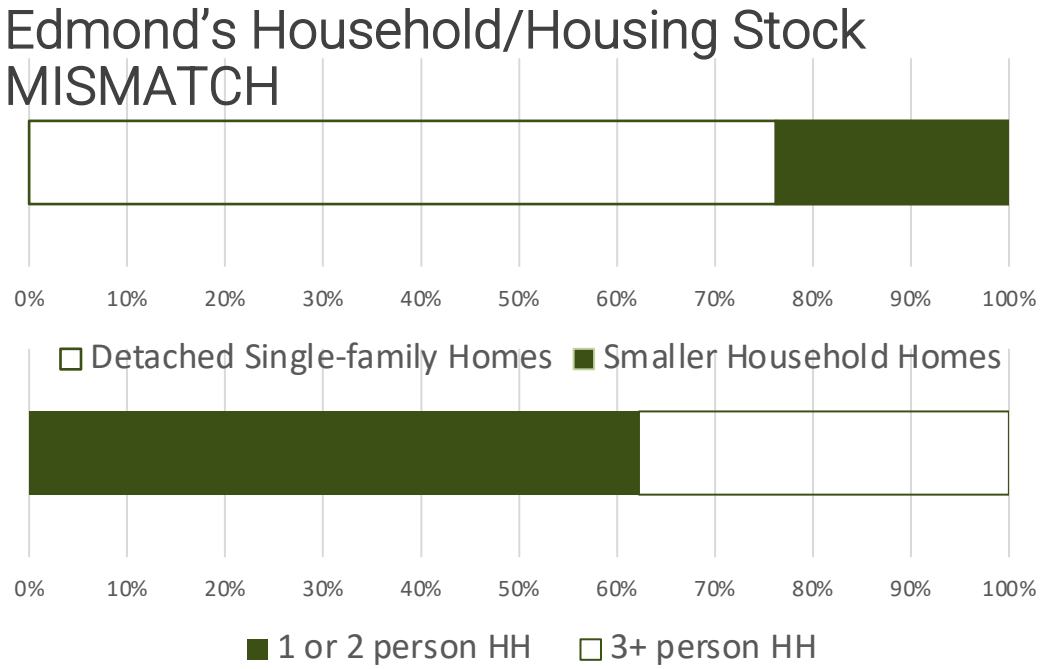
“Sticky” Pandemic Trends

- Shifting emphasis on suburban growth and working-from-home.
- The pandemic and other longer-term trends have also modified the market for commercial real estate, particularly office space and retail.
- Inflation and higher interest rates
- Edmond’s historic core is uniquely positioned to rise to the challenge to “lean in” to these trends and provide additional housing at a wide range of home prices and rents, including those attainable to essential workers that serve all of Edmond’s citizens.



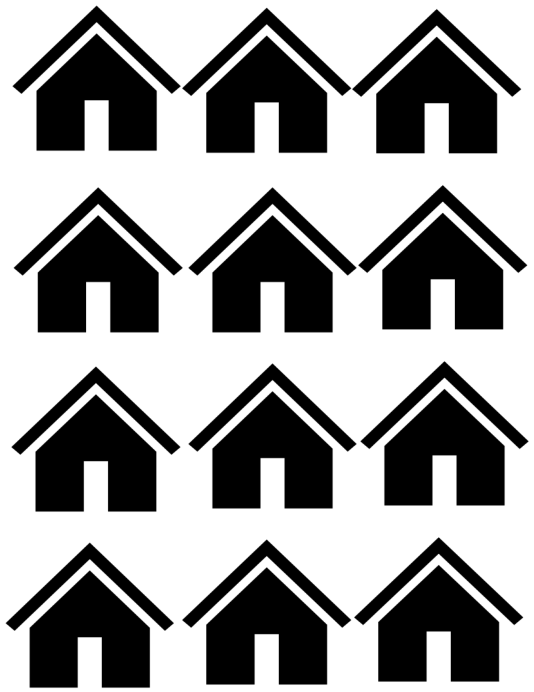
Smaller Households are Ascending

- Households are trending smaller than they were in the 20th century, which impacts housing and consumer demand.
- These smaller households are often choosing low maintenance, convenience, quality public amenities instead of larger homes on acreage in a quality school system.
- This results in demand for a diverse range of housing types that are all viable options for many households across the income spectrum.



Homes for Population Growth

Edmond Neighborhoods + Study Area



= Edmond 2050

Necessary additional share to keep up with population growth

Potential to Compete

- The Study Area can attract growth that otherwise would have gone to other locations such as the Quail Run area or the Midtown District in OKC

https://commons.wikimedia.org/wiki/File:Plaza_Court,_Midtown_District,_Oklahoma_City.jpg

https://www.velocityokc.com/blog/development/okc-retail-update-chisholm-creek-rolling-with-the-punches

Catalytic Enhancements “Grow the Pie”

- Catalytic enhancements within the study area can help drive new demand to the Study Area, which will provide additional support for the local tax base that would not have otherwise occurred in Edmond

Study Area 10-Year Growth Potential

Residential Units	2,500
Commercial Sq. Feet	100,000
Boutique Hotel Rooms	50

**from private investment*

John Batey

Urban Land Institute

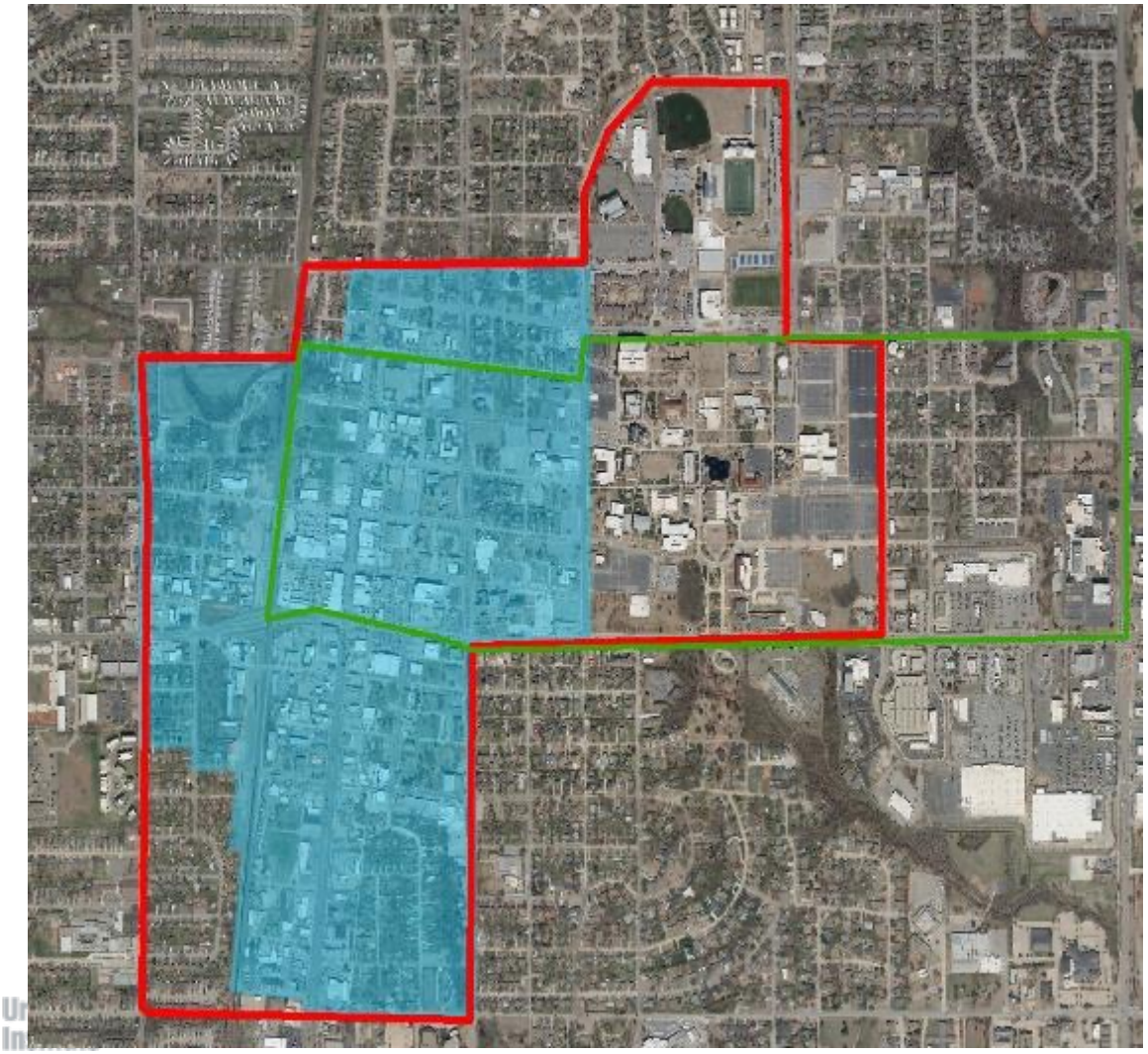
Housing Attainability

Housing Inventory and Development in the Study Area

- The downtown core is well-suited to support the inclusion of higher density, mixed-income, mixed-use development that will support a broader range of housing options
  - Providing a broader range of housing options allows the downtown core to evolve into a vibrant, active district
  - Mixed income developments will integrate essential worker housing into market-rate projects

Housing Attainability

Housing Inventory and Development in the Study Area



- Essential worker housing makes sense in the downtown core
  - Existing income levels in the residential areas of the downtown core support the need for attainable housing
  - Smaller lots facilitate a broader range of housing typologies and more dwelling units per acre

Housing Attainability

Essential Worker Housing and the Commuter Population

- How do we choose to define the population of the city?

Edmond OK

Total Population (B01003)	95,334
Total Workers working in the Area (B08604) (+)	43,535
Total Workers Living in Area (B08008) (-)	18,367
Total Commuter Adjusted Population	**120,502**
Net Number of Commuters into Edmond, OK	25,168
Percentage of Total Population	26.40%

- The need for essential workers feeds a commuter population that artificially inflates total population figures
  - Often places pressure on major roads in and surrounding the city

Housing Attainability

Essential Worker Housing and the Commuter Population

- How bad can it get?

Jackson WY

Total Population (B01003)	10,728
Total Workers working in the Area (B08604) (+)	11,561
Total Workers Living in Area (B08008) (-)	5,789
Total Commuter Adjusted Population	**16,500**
Net Number of Commuters into Jackson, WY	5,772
Percentage of Total Population	53.80%

- Day commuters can begin to dominate local transportation systems
- Can significantly reduce local quality of life
  - Loss of community character

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Housing Attainability

Impacts Upon Area Employers

- A lack of housing options for essential workers negatively impacts business operations of major area employers, as well as locally-owned small businesses
- Recruitment becomes challenging when entry-level, para-professional, retail and service workers cannot find housing in the community
  - Some employers have resorted to cash incentives for gas and daily travel expenses
- Many employees must commute into Edmond from up to 30-40 miles away, and are less reliable than locally housed employees
  - Inter-city mass transit options are severely limited in the region

- Workforce Housing is housing for essential workers, or workers whose presence in the local economy is critical to the economic, social and cultural health of the community. Without their presence, Edmond's economy would not function effectively

Housing Attainability

Effects Upon Younger Workers

- A lack of housing options in Edmond also fosters longer-term, cyclical problems
  - An emphasis upon single-family housing and a limited supply of affordable rental housing excludes most of Edmond's younger population
- Younger professionals, recent college graduates, and young families make a rational choice to begin their careers and/or families outside of Edmond in more affordable communities in the metro area
- "Youth Flight"
  - An ongoing cycle that drains Edmond of its most visible, energetic and vocal advocates

Housing Attainability

Recommendations for Change

- Quick Fixes:
  - Promotion of accessory dwelling units (ADUs), and duplexes in the downtown core area
  - Downtown core overlay district ordinance can be modified to promote triplexes, quads in appropriate scenarios
  - Pre-approved plan sets for higher density development could streamline approvals, while still allowing the city to retain strict development quality controls
- Longer-term Solutions:
  - Focus upon the downtown core area and in-fill development of smaller lots
  - Facilitate the development of mixed-income rental housing developments
    - Incorporates both workforce housing and market-rate units into the same development
    - Can be facilitated by using the tax credit program
  - Provide an expedited path for city approval of smaller, for-sale “starter homes” in the downtown core area

Ann Taylor

Urban Land Institute

Strategic Imperatives

- **Alignment**: Collaboration and Partnership (Yes, And!)
- **Brand**: Who does Edmond Want to Be?
- **Story**: Bring All Your Raw Materials into A Compelling Story People Rally Around
- **Staffing**: Focus, Facilitation, Accountability

Silos or Success? Better Together!

Comparisons and Resources

Alpharetta, Georgia

Sugar Land, Texas

Pueblo, Colorado

The Woodlands, Texas

Resources

ULI Oklahoma

Brand—Who do we want to be?

Story: What is the overarching message?

Enviable collection of raw materials, now use them to tell Edmond's story

- Historic Fabric
- Trails + Green space
- Sip, Stroll, Shop
- Arts + Culture
- School Spirit
- Youth Sports + Family Friendly

Photo Credits: Visit Edmond https://visitedmondok.com/index.php

A Great Place to Grow?

- Cities are never “Done”
- Continual Maintenance, Upkeep, Renovation

Clearly Defined Common Purpose

Whose Job Is It?

Central Edmond Advisory Council

- Responsible for Collaboration + Communication
- Implementation
- RESULTS

Three Lynchpin People

Central Edmond Development Ombudsman

- A philosophy of facilitation
- Responsible for helping private developer navigate process with ease
- IF they follow guidelines to enhance and enrich Greater Downtown

Three Lynchpin People

Main Street Manager

- Boots on the ground
- Daily implementation of projects: Clean sidewalks, healthy landscaping, events + programming support
- Accountable for businessowners seeing follow through on priority projects

Three Lynchpin People

Dir. Marketing, Communications + Programming

- Evangelist and glue
- Activation / Programming
- Communication and collaboration among stakeholders

The Vital Heartbeat of Downtown

"We champion and enhance Downtown as a connected and thriving place for everyone"

Edmond is ready to turn a fresh page

- Common Purpose
- Inspiring Aspiration
- Compelling Story Everyone Can Rally Around
- People Responsible to Get IT DONE

TamelaThornton

Urban Land Institute

Transformation Requires Predictability

The Municipal Process

- Encourage consistent, objective and timely implementation of standards for decision-making
  - Fact-based
- Apply public approval processes without stifling the creativity that defines a vibrant core
- Establish base guidelines to facilitate implementation of supporting planning, design and management structure ideas

Implement Study Area Overlay Zoning Code

Structural and Process Improvements

- Establish Design Standards, Zoning modifications, and Site plan approval process that can be uniquely applied to the Study Area.
  - Project compatibility with Study Area goals
- Facilitate expedited entitlements and accelerated approvals
  - Thoughtful, process-oriented evaluation of a development proposal
  - Framework to test policies or ideas
- Ensure City development departments – planning, engineering and permitting - are aligned to execute in a cohesive and expedient manner
- Set framework to facilitate continuity of a development vision

Set the “Canvas” for Future Growth

Structural and Process Improvements

- Comprehensive Stormwater Management and Infrastructure Planning baseline

- Management structure to shepherd implementation
  - Ombudsman - continuity between public improvements, public private partnerships, capital and funding commitments and design processes and public input.

- Optimize opportunities to access appropriate finance tools
  - TIF
  - Tax Credits or strategies related to Historic Preservation
  - Business Improvement District to provide a place management mechanism – tenant mix questions, study area management to optimize impacts of public investments

Prioritize Investments to Reinforce Importance of Main Street Core

Physical Improvements

- City Hall Redevelopment establishes the community development standard for materials, design style options, scale and historical aesthetic
- Parking philosophy that supports a vibrant district
  - Creates the guideline for managing vehicle and pedestrian flows, and future revenue opportunities
- Subdistrict Connectivity and Wayfinding goals
  - Minimize incrementality of investments and build scale to create a sustainable, vibrant area
  - Subdistricts augment the strength of the Downtown Core
    - UCO link using the Arts to join civic and community-focused uses
    - Stephenson Park link to strengthen engagement to a strong resident base
    - Westside opportunity to encourage new investments and redevelopment

Prioritize Investments to Reinforce Importance of Main Street Core

Physical Improvements

- Housing
  - Encourage expansion of a strong, diverse (age, income, lifestyle) resident population to ensure commercial and retail viability
  - Use financial leverage to directly support starter homes and essential employee housing on municipally-owned parcels or projects that receive financial incentives

- Connectivity solutions that recognize Edmond's car-based reality
  - Pedestrian focused streets to facilitate walkability and reduce vehicle /person conflicts
  - Broadway enhancements to discourage uses or visual cues that are incompatible with the new standards
  - Multi-modal access to key destinations

Ross Tilghman

Urban Land Institute

Transportation Recommendations

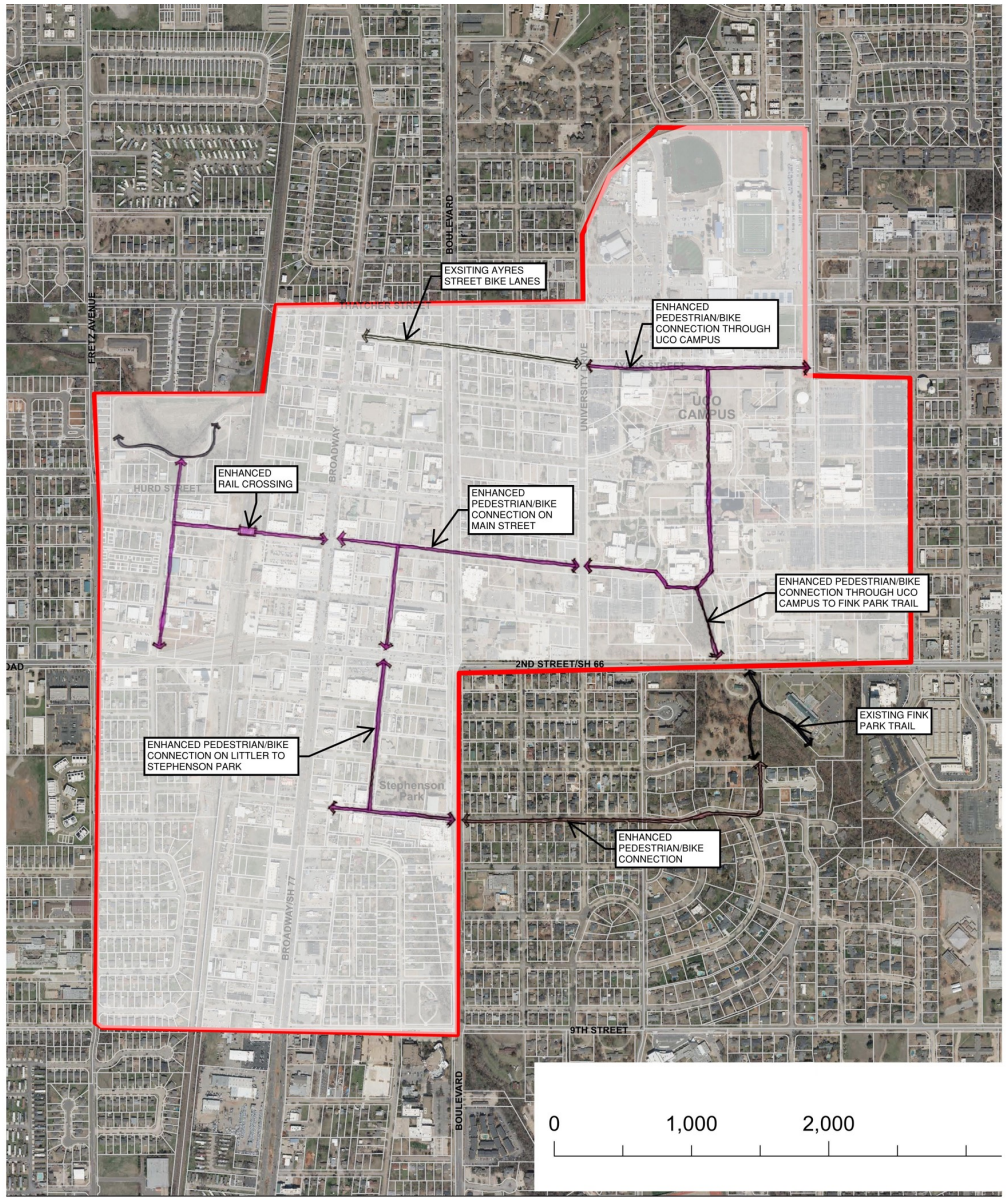
A Platform for New Development

- Access, circulation, transit & parking infrastructure improvements
- Necessary to enhance residents' and visitors' enjoyment of downtown
- Necessary to create a reliable, predictable platform for infill and new development

Transportation Recommendations

Platform -- Pedestrian and Bicycle

- Walking/Biking Trail
  - Extends and completes trail from Arcadia Lake through UCO and downtown to W. Hurd/Fretz Ave.
  - Approx. 6-mile length
  - Add connections to Stephenson Park from east and north
- Investigate a bike/ped bridge over 2nd Street from UCO to Fink Park
  - Higher ground on UCO campus an opportunity to clear 2nd St.
  - Bridge as a signature feature on trail, gateway for UCO & downtown
- Upgrade sidewalks, curb ramps and crossings



Transportation Recommendations

Platform -- Alleys

- Upgrade alleys throughout downtown district
  - Consistent pavement
  - Proper drainage
  - Fully functional for service & parking access
  - Increase potential for backdoor business activities with pedestrian access
- Coordinate with utility improvements

Transportation Recommendations

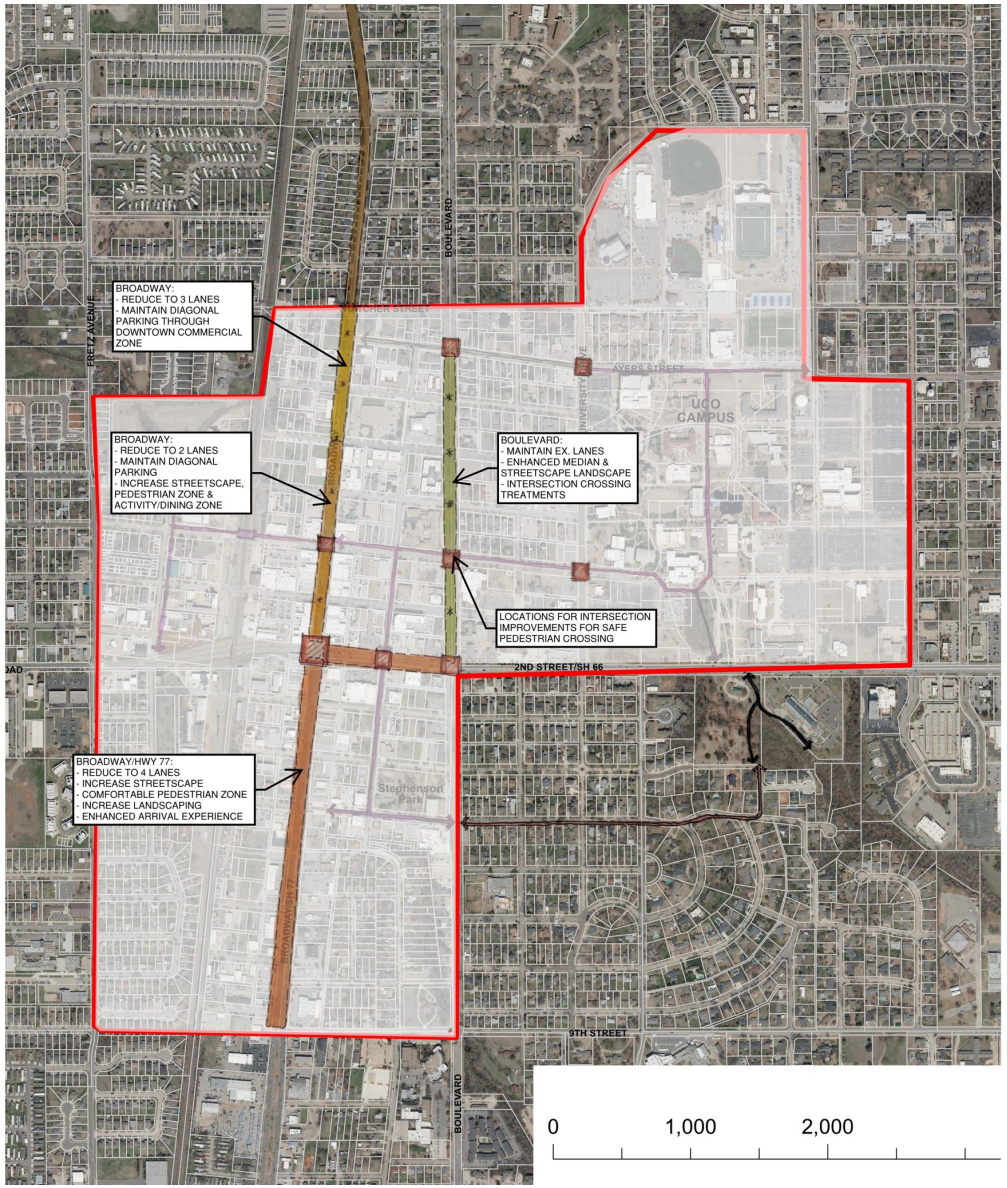
Platform -- Transit

- Retain transit hub at Festival Market
- Locate future commuter rail here
  - Best for pedestrians
- Consider relocating Farmers' Market

Transportation Recommendations

Platform – Street Improvements

- Re-size key streets to balance their volume and circulation functions downtown
- Broadway 2nd to Campbell
  - Panel supports 2 lanes with angled parking, consistent with Option B of the Conceptual Visioning work
- Broadway south & north of core area -- Create transition zones
  - South of 2nd, reduce street to 4 lanes + left-turn lane (now 6+ lanes)
    - Enhance landscaping in median
  - North of Campbell, convert to 3-lanes (2 lanes + center turn lane)
- North Boulevard
  - New signal at Main
  - Mountable islands or small planter at centers of intersections at 1st, Hurd, Campbell & Edwards
  - Significantly enhanced landscaping in median

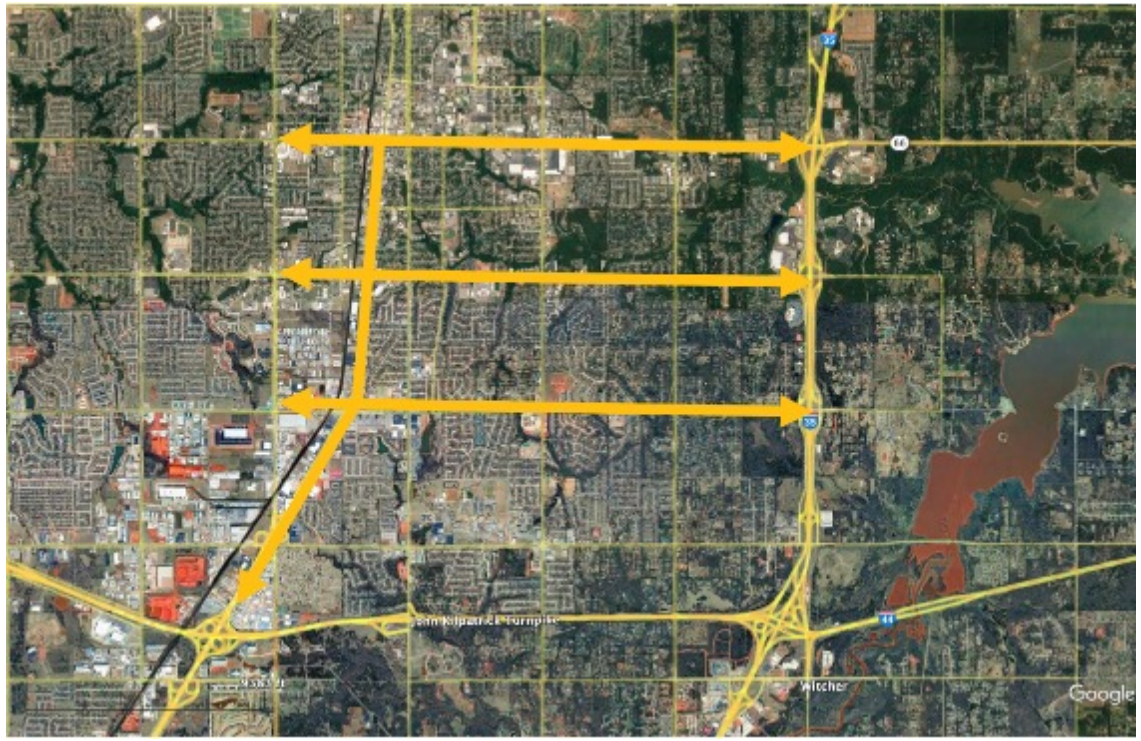


Transportation Recommendations

Platform – Street Improvements

- 2nd Street from Broadway to University
  - Meet downtown's access & circulation needs by re-distributing through traffic
  - Work with ODOT to transfer jurisdiction to City
  - Measure through- versus local-access traffic
  - Investigate opportunity to narrow street to 3-lanes + left-turn lane (now 4 + left turn)

- 2nd/Broadway Intersection
  - Determine appropriate configuration once city controls both streets
  - Model of design as a gateway between downtown core and south side



Brent Martin

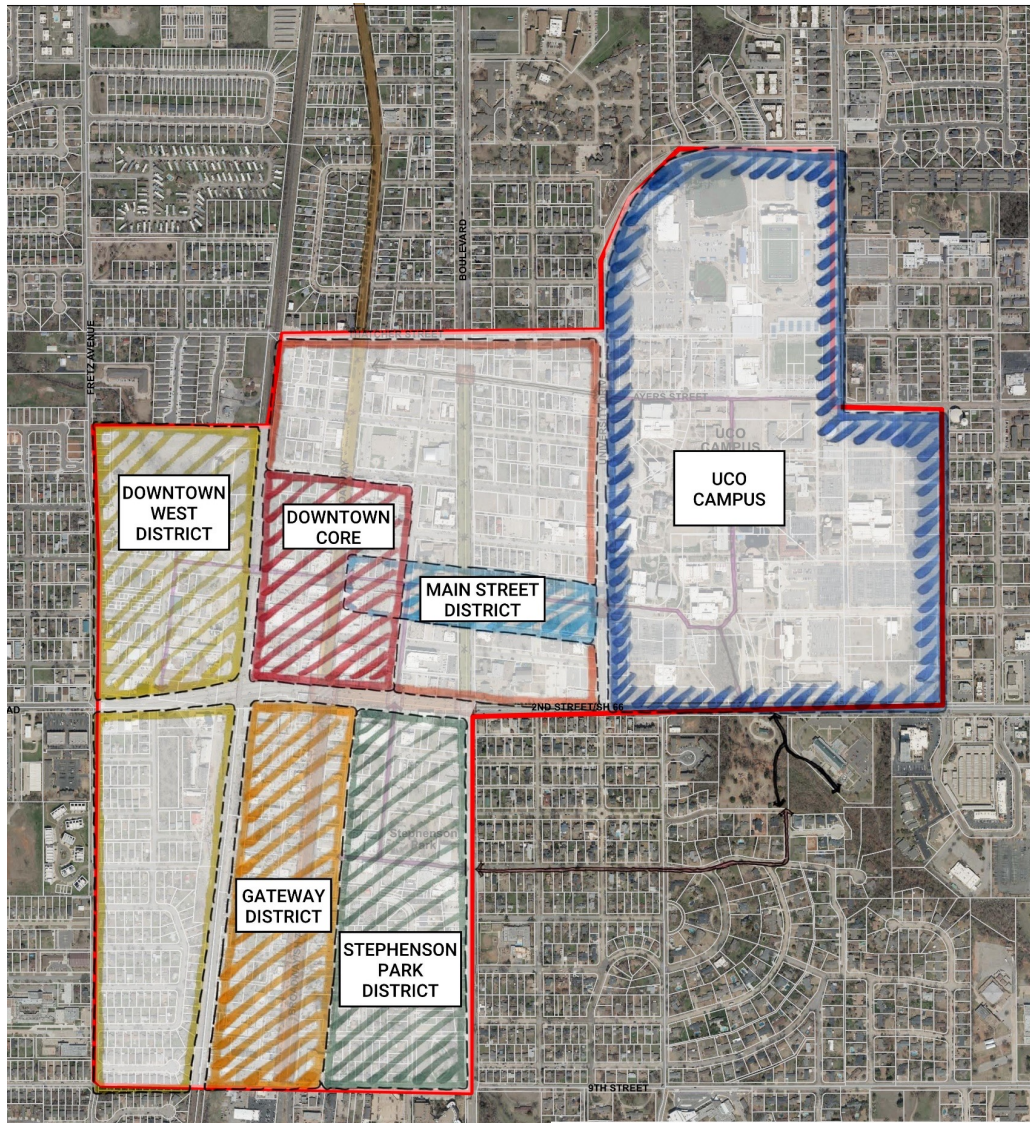
Urban Land Institute

Transportation, Planning & Design

Downtown Sub-Districts

- Downtown Edmond has the ability to support various sub-districts
  - Downtown Core
  - Stephenson Park
  - Gateway District
  - Downtown West District
  - Main Street District

- These sub-districts allow for wayfinding, sense of place, neighborhood pride, and style



Transportation, Planning & Design

City Hall & Main Street Square

- Location with the Downtown Core offers unprecedented opportunities
  - An opportunity to build a place that will span generations
  - An opportunity to building the heart of your community
  - An opportunity to be bold, intentional and thoughtful
  - An opportunity to be a catalyst (development & character)
  - An opportunity to build a place that Edmondites will embrace as their own and show their community pride

Transportation, Planning & Design

City Hall & Main Street Square

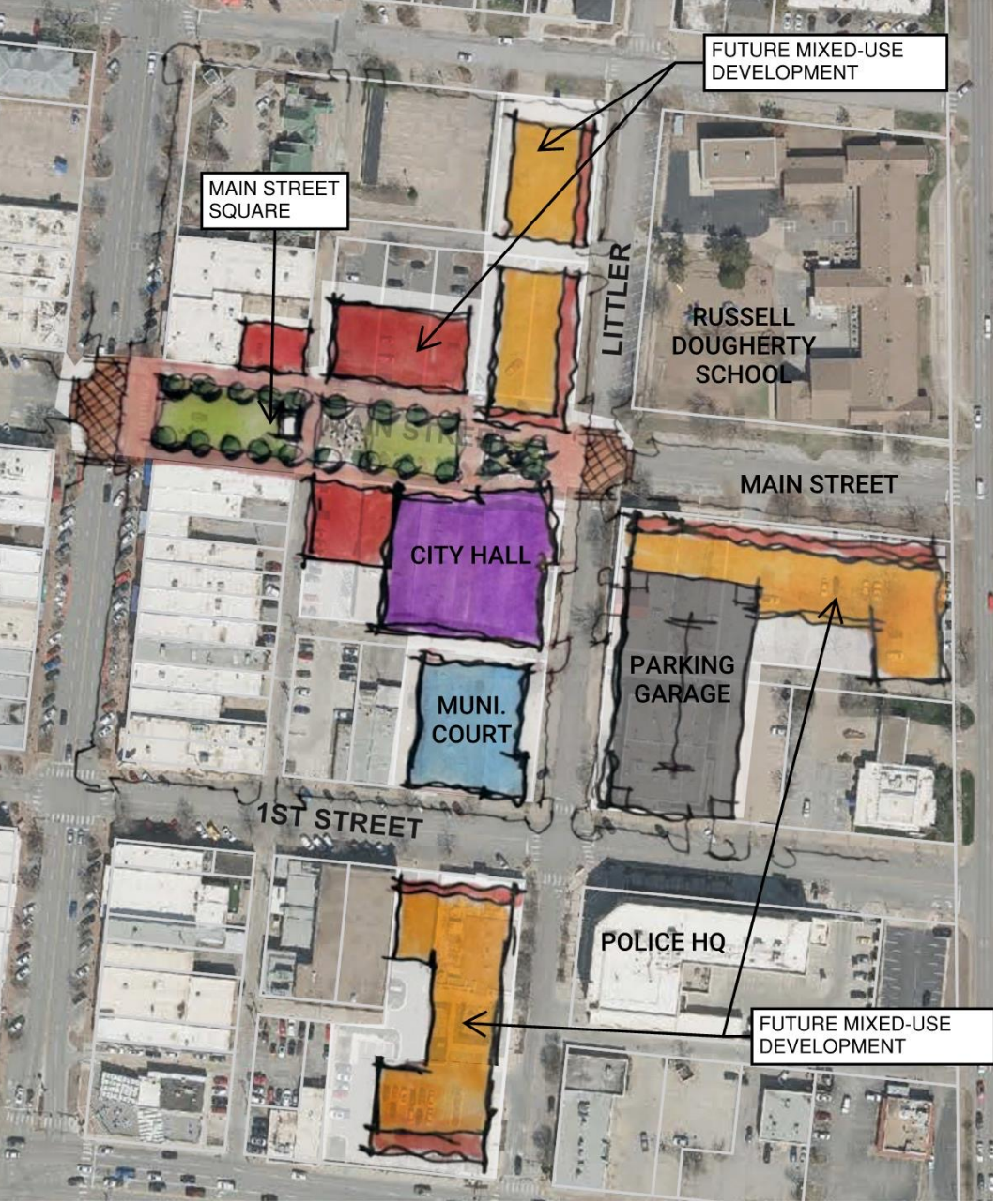
- Main Street Square Precedent – Valparaiso, IN
  - Bedroom community of Chicago (60 minutes)
  - Pressure from people & families discovering as alternate to Chicago suburbs
  - Struggling 'main street' commercial
  - 2010 creation of Central Park Plaza
    - Flexible Lawn, Interactive Fountain, Stage/Bandshell
  - 2015 creation of William E Urschel Pavilion
    - Multifunctional covered, open-air pavilion
    - Seasonal uses and events

  - These public amenities have created a destination in downtown that has sparked a renewal of restaurants and retail within the entire district.

Transportation, Planning & Design

City Hall & Main Street Square

- Redevelopment Precedent – Fishers, IN
  - 30 minutes from Indianapolis
  - Community of choice for families (schools, youth sports, lifestyle)
  - Existing Municipal Center
  - No sense of a true downtown
  - 2012 Nickel Plate District Master Plan & Form Based Code
  - Two catalytic projects (2012-2014)
    - Mixed-use development on City owned property
    - City funded infrastructure improvements
  - Today exists a vibrant and diverse mixed-use downtown with over 15 projects completed.



Transportation, Planning & Design

City Hall & Main Street Square

- Maximize the potential by creating a place for community to grow
  - Create Main Street Square
  - Close Main Street and Retail Littler
  - City Hall Presence
  - Parking Garage Relationships and Scale
  - Farmers' Market and Transit Center
  - New Development Opportunities (Main Street District)

Transportation, Planning & Design

City Hall & Main Street Square

- Imagine creating a place that is the Heart of Edmond!

Bill Lashbrook

Urban Land Institute

Recommendation

Be Bold - Expand to a Broader Vision

- Create the Active Core - Main Street Square
- Connect the Activity - Make a bigger “There”
- Ease the Process for Private Investment

Recommendation

Expand the Vision

City Halls -Have Long Lives

But Don’t Have Long Hours

Green City Spaces

Encourage Activity

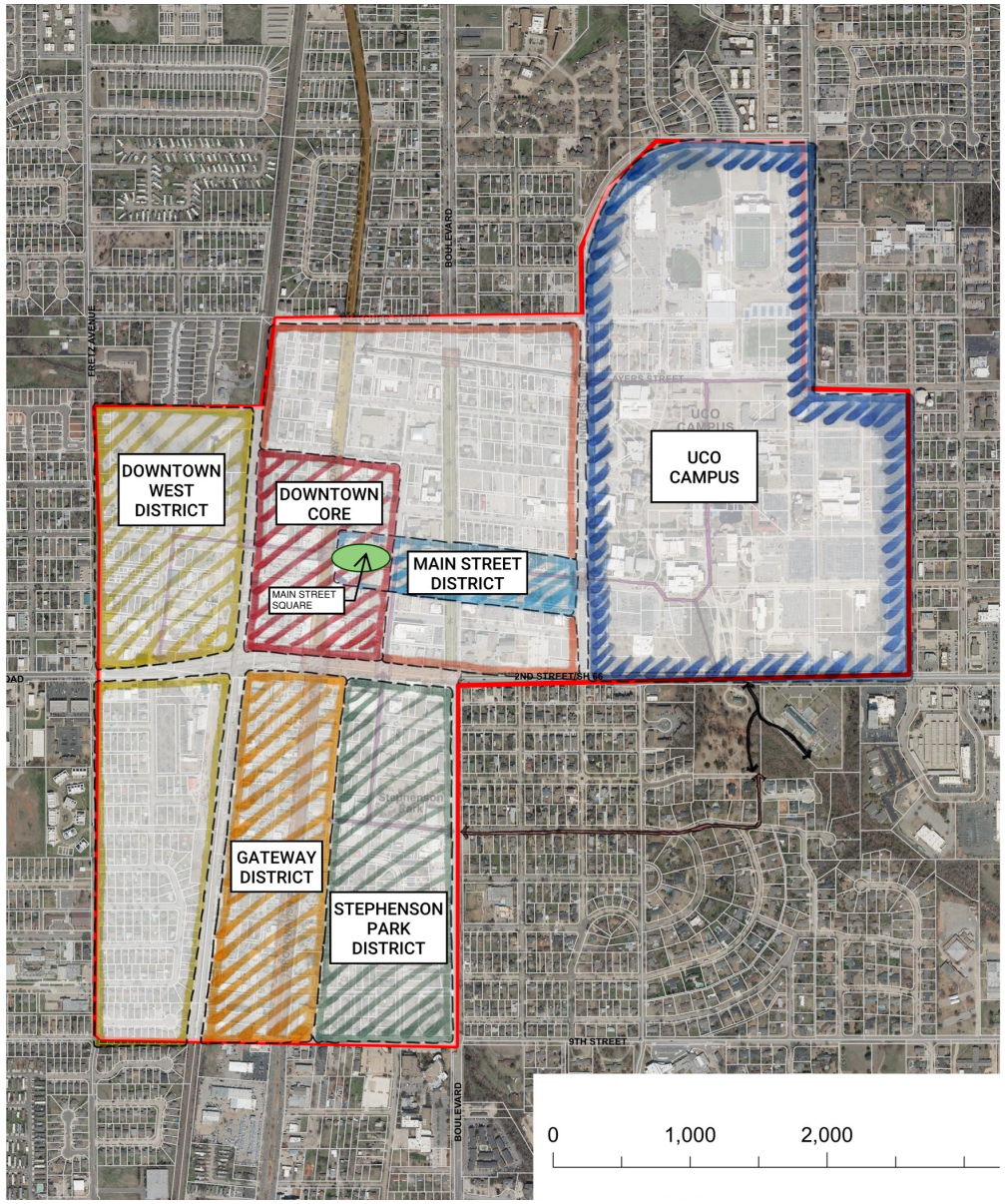
Encourage Engagement

Connect Places, People and Activities

Recommendation

Connect the Activity- Make a Bigger “There”

- Main Street Square as the Downtown Hub
- Mixed used opportunities in the City curated use of adjacent land
- Commerce connectors to expand the Canvas



Recommendation

Ease the Process for Private Risk Investment

- Private Developers are already here
- Smoothing process would help
- Actions Adding Pedestrian Traffic will Help
- Prepare the Canvas
- Stormwater, Hardscape, Utilities
- Process enhancements

Recommendation

Staff New Positions, Focus Activity and Communication

Central Edmond Advisory Board (new)

Ombudsman (new)

Main Street Manager (new)

Marketing Communications and Programming Director (new)

Central Edmond Urban District Board

Civic Connections

Recommendation

The New Edmond Downtown

- Intentional by Development
- Intentional by Connection
- Intentional in Social Experience
- Intentional Redevelopment for Economic Velocity

Recommendation

Be Bold

- See the Opportunity
- See the Value of Connections
- See the Value of the Larger Platform

More People+ More Activity Options=More Social Interaction

And That Means ----

Stronger Community
More Diversified and Stable Economic Base
Increasing Economic Velocity

Q&A

Urban Land Institute