

PROGRESSIVE URBAN  
MANAGEMENT ASSOCIATES



FINAL PLAN  
DECEMBER 2009

## STRATEGIC PLAN FOR DOWNTOWN OKLAHOMA CITY INC.



PREPARED FOR

**DOWNTOWN OKLAHOMA CITY INC.**

PREPARED BY

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*Strategic problem solving for downtowns and communities*

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## EXECUTIVE SUMMARY

Over the past decade, Oklahoma City's Downtown has emerged as one of the nation's shining successes. Anchored by substantial new community investment in the arts, athletics, and civic assets including a new library, and coupled with new amenities such as the Bricktown Canal and a renovated Underground, Downtown has been able to attract private investment in the form of new businesses and housing. Downtown today is clearly a source of civic pride and an economic engine leading Oklahoma City into the future.

When DOKC and the BID were formed in 2000 and 2001, respectively, their charge was to assist in the development, management and marketing of Downtown Oklahoma City. The funds invested have undoubtedly been a key factor in Downtown Oklahoma City's success and the support both share by Downtown stakeholders demonstrates their value to the community.

Today, in 2009, as DOKC looks ahead to the eventual renewal of the BID and recognizes challenges brought to bear by the current economic climate, the organization recognizes the need for a revised blueprint for the future of the organization and its role in the development of Downtown Oklahoma City.

To that end, DOKC commissioned a Strategic Plan to identify how the organization can best be structured and prepared to lead Downtown improvement efforts over the next five to ten years. The Denver-based consulting firm Progressive Urban Management Associates (P.U.M.A.) was selected to lead the process. The goals of the strategic plan included:

- Assess the dynamics of Downtown Oklahoma City's current economic, political and planning environment.
- Determine how DOKC should best be positioned and organized to respond to current challenges and opportunities.
- Evaluate new program opportunities for Downtown and develop a blueprint to ensure that new initiatives strengthen and unify overall Downtown development, marketing and management efforts.
- Evaluate whether the BID requires adjustments to respond to new realities.
- Engage DOKC's boards of directors and other Downtown stakeholders in a participatory process to develop the Strategic Plan.
- In concert with DOKC leadership, develop recommendations to maximize the organization's overall effectiveness and guide its evolution over the next five years and beyond.

Nearly 200 stakeholders participated in the strategic planning process, including more than 121 respondents to an online survey and more than 60 property owners, business owners and residents that participated in roundtable discussions. In addition, workshops were held with the DOKC and BID Boards of Directors to ensure that the Strategic Plan recommendations were developed in concert with private sector leadership.

The resulting Strategic Plan is based upon recommendations in three defined business centers for DOKC, which include:



While two of these business centers currently exist within DOKC, new priorities are suggested within each. This Strategic Plan also recommends the addition of a third business center – Community Development – to support small business infill within the retail and office markets and to provide stronger support to investors and developers as Downtown continues to grow.

To implement strategic priorities within each of these business centers, the Strategic Plan recommends organizational modifications and suggestions for staffing and funding, and the final section of the plan suggests an implementation strategy for DOKC to meet the goals set forth by this plan.

## PLANNING PROCESS

To determine the most effective strategic direction for DOKC, P.U.M.A. undertook a comprehensive review of internal organizational documents, operating practices and external market forces in late 2008. This included on-site research, forums and one-on-one interviews with key Downtown stakeholders, and an online survey distributed to Downtown residents, businesses, property owners and other individuals with an interest in the future of Downtown Oklahoma City.

**Stakeholder Interviews:** In September 2008, P.U.M.A. conducted a site visit to Downtown Oklahoma City to appraise the dynamics of Downtown's economic, political and planning environment. During this visit, the team engaged more than 60 Downtown stakeholders, including property and business owners, residents, the DOKC and BID Boards and the Automobile Alley and Bricktown Boards through focus groups and one-on-one interviews.

P.U.M.A. led these stakeholders through a participatory visioning process which explored their perceptions on how Downtown Oklahoma City had evolved in the past ten years, and what their vision for Downtown Oklahoma City is ten years ahead. The following table summarizes the results of this exercise:

DOWNTOWN OKLAHOMA CITY VISIONING		
<i>TEN YEARS AGO (1998)</i>	<i>TODAY (2008)</i>	<i>TEN YEARS AHEAD (2018)</i>
Dormant	Awakened	Destination
Low Values	Clean	Dynamic
Optimism	Growing neighborhood	Inclusive
Possibilities	Opportunities	Occupied
Struggling	Renaissance	Safe and clean
Vacant	Still in transition	Vibrant neighborhood

Based on this feedback, P.U.M.A. inquired about improvements and investments which need to occur to achieve this vision. The priorities for Downtown Oklahoma City that emerged from the stakeholder focus groups include:

IMPROVEMENT PRIORITIES FOR DOWNTOWN OKLAHOMA CITY
Increase Residential
Pedestrian Connectivity
Expand Retail Options
Improved Transit
Increase/Improve Management of Parking
Promote Development

Organizational roles were also considered in the stakeholder focus groups, with specific questions focusing on how DOKC, financed through the BID, could be positioned to implement priority projects and programs for Downtown. The following key roles emerged:

DOKC/BID ORGANIZATIONAL ROLE
Research and Development
Champion for Downtown – <i>"Urban Warrior"</i>
Continue Clean Team
Tangible Visible Improvements to Create Atmosphere
Marketing and Special Events to Promote Downtown
Community Development – <i>Fill in the Gaps!</i>
Respond to Changing Market Dynamics

A complete summary from the stakeholder interviews is provided as **Appendix I**.

**Stakeholder Survey:** Following the initial on-site visit, P.U.M.A. conducted an online survey to Downtown stakeholders to assess overall satisfaction with DOKC's activities and to identify their priorities for Downtown improvements and investments. A response of 121 individuals was received to the survey, with the respondents falling into the following categories:

<b>DOWNTOWN INTEREST</b>	<b>% OF RESPONDENTS</b>
Downtown Residential Renter	41.1% (44)
Downtown Residential Property Owner	22.4% (24)
Downtown Commercial Property Owner	17.8% (19)
Downtown Business Owner	11.2% (12)
Government	5.6% (6)
Charitable/Non-Profit	2.8% (3)

An additional 26 individuals responded to the survey, most of them Downtown employees or residents of Oklahoma City with an interest in seeing Downtown Oklahoma City continue to grow.

The survey also identified which Downtown Oklahoma district respondents were from:

<b>SURVEY RESPONDENTS BY DISTRICT</b>	<b>% OF RESPONDENTS</b>
Arts District	43.6% (44)
CBD	22.8% (23)
Deep Deuce	16.8% (17)
Automobile Alley	15.8% (16)
Bricktown	11.9% (12)
Midtown	11.9% (12)
Film District	2.0% (2)

In assessing the current state of Downtown Oklahoma City, respondents were asked to determine whether several characteristics of Downtown had become better, worse or had seen no change in the past twelve (12) months. The following characteristics were those that respondents noted had seen the most improvement:

<b>MOST IMPROVED CHARACTERISTICS OF DOWNTOWN OKC IN THE LAST 12 MONTHS</b>			
<i>Overall</i>	<i>Characteristic</i>	<i>Non-Resident</i>	<i>Resident</i>
1 TIE (87.5%)	Appearance of Downtown	1 (90.8%)	3 (80.9%)
1 TIE (87.5%)	Image	2 (88.9%)	1 (87.3%)
3 (82.4%)	Events and Entertainment	5 (83%)	2 (84.1%)
4 (79.6%)	Overall Vitality	4 (84.6%)	4 (76.2%)
5 (77.5%)	Business Growth	3 (85.2%)	6 (69.9%)

*Note: Residents ranked Visitor Activity as the #5 most improved characteristic.*

Survey respondents were then asked which current BID services should receive more emphasis. Survey respondents ranked the following as the top priorities:

<b>CURRENT BID SERVICES WHICH SHOULD RECEIVE MORE EMPHASIS</b>			
<i>Overall</i>	<i>Service</i>	<i>Non-Resident</i>	<i>Resident</i>
1	Events/Entertainment (Downtown in December, SoundBites in the Park, etc.)	1	1
2	Efforts to End Homelessness	2	3
3	Economic Initiatives	3	2

When asked to grade the efforts of DOKC funded by the BID, **64.2% of respondents gave the organization a solid “B” grade.** The following chart shows a breakdown of responses:

GRADING DOKC EFFORTS FUNDED BY THE BID	
“A” – Services are excellent and I’m very satisfied.	15.8% (19)
“B” – Services are good but there is room for improvement.	64.2% (77)
“C” – Services are fair and there is much room for improvement.	9.2% (11)
“D” – Services are poor and I am dissatisfied	0%
“F” – Services are very poor and the BID has been a failure.	3.3% (4)
“I” – Incomplete. I don’t know if services are good or poor.	7.5% (9)

When asked to use three brief words to summarize their vision for Downtown Oklahoma City as they look five years into the future, the following words were most frequently noted:

Multicultural	Vibrant	Active
Attractive	Alive	Urban
Dynamic	Accessible	Clean

To achieve this vision for Downtown Oklahoma City, stakeholders were asked which services the BID should be undertaking to improve Downtown Oklahoma City. The following demonstrates their response:

SERVICES THE BID SHOULD UNDERTAKE IN THE FUTURE TO IMPROVE DOWNTOWN			
Overall	Service	Non-Resident	Resident
1 (81.4%)	Improve and maintain the pedestrian environment, including lighting, landscaping, public art, gateways, wayfinding signage, etc.	1 (77.8%)	1 (79.4%)
2 (64.6%)	Improve the Downtown retail and business mix through community development assistance	2 (66%)	2 (65.1%)
3 (55.8%)	Promote Downtown through events	4 (51.9%)	3 (53.2%)

*Note: Non-Residents ranked Strategy to end homelessness, panhandling as #3.*

When asked if stakeholders would support BID renewal if these services were provided, **78%** of respondents said **YES**. Additionally, more than 70% of respondents said they would definitely or probably be willing to pay new or increased BID assessments for new services, as the following chart demonstrates:

Willing to pay increased BID assessments?	Non-Residents	Residents
Definitely/Probably YES	66.7%	77.5%
Don’t Know	25.9%	14.5%
Definitely/Probably NO	7.4%	8%

Survey respondents were then asked about the one most important service they’d be willing to pay for. The **top priority overall** and for **non-resident respondents** was:

- Improve and maintain the pedestrian environment, including lighting, landscaping, public art, gateways, wayfinding signage, etc.

The second highest priority (and top priority for resident respondents) was:

- Improve the Downtown retail and business mix through community development assistance.

A complete summary of the stakeholder survey results is provided as **Appendix II**.

## IMPLICATIONS FOR DOKC

The following observations and implications for DOKC emerged based upon the preceding summary of research and outreach conducted by P.U.M.A. These statements set the stage for the strategic plan and begin to define the evolution of the DOKC organizational structure moving forward.

- **An Opportunity to Lead:** The DOKC Board of Directors is guided by leaders from major business, property and civic interests, providing the organization with a tremendous opportunity to become a visionary leader for Downtown. There is currently a perceived leadership gap in Downtown. With strong leadership on the board and on the staff, DOKC can fill this gap just as Downtown management organizations in other cities have, providing advocacy for the private sector, bridging the gap with the public sector, and serving as the champion of and, "urban warrior" for, Downtown.
- **As Downtown Evolves, DOKC Must Evolve to Meet New Needs:** The model of the organization was consistent with the Downtown Oklahoma City of ten years ago, but Downtown has changed and faces new challenges. The organizational model of DOKC must evolve to meet these new needs:
  - ✓ **Residents are Interested in Participating:** Residential development in the past five to ten years is changing Downtown Oklahoma City from primarily a business center to a neighborhood. Residents present new challenges, new needs and new opportunities. A group of residents has already self-organized into a Downtown neighborhood organization, and they are interested in working together more closely with DOKC to help address ongoing resident needs and concerns. DOKC should actively engage resident participation, realizing that – going forward – this constituency will continue to grow.
  - ✓ **Downtown Community Development/Business Support:** The economic development of Downtown is a task DOKC has been only peripherally involved in, to this point. While there has been a strong focus on marketing Downtown, little focus and attention has been paid to infill and business support to ensure buildings stay full and the Downtown remains vibrant. As Downtown continues to grow, and particularly as the country continues to deal with economic malaise, DOKC should be positioned to take a role in community development.
  - ✓ **Research and Development Role:** As a strong leader in the Downtown community, DOKC has an opportunity to become an organization which researches, develops and tests new approaches to moving Downtown forward. The organization is well positioned to mobilize both public and private partners and resources to implement new projects and programs.
- **New Sense of Purpose in a Challenging Economy:** While the economic climate poses short-term challenges, long term opportunities are exciting as Downtown is positioned to build upon its first class collection of civic amenities, attractions and corporate citizens, and as preparations begin for a new group of projects with the affirmative vote of MAPS 3. The Strategic Plan provides the operational building blocks for DOKC to become more influential during this time – fortifying its existing strengths as an advocate, manager and promoter, creating a new emphasis on business development and responding to Downtown's evolution as a multi-faceted neighborhood.

## STRATEGIES

The following strategies will define the work program for DOKC.

### A. Business Improvement District (BID) Services

The strategic planning process evidenced strong support both in stakeholder outreach and survey responses for continuing the current core services provided and funded by the BID. These core services currently include:

<i>Downtown-Wide Marketing and Image Enhancement</i>	The BID provides a core set of services designed to benefit property owners throughout the district, including marketing and special events to improve Downtown's image and attract visitors to improve sales and commerce, safe and friendly initiatives, including an ambassador program, to make Downtown more inviting and hospitable, and a variety of streetscape enhancements including signage and street furniture.
<i>Clean Team/Sidewalk Maintenance</i>	The continuation of the Clean Team emerged as an important responsibility for DOKC in stakeholder roundtable outreach. The Clean Team provides enhanced sidewalk maintenance in the Central Business District, Bricktown, Culture and Arts benefit sub-districts, plus along Broadway in the Automobile Alley sub-district. The supplemental services provided include sidewalk sweeping and litter removal, sidewalk power washing, trash collection and weed control and maintenance of new street beautification improvements. If the BID expands at renewal, expansion of this program into new districts is also supported.
<i>Underground Maintenance and Security</i>	The BID provides maintenance, systems upgrades and security for the Underground system of pedestrian tunnels within the Central Business District sub-district. This function will continue through the renewed term of the BID.
<i>Bricktown Canal Maintenance</i>	The BID contributes financially to City efforts to provide enhanced maintenance for the Bricktown Canal, including maintenance of the sidewalks and landscaping.

In addition to these core BID services, the renewal of the BID provides opportunity to allocate resources to new priorities which emerged as part of the strategic planning process. These new suggested services include:

1. **Streetscape Enhancements and Maintenance:** Projects currently being planned in Downtown Oklahoma City in the coming years, including the implementation of a Downtown Streetscape Master Plan and the development of the Devon Energy Tower, will put additional demands on the BID for increased maintenance and services. Additionally, more than 80% of respondents to the Strategic Plan stakeholder survey ranked improvements to, and maintenance of, the pedestrian environment as the top service the BID should be undertaking to improve Downtown Oklahoma City, and the most important service they'd be willing to pay for. Stakeholders specifically noted their desire to see:
  - Improvements which create a great atmosphere and improve pedestrian connectivity and walkability by connecting points of interest
  - Improved lighting
  - Landscaping and green elements
  - Street furniture, amenities for pedestrians and bikes
  - Public art
  - Gateways
  - Wayfinding signage

As the Downtown BID is renewed, stakeholders desires to see more amenities and to create vibrancy and make the street environment user-friendly, as well as the need to maintain and care for what has been installed, need to be considered so adequate resources can be allocated.

2. **Projects for the Residential Constituency:** A primary goal of DOKC moving forward should be to support activities that will build and sustain the demand for living, working and playing Downtown. As the residential constituency grows and they become ratepayers into the BID, projects to benefit this new group of stakeholders should be considered. Examples of projects could include development of green space and a dog park, development of a shared bike program, working with residents on the railroad quiet zone, developing more programming and activation in outdoor spaces for residents to enjoy and partnering on advocacy efforts relating to resident needs. To effectively work with the residential constituency, the following is recommended:
  - Develop a strong partnership with Urban Neighbors, the existing Downtown neighborhood group. Use their network to assist in prioritizing projects and programs that would be most useful and welcome to the residential population.
  - Consider adding a resident seat to the BID board.
3. **Increase Efforts to Address Homelessness:** Survey results from the Strategic Planning process show that stakeholders feel homelessness efforts are a current BID service that should receive more focus in the future. Currently, DOKC is not directing any significant resources towards efforts to mitigate homelessness or panhandling. While it is, no doubt, a challenging issue to undertake, there are many best practices that can be learned from other cities and Downtown organizations who have found ways to partner with community groups to effectively create positive campaigns and programs to assist in both educating and assisting. Recommendations include:
  - *Formal working relationships with social service agencies:* Identify key groups, organizations and stakeholders and convene a working group on homelessness/panhandling issues Downtown
  - *Panhandling education campaign:* Develop giving campaign which educates Downtown visitors to give to social service agencies rather than panhandlers to get the homeless population the appropriate care they need.

## B. Special Events and Marketing

Stakeholders recognize the value of the special events and marketing DOKC produces for Downtown Oklahoma City and they support it as a future priority for the organization. The organization currently funds a variety of consumer marketing initiatives, including market research, decorative banners, media relations, retail promotions, parking promotions and efforts to promote living options within Downtown. The organization also funds, fundraises for, and oversees management of multiple Downtown special events, including Downtown in December and smaller community-scaled music and entertainment productions. Given the success of, and support for, Downtown events in particular, it is recommended that DOKC explore expanding this business center:

1. **Strengthen Downtown Initiatives and Reposition as Downtown Events Production Company:** Events and entertainment ranked as the top current BID service which should receive more emphasis, and the promotion of Downtown through events ranked third overall in services the BID should undertake in the future to improve Downtown. The events currently produced are well attended and are revenue generators for DOKC. To enhance this already successful business center, it is recommended DOKC strengthen Downtown Initiatives (501c3 organization) and reposition it as an events production company dedicated exclusively to the development and management of events. Such production companies have been successfully used within other Downtown organizations around the country such as Lincoln, NE, and Boulder, CO. In Oklahoma City, the events production company could manage the existing lineup of events, as well as explore taking on some of the following tasks, suggested during the strategic planning process:

- ✓ *Development of large, destination, signature events for Oklahoma City*
- ✓ *Activation of the streets, including fostering opportunities for increased street entertainment and music, sidewalk cafes and dining*
- ✓ *Programming the physical spaces*

### C. Community Development

Responding to both stakeholder priorities and an increasingly challenging economic climate, the introduction of community development services is recommended. Community development would be an entirely new business center for DOKC. Focused specifically on improving the Downtown retail and business mix and supporting Downtown development and infill, this new business center would position DOKC to provide research, information and support to businesses – retail and office - looking to locate in Downtown. Suggested Community Development roles for DOKC include:

- Facilitate infill, investment and development by being a portal for Downtown market information, providing individualized assistance to help business prospects locate or grow within Downtown and advocating policies to help improve the local business climate.
- Assist in business recruitment by providing market information tailored to the needs of specific prospects, identifying target markets and marketing directly to them and developing alliances with existing economic development organizations and networks.
- Encourage business retention and expansion by conducting periodic surveys of existing Downtown businesses and developing ongoing relationships with employers.

The proposed community development activity for the DOKC has been designed in concert with the Oklahoma City Chamber of Commerce and the City of Oklahoma City to augment and complement economic development activities that are already being managed by these agencies. The community development function within DOKC would specifically focus on the following key areas:

1. **Business Retention and Recruitment:** DOKC's new Community Development business center should become the primary business retention and recruitment portal for Downtown Oklahoma City. Components of the program would include:
  - **Point of Contact:** Having a dedicated individual who can be a source of information and assistance, who understands business and real estate, and who can develop sustained relationships is key to an effective and successful business recruitment and retention strategy. This individual should be available, on-the street, and armed with the necessary resources to help locate businesses within Downtown Oklahoma City. They should also serve as a liaison or "ombudsman" to help through City permitting and review.
  - **Downtown-Specific Market Information:** DOKC should work with the Oklahoma City Chamber of Commerce to tailor market data and economic information on Downtown. This data and information would be used to track overall progress on the development of Downtown, and to recruit and retain businesses, and could also be customized for a wide variety of stakeholders who are aiming to grow or attract businesses to Downtown, including city economic development officials, real estate professionals and owners of commercial property. Economic indicators that are suggested to be tracked for Downtown include:
    - ✓ Descriptive characteristics on the residential, office, retail and other market segments
    - ✓ Inventory of Downtown property, occupancy status, ownership and availability
    - ✓ Space available documents, including square footage, price per square foot and broker/owner contacts
    - ✓ Downtown workforce data
    - ✓ Downtown housing data

- **Targeted Business Recruitment:** DOKC should have clearly defined goals for recruitment, including an understanding of the retail and business segments that are most likely to locate within Downtown. Data should be collected on the existing inventory of businesses in Downtown and an analysis should be performed to identify future demand. As part of that work, a Retail Demand Study is recommended to identify the appropriate retail merchandising mix for Downtown Oklahoma City, and to determine how to best capitalize on available retail space.
  - **Business Retention:** Business retention efforts should be focused on developing relationships with Downtown businesses through systematic, one-on-one outreach to assess their satisfaction with the urban environment and better understand their needs and concerns as well as those of their employees. Efforts should be made to address challenges with the goal of renewing leases and retaining Downtown tenants.
  - **Collaborate with Economic Development Partners:** DOKC's Community Development business center should establish ongoing relationships with other economic development partners in Oklahoma City.
2. **Marketing:** The development of investor-specific marketing tools are suggested to create a new revived image for the Downtown retail, office and residential products including print and on-line, interactive marketing products to bolster recruitment and retention. Products will convey essential data that provides a complete picture of the Downtown environment and economy and will document the case for how businesses can benefit from a Downtown location and will market Downtown holistically. Marketing products will remain relatively fluid to ensure that data is recent, and to provide the opportunity for individualized research for business prospects. Suggested marketing products include:
- **Website, Online Map, and E-News:** The DOKC website should be updated frequently to provide all the information compiled in the market reports in an easy-to-find, easily searchable online format. The website should become a central clearing house for all information required to make development and investment decisions, including real estate data, parking, residential options and demographic trends among other things. In addition, DOKC should develop a searchable online map to support the data. Finally, e-news highlighting the latest research, business and development news could be highlighted in the existing DOKC electronic newsletter publication, or distributed on its own to interested investors and stakeholders.
  - **Market Reports:** Creative market reports that showcase a variety of economic performance indicators will provide a formal way for DOKC to showcase the Downtown market. The reports should remain fluid and customizable to allow them to be tailored to specific businesses that are considering Downtown.
  - **Investor Events:** Create investor focused events to introduce and provide information to different segments of the Downtown user market. Currently, DOKC produces a Downtown Home Tour that showcases Downtown living options. Similar events to showcase available space to potential entrepreneurs and investors or introduces developers to potential development opportunities should also be considered.

3. **Leadership and Policy:** To affirm and capitalize on DOKC's role as an advocate for the Downtown business community, the Community Development business center will ensure that business climate issues are kept in the forefront of civic decision-making. Key policy issues that will be advanced by DOKC include:
- **Incentives** for developers as well as property owners and tenants to locate in, relocate to or grow within Downtown. DOKC could explore improving the use of existing incentives and perhaps repackaging and/or creating new tools to lure businesses and jobs to Downtown.
  - **Advocating for Streamlined Development Policies** to make the process of moving Downtown easier.

The annual budget to add the new Community Development business center is estimated to be \$100,000. Until the economic climate stabilizes, the City has offered to match BID assessments up to \$50,000 per year to support the new community development activity.

## ORGANIZATIONAL RESPONSE

To undertake the Strategic Plan, the following organizational response is suggested for DOKC.

### A. Organizational Structure

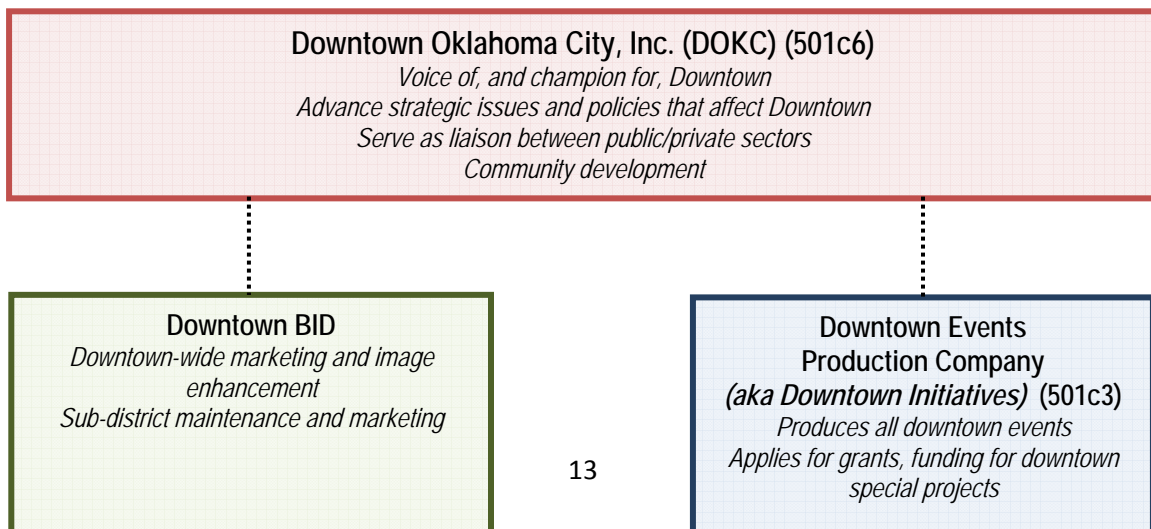
There are three distinct organizational entities that currently work together to manage Downtown Oklahoma City. The current structure is comprised of the following:

- **Downtown Oklahoma City, Inc. (501c6):** DOKC serves as the umbrella organization of the various entities funding Downtown improvements. The DOKC Board of Directors and staff serve as the voice of Downtown on a variety of policies and issues and the organization works with the City of Oklahoma City and Chamber of Commerce and other agencies to advance Downtown interests. The BID, while having a district Board of Directors, contracts with DOKC to undertake services.
- **Downtown Business Improvement District (BID):** The Downtown Oklahoma City Business Improvement District (BID) was formed in 2001 by the City in response to a petition initiated by Downtown property owners. The BID is a self-imposed and self-governed property assessment that raises approximately \$1,150,000 annually for Downtown improvements, primarily enhanced maintenance and marketing. The initial 10-year term of the BID sunsets at the end of June 2011 and a plan is pending to extend it for another ten years.
- **Downtown Initiatives (501c3):** Downtown Initiatives is currently used to produce events including the Downtown Home Tour, The Dean A. McGee Awards, The Invited Artist Gallery and the Downtown Dash. DOKC receives a management fee to reimburse for salary, admin, etc. in exchange for producing the events.

While, in general, the organizational model for DOKC going forward will remain the same, some slight modifications to Downtown Initiatives are proposed as part of the strategic plan, including:

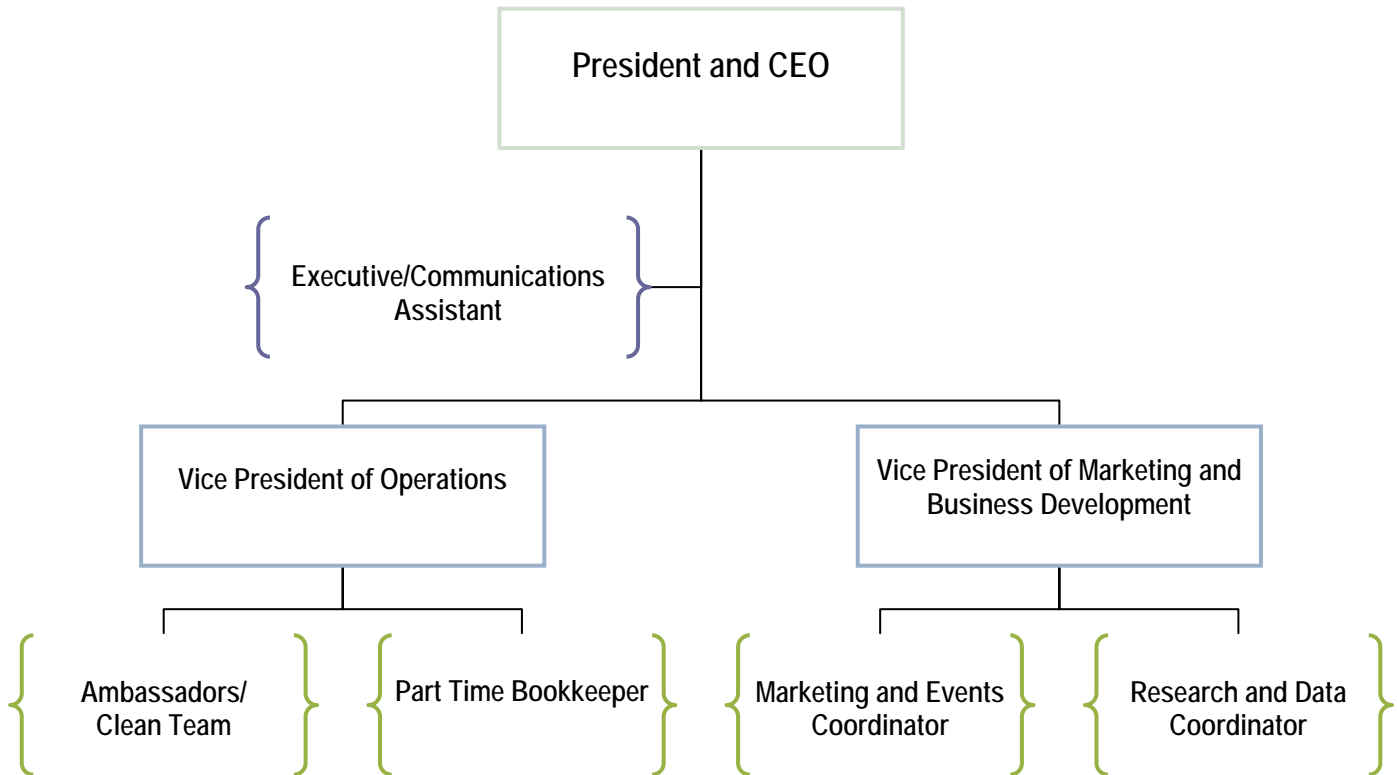
- Downtown Initiatives will be strengthened and repositioned as a downtown events production company (501c3), as proposed in the Marketing and Events section, and would be responsible for producing all Downtown events
- This 501c3 would also become more aggressive in using its non-profit status to obtain grants and undertake other fundraising initiatives for special projects in Downtown.

The organizational structure proposed is modeled as follows:



**B. Staff**

The new work program for DOKC presented in this strategic plan positions the organization to become the stronger, more influential private sector representative for downtown that the City of Oklahoma City and Chamber of Commerce need to continue the advancement of a strong and healthy city center for the community. To implement the initiatives outlined in this plan, DOKC needs a supportive staff structure - one which positions the organization as the face and voice of Downtown and as a driver of research and development for the center city. The staff must also continue to build on the core strengths that have helped create a successful and healthy urban core – marketing, events and a clean and safe environment. The following staff structure is recommended for DOKC as part of the strategic plan recommendations:



Descriptions of key staff roles for DOKC include:

- **President and CEO:** The President and CEO of DOKC is responsible for general oversight of all programs and projects funded and managed by the organization. Specific roles of the President and CEO include:
  - ✓ Oversight of all DOKC and BID operations including budget development, staff structure and strategic organizational direction, development and growth
  - ✓ Board of directors relations and communications
  - ✓ Liaison between DOKC and the City of Oklahoma City, Greater Oklahoma City Chamber of Commerce, and other civic and community organizations
  - ✓ Promoting DOKC as unifying organization for “character” districts
  - ✓ Advocate for downtown stakeholder interests and lead in identifying and leading development of policy initiatives to promote Downtown Oklahoma City

*Reporting Staff:* VP of Operations, VP of Marketing and Business Development, Executive/Communications Assistant

- **Vice President of Operations:** The Vice President of Operations of DOKC is responsible for the financial operations of the organization and has primary oversight of business improvement district programming in the physical environment. Specific roles of the Vice President of Operations include:
  - ✓ Serve as chief financial officer for the organization, overseeing all finances and budgets
  - ✓ BID program management as it relates to the physical environment, including oversight of downtown security and clean and safe operations and Underground maintenance and security as well as other BID related maintenance
  - ✓ BID account management
  - ✓ Oversight of "behind the wall" technology for the DOKC office
  - ✓ General office administration

*Reporting Staff:* Ambassadors, Clean Team, Part-time Bookkeeper
  
- **Vice President of Marketing and Business Development:** The Vice President of Marketing and Business Development is responsible for all external communications for DOKC as well as overall consumer and investor marketing strategy for the organization. Specific roles of the Vice President of Marketing and Business Development include:
  - ✓ Communication strategy and all external communication for DOKC
  - ✓ Consumer and investor marketing strategy
  - ✓ Keeper of the brand for DOKC and character districts (Bricktown, Auto Alley, etc.)
  - ✓ Public and media relations
  - ✓ "Front of wall" information management (including oversight of website presentation and content organization; coordinators are responsible for updating content for specific functions)
  - ✓ Oversight of events production company, including events development and strategy and event sponsorship
  - ✓ Creation of the new business development business center for DOKC and main point of contact for business recruitment and retention efforts

*Reporting Staff:* Marketing and Events Coordinator, Research and Data Coordinator.

Descriptions of support staff for DOKC include:

- **Executive/Communications Assistant:** The Executive and Communications Assistant will serve as chief assistant to the President/CEO and administrative assistant for the entire DOKC office. In addition, this individual will provide communications and technology support services. Specific roles of the Executive/Communications Assistant include:
  - ✓ Support to the President and CEO
  - ✓ Administrative support to the DOKC office
  - ✓ Social media support
  - ✓ Content uploading to the DOKC website

*Reports To:* President and CEO
  
- **Marketing and Events Coordinator:** The Marketing and Events Coordinator will handle all tactical management of events and consumer marketing for DOKC. Specific roles of the Marketing and Events Coordinator will include:
  - ✓ Implementation of consumer marketing strategy, including marketing and advertising campaigns and pieces, website information updates, newsletters, etc.
  - ✓ Implementation of all event logistics and permitting\_

*Reports To:* Vice President of Marketing and Business Development

- **Research and Data Coordinator:** The Research and Data Coordinator will handle all research and data development for DOKC as well as the tactical implementation of investor marketing. Specific roles of the Research and Data coordinator will include:
  - ✓ Serve as the point person for business retention efforts
  - ✓ Tailoring and customizing downtown-specific market information, including research and maintenance of data
  - ✓ Packaging and maintaining all investor marketing information, including market reports and website information
  - ✓ Coordinate investor events*Reports To:* Vice President of Marketing and Business Development
  
- **Ambassadors/Clean Team:** The Ambassadors and Clean Team employees undertake the daily cleaning and maintenance of the street-level environment as well as provide a welcoming atmosphere for residents and visitors.
   
*Reports To:* Vice President of Operations
  
- **Part-time Bookkeeper:** The Part-Time Bookkeeper will provide administrative support the Vice President of Operations, assisting with budgeting and bookkeeping for the operations of DOKC and the BID.
   
*Reports To:* Vice President of Operations

**C. Funding**

The initiatives currently undertaken by DOKC are funded through the following resources:

DOKC	BID	Downtown Initiatives
<ul style="list-style-type: none"> <li>■ Chamber of Commerce</li> <li>■ City Services Coordination</li> <li>■ Administrative Services</li> <li>■ Events Management</li> <li>■ BID Admin Fee</li> <li>■ Landscape Contract Mgmt</li> <li>■ Interest Income</li> <li>■ Guest Services Management</li> <li>■ Event Income</li> </ul>	<ul style="list-style-type: none"> <li>■ BID Assessments</li> </ul>	<ul style="list-style-type: none"> <li>■ Dean A. McGee Awards</li> <li>■ Move Up Home Tour</li> </ul>
<b>TOTAL: \$1,001,000</b>	<b>TOTAL: \$1,150,000</b>	<b>TOTAL: \$146,000</b>

In addition to this funding, DOKC should explore future revenue opportunities through the following mechanisms:

- Building event revenue through the development of the event management company
- Leveraging the 501c3 arm of DOKC to obtain grants and undertake fundraising for special projects and programs to benefit Downtown
- Contracts with other improvements districts, strategic partners to provide service

**D. Relationships with Other Organizations**

The efforts of DOKC will be most successful if they are leveraged strategically with those of partnering civic agencies who are also working to improve Downtown Oklahoma City. The following chart outlines the key services that DOKC and the BID will be provided in each of the three business centers proposed as part of the new Strategic Plan, and also identifies the roles of the Oklahoma City Chamber of Commerce/Convention and Visitors Bureau and the City of Oklahoma City:

	<b>DOKC/BID</b>	<b>OKC Chamber of Commerce/CVB</b>	<b>City of Oklahoma City</b>
<b>BID Services</b>	<ul style="list-style-type: none"> <li>▪ Existing BID Services</li> <li>▪ Streetscape Enhancements and Maintenance</li> <li>▪ Projects for the Residential Constituency</li> <li>▪ Efforts to Address Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide base level of maintenance and security</li> <li>▪ Streetscape enhancements</li> </ul>
<b>Marketing and Special Events</b>	<ul style="list-style-type: none"> <li>▪ Downtown-wide Consumer Marketing</li> <li>▪ Downtown Special Events</li> <li>▪ Street Activation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Market Downtown visitor attractions, events</li> <li>▪ Collaboration on development of Downtown events and destination attractions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support development of special events through permitting, etc.</li> <li>▪ Support street activation (sidewalk cafes, street performers, etc.)</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>▪ Improving Downtown retail and business mix, infill</li> <li>▪ Downtown small business retention/recruitment</li> <li>▪ Investor marketing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support DOKC efforts by providing research, data, referring contacts when appropriate</li> <li>▪ Economic development efforts to attract large development and business</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial support for DOKC in community development efforts</li> <li>▪ Provide data and research</li> <li>▪ Support DOKC through assistance in City permitting and review issues</li> </ul>

## IMPLEMENTATION

The 2009 Downtown Oklahoma City, Inc. Strategic Plan provides a framework to guide the development of Downtown Oklahoma City and the organization managing it, over the next five to ten years. The following outlines a recommended approach to successfully implementing this plan:

### YEAR ONE

#### Strategies:

- Complete Renewal of Downtown Oklahoma City BID
- Strengthen Relationships between Sub-districts and DOKC
- Reach out to Urban Neighbors and downtown residents on projects and programs DOKC can undertake to better support them

#### Organizational:

- Adopt Strategic Plan Recommendations
- Initiate Staff Reorganization
- Strengthen Relationships with Community Partners, including the City of Oklahoma City and Chamber of Commerce

### YEAR TWO

#### Strategies:

- Begin development and implementation of programs to support residents
- Begin efforts to address homelessness issues
- Begin development of programming ideas for special events production company
- Begin gathering and tailoring downtown market data
- Develop and undertake business retention efforts

#### Organizational:

- Explore efforts to diversify funding

### YEAR THREE AND BEYOND

#### Strategies:

- Increase maintenance of streetscape as improvements occur
- Expand events offerings through special events production company
- Targeted business recruitment efforts
- Development of investor marketing pieces and events

#### Organizational:

- Implement efforts to diversify and expand funding



APPENDIX I:  
COMPLETE SUMMARY OF STAKEHOLDER  
INTERVIEWS





Downtown Oklahoma City Forum Summary  
Improvements Summary

RANK	IMPROVEMENTS SUMMARY	DEVELOPERS	AUTOMOBILE ALLEY	DOKC BOARD GROUP
1	Increase Residential: People living downtown - quantity and quality, density, rental, affordable, broaden demographic	#1 (16)	#2 (6)	X
2	Pedestrian connectivity - walkable, connect points of interest, urban trails, atmosphere (public art, flag, banners, alivel), improved wayfinding and signage	#2 (13)	#5-TIE (2)	X
3	More retail - broad spectrum (grocery, cleaners, liquor), merchandising and quality, brand names and holiday festivities, complementary, specialty, unique	#3 (11)	X	X
4	Improved transit - rubber, rail, trolley	#4 (9)	#5-TIE (2)	X
5	Parking - shared structures, more attractive, better signage, better management, convenient, in appropriate places, structures, alternative parking (scooters, bikes, etc.)	#5 (6)	#4 (3)	
6	Promote development: Incentives for development to keep things in the core, away from sprawl - tax breaks, shared cost on infrastructure, land assemblage, fill in gaps, investor marketing, renovate First National	#6 (5)	#1 (7)	X
7	Education, schools, university/college	#7 (3)	#8 (1)	
8	Reduce homelessness - relocate services, PR campaign	#8-TIE (1)		
9	Core to Shore Investment, Improve Oklahoma River Area	#8-TIE (1)		X
10	Tourism - more visitors, create a full experience, convention center, convention hotel, leverage NBA opportunity	X		X
11	Activate public spaces - events, more summer events, promotion "community building", parks	X		
12	Train quiet zone	X		
13	More entertainment, nightlife		#3 (5)	
14	Amend zoning - alcohol/churches issue (this is a state statute), sidewalk activation		#5-TIE (2)	
15	New funding tools - BID and TIF			X
16	Bring jobs to downtown			X

**Downtown Oklahoma City Forum Summary  
Organizational Role Summary**

<b>ORGANIZATION'S ROLE</b>	<b>DEVELOPERS</b>	<b>AUTOMOBILE ALLEY</b>	<b>DOKC BOARD GROUP</b>
**R and D - create incentives, policies, look at best practices, promote downtown as development opportunity, be a deal maker, liaison, streamline development, serve as an ombudsman, economic development to fill in the gaps, support role, connector, facilitator	X	#1 (6)	X
"Urban warrior" - champion for downtown, advocacy, state legislation, advocate and represent property owners, lobby for policy, maintain consensus for downtown, clearinghouse of information, inclusive	X	#6-TIE (1)	X
Continue clean team - public areas, gateways, graffiti removal, maintenance, appearance	X	#3-TIE (2)	X
Tangible visible improvement to create a great atmosphere, ie. public art, lighting - spend strategically	X	#2 (3)	
Marketing tool/ special events to promote downtown, unified approach	X		X
Relook at canal/concourse fees	X		
New connections	X		
Ratepayers need to feel a sense of value (residential benefits tough to sell)	X		
DOKC needs plan to affect design and development - long term perspective	X		
Parking management plan		#3-TIE (2)	
Identify and capture our market - young professionals?		#3-TIE (2)	
Gallery district - identify and secure the niche of each area		#6-TIE (1)	

Downtown Oklahoma City Forum Summary  
 BID Board

BID Renewal	Rationale	Boundaries	Work Program Options	Term	Assessments
Need clear definition of roles - DOKC, City, Chamber	Enhance value downtown	Fill in the Bricktown gap	Cleaning (same)	Long term, with ability to evaluate and tweak every five years	Residential - method of assessment, governance, assess HOA
What role can the BID play in capital projects	Communications and knowledge	NW Corner of the BID - Explore "Central Park" and modifying Arts District to take in larger area	Marketing and Events (same to more)		Relook at canal assessment
Administrative costs are high, can we be more efficient?	Unified voice	Core to Shore/Midtown/Health Sciences and Research Park/Film District - Create flexibility for boundaries, services, informal connections	Infrastructure - canal, concourse (same to less)		Simplify
How BID can help enhancement investment values	Market, promote downtown	Use care to not get too big and dilute services	Leverage - safe, eco devo, events (more)		
How does BID treat residential and mixed-use	Great planning tool	Also, be cautious not to fragment - what constitutes/defines a district (function, geography)	Beautification - art, landscaping, gateways		
Leveraging BID funds	Maintain standard of cleanliness		Advocate to attract new services, solve challenges		
BID and retail	Public/private partnership		Ombudsman - facilitate development		
Adapting to future changes and development	Capitalize on opportunities		Video monitoring, security		
Be responsive to ratepayers	Economic development tool		Leveraging/co-op approach to issues; Seek out commonalities of various business interests and improve economies of scale		
Effectively meeting the needs of all the districts	Adapt to change/proactive		Different districts have different needs		
Stronger communication tools with both ratepayers and other entities	Public good, collective value		Code enforcement/promote improvements		
Tangible, visible beautification	Champion downtown				
Demonstrate cost and benefit	Track record of success				

Downtown Oklahoma City Forum Summary  
Automobile Alley

Ten Years Ago (1998)	Today (2008)	Ten Years Ahead (2018)	Improvements	Score	Role of BID	Score
Vacant	Awakened	Vibrant neighborhood	Promote development - incentivize, fill in gaps, investor marketing	7	Advocacy - state legislation?	1
Sleepy	Rising Values	Destination	New residential - rental, affordable, broaden the demographic	6	Promote auto alley as development opportunity - identify sites, owners, community development - deal maker, liaison	6
Reconstructing	Bridge to different parts of downtown	Mixed-use	Complementary retail - specialty, unique		Parking management plan	2
Walkable	Clean	Diverse	Pedestrian friendly/walkable	2	Gallery district - identify and secure the niche of each area	1
Low values	Undefined - is it retail, office, entertainment?	Warm bodies 24/7	Amend zoning - alcohol/churches issue (this is a state statute), sidewalk activation	2	Public art, lighting	3
	Lacks identity, clear purpose	Adequate parking	Education facility, school	1	Clean and safe, graffiti removal	2
		Safe	Parking - structures, room for scooter	3	Identify and capture our market - young professionals?	2
			Public transit - trolley	2		
			More entertainment, nightlife	5		

Downtown Oklahoma City Forum Summary  
Developers

Ten Years Ago (1998)	Today (2008)	Ten Years Ahead (2018)	Improvements to achieve 2018 goals?	Score	Organization's Role
Dead	Resurgent	Best place to live	More retail - broad spectrum (grocery, cleaners, liquor), merchandising and quality, brand names and holiday festivities	11	Continue clean team - public areas, gateways
Dormant	Renaissance	Well planned	People living downtown - quantity and quality, density	16	Avoid duplication with HOAs, other organizations
Hibernating	Blessed	Dynamic	Improved transit - rubber, rail	9	Relook at canal fees
Struggling	Cool	Self-sufficient	Pedestrian connectivity - walkable, connect points of interest, urban trails, atmosphere (public art, flag, banners, alive!), improved wayfinding and signage	13	Relook at concourse fees
Possibilities	Interesting	Grocery	Tourism - more visitors, create a full experience		New connections
Value	Still in transition	Safe and Clean	Parking - shared structures, more attractive, better signage, better management, convenient, in appropriate places	6	Advocate and represent property owners - lobbying for policy
M - F, 8 to 5	Growing neighborhood	Inclusive - affordability	Incentives for development to keep things in the core, away from sprawl - tax breaks, shared cost on	5	Marketing tool/ special events
Asphalt, concrete	Incomplete	Expanded	Activate public spaces - events, more summer events, promotion, "community building", parks		**R and D - create incentives, policies, look at best practices
Optimism	Opportunities	Creative	Reduce homelessness - relocate services, PR campaign	1	Steamline development process - ombudsman
		Occupied	Train quiet zone		"Urban warrior" - champion for downtown
		Conscious/purposeful	Leverage NBA opportunity		Ratepayers need to feel a sense of value
		Social responsibility	University/college	3	DOKC needs plan to affect design and development - long term perspective
		Economically self-sustaining	Improve Oklahoma River Area	1	Tangible visible improvement
					Residential benefits tough to sell
					Create best atmosphere - spend strategically

Downtown Oklahoma City Forum Summary  
DOKC Board Group

What's Strong about DOKC	What's Weak about DOKC	Downtown improvements?	DOKC Role	Strategic Plan Expectations
Unified voice for downtown?	Need leadership	Ten yesar ago, needed: hotel rooms, office workers, residents, \$1B in development	Promote downtown through events - efficient, unified approach	How can we best champion downtown
Less "balkanized"?	Need to clarify what we need to do	Next ten years....	Maintenance/appearance	*Clarify our role vis a vis Chamber/City and also BID
Downtown bigger than BID	BID needs to be more understandable to ratepayers	Renovate first national	Maintain concensus for downtown - inclusive, clearinghouse of information	Clarity on how to build on momentum
Reasonably efficient	Districts need to work towards cohesiveness	Pedestrian friendly downtown	Economic development? Filll in the gaps, support role, connector, facilliator	Build our influence?
Association with Downtown - strong Downtown "brand"	Constrained by resources	* New tools - BID and TIF		Where can we best direct our resources
Influential board		More residents - expand choices		Promote downtown
		* New convention center/convention hotel		Fill gaps and propel downtown forward
		Core to short investment		Roadmap - goals, objectives, measurements
		Downtown trolley/mobility		Future of the BID
		Jobs/corporate headquarters		TIF, BID, Promotion/sales of Downtown OKC
		Strengthen retail		



## APPENDIX II: COMPLETE SUMMARY OF STAKEHOLDER SURVEY RESULTS








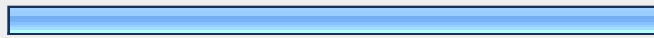

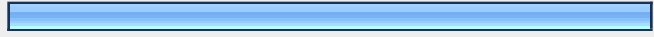
# Downtown Oklahoma City Survey

1. Overall, do you think that the following characteristics of Downtown Oklahoma City have been better or worse during the past 12 months?							
	Much better	Slightly better	No change	Slightly worse	Much worse	Don't know	Response Count
Appearance of Downtown	39.2% (47)	<b>48.3% (58)</b>	8.3% (10)	2.5% (3)	0.0% (0)	1.7% (2)	120
Business Growth	28.3% (34)	<b>49.2% (59)</b>	13.3% (16)	3.3% (4)	0.0% (0)	5.8% (7)	120
Cleanliness	26.7% (32)	<b>38.3% (46)</b>	28.3% (34)	4.2% (5)	0.8% (1)	1.7% (2)	120
Communications about Downtown	32.8% (39)	<b>36.1% (43)</b>	25.2% (30)	2.5% (3)	0.8% (1)	2.5% (3)	119
Events and entertainment	<b>45.4% (54)</b>	37.0% (44)	13.4% (16)	0.8% (1)	0.0% (0)	3.4% (4)	119
Image	<b>50.8% (61)</b>	36.7% (44)	6.7% (8)	2.5% (3)	0.0% (0)	3.3% (4)	120
Overall vitality	38.1% (45)	<b>41.5% (49)</b>	16.9% (20)	0.8% (1)	0.0% (0)	2.5% (3)	118
Safety: Perception	20.0% (24)	<b>35.8% (43)</b>	35.0% (42)	4.2% (5)	0.8% (1)	4.2% (5)	120
Safety: Reality	19.2% (23)	31.7% (38)	<b>38.3% (46)</b>	4.2% (5)	0.0% (0)	6.7% (8)	120
Visitor Activity	34.5% (40)	<b>40.5% (47)</b>	13.8% (16)	1.7% (2)	1.7% (2)	7.8% (9)	116
Other	23.1% (6)	3.8% (1)	26.9% (7)	7.7% (2)	3.8% (1)	<b>34.6% (9)</b>	26
If other, please specify:							12
<b>answered question</b>							<b>120</b>
<b>skipped question</b>							<b>1</b>

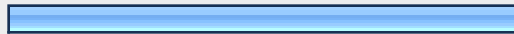

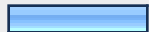
**2. Of the following services currently provided by the Business Improvement District (BID), do you feel more or less emphasis should be placed on each?**

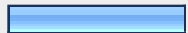

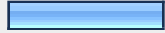


	<b>More emphasis</b>	<b>Stay the same</b>	<b>Less emphasis</b>	<b>Don't know</b>	<b>Response Count</b>
Downtown Advocacy and Communications	<b>52.1% (62)</b>	42.0% (50)	1.7% (2)	4.2% (5)	119
Downtown Marketing	<b>64.4% (76)</b>	31.4% (37)	2.5% (3)	1.7% (2)	118
Economic Initiatives	<b>67.8% (80)</b>	25.4% (30)	2.5% (3)	4.2% (5)	118
Events/Entertainment (Downtown in December, SoundBites in the Park, etc.)	<b>73.3% (85)</b>	25.9% (30)	0.9% (1)	0.0% (0)	116
Clean Team	<b>48.2% (55)</b>	<b>48.2% (55)</b>	1.8% (2)	1.8% (2)	114
Capital Projects (The Underground, Canal)	<b>62.9% (73)</b>	31.0% (36)	4.3% (5)	1.7% (2)	116
Efforts to End Homelessness	<b>68.3% (82)</b>	21.7% (26)	5.8% (7)	4.2% (5)	120
Safety	<b>60.4% (67)</b>	36.9% (41)	1.8% (2)	0.9% (1)	111
	<b><i>answered question</i></b>				<b>120</b>
	<b><i>skipped question</i></b>				<b>1</b>

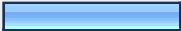
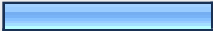









3. Overall, how would you grade the efforts of DOKC funded by the BID?			
		Response Percent	Response Count
A – Services are excellent and I'm very satisfied.		15.8%	19
<b>B – Services are good but there is room for improvement.</b>		<b>64.2%</b>	<b>77</b>
C – Services are fair and there is much room for improvement.		9.2%	11
D – Services are poor and I am dissatisfied.		0.0%	0
F – Services are very poor and the BID has been a failure.		3.3%	4
I – Incomplete. I don't know if services are good or poor.		7.5%	9
		Comments:	15
		<b><i>answered question</i></b>	<b>120</b>
		<b><i>skipped question</i></b>	<b>1</b>




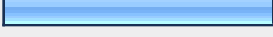


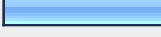
4. Looking five years into the future, list three words to describe your vision for Downtown Oklahoma City.			
		Response Percent	Response Count
1.		100.0%	108
2.		100.0%	108
3.		99.1%	107
		<b><i>answered question</i></b>	<b>108</b>
		<b><i>skipped question</i></b>	<b>13</b>


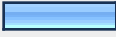
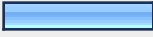
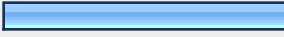
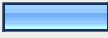


5. To achieve this vision, which services should the BID be undertaking to improve Downtown Oklahoma City?						
	Very important	Important	Neutral	Somewhat important	Not important	Response Count
Improve the downtown retail and business mix through community development assistance	<b>64.6% (73)</b>	29.2% (33)	5.3% (6)	0.0% (0)	0.9% (1)	113
Improve and maintain the pedestrian environment, including lighting, landscaping, public art, gateways, wayfinding signage, etc.	<b>81.4% (92)</b>	17.7% (20)	0.9% (1)	0.0% (0)	0.0% (0)	113
Increase advocacy efforts, be the “champion” for downtown	36.9% (41)	<b>48.6% (54)</b>	10.8% (12)	2.7% (3)	0.9% (1)	111
Improve safety	41.1% (46)	<b>42.9% (48)</b>	15.2% (17)	0.9% (1)	0.0% (0)	112
Stronger downtown marketing and public relations	34.5% (38)	<b>48.2% (53)</b>	13.6% (15)	1.8% (2)	1.8% (2)	110
Promote downtown through events	<b>55.8% (63)</b>	36.3% (41)	5.3% (6)	2.7% (3)	0.0% (0)	113
Improve communications between businesses, property owners and residents	<b>46.4% (51)</b>	36.4% (40)	13.6% (15)	2.7% (3)	0.9% (1)	110
Improve parking accessibility and management	<b>45.0% (50)</b>	28.8% (32)	17.1% (19)	6.3% (7)	2.7% (3)	111
Continue/expand clean team	<b>41.6% (47)</b>	38.1% (43)	17.7% (20)	2.7% (3)	0.0% (0)	113
Strategy to end homelessness, panhandling	<b>50.9% (57)</b>	29.5% (33)	16.1% (18)	1.8% (2)	1.8% (2)	112
Other	<b>76.0% (19)</b>	0.0% (0)	16.0% (4)	0.0% (0)	8.0% (2)	25
					If other, please specify:	24
					<b>answered question</b>	<b>114</b>
					<b>skipped question</b>	<b>7</b>

6. Would you support BID renewal if the preferred services in Question #5 were provided?			
		Response Percent	Response Count
Yes		78.0%	85
No		0.9%	1
Depends		21.1%	23
Comments:			10
<b>answered question</b>			<b>109</b>
<b>skipped question</b>			<b>12</b>

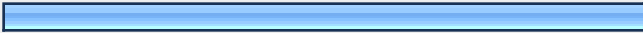
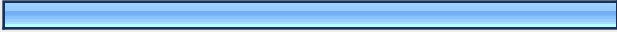
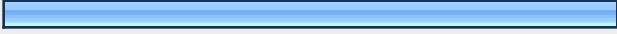

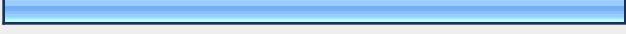
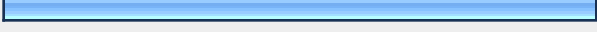
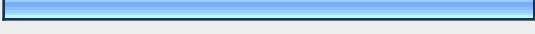
7. Would you be willing to pay new/increased BID assessments for new services?			
		Response Percent	Response Count
Definitely yes		27.0%	30
<b>Probably yes</b>		<b>43.2%</b>	<b>48</b>
Don't know		23.4%	26
Probably no		3.6%	4
Definitely no		2.7%	3
<b>answered question</b>			<b>111</b>
<b>skipped question</b>			<b>10</b>

8. Which of the following is the most important service you'd be willing to pay for?			
		Response Percent	Response Count
Improve the downtown retail and business mix through community development assistance		26.7%	27
<b>Improve and maintain the pedestrian environment, including lighting, landscaping, public art, gateways, wayfinding signage, etc.</b>		<b>31.7%</b>	<b>32</b>
Increase advocacy efforts, be the "champion" for downtown		1.0%	1
Improve safety		5.0%	5
Stronger downtown marketing and public relations		1.0%	1
Promote downtown through events		7.9%	8
Improve communications between businesses, property owners and residents		2.0%	2
Improve parking accessibility and management		5.9%	6
Continue/expand clean team		3.0%	3
Strategy to end homelessness, panhandling		8.9%	9
Other		6.9%	7
If other, please specify:			12
<b>answered question</b>			<b>101</b>
<b>skipped question</b>			<b>20</b>

9. Which of the following best characterizes your interest in Downtown Oklahoma City? (Select all that apply.)			
		Response Percent	Response Count
Downtown commercial property owner		17.8%	19
Downtown business owner		11.2%	12
Downtown residential property owner		22.4%	24
<b>Downtown residential renter</b>		<b>41.1%</b>	<b>44</b>
Charitable/non-profit		2.8%	3
Government		5.6%	6
Other		24.3%	26
		If other, please specify:	27
		<b>answered question</b>	<b>107</b>
		<b>skipped question</b>	<b>14</b>

10. Which Downtown Oklahoma district referenced on the map below are you located in? (Select all that apply.)			
		Response Percent	Response Count
Bricktown		11.9%	12
Deep Deuce		16.8%	17
CBD		22.8%	23
<b>Arts District</b>		<b>43.6%</b>	<b>44</b>
Automobile Alley		15.8%	16
Midtown		11.9%	12
Film District		2.0%	2
		<b>answered question</b>	<b>101</b>
		<b>skipped question</b>	<b>20</b>

**11. Please provide us with your name and contact information:**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Name:</b>		<b>98.9%</b>	<b>93</b>
Address:		94.7%	89
City/Town:		94.7%	89
State:		92.6%	87
ZIP/Postal Code:		95.7%	90
Email Address:		91.5%	86
Phone Number:		81.9%	77
		<b><i>answered question</i></b>	<b>94</b>
		<b><i>skipped question</i></b>	<b>27</b>