OKLAHOMA CITY

# Innovation District and Capitol Environs

**Land Use and Strategic Development Plan**

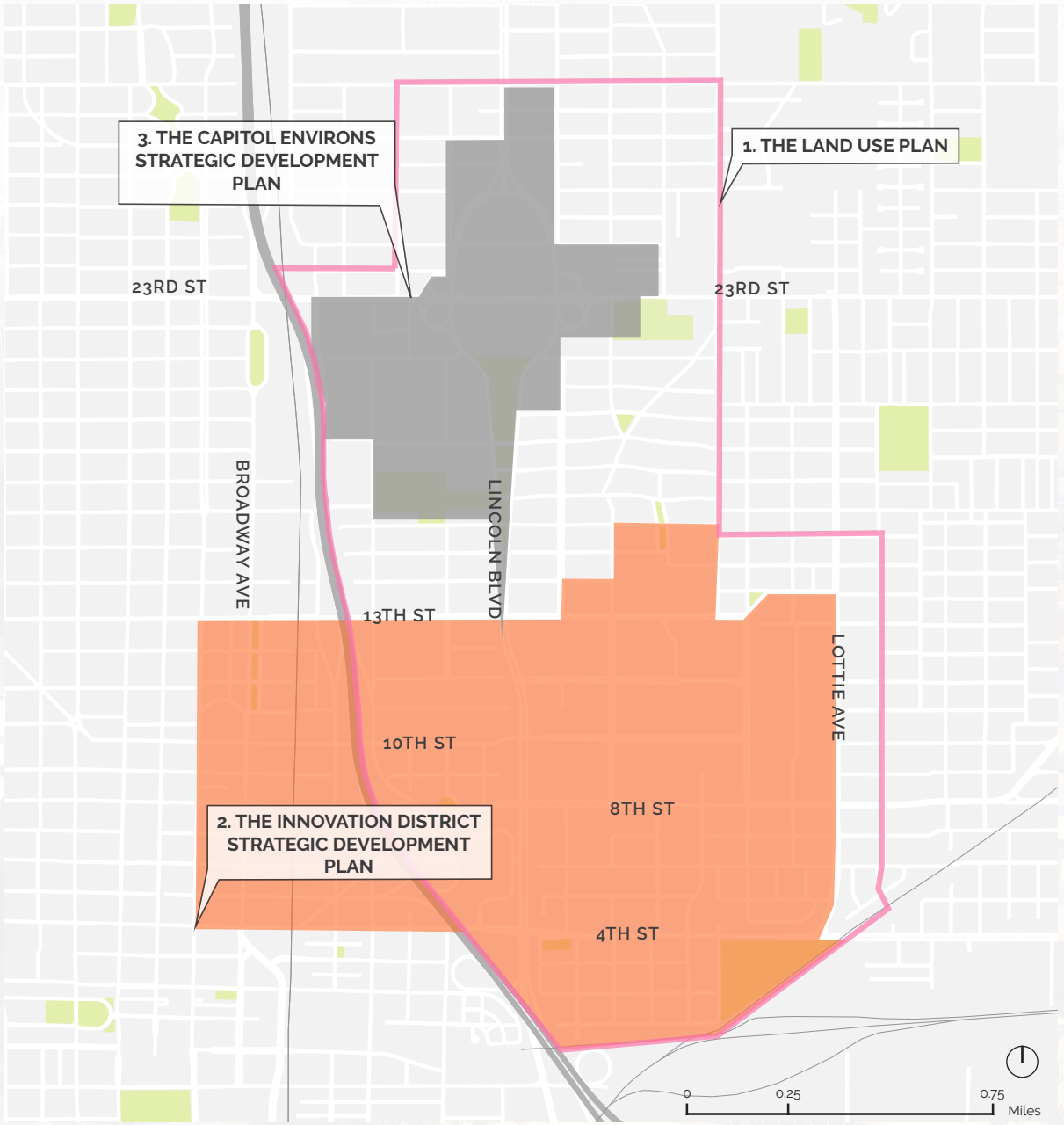
December 2019

OKLAHOMA CITY

# Innovation District and Capitol Environs

## Land Use and Strategic Development Plan

Perkins&Will HR&A TECONOMY PARTNERS LLC PEGASUS NELSON NYGAARD Kimley»Horn Point A Consulting From Point A to Point B and beyond


3. THE CAPITOL ENVIRONS STRATEGIC DEVELOPMENT PLAN
1. THE LAND USE PLAN
23RD ST
23RD ST
BROADWAY AVE
LINCOLN BLVD
13TH ST
LOTTIE AVE
10TH ST
8TH ST
2. THE INNOVATION DISTRICT STRATEGIC DEVELOPMENT PLAN
4TH ST
0
0.25
0.75
Miles

# How to Use this Document

This document includes the following three sections:

## 1. The Land Use Plan

This section defines the land use and corridor priorities for the entire 1400-acre study area. It establishes the roadmap for future development that will happen organically, spurred by the success of the Innovation District. The plan expands on the long-range land use, transportation and open space policy guidance of the City's Comprehensive Plan, plan**okc**, as they relate to the urban design of the study area, while ensuring that the design of new development is compatible and complementary to the existing context.

## 2. The Strategic Development Plan for the Innovation District

This document provides specific recommendations to guide the growth and development of the Oklahoma City Innovation District, which will be a major catalytic investment within the study area.

## 3. The Strategic Development Plan for the Capitol Environs

This document provides specific recommendations to guide the growth and development of the Capitol environs—which presents an opportunity to cluster existing state facilities and maximize the use of state-owned land, while building new iconic office buildings, pedestrian-friendly retail spaces and tourism destinations that celebrate the seat of the state government.

# Table of Contents

# 01. Introduction

## Contents

# Background

The past 100 years have seen rapid change and building momentum for the City of Oklahoma City, punctuated by great successes and significant hard times. In the past 50 years, local leadership has built a tremendous center of patient care and research just northeast of downtown. This part of Oklahoma City has been home to health care facilities since 1900 when OU College of Medicine was founded there, joined by the original University Hospital in 1919. Other institutions followed but it wasn't until the mid-1960s that a plan was developed to create the campus we know today. The goal at the time was to secure the state's ability to care for its citizens with both the facilities and the professionals necessary. This academic health center continued to grow steadily but there was little to no commercialization of the research done there until a few strategic moves were made in the late 1980s and early 1990s.

These decades brought commercialization and job growth. The Presbyterian Health Foundation built the Research Park at the same time two state questions paved the way for commercialization of university technology and for creation of i2E, an organization that has been essential to innovation growth.  A 2001 report found that there were just over 12,000 full time workers in the Health Center. Today there are 18,000. This 50 percent increase in just 18 years is indicative of the growth potential—and a real motivator for continued strategic investment.

A subsequent 2005 plan developed by Battelle, a leading a global research and development organization that specializes in science and technology, set a path for the industry's continued growth. These actions brought some of the country's brightest minds for both research and patient care. During this same time period, there was more than a billion dollars of investment in new research and patient care facilities. Oklahoma City's profile within the industry had never been higher, with new discoveries, new companies, ever-higher research funding and strong liquidity events.

Despite all of the success in the region, city leaders knew that they were only scratching the surface of the potential. They also realized that the area had become a somewhat self-contained, mostly daytime campus where people drove in, worked or went to the doctor or visited a patient and then left. The campus wasn't integrated with the neighborhoods that surrounded it—and in fact, many decisions made in the past had the opposite effect, creating barriers between the health center and the neighborhood.

Local leaders became very interested in the work the Brookings Institution was doing around innovation districts and their study of how to create a stronger innovation culture in the district. Brookings had been teaming with Project for Public Spaces to dig deep into communities to study the potential for innovation districts, and the critical role placemaking would play in their growth. In their visits to Oklahoma City, Brookings and PPS found the potential they were looking for—the powerful combination of a city that knows how to work a plan and make something happen, and a collision of economic sectors that didn't exist in any other market.

1900

College of Medicine Established

# 1965

Medical Center Campus Expanded

# 1970s

Oklahoma City Urban Renewal Authority Demolished Structures throughout the Medical Center and Adjacent Neighborhoods

# 1985

PHF Research Park Development


# 2019

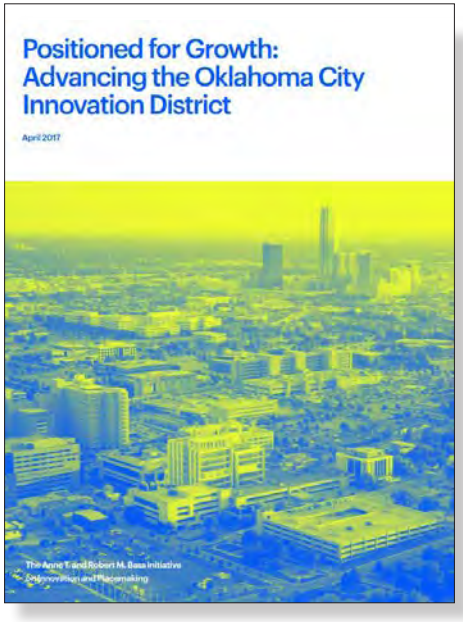
18,000 Employees

# The Brookings Study

In the spring of 2015, several major Oklahoma City institutions came together to study the potential of transforming the suburban style campus of the Oklahoma Health Center and Research Park into a center of innovation—often referred to as an Innovation District—where innovation and entrepreneurship can flourish, where interaction can happen and ideas can develop, and where people can congregate, collaborate and network in order to share ideas, leading to new companies, inventions and breakthroughs in technology.

The study, "Positioned for Growth: Advancing the Oklahoma City Innovation District," identified a series of strengths and assets that make Oklahoma City a standout place for the cultivation of innovation activities. The study made strategic recommendations on how the district could become an economic development driver, including bringing jobs and amenities to the underserved neighborhoods adjacent to the district.

The first step in implementing the recommendations of the study was to create a land use and strategic development plan for the district that would provide recommendations on how to utilize the land, the existing and future buildings, public spaces, and physical connections in order to weave these assets together and transform them into a greater economic engine than they could ever be on their own.




In 2017, the Brookings Institution and Project for Public Spaces released a report that provides recommendations for establishing a vibrant and inclusive Innovation District.

"The goal is not simply to build new buildings but to create greater density and collaboration between geographically distant but strategically aligned institutions."

**POSITIONED FOR GROWTH: ADVANCING THE OKLAHOMA CITY INNOVATION DISTRICT, APRIL 2017**

# The Charge of the Team

In the fall of 2017, many of the same institutions that collaborated on the Brookings study initiated a search for a world-class consultant team to assist in developing a visionary, yet implementable plan for the Innovation District and Capitol Environs. After a highly competitive search, the partner institutions engaged the global design firm of Perkins and Will and its consultants. This team of architects, urban designers, campus planners, research and technology park experts, real estate market strategists, transportation and mobility planners, and infrastructure engineers provided the key partners to assist the institutions and community stakeholders in taking the project to the next level.

At the outset of the project it was clear that Oklahoma City needed this project to be thoughtful, meaningful and comprehensive, going far beyond a Land Use and Strategic Development Plan report. The Perkins and Will team believed the project should involve a highly engaging process that would assist Oklahoma City in realizing a vision for a district concept born of a comprehensive and collaborative effort among key community leaders and a wide range of stakeholders. The outcomes of this plan would shape a series of projects allowing for an incremental and achievable implementation approach that should align with target industry sectors, prioritize infrastructure investment, establish an economic strategy, leverage public-private partnerships, and embody the vision framed in the prior study. The design of the district should include meaningful placemaking, while leveraging existing assets and weaving connections to the community in an open and inclusive manner to provide opportunity for all.

**GOALS/OBJECTIVES**

CREATE A DENSE, ACTIVE, SAFE AND WELL-CONNECTED MIXED-USE ENVIRONMENT THAT:

- Accommodates future needs of entities and supports their missions
- Protects and strengthens neighborhoods, both existing and new
- Integrates the Oklahoma Health Center and Capitol environs harmoniously with neighborhoods
- Supports opportunities for investment and enterprise
- Promotes a balanced mix of transportation modes, including transit, walking, automobiles and bicycles

IDENTIFY OPPORTUNITIES FOR:

- Infrastructure and civic investments that support innovation within the study area
- Placemaking
- New development and redevelopment
- Neighborhood stabilization
- Growth of existing institutions within the project area

SUPPORT THE MISSION OF EXISTING ENTITIES AND NEIGHBORHOODS, FOSTER COLLABORATION BETWEEN ENTITIES, AND COORDINATE DESIRED ENHANCEMENTS DURING THE PLANNING PROCESS AND BEYOND.

The product of this planning process is a comprehensive and holistic planning document that will chart a course to realize the true asset of this district as a robust and thriving economic hub for Oklahoma City and the greater region. The implementation of the Land Use and Strategic Development Plan presents an opportunity to stitch together the community fabric, creating a vibrant, active district that benefits the neighborhood through improving connections to job opportunities, open spaces, services and amenities.

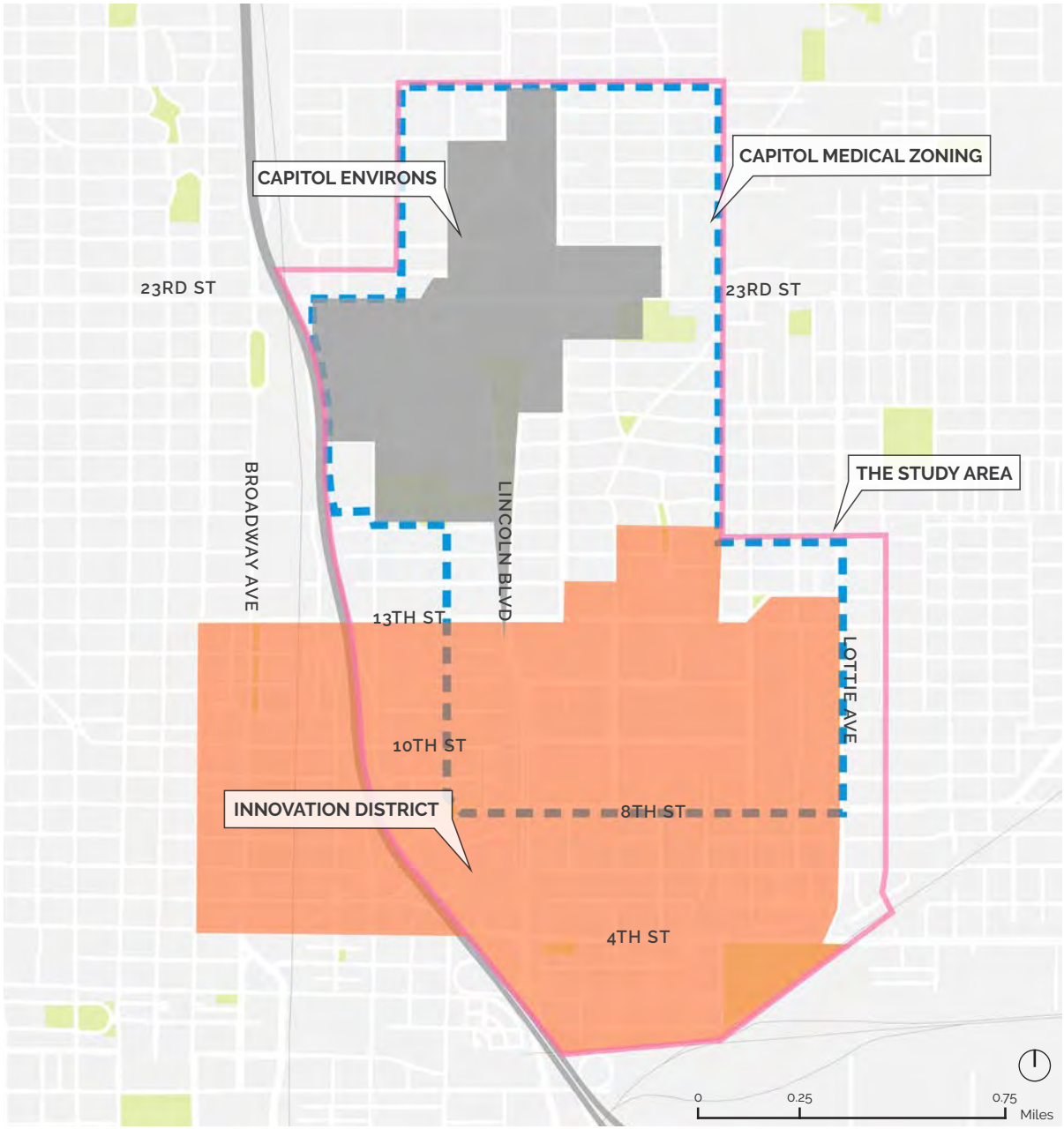
# The Study Area

The land use plan specifically focuses on the area east of I-235 in order to provide a vision for growth that matches the vibrancy of the recent investments west of the highway such as Automobile Alley and improve connections to the neighborhoods to the east. Much of this area falls within the Capitol-Medical Center Improvement and Zoning Commission (CMCIZC), so the state recognized an opportunity to ensure that the entire area was planned comprehensively.

## Innovation District

Bounded roughly by Robinson Avenue to the west, Lottie Avenue to the east, NE 4th Steet to the south, and NE 13th Street to the north, the emerging Oklahoma City Innovation District is a 1.3-square-mile area encompassing both the Oklahoma Health Center and the vibrant commercial corridor of Automobile Alley. It is the geographic area where the Health Sciences Center, OU Medical School and other health-related institutions are located, along with private companies doing research and development.

Study Area Boundaries




- Innovation District
- Capitol Medical Center Improvement and Zoning District
- State Capitol Environs
- The Study Area
- Open Space

## Capitol-Medical Center Improvement and Zoning District

Over 70% of the study area is governed by the rules and regulations of the Capitol-Medical Center Improvement and Zoning Commission (CMCIZC). A unique fixture of Oklahoma state government, the CMCIZC is an 11-member body created to develop and maintain a comprehensive land use plan for the orderly development of the district within and surrounding the State Capitol Complex and the Oklahoma Health Center. The commission oversees the physical development to maximize its potential and allow the district the opportunity to grow with optimum benefit to the state, property owners and residents of the district. The commission directly supervises approximately 950 acres and 20 miles of roadway within district boundaries on behalf of the state. In addition to government and health center complexes, the district includes historic preservation, single and multi-family residential, office, commercial/ retail and industrial uses. The CMCIZC boundary falls completely within the study area and this document can be used as a tool to guide future planning and zoning code updates or guidance for design review committees, if desired.

## Oklahoma State Capitol Environs

The Capitol environs is also a vital asset to the growth and vitality of this 1400-acre study area. Located just north of the Innovation District, the Capitol complex/ environs consists of the Capitol building, surrounding government buildings, tree-lined streets and boulevards. The area includes State Capitol Park, the Oklahoma History Center, the Oklahoma Judicial Center and the Oklahoma Governor's Mansion. Underutilized areas present a major opportunity to cluster existing state facilities and maximize the use of state-owned land while building new iconic office buildings, pedestrian-friendly retail spaces and tourism destinations that celebrate Oklahoma state government.

## Neighborhood Context

There are several existing and historic neighborhoods in and near the 1400-acre study area. The Brookings study points out that the growing number of employment opportunities within the study area have not brought similar economic prosperity to neighboring residents. Poverty rates in the surrounding neighborhoods are persistently above 45 percent. Moreover, median household incomes are below $25,000, compared to over $50,000 for the region as a whole. Unemployment levels hover above 15 percent, nearly three times the metro rate.

These disparities are exacerbated by a difficult history of redevelopment and urban renewal in the area. In efforts undertaken by the Oklahoma City Urban Renewal Authority in the 1970s, significant portions of African American communities were razed and replaced with what is now much of the Health Center (and later, I-235). The legacy of these actions—both physically and socially—are still felt today. As noted previously, the surrounding neighborhoods are physically disconnected from the area, with large blocks, vast parking lots and closed-off private structures having replaced the former human-scale, walkable street grid. To the south of the Health Center, a once vibrant commercial corridor along 4th Street was demolished and remains largely underutilized today. Residents have limited access to basic amenities such as grocery stores and open space.

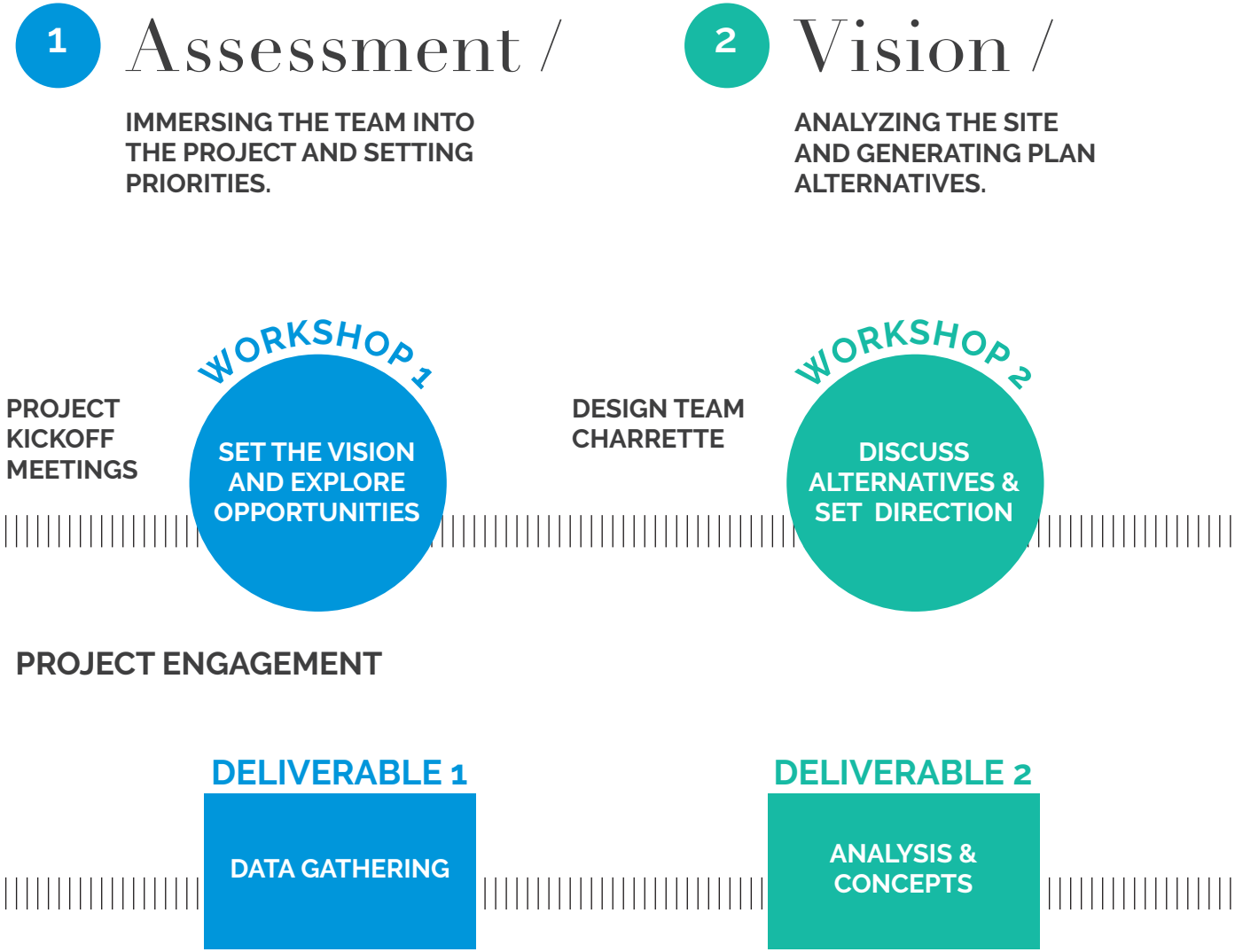
# The Planning Process

Throughout this 18-month process, the project team undertook a detailed process of assessment, visioning and analysis to identify the best strategy for creating a center of economic and innovation energy. Nearly 500 stakeholders provided input. At each phase, the project team engaged business people, community leaders, city stakeholders and neighborhood representatives through a series of interviews, small groups and committee meetings.

There was specific engagement of the residential community, particularly the neighborhoods adjacent to the Innovation District. The project team held interactive input sessions in November 2018, January 2019 and a booth at the June 2019 oNE OKC event. These sessions provided an opportunity for participants to discuss their ideas, express concerns and share what they find most valuable about their neighborhoods.

In addition to the input sessions, a brief 10–minute survey allowed participants to provide additional feedback.

Project Deliverables

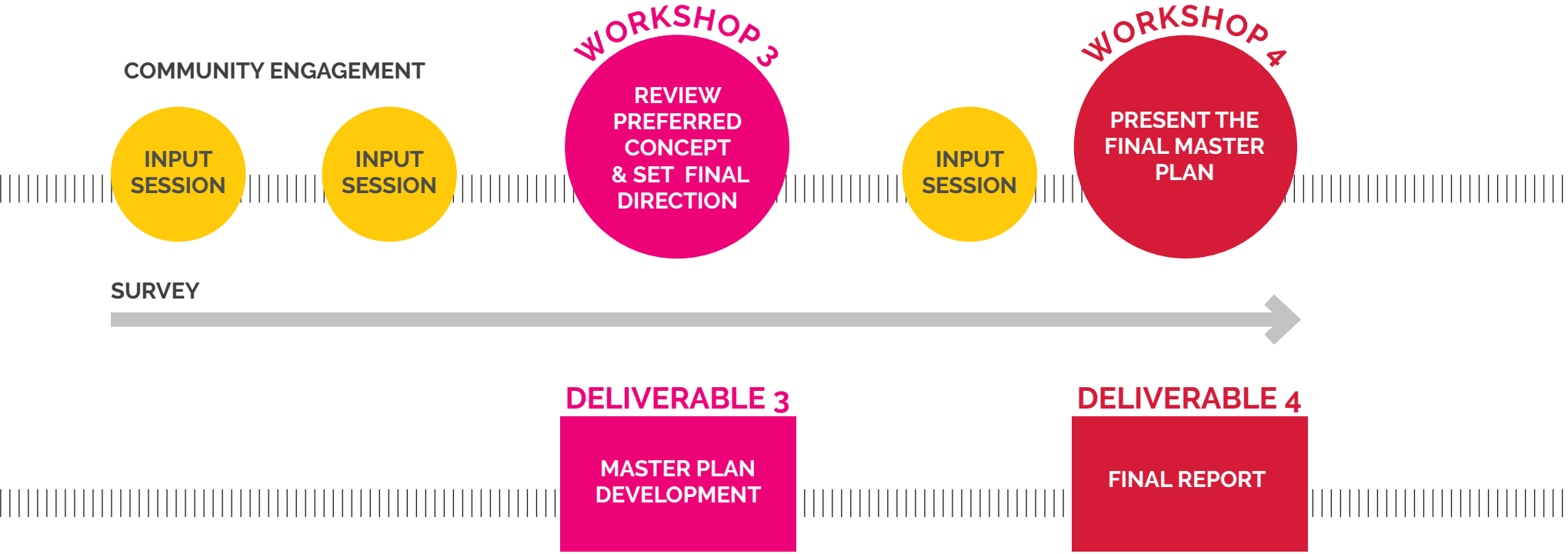


## 3 Master Plan /

EXPLORING BIG IDEAS AND CREATING THE CONCEPT MASTER PLAN.

## 4 Documentation /

FINALIZING THE MASTER PLAN AND PRODUCING FINAL DOCUMENTATION.



# Community Engagement

## 7 COMMUNITY OUTREACH OPPORTUNITIES

Held multiple community input events at Page Woodson and a local church, a booth at the oNE OKC event, online and paper surveys

## 60+ INTERVIEWS

Research + Clinical + Academic
Real Estate + Economic Development
Policy + Government
Community + Neighborhood

## 453 COMMUNITY MEMBERS PROVIDED INPUT


## 15 GROUP MEETINGS

Steering Committee
Advisory Committee
Community Facilitators Committee
Capitol Complex Focus Group
Education + Workforce Focus Group

# What We Heard

## Community Assets

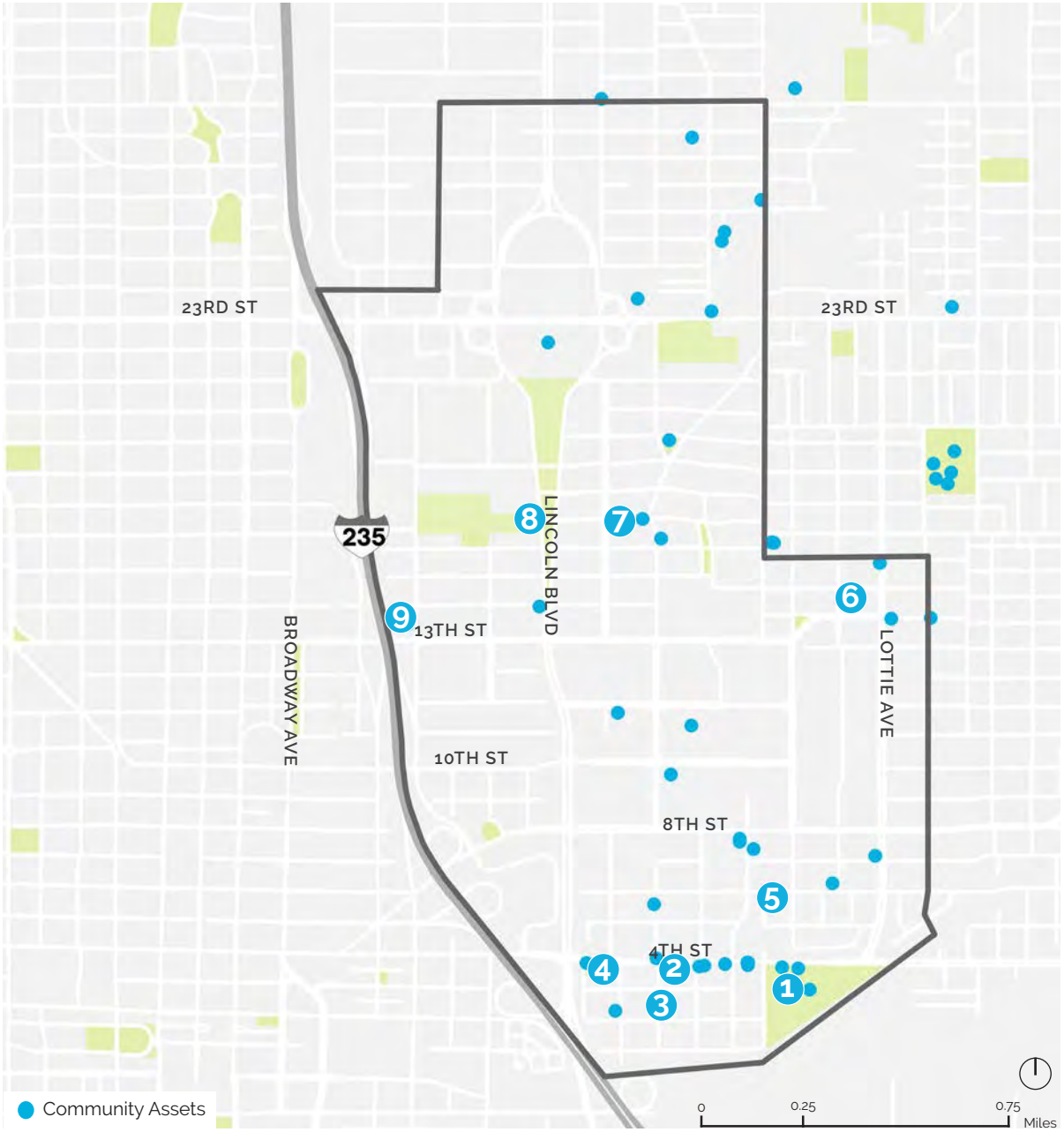
Participants were asked to identify physical, social and historical assets in the study area by placing a numbered dot on the asset and writing the name and significance of the asset on a corresponding post-it note.

Through this community engagement process, participants expressed the importance of preserving the Jewel Theatre, the Henrietta B. Foster Center, historic homes, Booker T. Washington Park and the State Capitol building. Participants also mentioned places important to black history in Oklahoma City such as Page Woodson school building, the Brockway Center, the Fifth Street Baptist Church and many other historically significant churches and schools.

Based on this feedback, the project team recommends preservation strategies to ensure that neighborhood revitalization efforts are woven into the fabric of the existing community.

1. Washington Park
2. The Jewel Theater
3. St. Johns Missionary Baptist Church
4. Henrietta B. Foster Center
5. Page Woodson
6. Brockway Community Center
7. Commercial Area in Lincoln Terrace
8. Harn Homestead
9. The Walcourt Building

Physical, Social and Historical Assets



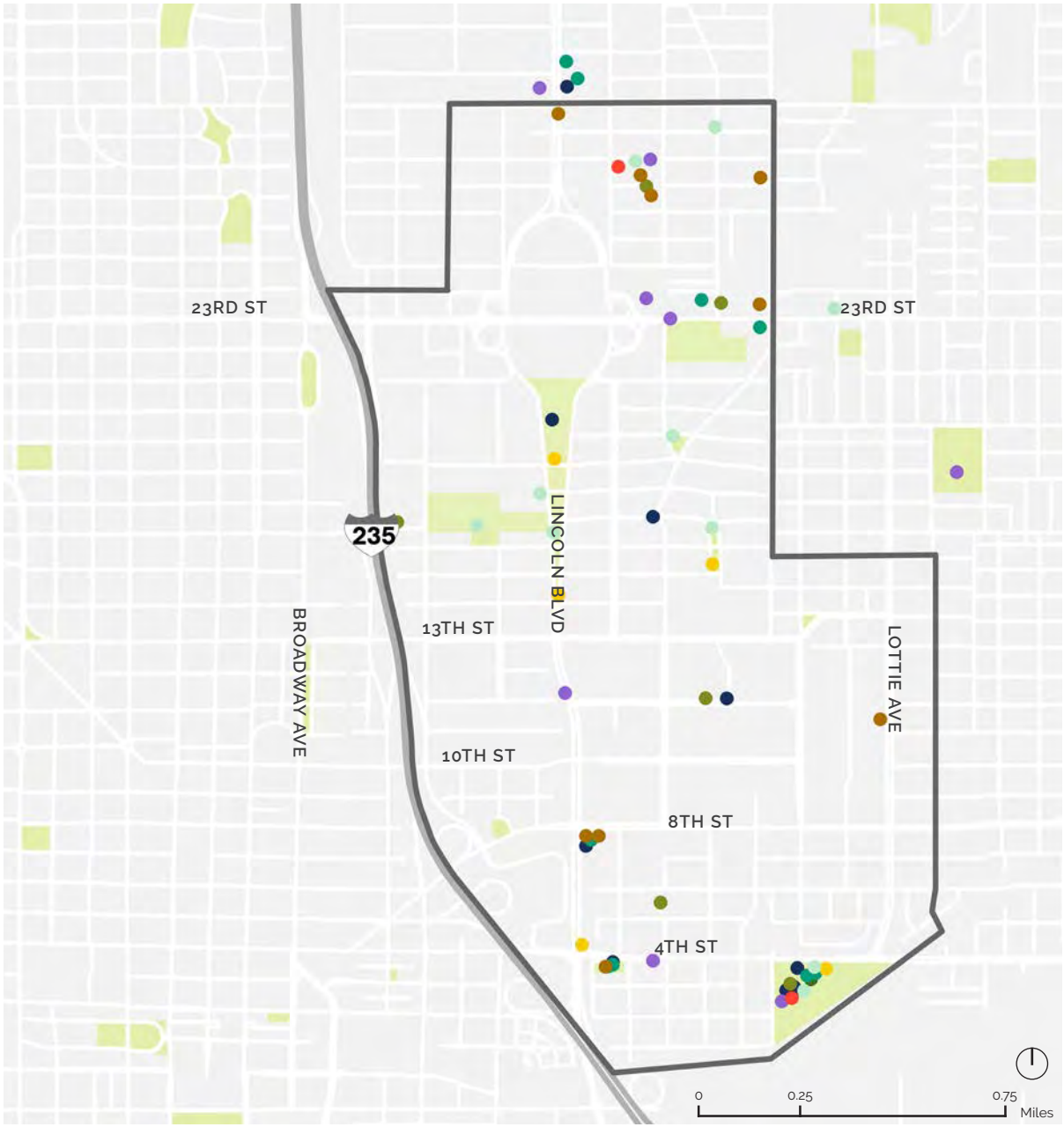
## Community Connections

Participants were given dots and a list of suggested programs and were asked to identify missing amenities in the study area.

They shared a desire for more amenities and programs such as youth sports, community gardens, farmers markets, kids' facilities, art galleries, museums, and activation in existing parks such as Booker T. Washington Park and in underutilized parcels throughout the study area. In addition to new amenities and programs, survey participants would like to see expanded childcare for students and employees and safer sidewalks and bicycle facilities.

The project team recommends enhancing existing parks like Stiles Circle Park, Booker T. Washington Park and State Capitol Park, while providing short term activation strategies for vacant and underutilized lots and strategies for new private development to incorporate additional community benefits.

Desired Programs and Amenities




- Amphitheater
- Art Galleries and Museums
- Community gardens and farmer's markets
- Food trucks
- Indoor Community Event Space
- Kids Facilities
- Outdoor Events and Markets
- Sports Facilities

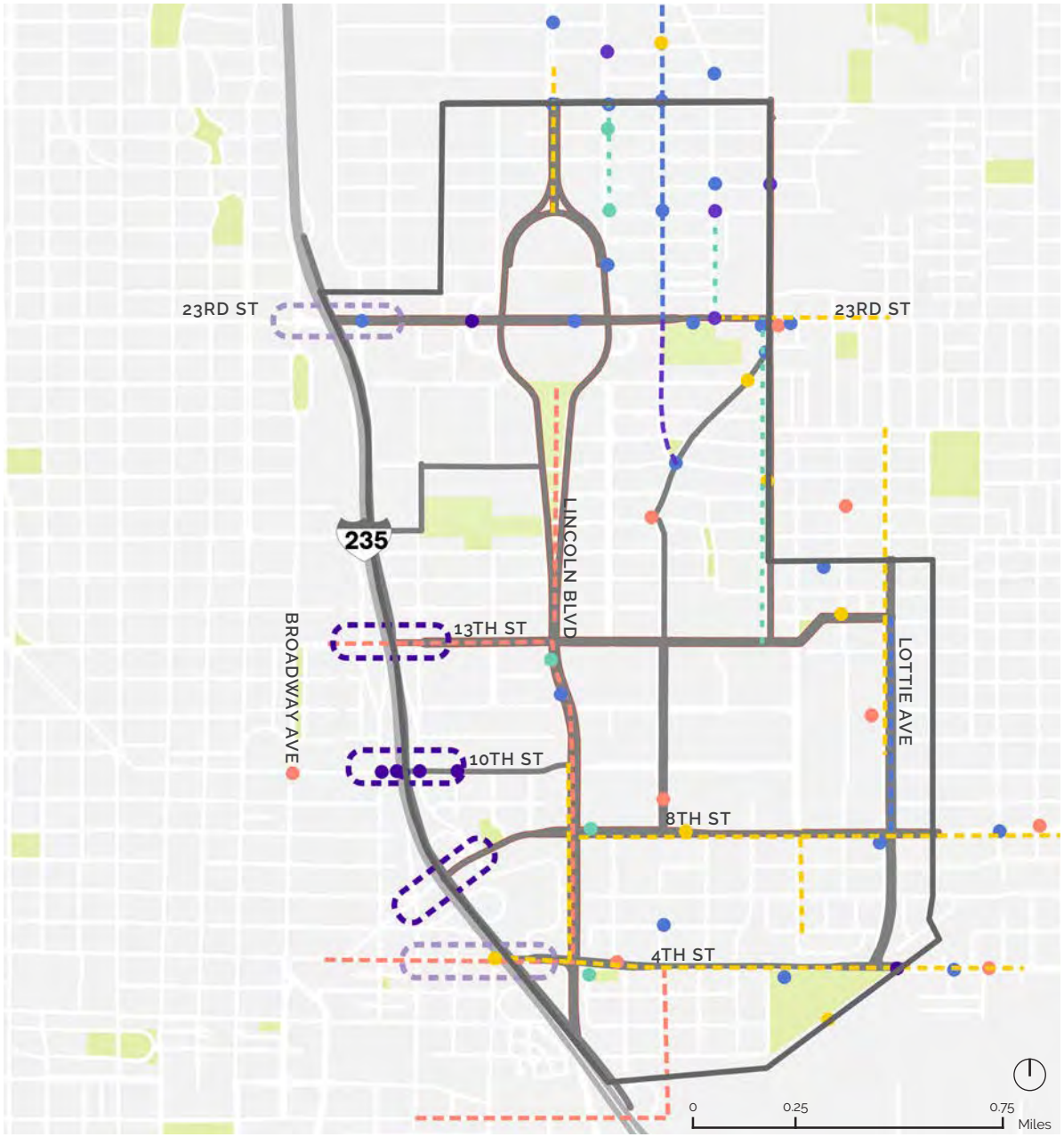
## Physical Connections

Participants were asked to use colored tape and numbered dots to identify physical connections like roads, bike lanes and sidewalks that need improvement.

They expressed a desire to see more sidewalks, bicycle lanes, better lighting and public transit in the district—particularly along 4th Street, 10th Street, 13th Street and Lincoln Avenue. Survey participants ranked accessibility and transportation improvements as the most valuable outcome of this long-term land use and strategic development plan.

The project team recommends filling in the gaps to the sidewalk and bicycle networks in the study area.

Physical Connections Needing Improvement



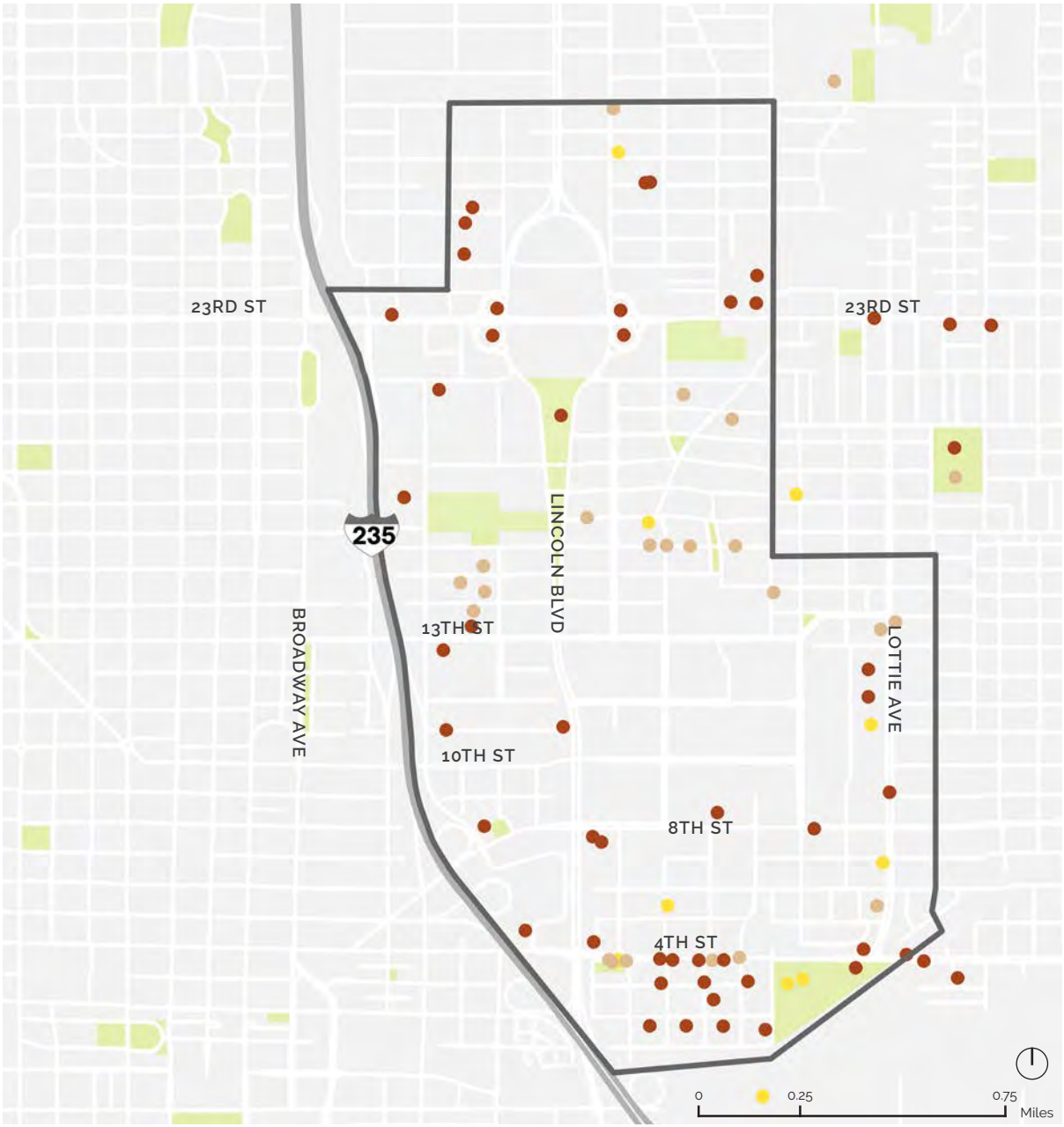

- Safer Crossings
- Safer Underpass
- Safer Overpass
- Street Reconstruction
- Sidewalk Repair
- Walking/Biking
- Improved Lighting
- Public Transit
- planokc Major Arterial
- planokc Minor Arterial
- planokc Connector

## Revitalization and Redevelopment

Participants were asked to identify development opportunities within the study area. Stakeholders reviewed descriptions of three development categories (preserve, transition and redevelop) and placed corresponding sticky dots on places within the study area they felt were appropriate for each category. Participants would like to see 4th Street restored to the vibrant retail street it once was and residential neighborhoods preserved and protected from rising property values and other impacts of gentrification. Survey results show that restaurants, housing and retail stores were desired in the study area.

Based on this feedback, the project team recommends locating higher intensity uses closer to I-235 and downtown and using a transitional land use category that includes a range of middle-density building types in between high intensity redevelopment and residential areas in order to buffer residential areas from higher intensity development.

Opportunities For Preservation, Tranisiton and Redevelopment




Preserve

Transition

Redevelop

## Survey Feedback

The project team conducted surveys at all of the input sessions as well as online. Survey topics included:

- Relationship to study area
- Most valuable outcome of the study
- Most needed amenities
- Housing priorities
- Transportation behavior
- Transportation improvements
- Impactful initiatives
- Access to job opportunities
- Programming and public events
- Community Assets
- Additional comments and suggestions

Participants expressed a desire for improved job opportunities, housing options and the availability of new services and amenities. They also shared concerns about gentrification, rising land values and fears of displacement.

### FEEDBACK FROM COMMUNITY ENGAGEMENT

**356** SURVEY RESPONSES

**46%** RESIDENTS IN OR NEAR (WITHIN 1 MILE OF) THE STUDY AREA

**Survey participants felt the most valuable outcomes of the long-term land use and strategic development plan would be:**

1. Make it easier to get around and access amenities
2. Improve housing options
3. Bring life and vibrancy to the district through placemaking efforts
4. Offer new services and amenities
5. Improve job opportunities for residents in and near the study area

# 02. Land Use Plan

## Contents

# Land Use Plan Overview

The purpose of the land use plan is to provide strategies for a vibrant, active district that benefits the community by celebrating existing assets, enhancing connectivity, providing new amenities and ensuring that the design of new development is compatible and complementary to the existing buildings. The strategies will ensure that already established communities, such as the surrounding and historically underrepresented neighborhoods, are included in the new vitality emerging in the area. Each section contains a summary of feedback collected from stakeholders who participated in the public engagement process followed by specific recommendations for growth and redevelopment.

**Specifically, this plan can guide the following:**

- Planning and zoning code updates or guidance for a design review committee, if desired.
- The utilization of Tax Increment Financing (TIF) incentives to encourage development that is consistent with the Land Use Plan.
- Prioritization of future bicycle and pedestrian improvements and other potential capital improvement projects that could be funded by general obligation (G.O.) bonds, federal grants, sales tax or other sources.

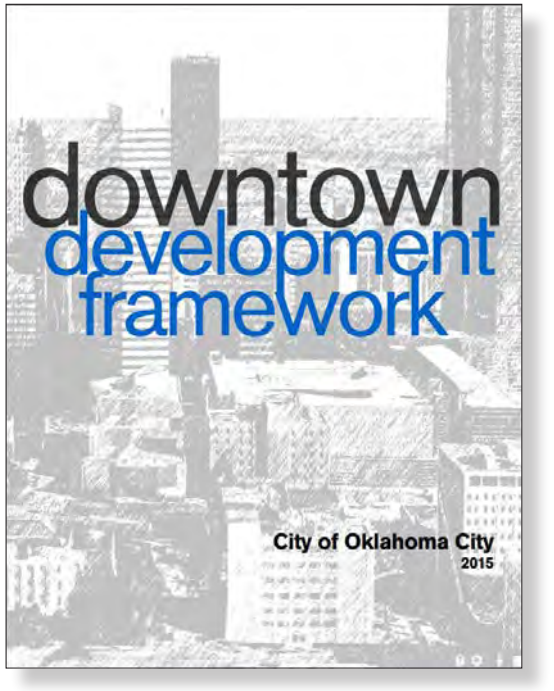
## Building on planokc and the Downtown Development Framework

Oklahoma City's Comprehensive Plan, plan**okc** was adopted in 2015. It provides long-range policy direction for land use, transportation, economic development, housing, public services, and natural and cultural resources. It outlines the city's vision and priorities, and describes where, how, and in some cases, when development should occur. Plan**okc** recommends the creation of small area plans for neighborhoods and districts throughout the community. This document provides further definition of the land use and corridor priorities defined in plan**okc** as they relate specifically to the urban design of the 1400–acre study area.

Plan**okc** recommends Land Use Typology Areas (LUTAs) oriented around a spectrum of development intensities—from undeveloped Open Space, to the high intensity of Downtown.

The Downtown Development Framework (DDF) is a tool developed by the City of Oklahoma City to guide land use, urban design, transportation and infrastructure for downtown to coordinate public and private investment. This Land Use Plan is modeled after the framework established in the DDF and customizes the recommendations to the study area.

planokc
planning for a healthy future

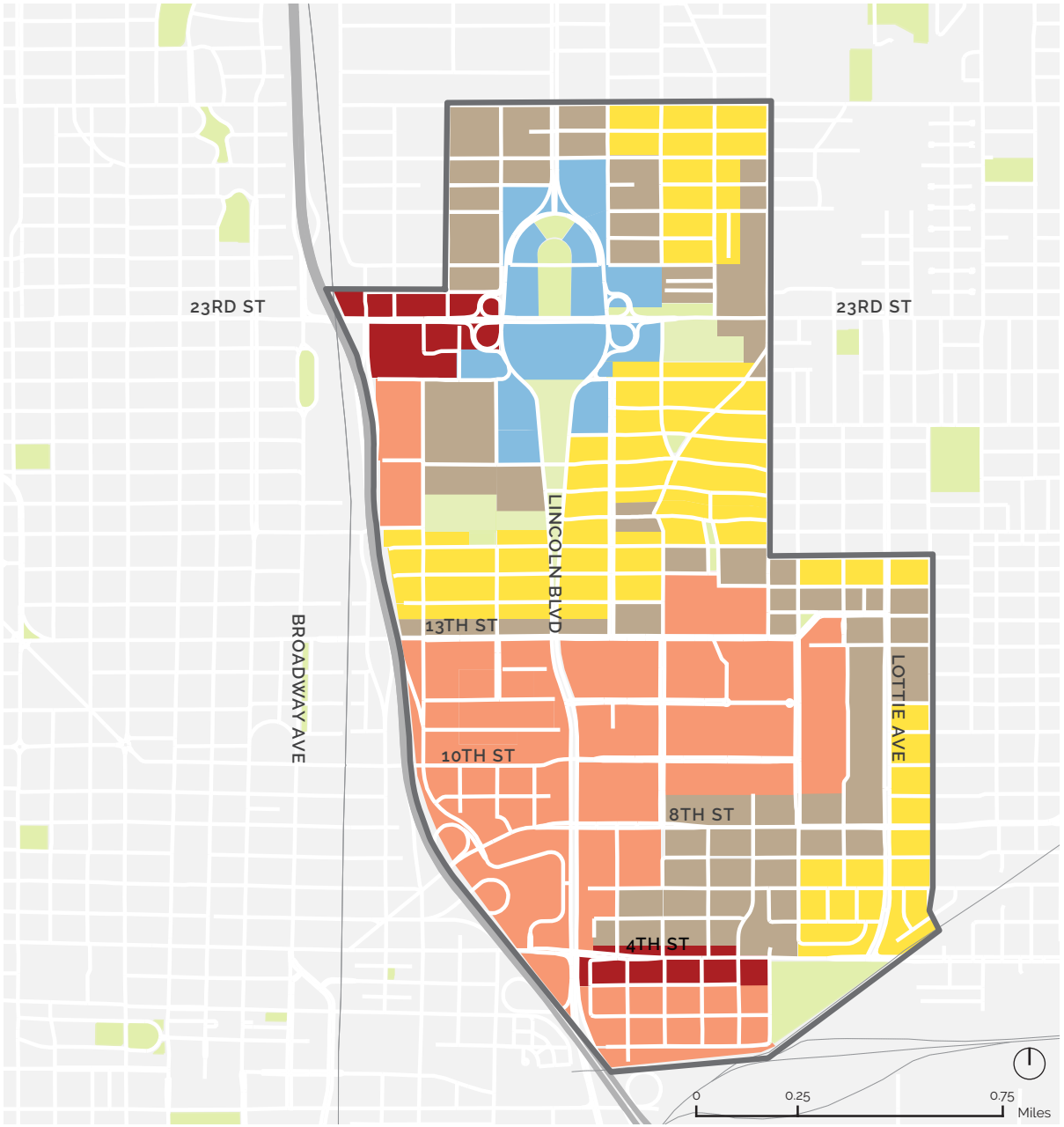


# Land Use Framework

## Development Typologies

The following development typology descriptions provide a vision for how the study area might develop over time. The descriptions provide future guidance to the City of Oklahoma City and the CMCIZC, as the city and the state embark on future development code updates and implementation projects. The typologies are modeled after the City of Oklahoma City's DDF but customized to the study area context. Like the DDF, this is not a regulatory document and does not include additional requirements or standards for development beyond what is regulated in the municipal code.

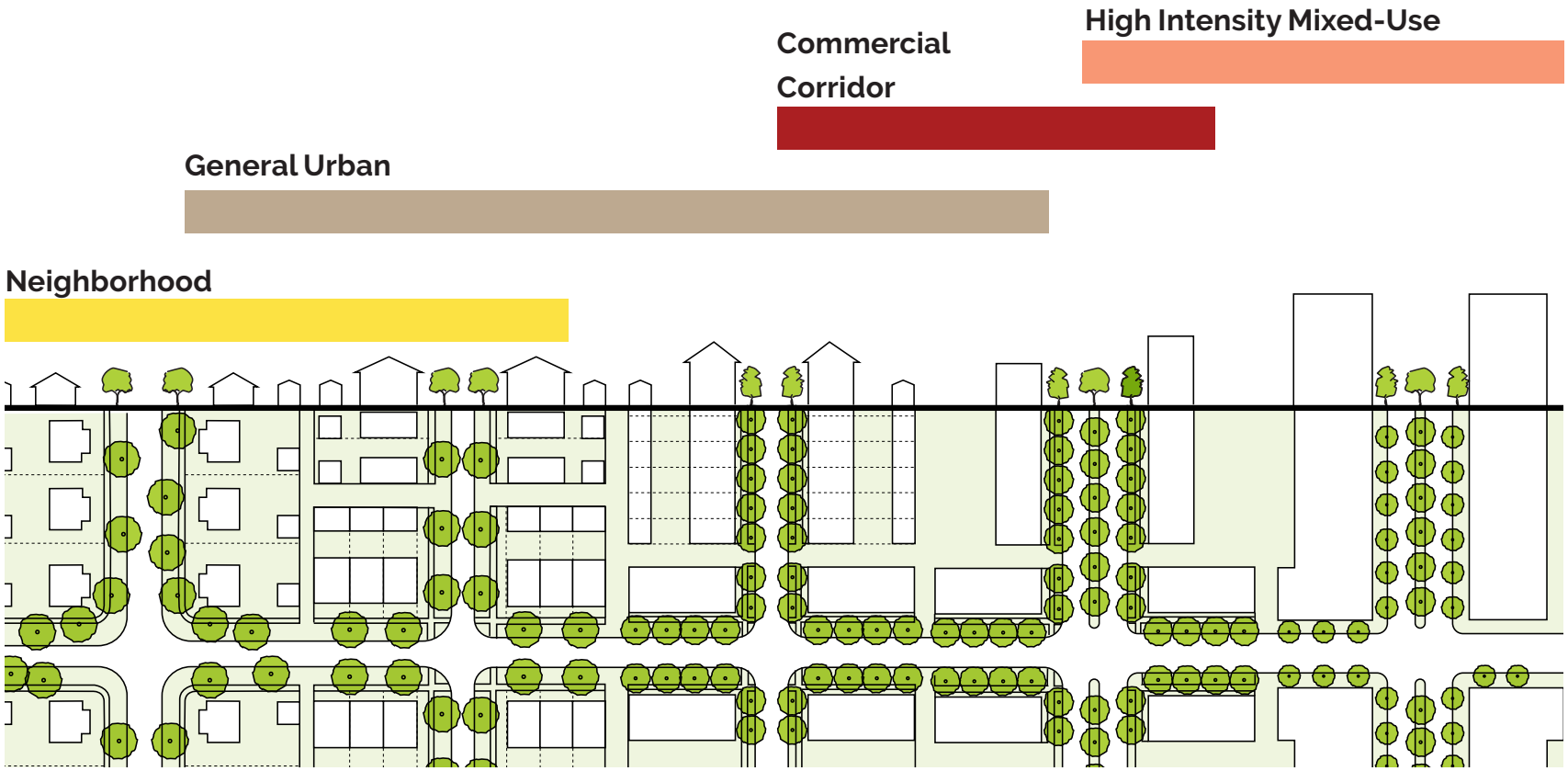
Land Use in the Study Area




- High Intensity Mixed-Use
- Commercial Corridor
- General Urban
- Neighborhood
- Special Destination: Historic
- Open Space

## Transect Diagram

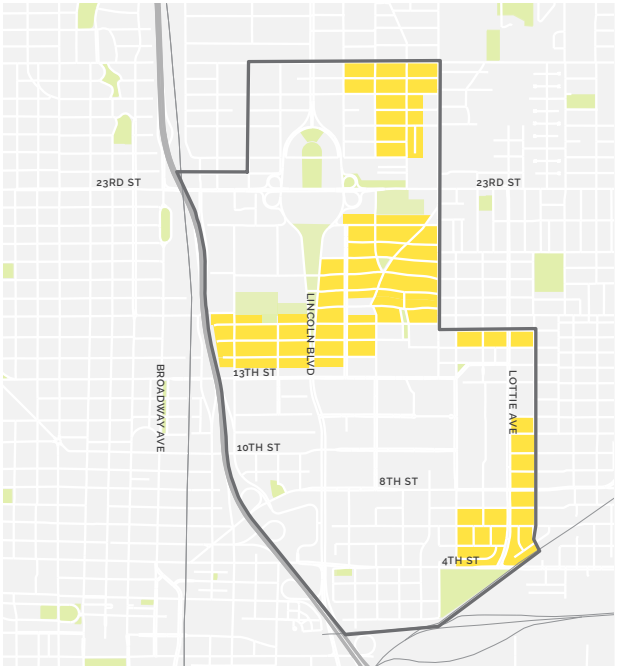
The Development Typologies diagram and descriptions establish a vision for the study area that focuses on the type, height and scale of future buildings within various areas. Like the transect diagram below illustrates, the development typologies are meant to scale in height and intensity in order to ensure compatibility with existing development and lower density uses. The following pages provide descriptions, photos and design considerations for each development type.




Transect Diagram

## Neighborhood

Neighborhood areas should be the lowest density, with primarily historic and existing single-family detached homes and "house scale" multifamily such as duplexes and fourplexes. Existing neighborhoods could be identified with opportunities to infill. Parcels are typically deep with narrow street frontages. Setbacks and front yards vary. This development type should have the lowest pedestrian and vehicular activity due to its predominance of less intense residential uses and limited amount of office, retail and dining.




Neighborhood areas should maintain existing and historic residential character.

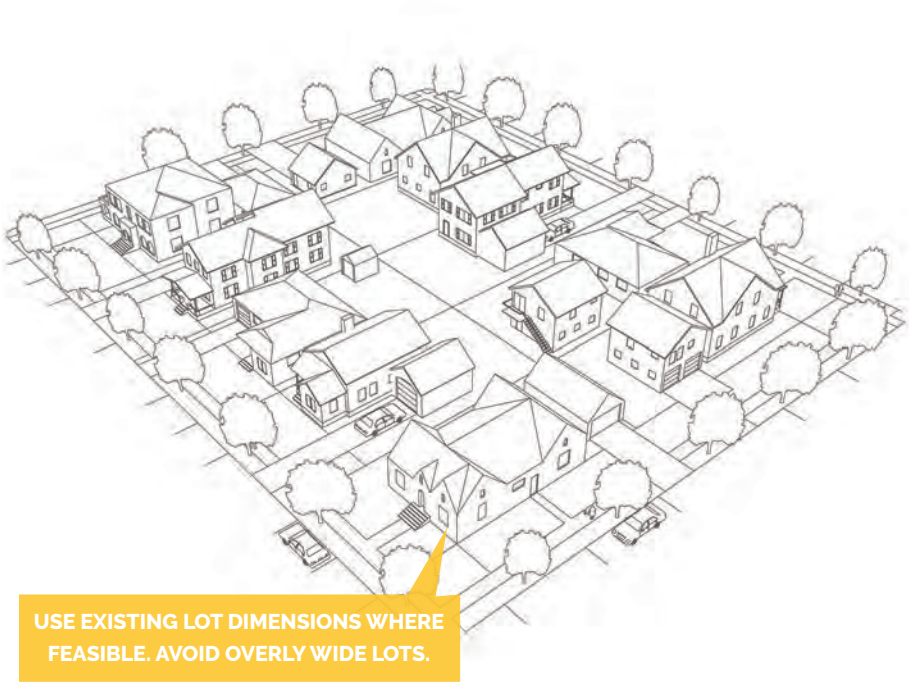
**Block Sizes:** Maintain existing residential block sizes. Existing block sizes vary greatly but the standard is roughly 300 to 630 feet. Avoid subdivisions that consolidate small blocks into larger blocks or disrupt existing street patterns. Avoid cutting off through-streets. Seek opportunities to align new streets with existing adjacent streets. Avoid creating new cul-de-sacs.

**Lot Widths:** Use existing lot dimensions where feasible. Typical existing lot dimensions are roughly 50 feet wide by 140 feet deep. Avoid creating disproportionately wide lots.

**Building Setbacks:** Match setbacks of existing houses within the block face. If the block face does not have a prevailing setback, conform with adjacent blocks or neighborhoods. Existing setbacks vary block to block but are typically between 20-30 feet.

**Sidewalks:** Provide a main sidewalk (one for each unit) that leads directly from the front porch to the public sidewalk (or street curb where no sidewalk exists). Sidewalk should be added where it does not exist. Sidewalk width should be a minimum of 5 feet, or 6 feet where it touches the curb. Sidewalks can have alternate secondary paths to connect to driveways, but the driveway should not be the primary pedestrian access point.

**Parking:** Garages should be located on the lot as not to be the dominant physical feature. Garages can be located to the side or the rear of the primary facade of the house (rear is preferred). Primary facades of front-facing garages should be at least 15 feet behind the primary facade of the house. Rear garages can be attached or detached. Access the garages via mid-block alleys, where feasible. In locations where mid-block alleys are possible, avoid driveways connecting to the front/primary street. Driveways should be no more than 10 feet in width for the entire length that extends beyond the primary front facade of the house. Driveways can widen to up to 18 feet in width at a point that is behind the line of the primary house facade. Shared driveways or alleys between lots are encouraged where feasible.

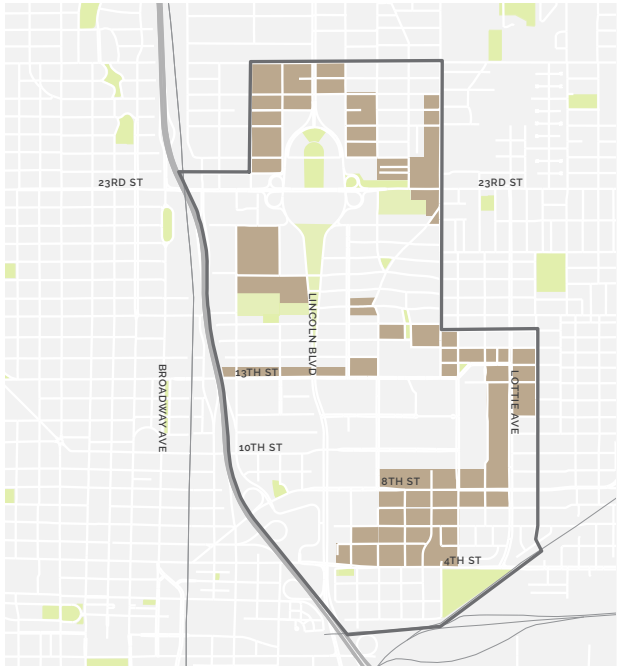



Neighborhood Example

## General Urban

The General Urban areas should be made up primarily of horizontally mixed residential and commercial uses in a variety of building forms. Single-unit and multi-unit residential uses should be integrated with low-scale commercial buildings. Commercial uses should occur in a variety of building forms that may contain a mixture of uses within the same structure. Residential uses should be primarily located along local residential streets. Commercial uses should be primarily located along mixed-use arterial and connector streets but may be located at or between intersections of local neighborhood streets.

These areas have many existing residential uses but may be considered for increased intensity over time due to its location along Lincoln Boulevard, 4th Street and 8th Street. The General Urban category is located between High-Intensity Mixed-Use and Neighborhood and provides a range of middle-density building types in order to transition between higher and lower intensity development.




General Urban is a transitional land use category that includes a range of building types in between high intensity redevelopment and residential areas in order to buffer residential areas from higher intensity development.

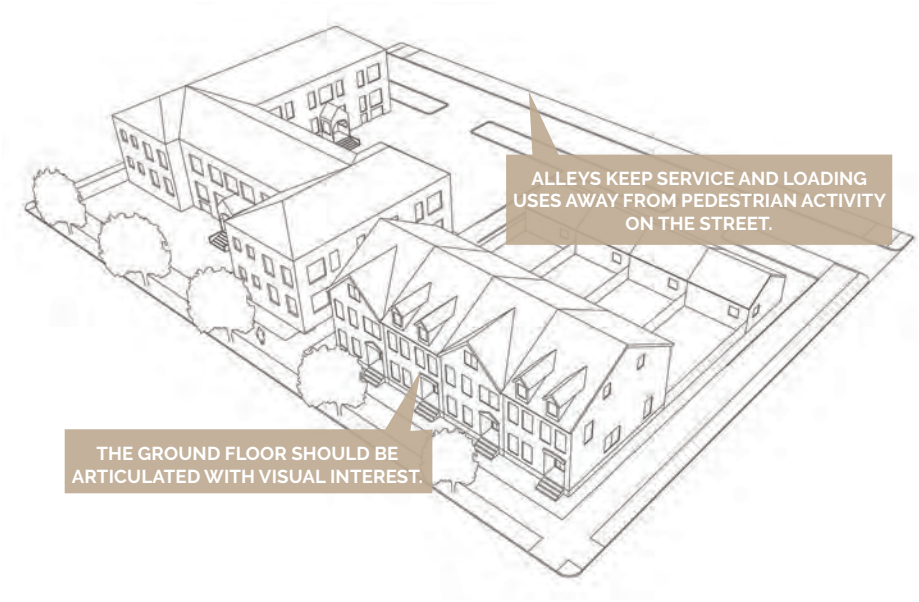
**Block Sizes:** Consists of regular shaped blocks surrounded by an orthogonal street grid. Orthogonal streets provide a regular pattern of pedestrian and vehicular connections through this context and there is a consistent presence of alleys. Include detached sidewalks, tree lawns, street and surface parking, and landscaping in the front setback.

**Lot Widths/Building Forms:** Include many different building forms. Residential forms can range from single-family houses, to duplexes, garden courts, townhouses and apartments. Commercial forms can range from commercial storefronts on primary streets to drive-through services, gas stations and general office buildings.

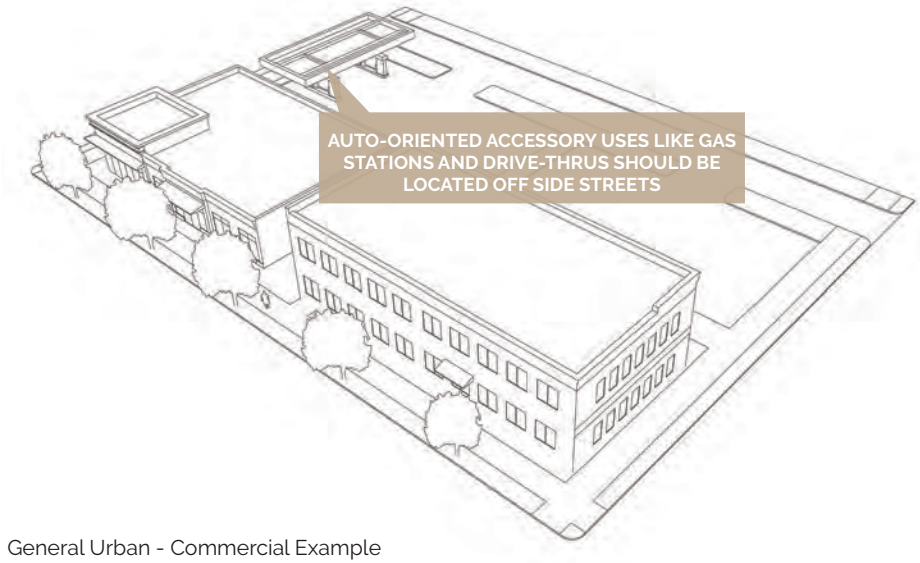
**Building Setbacks:** Match front and side setbacks to adjacent structures to create a consistent street wall. Locate structures at the sidewalk along primary streets to create continuity of frontage.

**Sidewalks:** Consider pedestrian access in site planning, including building size and placement, circulation and open space design. Provide adequate walkways without obstructions to pedestrian movement (such as curbs and steps), but separated from traffic.

**Parking:** Other than for existing residential, locate parking behind buildings or on the side. Provide bicycle parking facilities at all new development that occurs on any street intersection. Parking areas abutting properties used or designated residential should be separated by a landscape buffer a minimum of 10 feet wide. In addition to landscaping, consider perimeter earth berms to reduce the visual impact of surface parking lots. Provide at least one drive aisle large enough to accommodate emergency vehicle access and maneuverability. Lighting should be used to provide illumination for the security and safety of on-site areas such as parking, loading/unloading, pedestrian pathways and working areas. Light fixtures should be located facing away from adjacent sites (particularly residential parcels) so that the light does not spill over onto abutting properties. Parking and building light fixtures should be cut-off luminaries that have less than 90-degree cut-off so that the light is not emitted horizontally or upward.



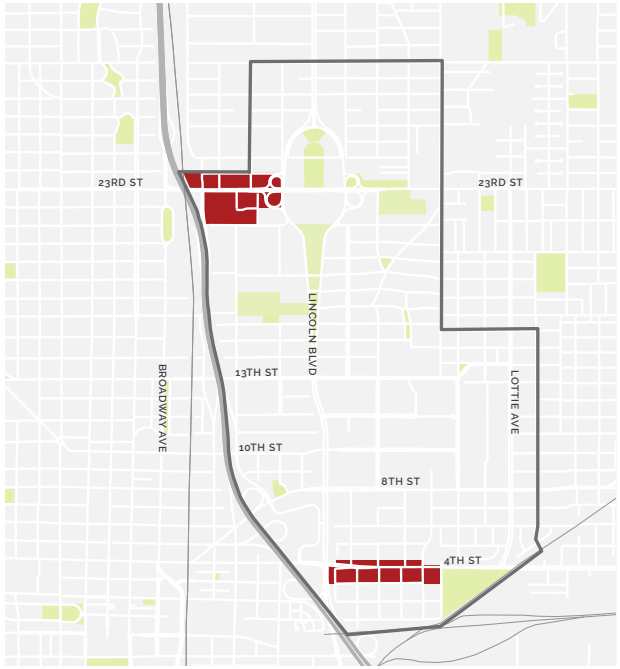

General Urban - Residential Example

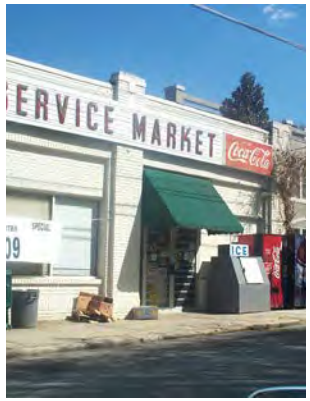



General Urban - Commercial Example

## Commercial Corridor

Commercial Corridor areas should include a mix of historic buildings and new construction and have a general density ranging from 1 to 5 stories, but development of higher buildings may occur. These should be "main street" environments outside of core downtown areas that offer centrally located retail and dining destinations for both visitors and residents. Ground floors should be primarily used for retail, dining, entertainment or service businesses with residential, office or hospitality use on the upper floors. The type does not necessarily represent the only areas of retail, dining and entertainment concentration within the area.


Commercial Corridors should be vibrant areas that offer centrally located retail and dining destinations for both visitors and residents.

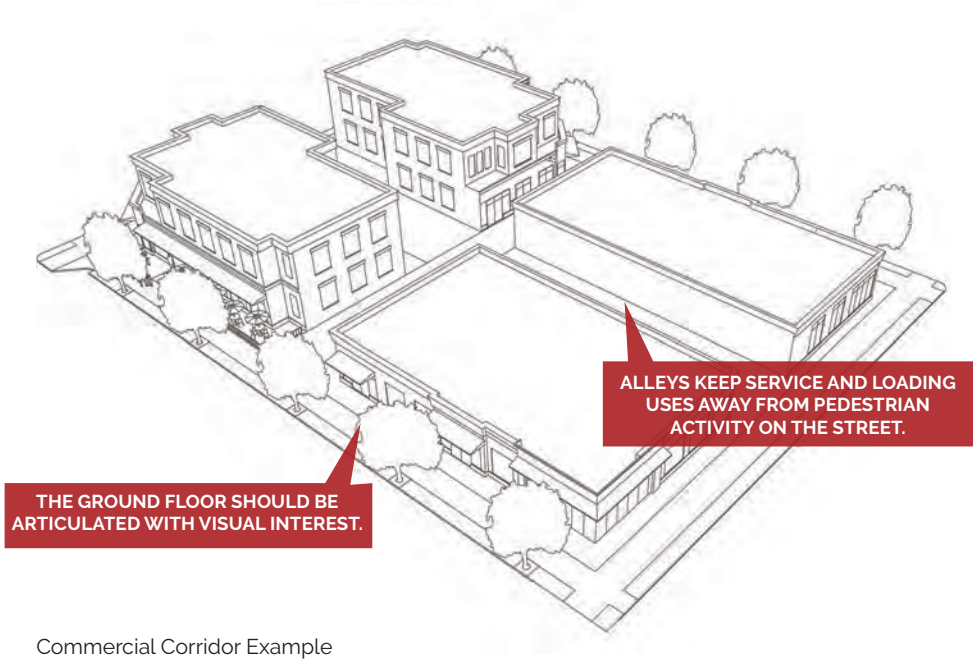
**Block Sizes:** Consists of regular shaped blocks surrounded by an orthogonal street grid. Orthogonal streets provide a regular pattern of pedestrian and vehicular connections through this context with a consistent presence of alleys. Include detached sidewalks, tree lawns, street and surface parking, and landscaping in the front setback.

**Lot Widths/Building Forms:** Avoid monotonous facades for developments with frontages of 100 feet or more. This can be achieved by breaking up the building mass and roofline by incorporating variety, articulation, vertical elements, color and material changes to add interest. Orient buildings toward the primary nearby street. Avoid deep setbacks behind large expanses of parking areas or vacant land.

**Building Setbacks:** Match front and side setbacks to adjacent structures to create a consistent street wall. Locate structures at the sidewalk along primary streets to create continuity of frontage.

**Sidewalks:** Consider pedestrian access in site planning, including building size and placement, circulation and open space design. Provide adequate walkways without obstructions to pedestrian movement (such as curbs and steps), but separated from traffic.

**Parking:** Locate parking behind buildings or on the side. Provide bicycle parking facilities at all new development that occurs on any street intersection. Parking areas abutting properties used or designated residentail should be separated by a landscape buffer a minimum of 10 feet wide. In addition to landscaping, consider perimeter earth berms to reduce the visual impact of surface parking lots. Provide at least one drive aisle large enough to accommodate emergency vehicle access and maneuverability. Lighting should be used to provide illumination for the security and safety of on-site areas such as parking, loading/unloading, pedestrian pathways and working areas. Light fixtures should be located facing away from adjacent sites (particularly residential parcels) so that the light does not spill over onto abutting properties. Parking and building light fixtures should be cut-off luminaries that have less than 90-degree cut-off so that the light is not emitted horizontally or upward.

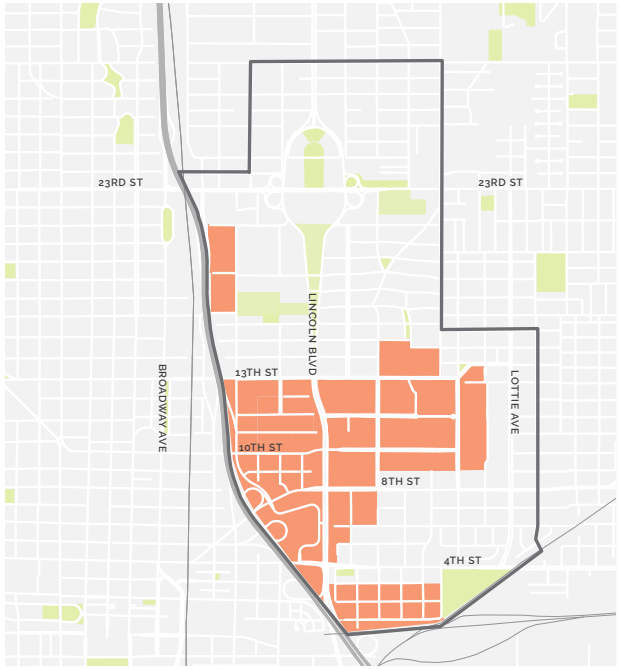


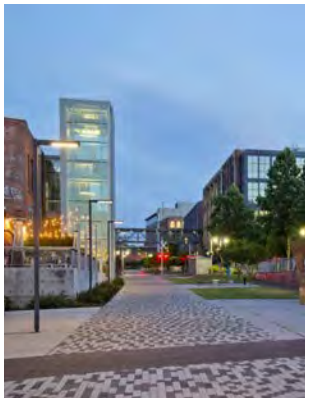

Commercial Corridor Example

## High-Intensity Mixed-Use

High-Intensity Mixed-Use is recommended as the most dense type in the study area. It is the area closest to downtown and provides an opportunity to expand development eastward over the highway– bringing more jobs and amenities across I-235. High-Intensity Mixed-Use areas should consist of employment zones, high-density urban neighborhoods, office and hotel towers, midrise buildings, clinical, research and development, and academic uses. Density should be created through consistent urban massing and scale as opposed to height, which can range from three to more than 10 stories, and sometimes much taller. Most buildings should be vertically mixed with office, housing or hotel uses on the upper floors and commercial space on the ground floor. Housing typologies might include townhomes, flats and apartments typically 12 to 50 dwelling units/acre or more with integrated commercial storefronts.

The OK Health Center primarily consists of office and hospital uses but the density is similar in intensity to High Density Mixed-Use and currently allows mixed-use facilities.



High Intensity Mixed-Use is intended to encourage walkable neighborhood centers and corridors conducive to transit, with a vibrant mix of uses.

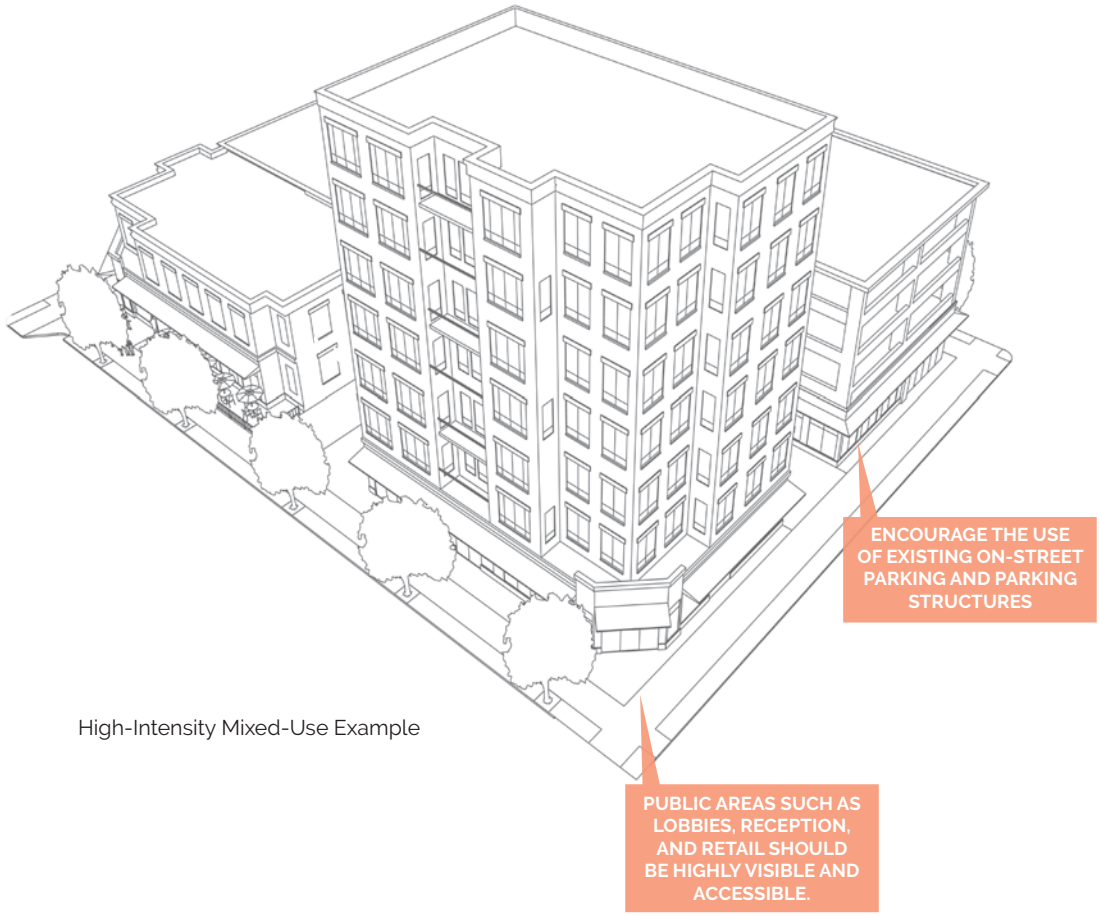
**Block Sizes:** The High-Intensity Mixed-Use area should consist of regular shaped blocks surrounded by an orthogonal street grid. Orthogonal streets provide a regular pattern of pedestrian and vehicular connections through this context and there is a consistent presence of alleys. Block sizes and shapes include detached sidewalks, tree lawns, street and surface parking, and landscaping in the front setback.

**Lot/Building Forms:** Buildings should incorporate architectural features along sidewalks and other primary public rights-of-way that add visual interest and provide visual cues for pedestrians and cyclists relating to access and use. This should be accomplished at the ground floor through façade transparency, public entries, awnings, lighting and signage.

**Building Setbacks:** Align building frontage along the sidewalk edge. The uniform alignment of building fronts along a block helps to define a street wall that provides a sense of enclosure and a comfortable scale for pedestrians. Locate public areas such as lobbies, reception, retail and dining along building walls that face the street, alley or pedestrian cut-through so that they are highly visible and accessible.

**Sidewalks:** Connect all new sidewalks to the existing sidewalks. Provide continuous sidewalks along both sides of all vehicular rights-of-way. Separate sidewalks from vehicular traffic by a planted area, which should be located a minimum of 5 feet from the street curb edge.

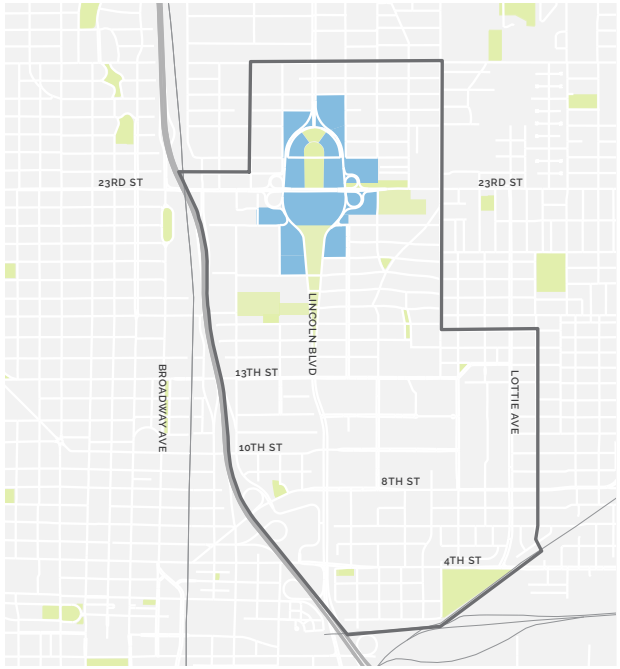
**Parking:** Locate vehicle access where conflicts with pedestrian circulation will be minimized. Encourage the use of existing on-street parking and parking structures rather than surface parking lots. When unavoidable, locate on-site parking where it will not constrain pedestrian activity; for example, to the rear or interior of the property.




High-Intensity Mixed-Use Example

## Special Destination - State Capitol Area

The Special Destination - State Capitol area consists of the State Capitol building, surrounding government buildings, tree-lined streets and boulevards. The area also includes the State Capitol Park, the Oklahoma History Center, the Oklahoma Judicial Center and the Oklahoma Governor's Mansion. Underutilized areas such as surface parking lots present a major opportunity to cluster existing state facilities and maximize the use of state-owned land, while building new iconic office buildings, pedestrian-friendly retail spaces and tourism destinations that celebrate Oklahoma's state government.




The Special Destination zone must respect the monumental stature of the existing buildings while creating new iconic office buildings.

**Block Sizes:** The block sizes in the State Capitol area are larger than the surrounding neighborhood because the state government buildings typically require a larger footprint and considerably more parking than the adjacent residential uses. To encourage walkability, pedestrian connections such as alleys and pedestrian paths should be provided at least every 500 feet.

**Lot Widths/Building Forms:** Many of the existing buildings within the Capitol area are historic or of a prominent in scale to reflect their civic significance. New buildings should be contextually responsive and respectful of existing historic state government structures, but not attempt to replicate the architecture. While considering the architectural context of existing buildings, this can be achieved by breaking up the building mass and roofline, and incorporating variety, articulation, vertical elements, color and material changes to add interest. Buildings should be oriented toward the primary nearby street, and new facility design should be scaled to address the pedestrian experience. The new buildings should be contextual, yet visually distinctive from the historic architecture so that new and old elements can be distinguished from one another.

**Building Setbacks:** New buildings should front onto primary streets such as Lincoln Boulevard and 23rd Street. They should respect the existing architecture by integrating with the curve frontages to help this area better address the adjacent parcels and draw people into the spaces within the Capitol grounds.

**Sidewalks:** Pedestrian orientation must be considered in site planning, including building size and placement, circulation and open space design. Provide adequate walkways without obstructions to pedestrian movement (such as curbs and steps), but separated from traffic. A small amount of surface parking could remain within the core of these blocks but would be shielded from view by the buildings. Parking garages separated from the historic core of the Capitol environs but within walking distance, should be connected to the core with safe and comfortable pedestrian passages.

**Parking:** Locate vehicle access where conflicts with pedestrian circulation will be minimized. Encourage the use of existing on-street parking and parking structures rather than surface parking lots. When unavoidable, locate on-site parking where it will not constrain pedestrian activity; for example, to the rear or interior of the property.

Proposed build out of State Capitol Area.

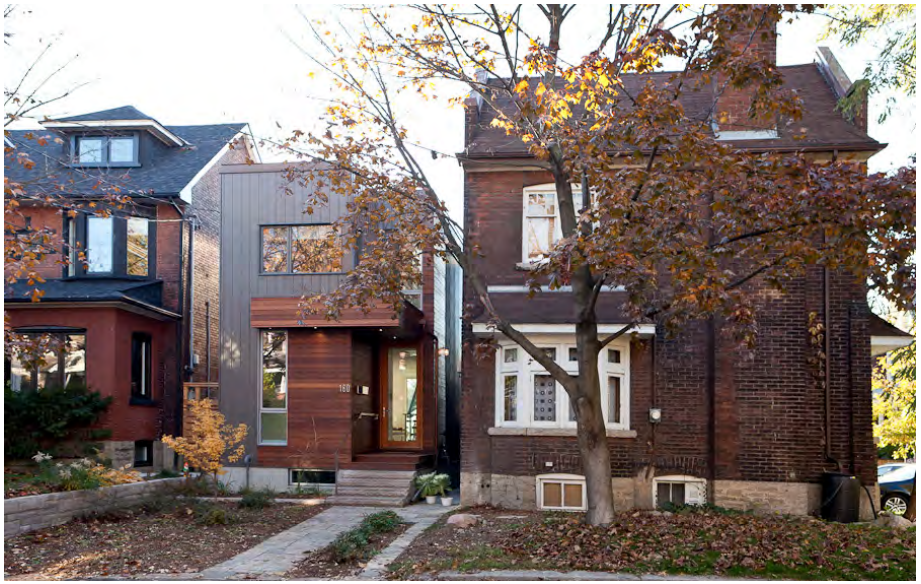
## Building Frontage Types

The Building Frontage generally refers to the approach a particular development typology takes to the street as defined by the Downtown Development Framework (DDF) which identifies three types of building frontage. Applying the framework established in the DDF to the study area, the graphic to the right indicates the applicable building frontage for each street. Refer to Section 4-1 Building Frontage Guidelines in the DDF to review the specific design guidance. The building frontage types are as follows:

- **Commercial Frontage** is mainly associated with storefront areas. These frontages are proposed to have maximum amount of commercial and pedestrian activity possible through various design principles for increasing access and visual connectivity to activities.
- **Mixed-Use Frontage** is generally assigned to areas with various activities in the district with the intent of creating connectivity and cohesion between different uses.
- **Landscape Frontage** is the general category for urban frontages covering a variety of uses with an emphasis on a landscaped "buffer" setback between the building and property line.

Commercial Frontage Example

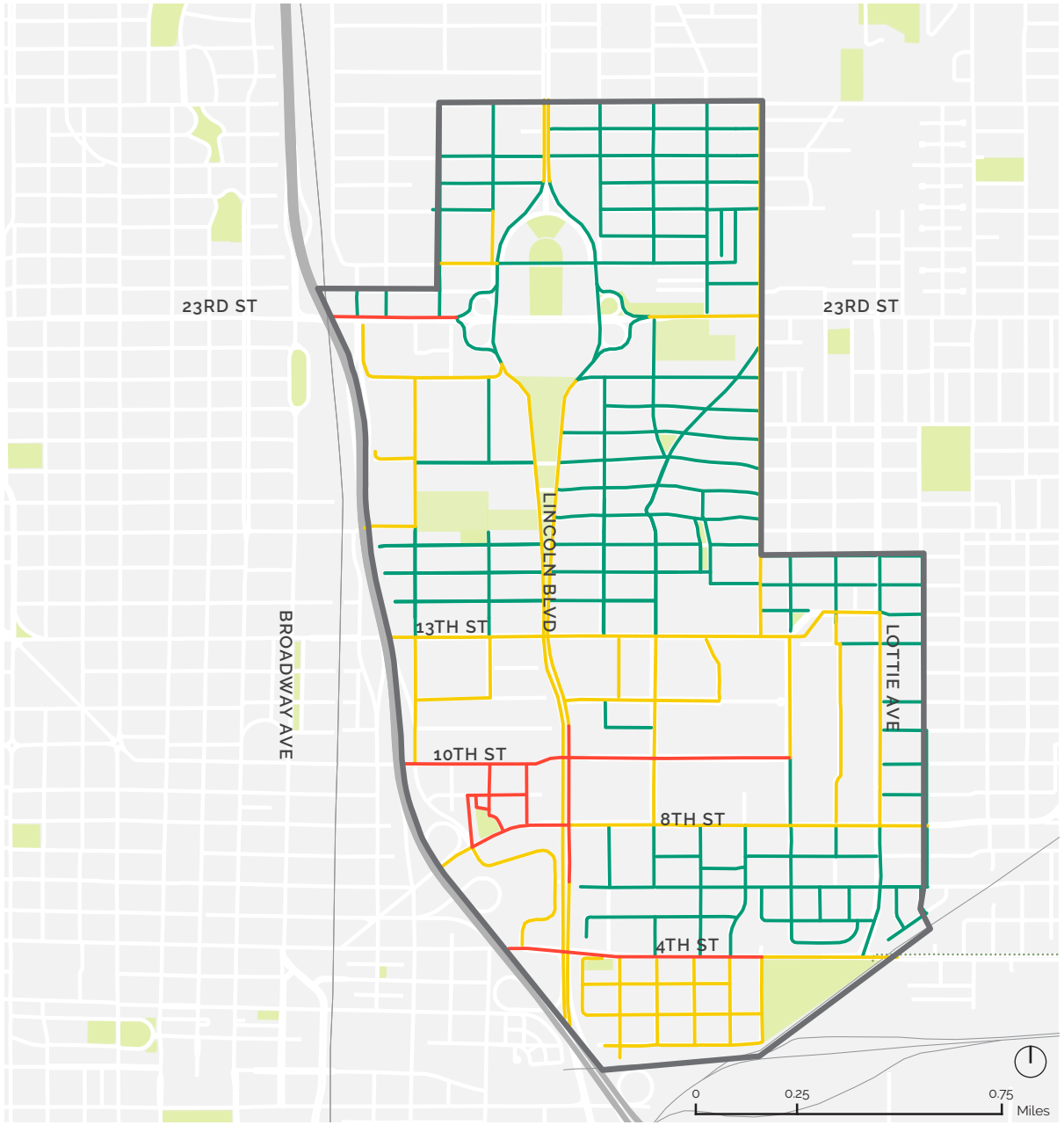

Mixed-Use Frontage Example


Landscape Frontage Example

## Building Frontage Types

Like the building typologies, the building frontage type can indicate a step down in intensity. The area east of I-235 is significantly less dense than downtown and development should step down in intensity towards the residential neighborhoods to the east. The project team recommends Mixed-Use Frontage for high intensity land uses and Commercial Frontage for properties along key commercial corridors and activity nodes. Landscape Frontage should be used for the remaining portions of the study area.

Building Frontage Types




Commercial Frontage

Mixed-Use Frontage

Landscaped Frontage

# Preservation of Existing Assets

Across the country, "placekeeping" has become a popular term to accompany placemaking to ensure that neighborhood revitalization efforts are woven into the fabric of the existing community. Placekeeping is the active care and maintenance of a place and its social fabric by the people who live and work there. It is not just preserving buildings but keeping the cultural memories associated with the area alive, while supporting the ability for members of the community to maintain their way of life as they choose.

The following is a list of potential strategies that citizens, government staff and elected officials can consider to protect the unique and irreplaceable memories and physical structures that tell the story of the area.


The once vibrant 4th Street should be restored with low-rise commercial retail buildings to bring back the retail corridor that once stood.

## Redevelop Historic Assets Along 4th Street

There are several vacant historical assets, such as the Henrietta B. Foster Center and the Jewel Theatre, that were once part of a vibrant stretch along 4th Street that included restaurants, barbershops, doctor's offices, a grocery store and hotels. The property owners of these parcels should work together to restore the existing assets and redevelop vacant properties with low-rise commercial buildings to bring back the vibrant commercial corridor that once stood. With the upcoming construction of the new Douglass Park Recreation Center, the Henrietta B. Foster Center should continue to be a place of importance with a new mission to support current and aspiring local businesses to bring prosperity and redevelopment.

## Spearhead Community-Led Preservation Projects

Strong, well-organized, local action is the key to successful preservation efforts. Encourage community members who have the experience, skills and contacts to organize their own preservation projects. Work with community leaders to set a direction for projects. Lay out a specific, strategic plan that establishes what will be done with the historic property, how it will be done and who will help.

## Host "Story Circles" to Capture Memories of Place

Story circles can help capture the memories of the places in the study area that are no longer standing. Through partnerships with community centers and libraries, story circles can explore the shared recollections of the study area and culminate with a written document. This program gives elders an opportunity to find their stories, develop a voice, hear the stories of the group and reflect on commonalities and differences. The recent event, "Lecture 1: Stories from our Elders: NE Oklahoma City Storytelling Project", hosted by Blackspace Oklahoma is an example of this effort to capture and share the history of the area.

## Develop a Cultural Trail

A cultural trail could tell the story of the historical assets in the study area to tourists and visitors. This can be as simple as developing a self-guided tour of the area with a map and pamphlet available at the Oklahoma Historical Society, the Department of Tourism, the Capitol and other tourist destinations in the study area. Emphasis could be placed on highlighting the places important to Civil Rights and African American history.

## Conduct a Detailed Assessment of Existing Assets

During the public engagement process, participants identified several historically and culturally significant places that should be preserved and celebrated in the study area. In order to ensure a more complete inventory of assets, area partners should continue working with the community to identify assets in partnership with the Oklahoma Historical Society and the City of Oklahoma City Historic Preservation Office.

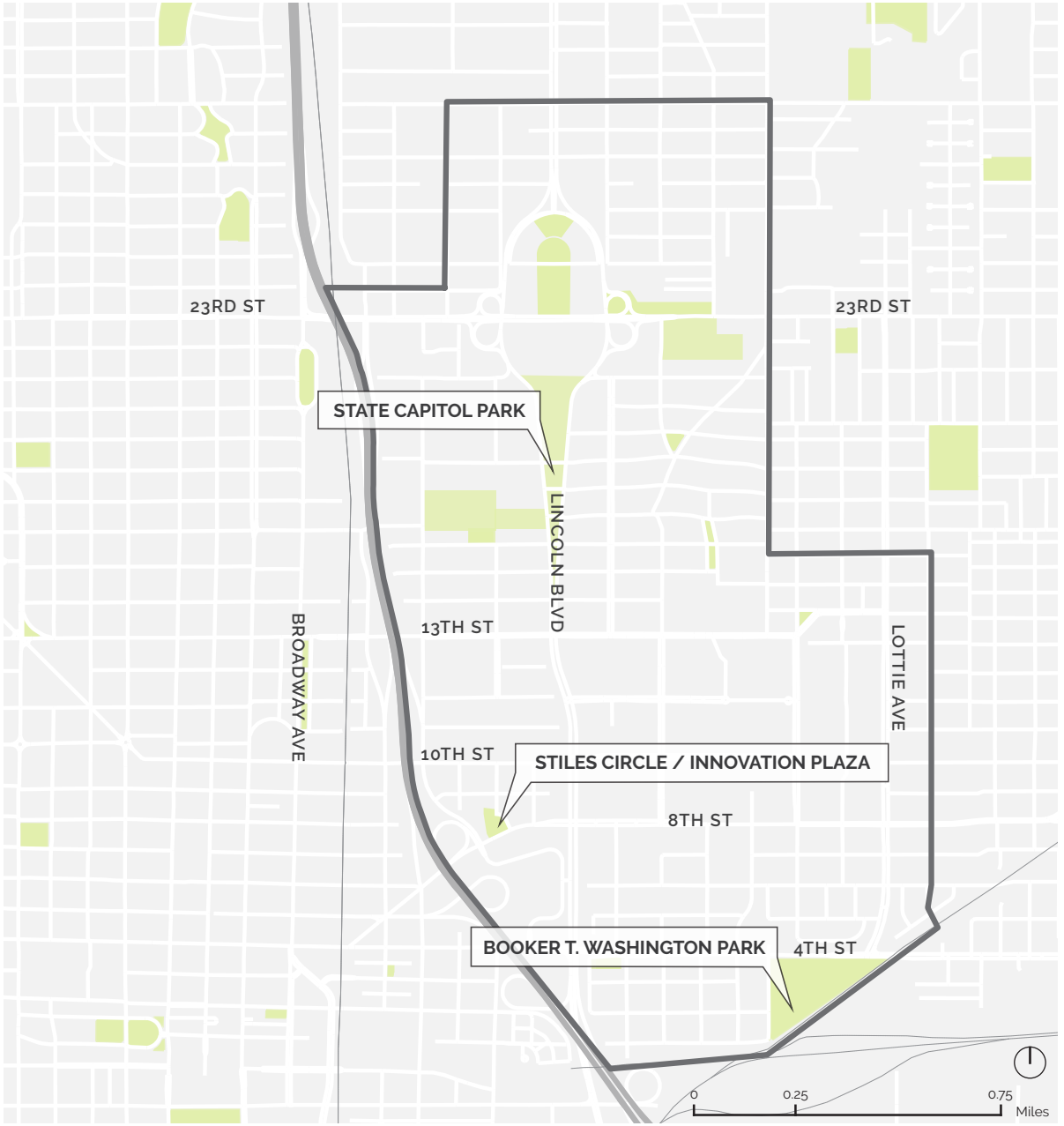
# Open Space and Placemaking

The project team overlaid community input with applicable recommendations in the 2013 Oklahoma City Parks Master Plan.

According to the 2013 Oklahoma City Parks Master Plan, many local parks are located within the study area. Stakeholders expressed a desire to see more amenities and programs in existing parks and under utilized parcels throughout the study area.

The strategic direction of the plan focuses on maintaining and improving physical assets of existing parks and developing new facilities in existing parks to meet community needs. The Parks Master Plan recommends connecting 4th Street and Booker T. Washington Park into the city's trail system. Building on this direction, the project team focused on enhancing existing parks like Stiles Park, Booker T. Washington Park and Capitol Plaza, while providing short term activation strategies for vacant and underutilized lots.

Opportunities to Improve Parks and Open Space in the Study Area




Parks and Open Space
( Existing and Opportunities )

## Booker T. Washington Park

Booker T. Washington Park is envisioned to become a center of neighborhood activity that anchors the restored commercial corridor envisioned for 4th Street. The 2013 Oklahoma City Parks Master Plan recommends that future trails connect Booker T. Washington Park to the Katy Trail and the City's trail system.

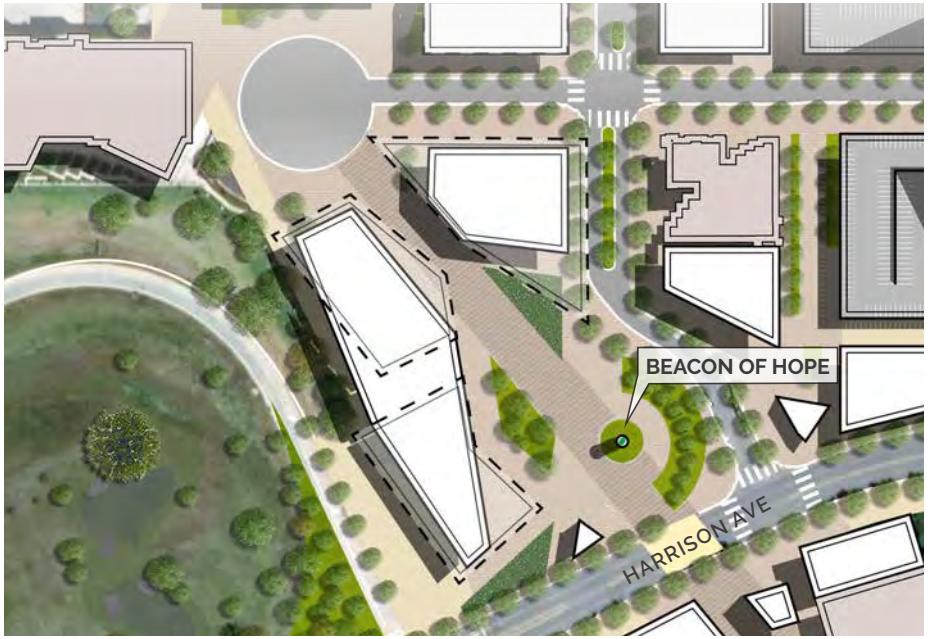
Master Plan Designed by Oklahoma City's Parks & Recreation

Existing Booker T. Washington Park

Proposed Booker T. Washington Park Envisioned with New and Improved Amenities

## Innovation Plaza

Innovation Plaza is a reinterpretation of Stiles Circle Park that creates a new public plaza, which acts as a link between the Innovation District's existing uses and new proposed uses. Its flexible design allows for outdoor dining, programmed activation and community events with the Beacon of Hope remaining as the plaza's centerpiece. Additional public realm improvements include enhanced pavements, green infrastructure, street tree plantings, a variety of seating options and landscaped garden areas.



Proposed Plan of Innovation Plaza


Existing Stiles Circle Park


Proposed Innovation Plaza Encouraging Outdoor Dining & Community Events

## Proposed Capitol Commons

The existing lands around the Capitol are proposed to be converted into the Capitol Commons. This area should be enhanced as a formal landscape design that frames the Capitol and creates a variety of outdoor landscape rooms. Within these landscape rooms are various public realm amenities, such as public gardens, tree plantings and public art. Parking should be removed from the Capitol's most prominent areas and replaced by public open space, with new shared structured parking located at the Capitol area's edges. The design also improves circulation around the Capitol and the overall vehicular and pedestrian experience.

Proposed Plan of Capitol Commons

Existing Capitol Environs

Proposed Capitol Environs with an Enhanced Public Realm—the Capitol Commons

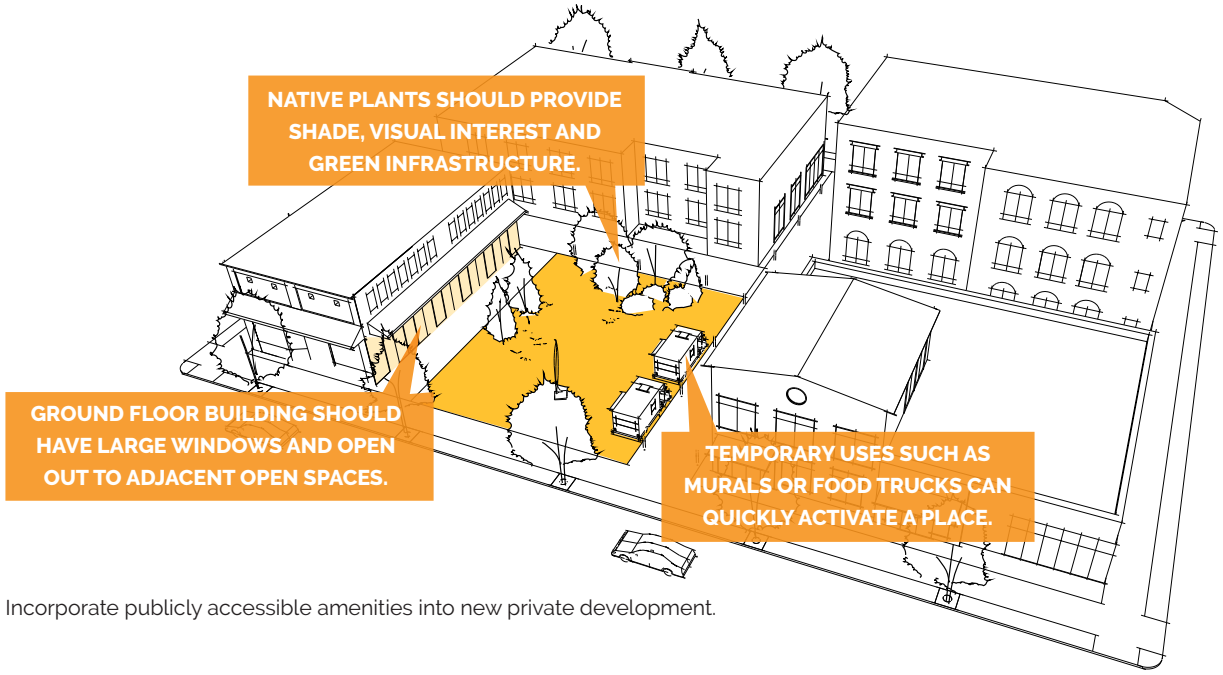
## Placemaking Considerations

**Temporary Activation of Vacant Property**

Vacant storefronts and underutilized lots can be used to temporarily promote the work of local artists, musicians, chefs or creative businesses as well as improve perception and the experience by minimizing the visual impacts of vacancy. In primarily residential areas, a community program like Adopt-a-Lot in Baltimore could encourage neighbors to temporarily transform vacant lots into community gardens or temporary parks. In Baltimore, residents can apply for permits for temporary structures such as tool sheds or gazebos and the city provides assistance and advice on planting, fertilizing and overall garden planning.

**Incorporate Community Amenities into New Private Development**

As certain places in the study area redevelop into higher intensity uses, developers should be encouraged to incorporate community amenities such as publicly accessible open space, murals, public art, restaurants, grocery, creative workspace and cultural art venues.




Incorporate publicly accessible amenities into new private development.

Public spaces come in all shapes and sizes, from large ceremonial lawns to funky pocket parks on busy urban streets. Context is critical in designing the public spaces for the district and creating the right programming for these spaces can make them come alive. The diagram above suggests some design elements to consider when designing new public spaces.

**Open Space Programming**

Recurring and diverse programming in existing and newly created open spaces can bring activity and experiences that serve a broad range of potential visitors. Well-programmed open spaces can be used for diverse events (e.g. musical performances, food festivals), activities (e.g. sports leagues, exercise classes, reading areas, rotating food vendors), and programs (e.g. environmental education, volunteer opportunities) that attract activity throughout the day and all seasons.

# Transportation Framework

The following recommendations incorporate community engagement feedback and refine the transportation priorities defined in plan**okc** as they relate specifically to the study area.

## Enhanced Highway Crossings

Today, I-235 functions as a significant barrier that separates the study area from downtown and Automobile Alley. The existing crossings are auto-oriented and unsafe or unpleasant for pedestrian and cyclists. Each underpass or overpass connection should get basic upgrades to add better sidewalks and streetscapes. Special attention should be paid to 10th Street crossing over I-235 as an opportunity to connect to the Innovation District.

There are several ways to reduce the negative impact of this significant barrier, such as :

- Increasing the size of the sidewalks for pedestrians and adding bike lanes can make it safer for people walking and biking.
- Place buildings as close to the edge of the highway as possible to make the walk across the bridge look and feel shorter.
- Add amenities such as shade trees and seating to make the walk more comfortable. Add art, sculpture or interesting pavement and furnishings to provide visual interest along the walk.


Proposed expansion of 10th Street bridge.

## A Network of Complete Streets

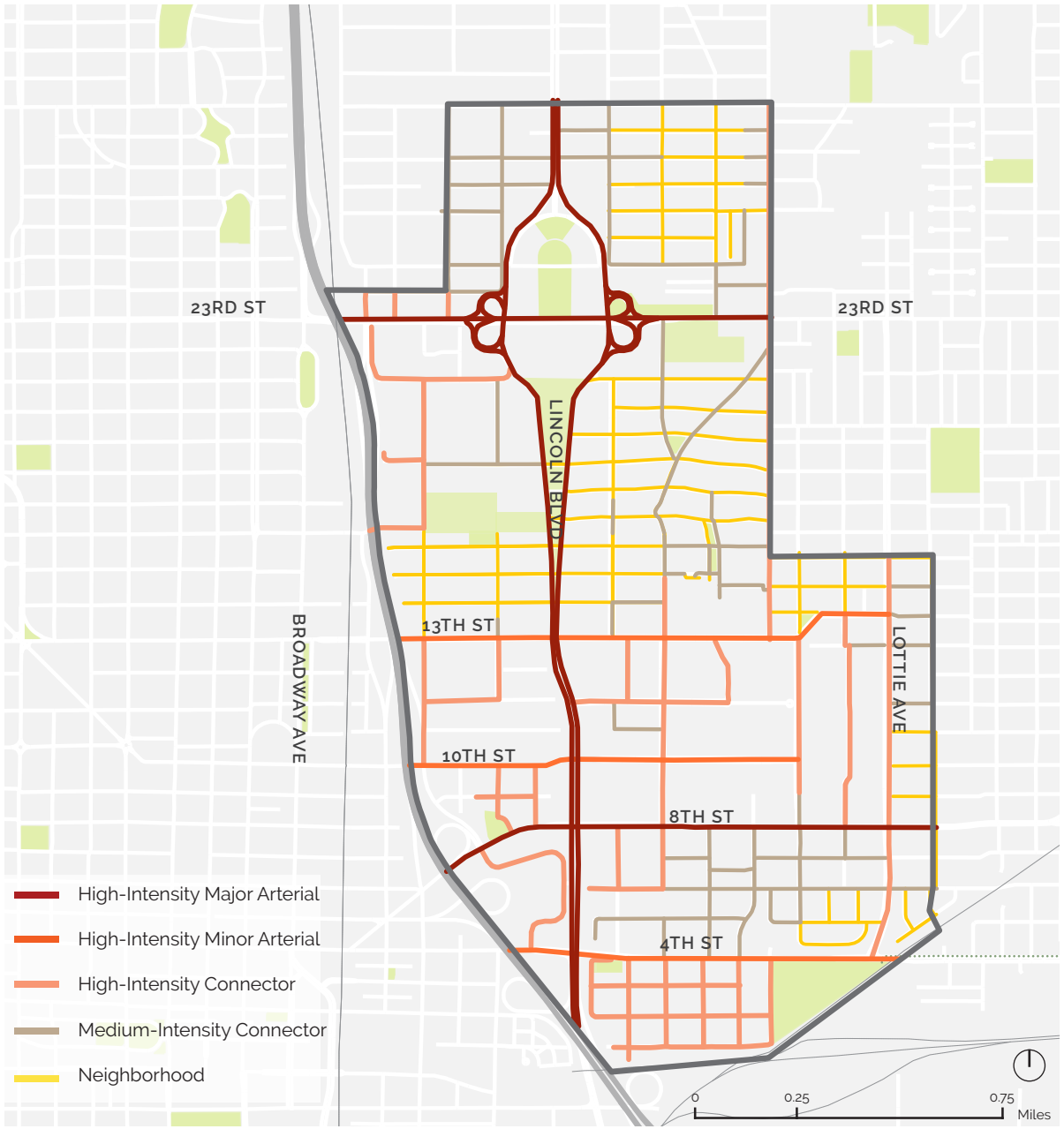
"Complete Streets" is a transportation policy and design approach that requires streets to be planned, designed, operated and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

The project team proposes a robust network of Complete Streets, each with its own character and function. The streets range from high activity primary streets to lower activity local access streets. Each street should be designed to provide for the safe and comfortable use of all modes of transportation, regardless of varying street design, overall width of right-of-way and the amount of right-of-way devoted to different elements (travel lanes, sidewalk, etc.), The proposed street types were developed from community engagement feedback and the plan**okc** recommendations.

Higher activity streets are intended to carry the highest vehicle traffic, and therefore are the most continuous and uninterrupted streets within the development. Where these streets meet a site boundary, they are intended to continue into the development on adjacent land. Lower activity streets provide more internal access, have a lower priority to continue into adjacent property and may be interrupted by other site elements or development. All but the highest activity streets are intended to have low to moderate design speeds.

The street sections on the following pages, represent the typical proposed layout for each of these street types and indicate the key elements of each.

Proposed Street Types



## High-Intensity Major Arterial

### Design Characteristics

- Moderate traffic speeds and moderate to high volumes
- Four 11' travel ways
- Left-turn lane/median
- Pedestrian crossing islands
- Protected bike lane: Locate bicycle facilities to the curbside where a buffer and the parking lane will add protection from moving vehicle traffic
- On-street parking

### Recommendations

- Locate bicycle facilities to the curbside where a buffer and the parking lane will add protection from moving vehicle traffic
- Add pedestrian crossing islands to shorten crossing distances

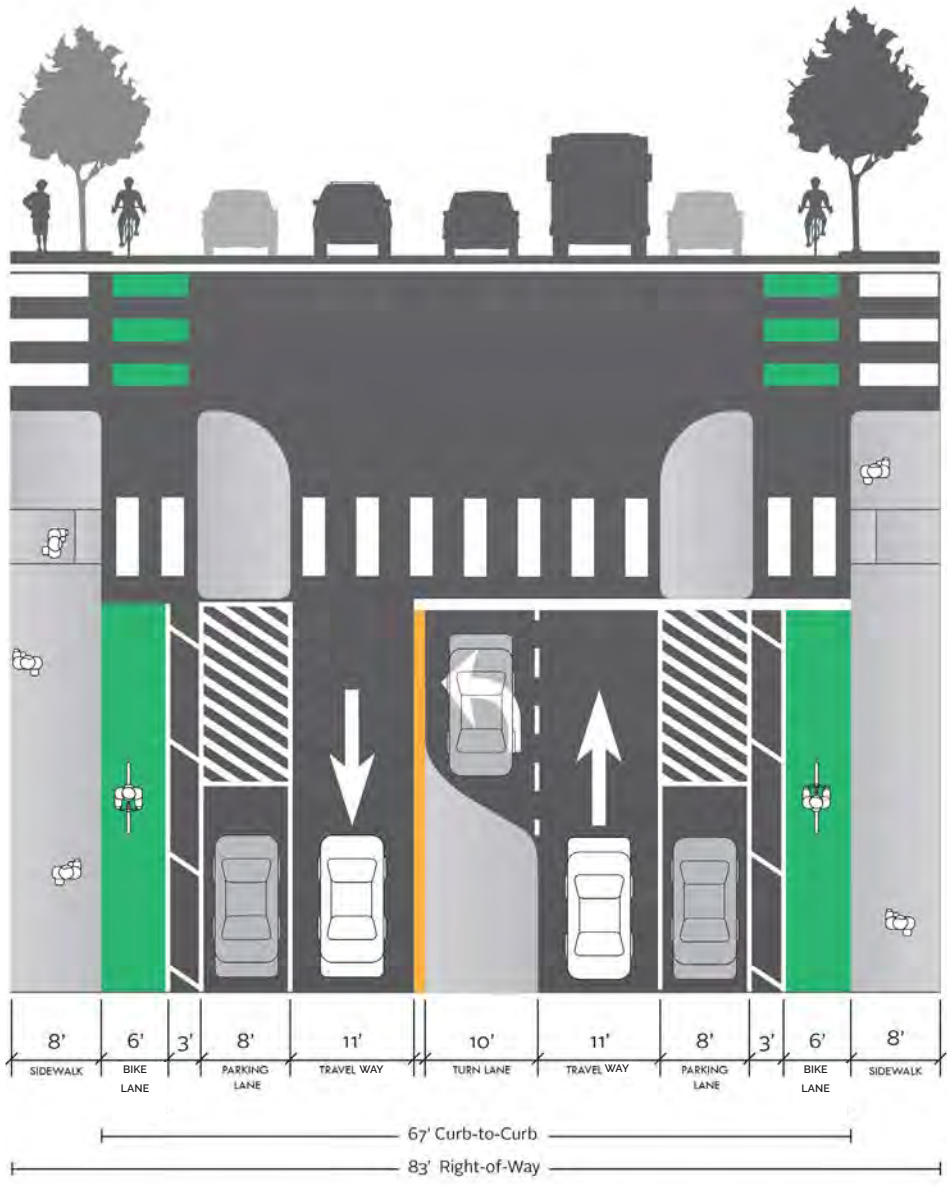
## High-Intensity Minor Arterial

### Design Characteristics

- Moderate traffic speeds and volumes
- Two 11' travel ways
- Left-turn lane/median
- Curb extensions
- Buffered or protected bike lane
- On-street parking
- Amenity zone

### Recommendations

- Locate bicycle facilities to the curbside where a buffer and the parking lane will add protection from moving vehicle traffic
- Add curb extensions to shorten crossing distances and calm the speeds of right-turning vehicles



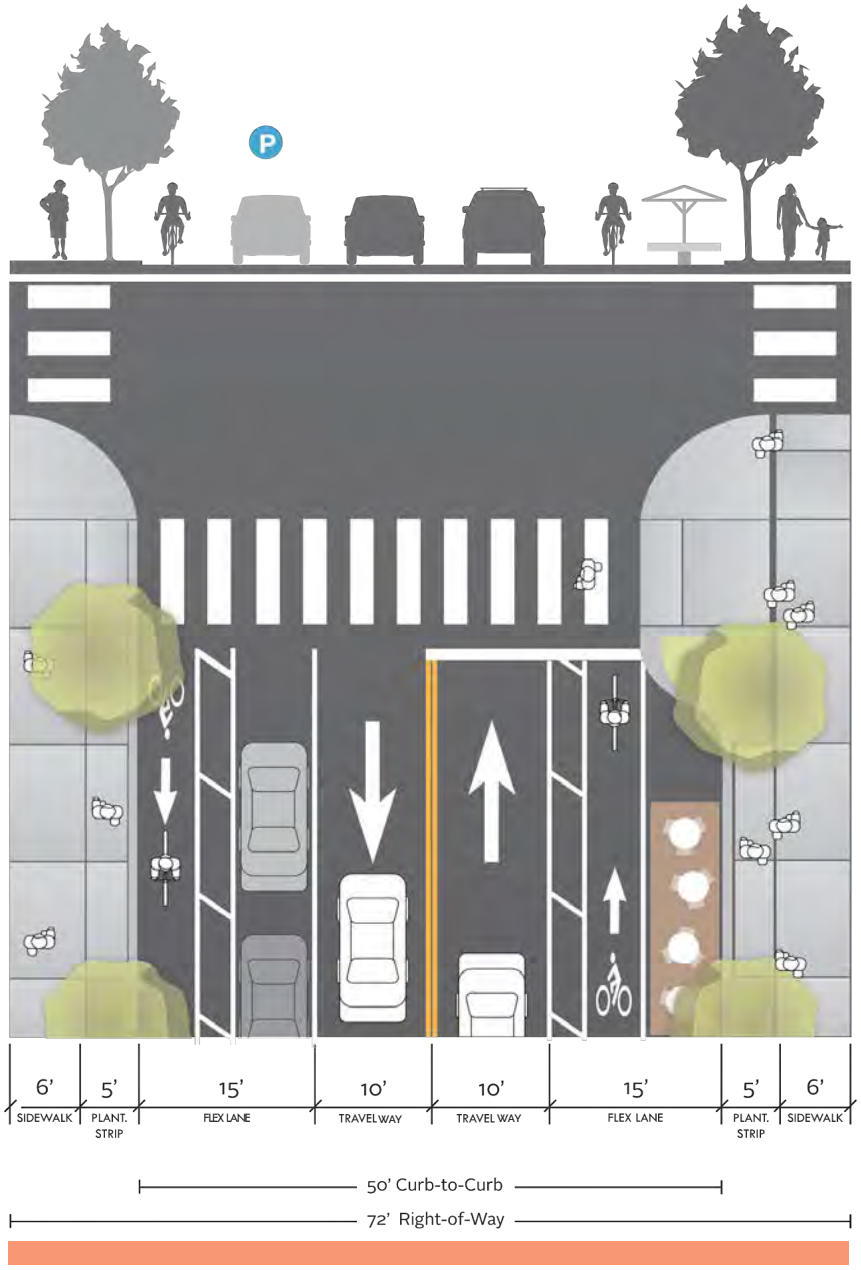
## High-Intensity Connector

### Design Characteristics

- Low-to-moderate traffic speeds and volumes
- Two 10' travel ways
- Buffered bike lane
- Flex space (as described below)

### Recommendations

- Designate the right-of-way space between the travel lanes and the curb as "flex" space that can be programmed with semi-permanent, interchangeable infrastructure according to context and/or need. Flex space should always include a buffered bike lane, but the remaining space could include:
    - Activated uses such as extra seating, interactive art/ activities, or parklets/platform or spaces to linger
    - Bicycle parking
    - Transit loading platforms placement of the lane within the space
    - Additional bicycle facility space
    - Motor-vehicle parking
- The location of the bike lane depends on the use of the remaining flex space.
- Activated uses or bike parking should be located adjacent to the curb, and the bike lane should be located adjacent to the activated use or bike parking, with a buffer between the bike lane and the travel lane.
- Motor vehicle parking and transit loading shall be located adjacent to the travel lane, and the bike lane shall be located adjacent to the curb. A buffer is required between bike lanes and motor vehicle parking.



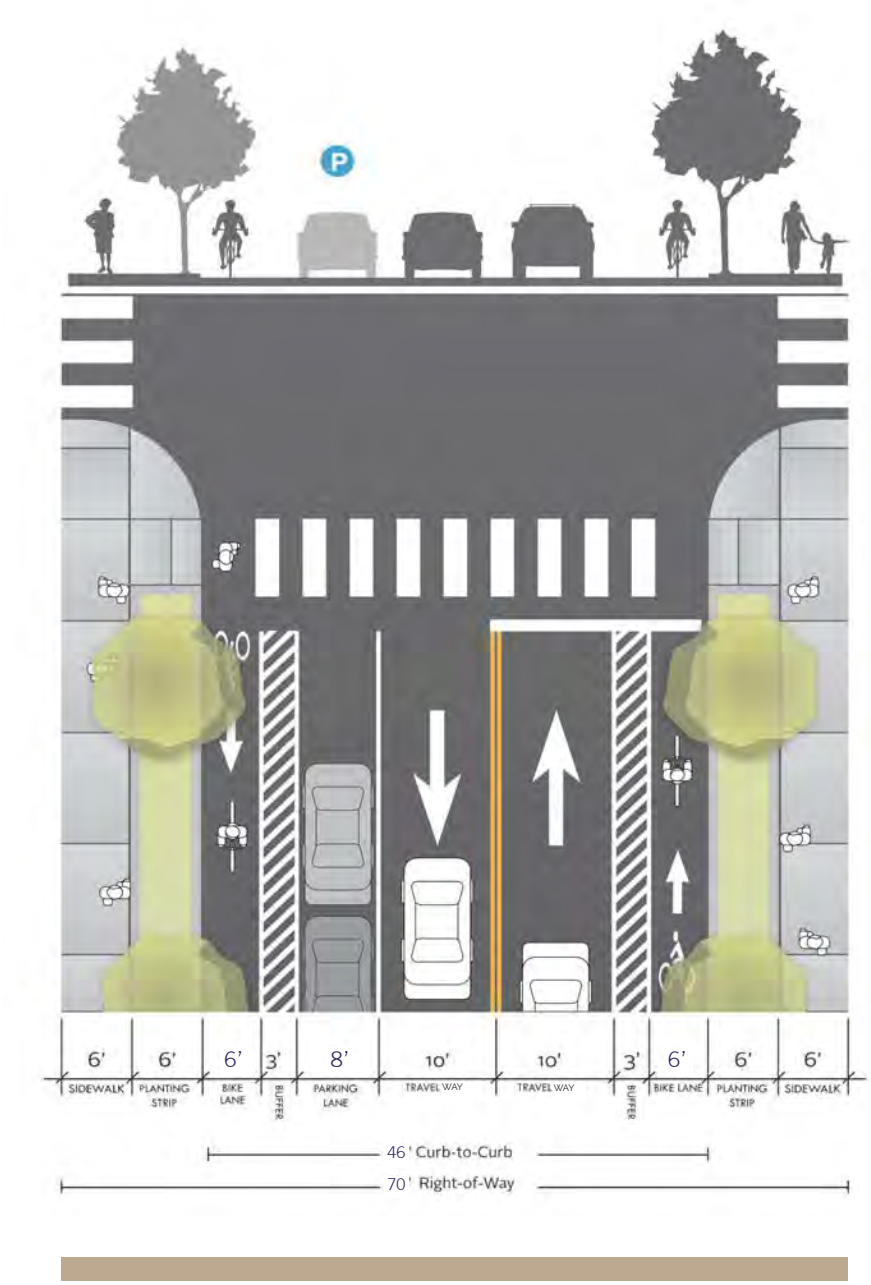
## Medium-Intensity Connector

### Design Characteristics

- Low-to-moderate traffic speeds and volumes
- Two 10' travel ways
- Buffered bike lane
- "Flex" space

### Recommendations

- Locate bicycle facilities on the curbside where a buffer and the parking lane will add protection from moving vehicle traffic



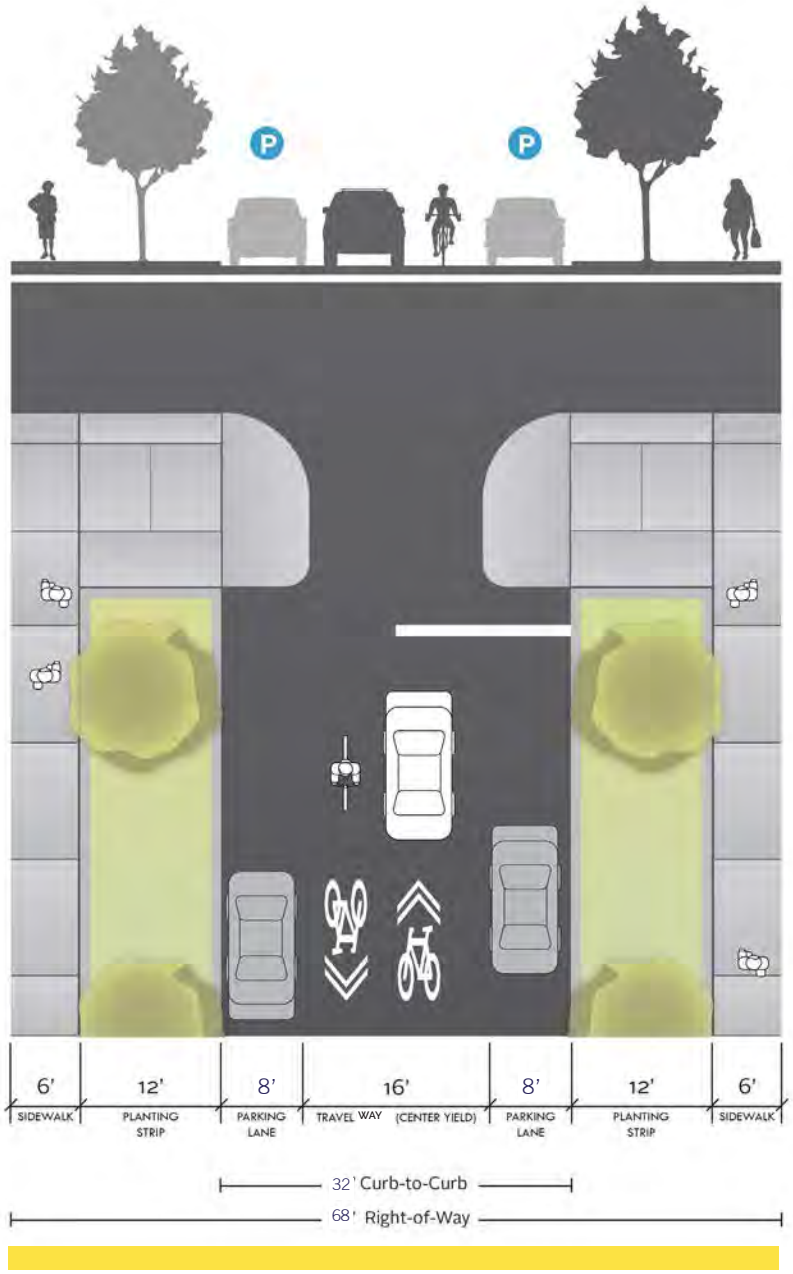
## Neighborhood

### Design Characteristics

- Low traffic speeds and volumes
- 16'-18' travel way (2 lanes, no centerline)
- Sharrows (bicycle routes with signage indicating that automobiles share the travel lane with cyclists) where appropriate
- On-street parking
- Curb extensions

### Recommendations

- Leave travel lanes unstriped
- Locate sharrows centrally in the travel lane



## Pedestrian Connections

Just like the roadway network, the pedestrian network deserves the same level of availability. Gaps to be addressed can include missing sidewalks, as well as sidewalks with poor connectivity, including:

- Sidewalks on one side only on major roads with limited crossing opportunities
- Sidewalks that shift from one side of the street to the other too frequently or sporadically

Gaps also include potentially problematic intersections that currently do not feature any crossing facilities. These crossing facilities are proposed on roads that connect to important assets on site and receive high foot traffic. On the graphic to the right, sidewalk gaps are delineated in blue lines and potentially problematic intersections that currently do not feature any crossing facilities (such as crosswalks and push-to-walk buttons) are delineated in dots.

Proposed Pedestrian Connection Improvement

## Key Bicycle Connections

Bicycle access to the study area should be provided with a strategic network of connections. These key connections should be designed to reflect both the land-use context of the corridor as well as the purpose of the connection from a mobility perspective.

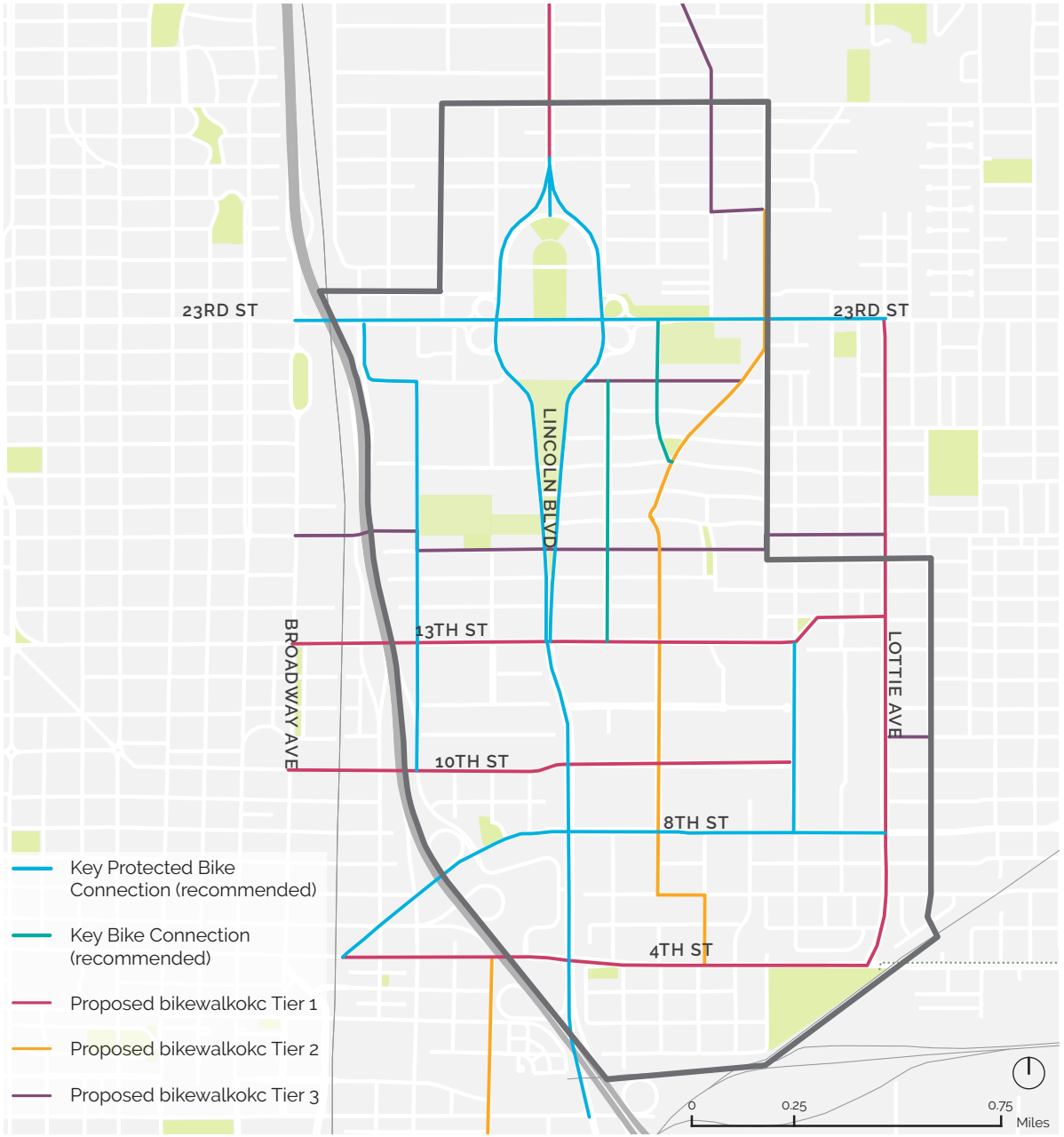
To provide a strategic bicycle network, the bicycle facility recommendations in the bikewalk**okc** plan should be completed. The facilities recommended fall into three tiers:

- Tier 1 – Protected bike lane preferred, separated multiuse trail if necessary
- Tier 2 – Protected bike lane if possible, conventional bike lane minimum
- Tier 3 – Conventional bike lane minimum, bicycle route (sharrows) minimum

In addition to the bikewalk**okc** connections, a selection of key bicycle connections along additional corridors is recommended, including:

- Protected connections on Lincoln Boulevard, 23rd Street, 8th Street, Stonewall Avenue and Walnut Avenue/21st Street
- Signed or sharrow-marked routes on Lindsay Avenue and on Phillips Avenue between 23rd Street and 18th Street

Proposed Bicycle Connections

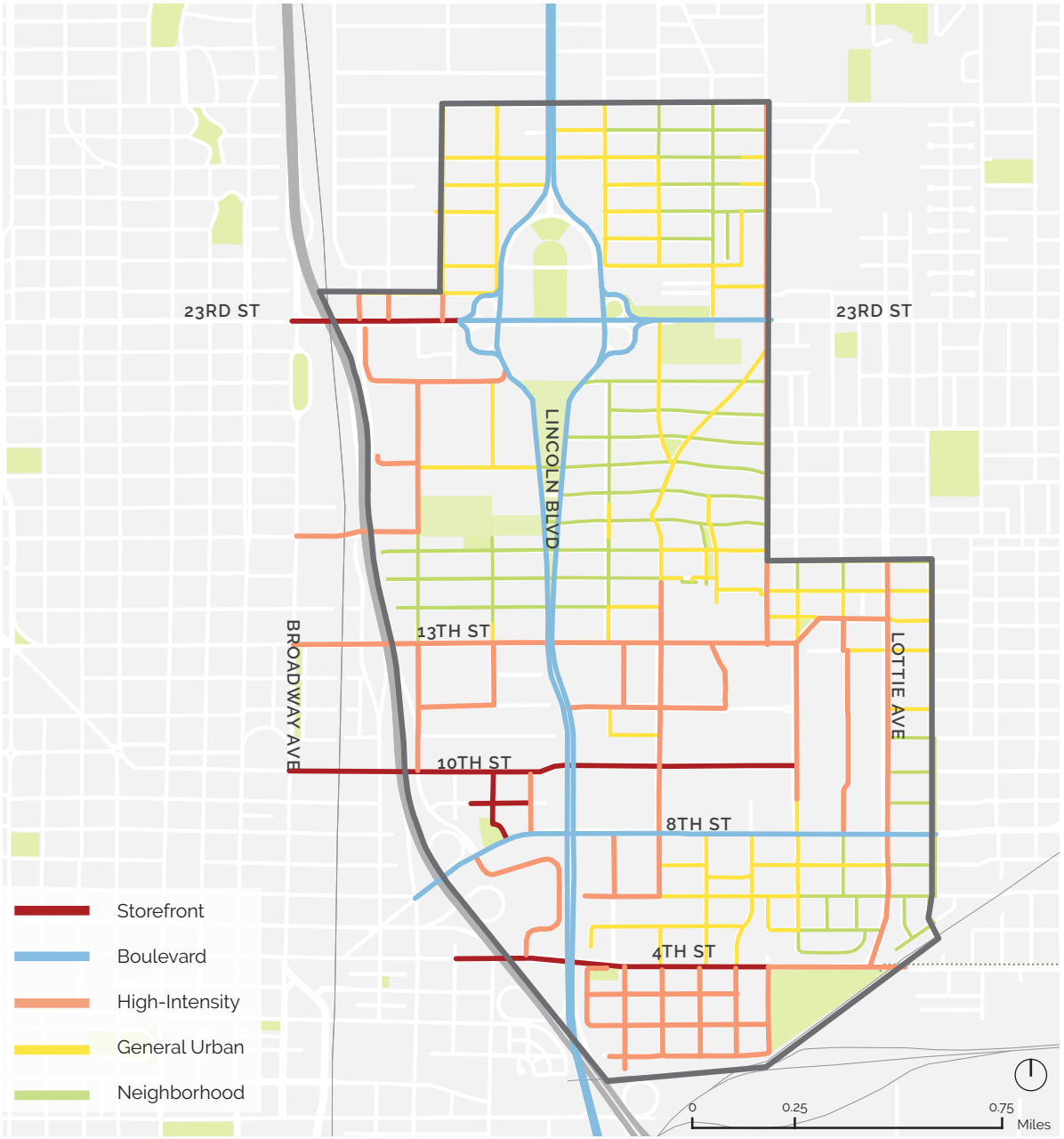


## Pedestrian Zone Types

The Pedestrian Zone generally refers to the area between the property line and curb. The Downtown Development Framework identifies five different types of pedestrian zones. Applying the framework established in the DDF to the study area, the graphic to the right indicates the applicable pedestrian zone for each street. Refer to Section 3-3 Pedestrian Zone in the DDF to review the specific design guidance. The following are the Pedestrian Zone types:

- **Storefront** zone focuses on enhancing the spaces abutting commercial areas and are designed to carry the highest levels of pedestrian traffic and amenities
- **Boulevard** zones are along streets with high vehicular traffic and as such prioritize pedestrian safety and comfort
- **High Intensity** zones abut high density developments focussing on effective movement and comfort
- **General Urban** zones are the standard pedestrian zone used to accommodate medium to high pedestrian traffic
- **Neighborhood** zones are generally assigned to areas along smaller scale residential units with low to medium pedestrian traffic and have a residential feel

Propsoed Pedestrian Zone Types

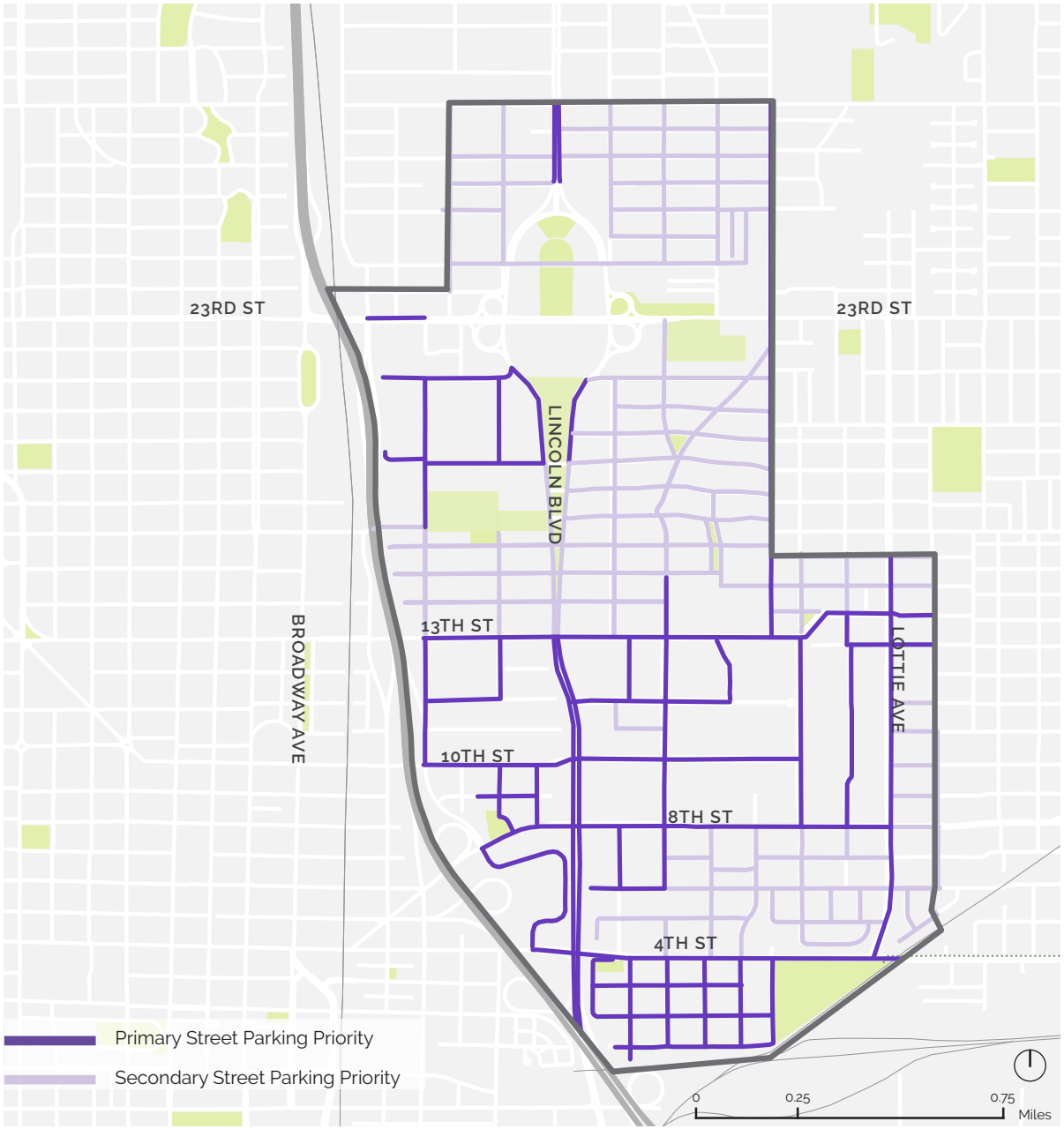


## Street Parking Priority Types

The DDF assigns two priorities of on-street parking to various segments of the streets. The primary parking designation is assigned to segments with high priority of on-street parking. This prioritization will maximize the supply of parking to the greatest extent possible through creation and retention of spaces. Secondary parking priority is assigned to areas where parking is a priority, but where other components of the transportation network such as bicycle or transit infrastructure may take precedence.

Applying the framework established in the DDF to the study area, the graphic to the right indicates the applicable parking priority for each street. Within the study area, primary parking priority is designated to areas with presence of commercial uses and mixed-use developments in order to maximize access to these active spaces. Secondary parking priority is given to all streets within neighborhoods for creating the opportunity to improve multi-modal access for the residents within the area.

Proposed On-Street Parking



## Transit Integration: Short-Term

The sections that follow detail short-term alternatives for providing transit access to the key trip generators in the study area. The short-term alternatives focus primarily on internal circulation between key trip generators, with extension options to provide service to the downtown Embark Transit Center and/or the residential neighborhoods to the east of the study area. The exception is an alternative that utilizes the existing bus transit network as-is.

Short-term alternatives include the following:

- Short Term Transit Alternative A: Existing Bus Service
- Short Term Transit Alternative B: OK Health Center Circulator Extension
- Short Term Transit Alternative C: All-Area Circulator
- Short Term Transit Alternative D: On-Demand Service

Embark operates existing bus service in the study area.

The Streetcar currently operates in the Central Business District east of I-235.

## Short-Term Transit Alternative A: Existing Bus Service

Existing Embark services could be used to provide transit access to the study area in the short term, as there are several routes that make stops at or near one or more key trip generators. However, only one route (Route 24 Norman) provides direct service to all the key trip generators in the Innovation District area and Capitol area and is also the only route that currently provides direct access to the core of the Innovation District. Route 24 also runs only one trip per day per direction that makes stops in the study area. As a short-term solution, work with Embark to increase the frequency of Route 24 to increase the availability of transit options in the study area.

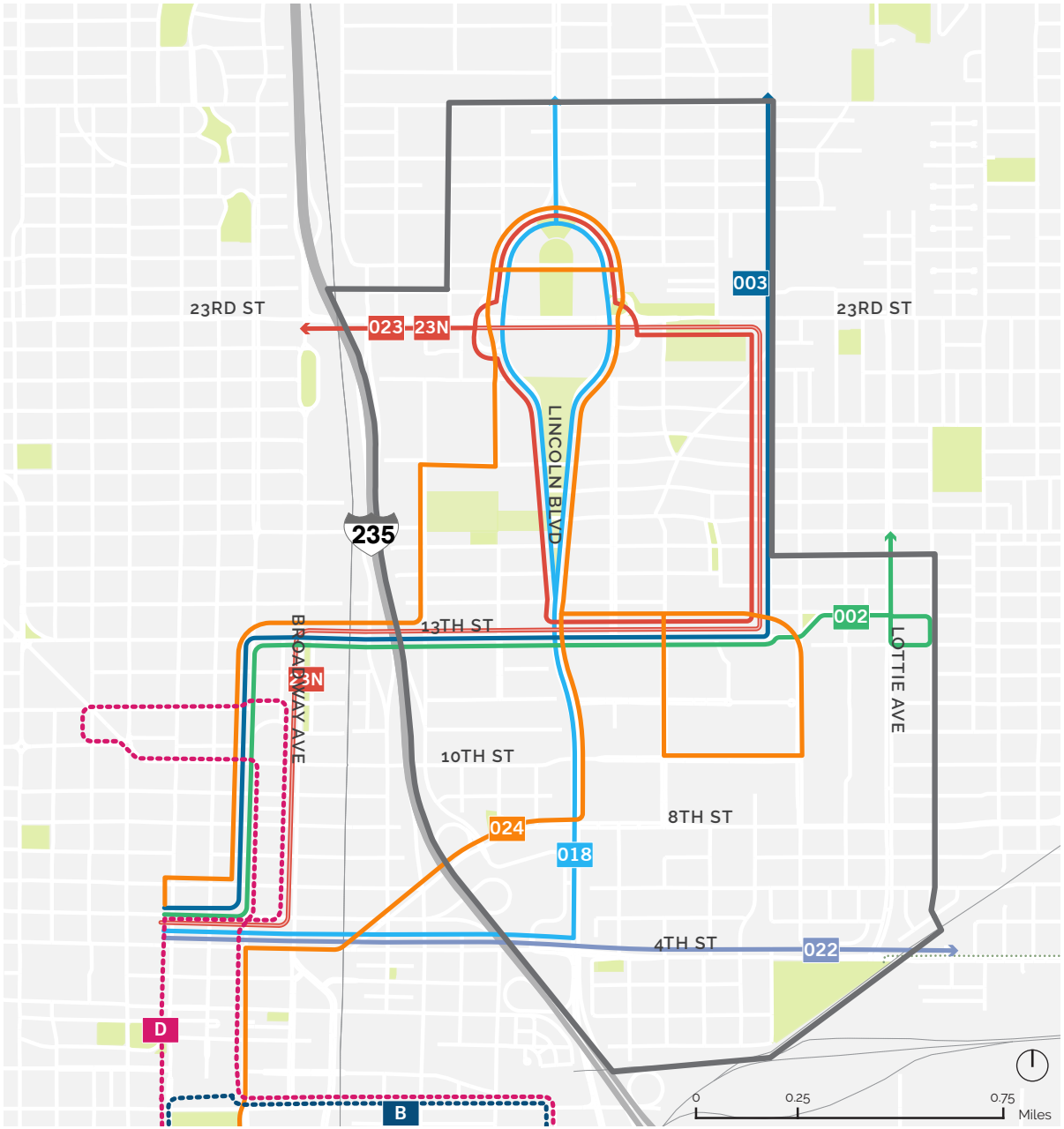
**Embark Bus Routes**

- 002 - Coltrane
- 003 - N Kelley
- 018 - Lincoln
- 022 - Martin Luther King
- 023 - 23rd Crosstown
- 023N - 23 Crossrown Night
- 024 - Norman ( proposed increase in frequency )

**OKC Streetcar Routes**

- D Line ( Mon - Thu )
- B Line ( Fri - Sat )

Proposed Enhancements To Existing Embark Bus Service



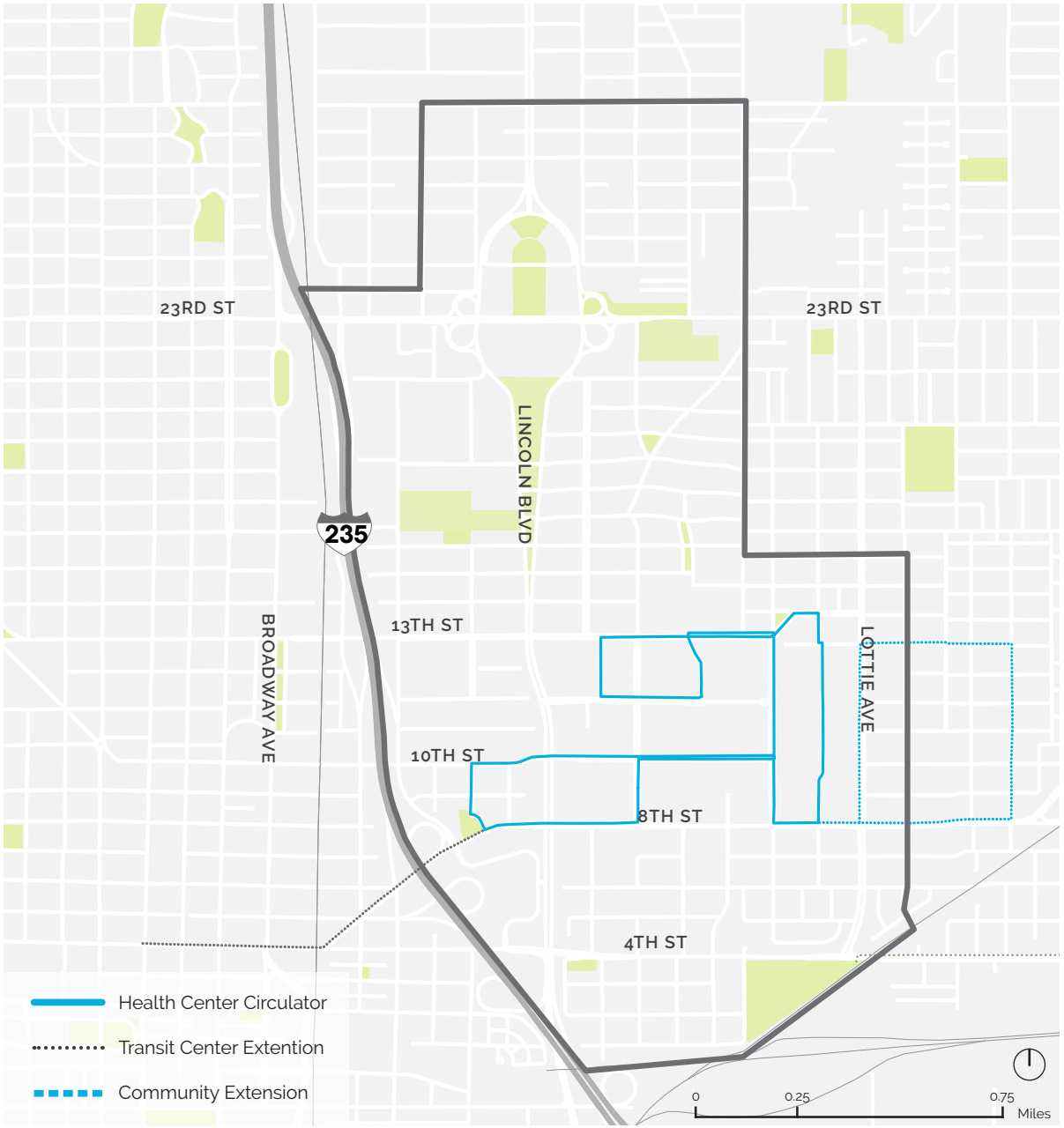
## Short-Term Transit Alternative B: OK Health Center Circulator Extension

The primary route of this alternative is an expansion of the existing Health Center shuttle route into the Innovation District area. This alternative provides service to the key trip generators within the Innovation District but does not serve the Capitol environs.

There are two further extensions of the route that can operate full-time or at strategic intervals as necessary (e.g. during a.m. and p.m. peaks, midday hours, etc.), or on an on-demand basis, if feasible:

- **Transit Center Extension**
  This extension would provide the key transfer necessary for potential users to access the area via transit. The extension would ideally operate during a.m. and p.m. peak hours or be incorporated into the full service as demand dictates.
- **Community Extension**
  Provides a key link between the study area and the residential neighborhood to the east. This neighborhood is currently disconnected from the study area by the barrier created by the parking lots along Lottie Avenue between 8th Streets and 13th Streets, as well as the lack of transit options available to the neighborhood.

Proposed Extension of Health Center Circulator



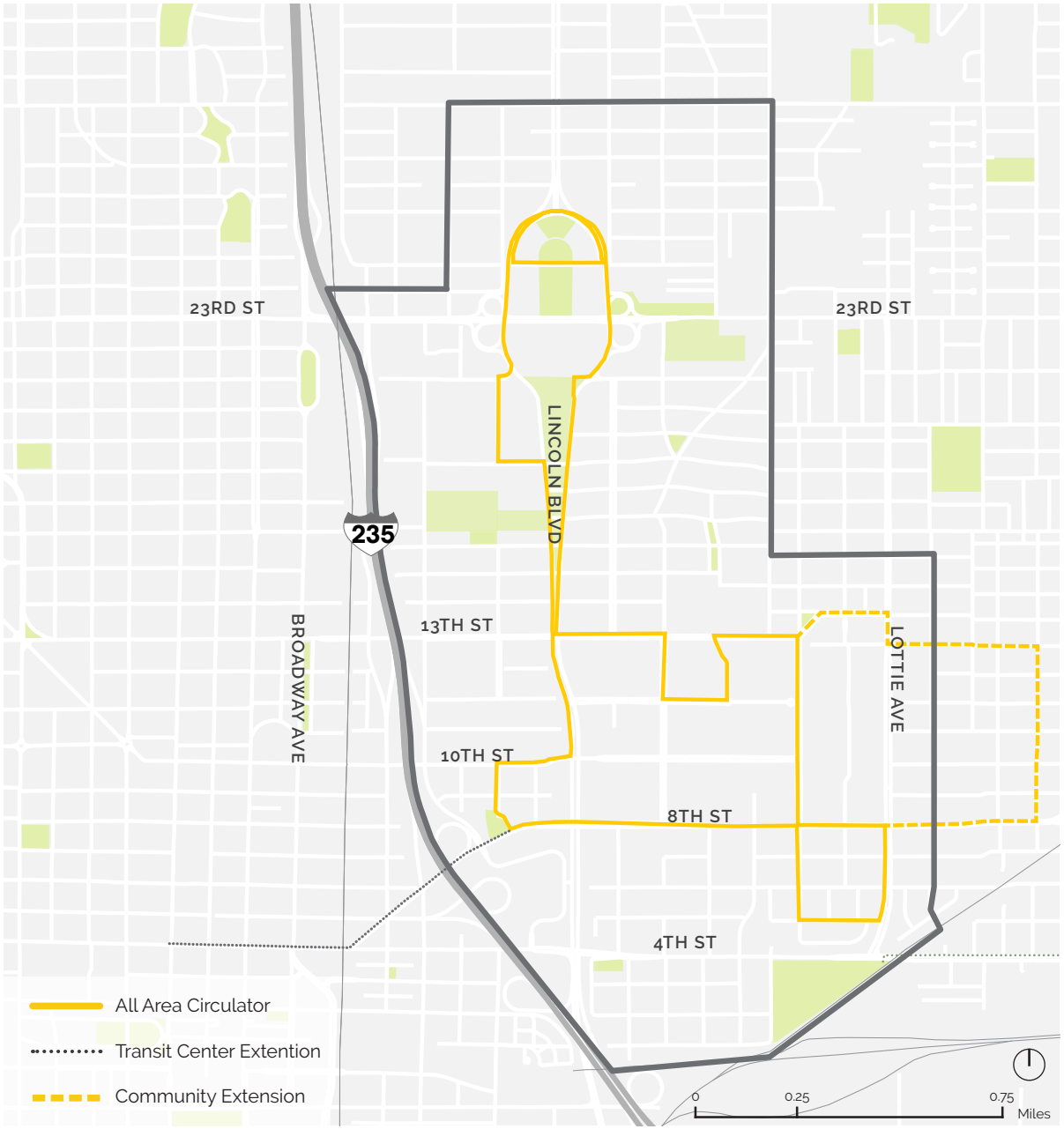
## Short-Term Transit Alternative C: All-Area Circulator

The primary route of this alternative provides service to the key trip generators in the Innovation District and Capitol Environs. This route closely resembles Embark bus Route 24 to Norman (which runs only one trip per day per direction that makes stops in the study area).

There are two further extensions of the route that can be run full time, or at strategic intervals as necessary (e.g. during AM and PM peaks, during midday hours, etc.), or on an on-demand basis, if feasible:

- **Transit Center Extension**
  This extension would provide the key transfer necessary for potential users to access the area via transit. The extension would ideally operate during AM and PM peak hours or be incorporated into the full service as demand dictates.
- **Community Extension**
  Provides a key link between the study area and the residential neighborhood to the east. This neighborhood is currently disconnected from the study area by the barrier created by the parking lots along Lottie Avenue between 8th Street and 13th Street, as well as the lack of transit options available to the neighborhood.

Proposed All Area Bus Circulator



## Short-Term Transit Alternative D: On-Demand Service

On-demand service has its roots in traditional paratransit service (sometimes referred to as dial-a-ride or demand-response) and taxi service and refers to mobility services that allow a user to schedule a ride at the time of their desired trip, usually using a smartphone app, rather than by making a reservation for a ride several hours or days in advance. Unlike typical fixed-route bus or shuttle services, an on-demand service does not operate on a predetermined schedule and allows users to indicate where they want to be picked up and dropped off rather than adhering to a specific route alignment and set of stops. This provides users with more flexibility for passengers, and in areas with similar land use and demographic characteristics as the less-dense areas of the Innovation District, may be a more effective way to provide convenient transportation for short trips.

On-demand service may be provided as individual or shared rides, and may be provided by:

- A public operator (such as Embark)
- Private operators including taxis and ride-hail companies such as Uber or Lyft
- Privately run shuttle services


Bicycle Parking: Dedicating curbspace for bicycle parking and on-demand vehicle services improves safety, expands choice, and reduces parking demand.

App-based on-demand services allow users to hail rides and track vehicles with a smartphone. These services can potentially support a variety of objectives, including (but not limited to): replacing bus service, providing services outside of fixed-route transit operating hours, connecting to mass transit or demand generators, and serving community amenities. They can operate under a variety of service models such as:

- **Zone-based Model:** In a zone-based model, on-demand connections would be provided within a defined service area. The service area could be the whole study area or multiple subdistricts (e.g. a Capitol environs, Innovation District, etc.)
- **Hub-based Model:** A hub-based model provides trips to and from specific locations or areas. For example, on-demand connections could be made to the centers of the Innovation District (Stiles Circle), Health Center (Phillips Avenue/Young Boulevard), or Capitol environs (NE 21st Street/Lincoln Boulevard).
- **Corridor-based Model:** In a corridor-based model, on-demand rides are provided along corridors not served by transit or outside of fixed-route transit operating hours to fill gaps in service. Potential corridors for this model include 8th Street, 10th Street, Stonewall Avenue, Phillips Avenue and Stiles Avenue. These could potentially advance transit and connections to Automobile Alley and the Central Business District.
- **Hybrid Model:** A hybrid model is like a zone-based model but can be adjusted to include specific destinations outside of the zone. If the zone-based model, for example, provided connections between any two points within the Innovation District, the hybrid model would allow those connections, plus connections to other important destinations outside the zone (e.g. a neighborhood hub east of the study area).

Establishing a framework for on-demand services can lay the foundation for future advanced transit options such as autonomous mobility.

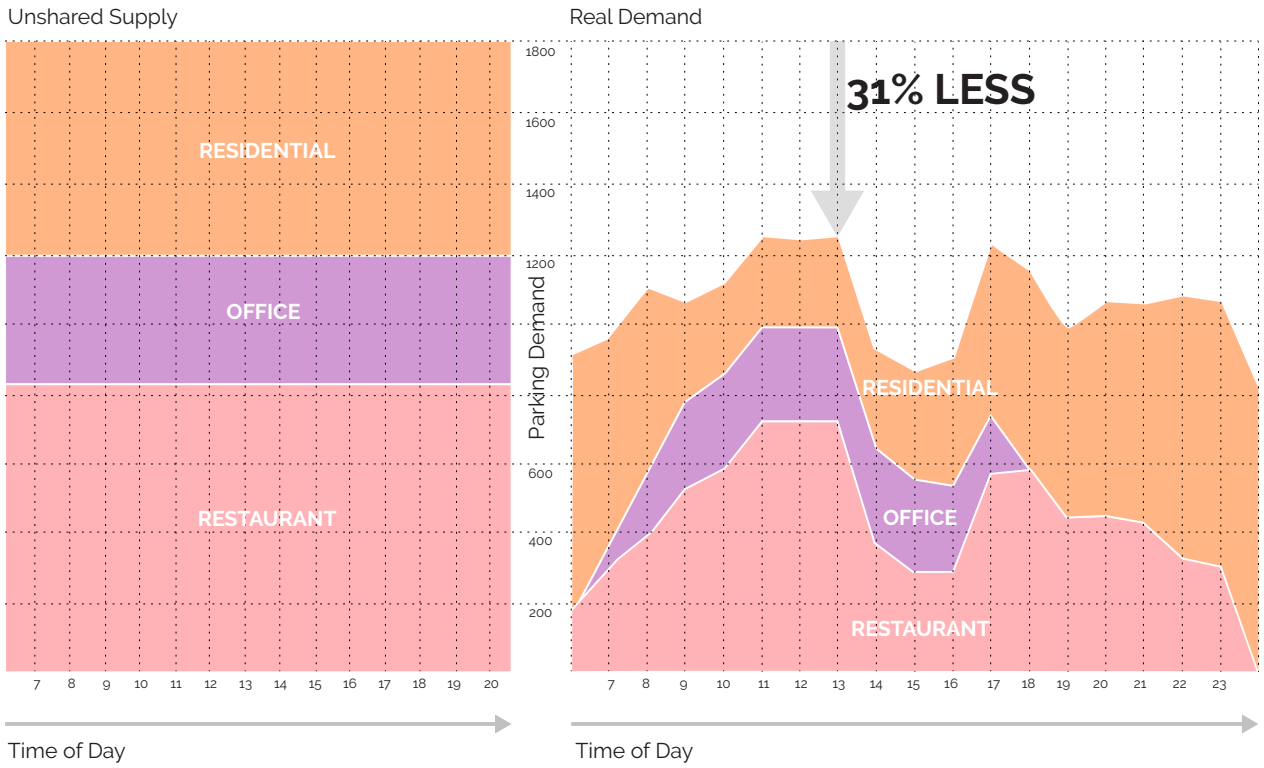

Models of Short Term Transit Alternative D : On-Demand Service

## Shared Parking

The High-Intensity Mixed-Use and Commercial Corridor areas present an opportunity to implement a shared-parking approach that will reduce the parking supply needed and thereby reduce the number of vehicle trips and vehicle capacity needed. Shared parking is the concept of using the same parking spaces for two or more different land uses at different times, as peak parking demand hours often differ among land uses, even in the same adjacent developments. A shared parking approach is built upon two foundational parking demand principles - Staggered Peaks and Internal Capture.

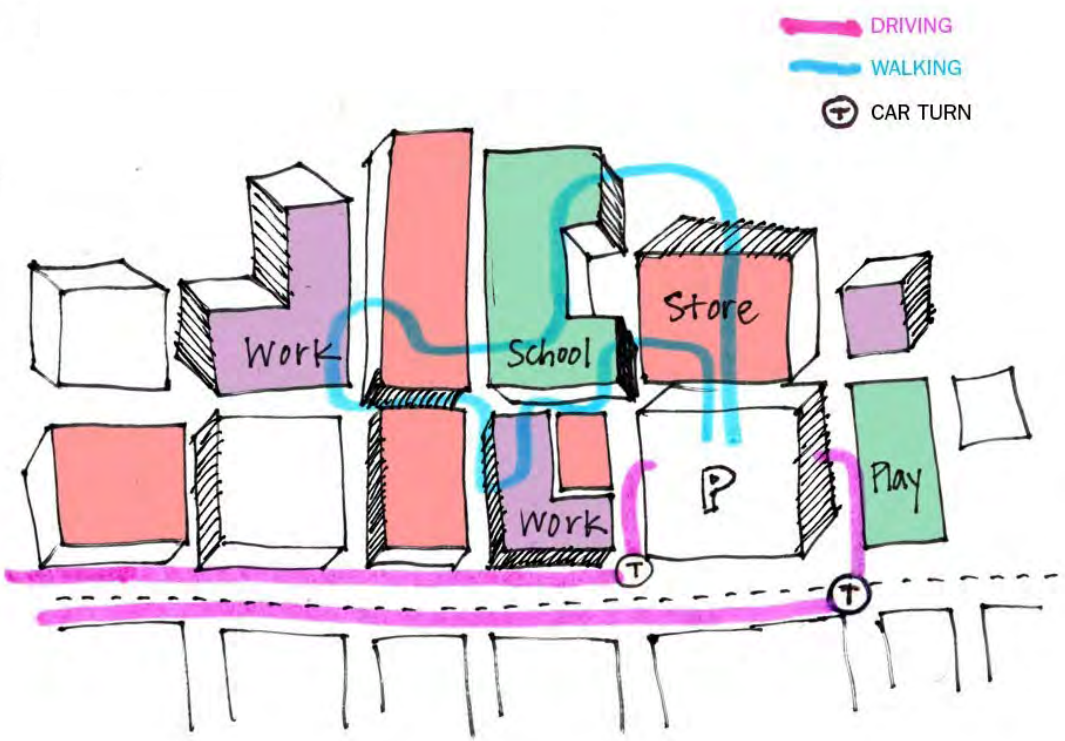
### Staggered Peaks

Demand for parking varies by use throughout the hours of a day and days of a week. Office space generates parking demand during traditional weekday business hours. Parking for residential housing is often highest overnight as many residents use their cars during the day. Parking demand generated by restaurants is highest during meal times and into the evening. When parking is shared between multiple uses, the aggregated parking demand by time of day is less than the total if programmed separately for each use.



**Internal Capture**

A single parking space that is used for one use at a single time may also serve another use at the same time simply by virtue of the ability to walk to a second destination after parking at the first destination. As illustrated in the figure to the right, an individual may park in an off-street facility, stop by a store for breakfast, attend class in the morning, walk to work after class and pick up clothing at a dry cleaner in a mixed-use building before leaving the area. This eliminates demand for one parking space each at the store, the class, the employer and the dry cleaner. Mixed-use areas naturally promote this type of shared parking which eliminates the need for many redundant parking spaces.




Example of Internal Capture: Since most of the spaces are within walking distance of one another, mixed-use areas usually have shared parking facilities.

## Transportation Demand Management

To effectively reduce the number of personal vehicles accessing the Innovation District, the parking strategy must be developed in tandem with a Transportation Demand Management (TDM) strategy. TDM consists of transportation or land use related intervention measures that optimize the available transportation network services and infrastructure by encouraging the use of more space-efficient travel modes, or avoiding vehicular trips altogether. Typically, TDM strategies are more cost-effective than the capital investments and resulting maintenance associated with increased roadway for parking capacity.

Following is a range of possible district-level appropriate TDM strategies that could be considered using both transportation and land use approaches. The specific elements and implementation of a TDM strategy would ultimately depend upon the development projects in the district.

**Car-light Planning**

Strategically plan and arrange land uses and developments to maximize internal capture.

- Limit the number of parking spaces to match the complete network of access options.
- Encourage carpooling and multi-modal travel to activity areas and parks.
- Establish a car sharing program.
- Provide circulator shuttle that connects to primary activity centers and transit options.
- Implement micromobility (e.g. bike and scooter) sharing programs.
- Provide secure bike parking throughout the district.
- Provide centralized locker locations for personal package deliveries.
- Allocate front-door curbside space for ride-hailing pickups and dropoffs.

**Parking Management**

Manage parking in a manner that ensures efficient use of parking facilities and reduces the need to build more parking than recommended.

- Share parking between complementary uses.
- Prioritize curbside parking management for higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.
- Eliminate parking minimums.
- Provide remote parking facilities off-site or in the outer areas.
- Charge users and/or providers directly and strategically for using parking facilities.
- Use charging techniques to make pricing more convenient and cost effective.
- Provide financial incentives to shift mode, such as transit subsidies.
- Unbundle the cost of parking from rent, or sell access to parking facilities separately from building space.
- Change tax policies to support parking management and mobility goals.
- Provide ample, quality, situationally appropriate bicycle storage and changing facilities.
- Insure that parking regulation enforcement is efficient, considerate, and fair.

**Right-of-Way Allocation**
Maximize the amount of right-of-way space devoted to non-motorized modes and transit, and minimize or eliminate dedicated single occupancy vehicle (SOV) travel lanes and parking spaces in the right-of-way where possible.

**Traffic and Access Management**
Manage traffic and access in a way that starts by letting people walk within the district, reduces traffic speeds and improves the experience of non-SOV modes.

- Incorporate vehicle use restrictions
- Provide traffic calming measures
- Reduce traffic speed
- Utilize car-free planning (the reduction of motorized spaces and conversion of parking lots to public spaces)
- Prioritize pedestrian and bicycle-oriented design

**Strategic Roadway Connectivity**
Maximize the density of connections, and the directness of links, with short links, frequent intersections, and minimal dead-ends. Also, enhance connectivity for preferred modes by providing more frequent connections and ensuring connection opportunities through areas that are otherwise closed to SOV's.

**Pricing, Investment and Reinvestment**
Reduce fees for higher priority modes and increase prices for lower-priority modes. Provide more funding for higher priority modes.

- Analyze and reallocate parking pricing
- Incentivize ride-hailing pool
- Utilize commuter financial incentives including discounted transit passes and bike/scooter-share memberships
- Utilize traffic mitigation incentives such as transit subsidies to shift predominant mode
- Incorporate district-wide mobility funding that develops comprehensive programs with mutually reinforcing services, so all employees, residents and visitors have access to all modes

## Long-Term Transit Alternative: OKC Streetcar Extensions

The long-term alternative provides options to extend streetcar service into the study area to access key trip generators. The lines identified could also be served by autonomous shuttle or Bus Rapid Transit. There are two Oklahoma City Streetcar extension options that could serve the key trip generators of the study area as development fills in:

- Innovation District extension along 8th Street, Stonewall Avenue, 13th Street and Lincoln Boulevard.
- Capitol Complex extension along 23rd Street. This extension would serve two—and potentially serve all three—of the plan**okc** Transit Oriented Development Zones planned for 23rd Street.

Proposed Extension of Streetcar


**Proposed**

Innovation District Extension

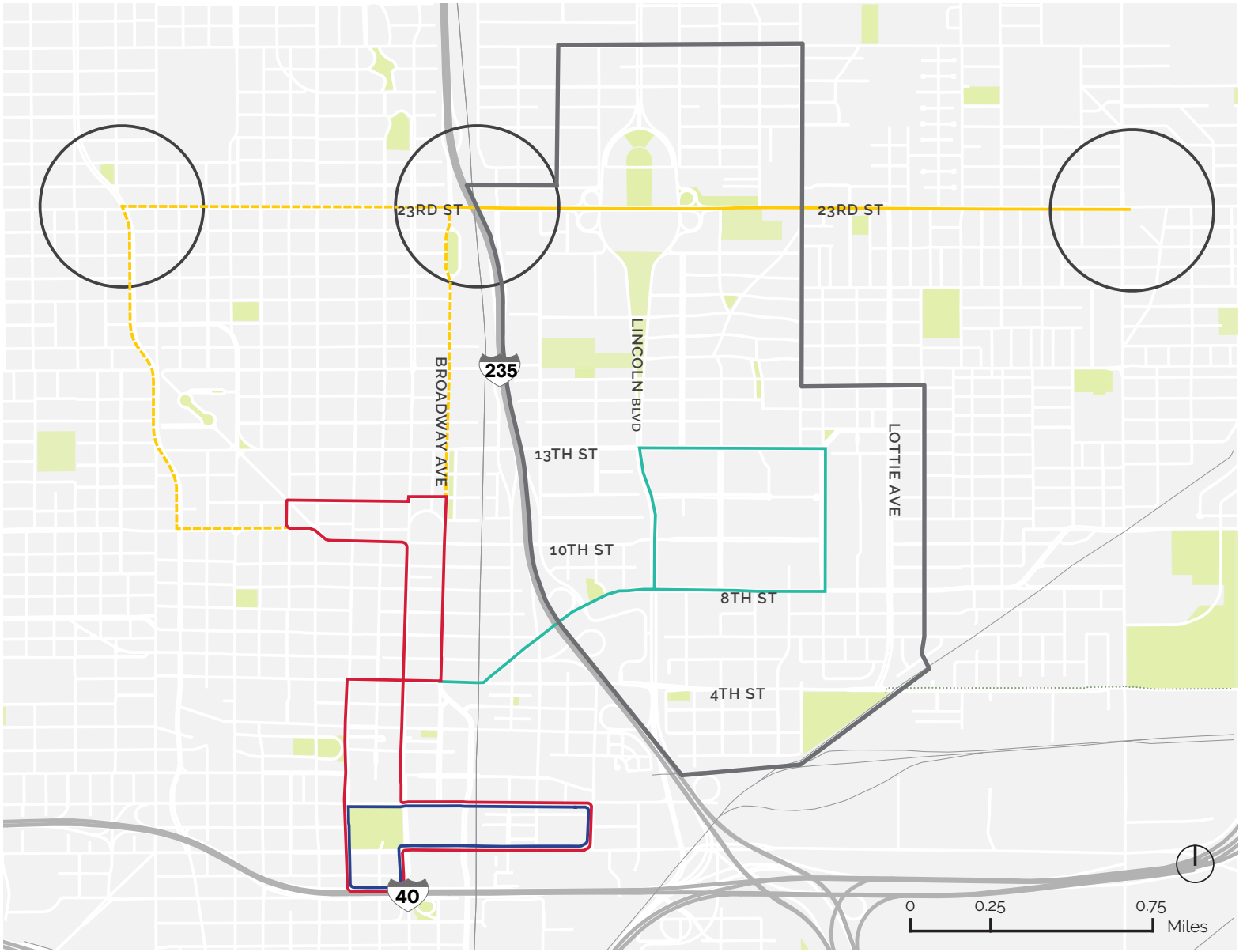
Capitol Complex Extension

**Existing**

OKC Streetcar Downtown Loop

OKC Streetcar Bricktown Loop

Proposed Streetcar Extensions



# 03. Strategic Development Plan for the Innovation District

## Contents





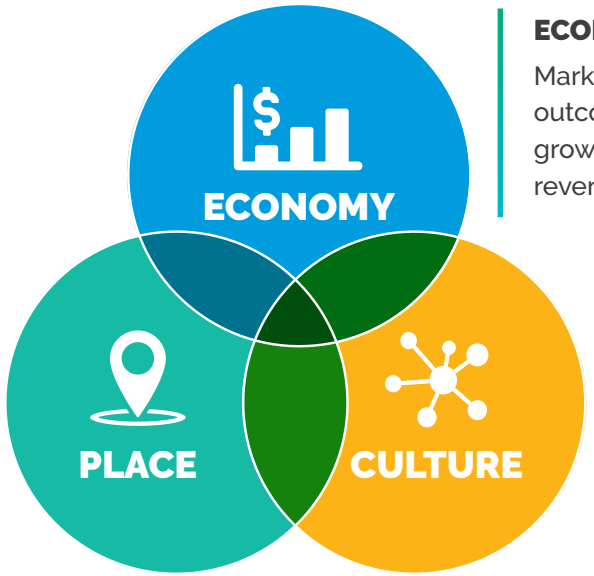
# Plan Overview

The previous section establishes a land use framework for the entire 1400-acre study area, while this section lays out specific recommendations to guide the growth and development of the Innovation District, which will be a major catalytic investment within the study area.

An innovation district is many things. It is an ecosystem with a culture of innovation, a physical place designed to encourage collaboration and an economic engine that will bring new businesses, new jobs and meaningful opportunities for upward mobility for existing residents. Fostering and supporting each of these components is critical to the success of the innovation district.

The Strategic Development Plan for the Innovation District is organized by the three components—place, economy and culture—depicted below.

Each section presents analysis and key findings followed by recommendations with suggested actions steps. These recommendations should guide the parties responsible for implementation through defining programs, setting priorities, allocating finances and assessing achievements. The Oklahoma City Innovation District organization serves as the unifying initiative around innovation growth for the region. It will serve as the curator and convener to facilitate and cultivate the innovation ecosystem.




**ECONOMY**

Market demand and innovation outcomes that drive inclusive growth, job creation and revenue generation.

**PLACE**

Qualities of the physical environment, buildings, streets and open spaces, that attract and promote economic and cultural vitality.

**CULTURE**

The dynamic interaction and innovative ecosystem that cultivates entrepreneurial activities and networking assets, such as knowledge and creativity.

## ROLE OF THE OKLAHOMA CITY INNOVATION DISTRICT ORGANIZATION

**ENCOURAGE INVESTMENT** within the district by attracting mixed-use development as well as **RECRUITMENT AND RETENTION OF BUSINESSES.**

Promote **EDUCATION, SKILLS TRAINING, WORKFORCE DEVELOPMENT** and **ENTREPRENEURSHIP** within the Innovation District.

Facilitate **RELATIONSHIPS WITH THE RESIDENTS OF THE NEIGHBORHOODS** in and around the Innovation District.

Develop and offer **INNOVATION RELATED PROGRAMMING,** symposiums, conferences and similar forums in diverse economic and technology sectors.

**FOSTER INTERACTION, COLLABORATION AND PARTNERSHIP** among participants in the district and specifically **CULTIVATE START-UP BUSINESSES AND THE ARTS.**

Establish **PLACEMAKING** within the Innovation District to create attractive and collaborative common areas and parks for public use while also improving access to and within the district.


# The Place

**INNOVATION DISTRICT AS A PHYSICAL PLACE.**

QUALITIES OF THE PHYSICAL ENVIRONMENT, BUILDINGS, STREETS AND OPEN SPACES, THAT ATTRACT AND PROMOTE ECONOMIC AND CULTURAL VITALITY.

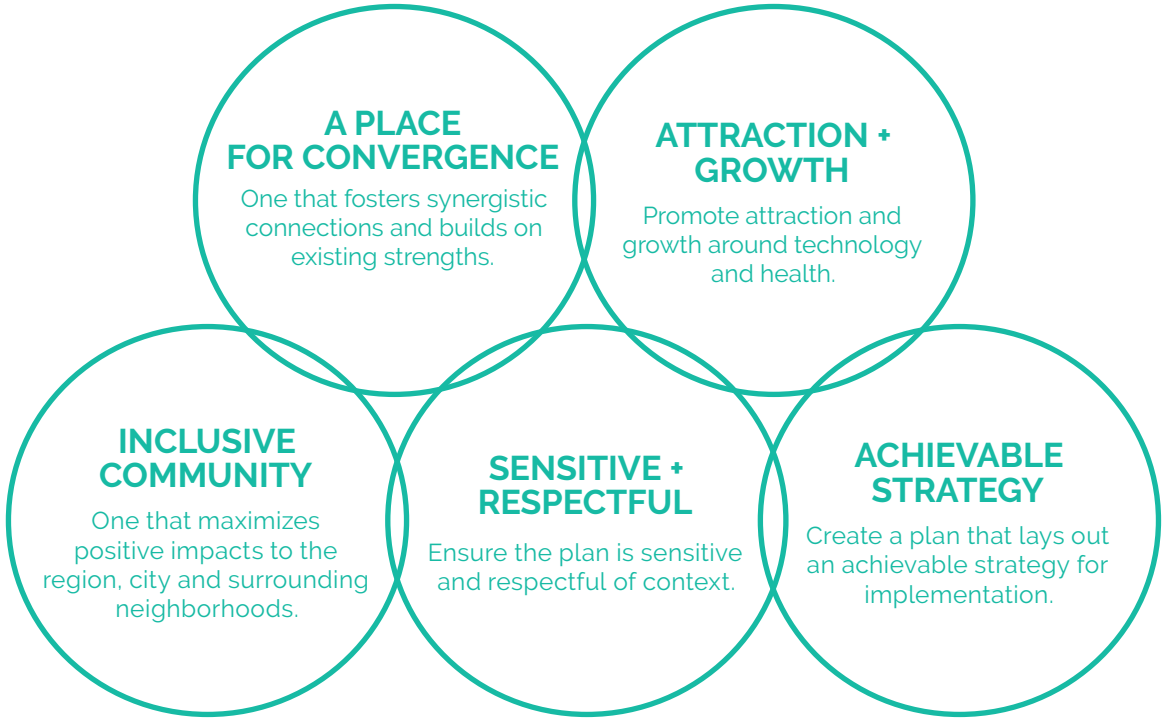
# Place Analysis

The modern economy is one built around knowledge and talent, which is increasingly flocking to places that provide amenities, activities and a generally high quality of life. Oklahoma City has a track record of creating and investing in bold plans like this, and even more impressive, the ability to bring them to fruition.

As a framework for the project team's analysis, it identified a series of targets the physical place should address.

It should be a place for...

1. Convergence, synergies and connections
2. Technology, health, energy and other related growth around job creation and talent attraction
3. Inclusivity, a key underpinning of the entire planning and design process
4. Sensitivity and respect to context and surroundings, inclusing a recognition of history and legacy
5. A bold visionary strategy that is also realistic and implementable



## Convergence Analysis

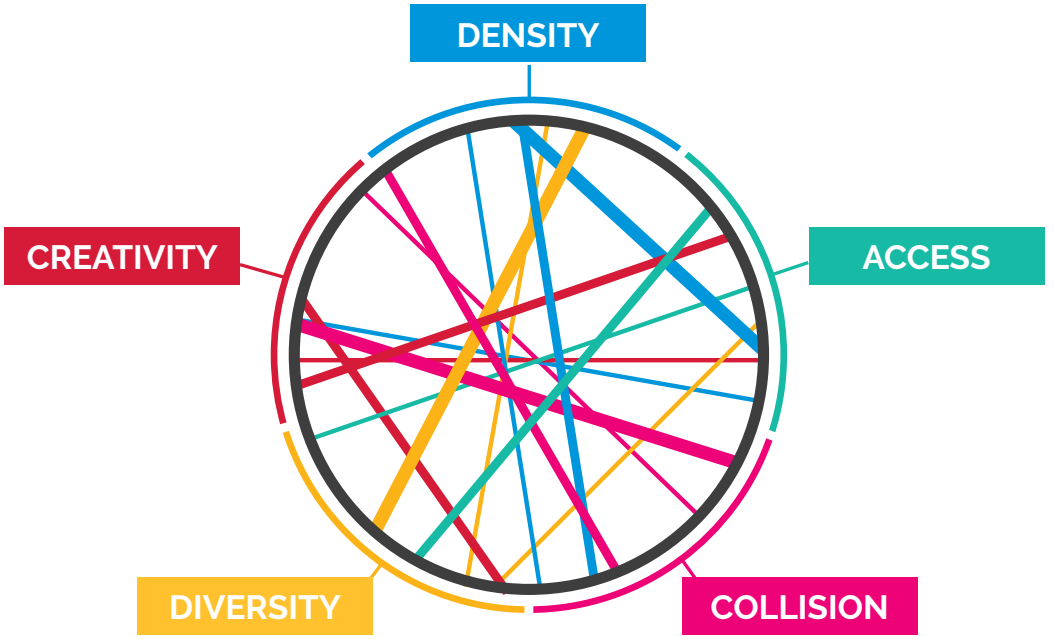
More and more companies are choosing to locate close to other firms, research labs and universities so that they can share ideas and collaborate on research opportunities.

Districts must go further than clustering innovation assets, successful districts are often amenity-rich neighborhoods that are walkable, bikeable and connected by transit and technology.[1] The physical design of these places commonly contain five elements:

1. They are dense with people at all times of day.
2. They provide access to services and amenities within a five to ten minute walk.
3. They encourage random collisions between researchers and entrepreneurs.
4. They embrace creativity which inspires new ideas and possibilities.
5. They foster diversity of people, building uses, and industries.

The following pages describe each of the elements above in more detail, compare the study area against benchmarks and identifiy new opportunities to investigate.

1 Katz, Bruce, and Julie Wagner. "The rise of Innovation Districts: A new geography of innovation in America." Washington: Brookings Institution (2014).




| DENSITY | ACCESS | COLLISION | DIVERSITY | CREATIVITY |
|---|---|---|---|---|
| Measures Concentration of People | Measures Access To Services and Amenities | Measures Opportunities for Collaboration | Measures Diversity of Uses, Industry and People | Measures Impacts of Creative Industries |
| Residents | Connectivity | Proximity to Anchors | Mix of Uses | Creative-in-Trade |
| Employees | Open Space | Opportunity for Face-To-Face Interaction | Building Typologies | Creative-in-Local |
| Students | Services & Amenities | Flexibility | Industries/Jobs | Routine-in-Trade |
| Visitors/Tourists | Parking | | Academic Fields | Routine-in-Local |
| Patients | | | Demographics | |
| Vacancy Rates | | | | |
| Time of Day Activity | | | | |

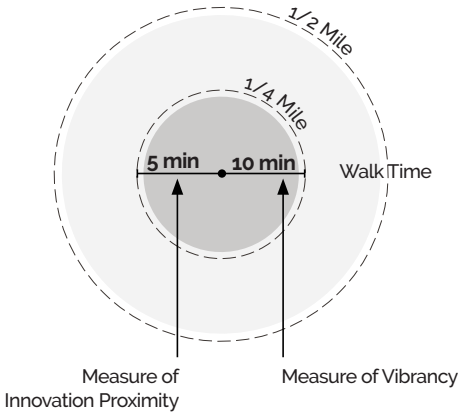
## Benchmarks

While no two communities are alike, the lessons learned in one place can be instructive in another. In particular, the form and configuration of a community's built environment can promote (or undermine) its efforts to enhance economic vitality and innovation.

The project team identified six benchmark Innovation Districts in the categories of local peers, national peers and national targets that could be studied to compare and learn from for the Oklahoma City Innovation District.

**Sample Areas**

Innovation Districts come in all shapes and sizes. In order to compare districts to one another, the project team identified 1/2 mile and 1/4 mile sample areas within the Oklahoma City Innovation District and the benchmark communities so that all the data can be compared evenly.




**THE SITE**

**OK HEALTH CENTER**
OKLAHOMA CITY, OK


**RESEARCH PARK**
OKLAHOMA CITY, OK


**NATIONAL PEERS**

**CAPITAL CITY**
AUSTIN, TX


**CORTEX**
ST. LOUIS, MO


**NATIONAL TARGETS**

**KENDALL SQUARE**
CAMBRIDGE, MA


**UNIVERSITY CITY**
PHILADELPHIA, PA



**SOUTH LAKE**
SEATTLE, WA


## Density

Density measures the concentration of people in a place. Face-to-face interactions between individuals with high human capital facilitate spillovers and the growth of knowledge. Innovations occur when these individuals make new combinations of knowledge with insights observed or learned through knowledge spillovers. These interactions are so important that people are willing to pay higher rents in order to be close to one another and thus benefit from learned knowledge and increased productivity.

Especially important is the presence of people all days of the week and all times of day—during the daytime (employees, students and visitors); in the evenings (residents, employees and students who stick around after work or class and hotel guests); and on the weekends (residents, tourists and neighbors from surrounding communities). Density in the Innovation District is created by not only promoting additional development but also attracting people from surrounding areas with great spaces and programs. The close proximity of buildings in the district allows people to walk between them, and the right-sizing of public spaces, small enough to concentrate people but big enough that they are not overcrowded, is important in ensuring the district feels full and buzzing with activity but still comfortable.

Daytime and Nightime Populations of Peer Innovation Districts

| OK HEALTH CENTER<br>OKLAHOMA CITY, OK | CAPITAL CITY<br>AUSTIN, TX | CORTEX<br>ST. LOUIS, MO | KENDALL SQUARE<br>CAMBRIDGE, MA | UNIVERSITY CITY<br>PHILADELPHIA, PA | SOUTH LAKE<br>SEATTLE, WA |
|---|---|---|---|---|---|
| TOTAL RESIDENTS<br>**16,636** | TOTAL RESIDENTS<br>**38,921** | TOTAL RESIDENTS<br>**34,643** | TOTAL RESIDENTS<br>**51,377** | TOTAL RESIDENTS<br>**67,516** | TOTAL RESIDENTS<br>**53,954** |
| POPULATION / ACRE<br>**33** | POPULATION / ACRE<br>**77** | POPULATION / ACRE<br>**69** | POPULATION / ACRE<br>**102** | POPULATION / ACRE<br>**134** | POPULATION / ACRE<br>**107** |
| DAYTIME POPULATION<br>15,586 | DAYTIME POPULATION<br>38,352 | DAYTIME POPULATION<br>30,128 | DAYTIME POPULATION<br>47,708 | DAYTIME POPULATION<br>64,950 | DAYTIME POPULATION<br>42,595 |
| NIGHTTIME POPULATION<br>1,930 | NIGHTTIME POPULATION<br>1,739 | NIGHTTIME POPULATION<br>6,293 | NIGHTTIME POPULATION<br>7,198 | NIGHTTIME POPULATION<br>10,066 | NIGHTTIME POPULATION<br>20,291 |

## DENSITY OPPORTUNITIES

Remove regulatory and perceptual barriers to increase density

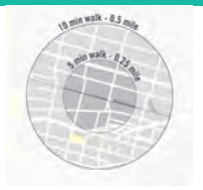
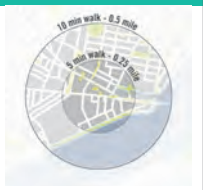
Identify targeted growth clusters

Focus on social distance in physical planning

## Access

Access measures the accessibility of services and amenities. Accessibility is not about moving cars and other vehicles to and through the site, rather accessibility is about getting people to amenities within the district. The Innovation District should not prohibit the automobile, but should de-emphasize it, and focus instead on multimodal, public transit, and pedestrian facilities. Specific attention should be paid to the crossings of I-235, providing convenient connections between the innovation assets on the east side of the highway to the activity and amenities of Automobile Alley, Deep Deuce and Downtown. Additionally, access to the Innovation District should be easy for existing residents and those of neighboring communities with comfortable trails, sidewalks and bicycle lanes that provide a safe and pleasant route to the district's events, amenities and jobs.

Access Levels of Peer Innovation Districts.

| **OK HEALTH CENTER**<br>OKLAHOMA CITY, OK | **CAPITAL CITY**<br>AUSTIN, TX | **CORTEX**<br>ST. LOUIS, MO | **KENDALL SQUARE**<br>CAMBRIDGE, MA | **UNIVERSITY CITY**<br>PHILADELPHIA, PA | **SOUTH LAKE**<br>SEATTLE, WA |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
| CONNECTIVITY SCORES | CONNECTIVITY SCORES | CONNECTIVITY SCORES | CONNECTIVITY SCORES | CONNECTIVITY SCORES | CONNECTIVITY SCORES |
| 53 TRANSIT, 30 BIKE, 50 | 55 WALK, 71 TRANSIT, 89 BIKE | 66 WALK, 45 TRANSIT, 61 BIKE | 88 WALK, 92 TRANSIT, 96 BIKE | 99 WALK, 100 TRANSIT, 99 BIKE | 96 WALK, 87 TRANSIT, 83 BIKE |
| AMENITIES | AMENITIES | AMENITIES | AMENITIES | AMENITIES | AMENITIES |
| F&B 5 | F&B 22 | F&B 28 | F&B 69 | F&B 133 | F&B 81 |
| CULTURAL 3 | CULTURAL 7 | CULTURAL 3 | CULTURAL 6 | CULTURAL 11 | CULTURAL 4 |
| GROCERY 0 | GROCERY 2 | GROCERY 5 | GROCERY 5 | GROCERY 6 | GROCERY 3 |
| OPEN SPACE | OPEN SPACE | OPEN SPACE | OPEN SPACE | OPEN SPACE | OPEN SPACE |
| ACRES 1.39 | ACRES 46.34 | ACRES 2.80 | ACRES 31.20 | ACRES 4.99 | ACRES 18.41 |

## ACCESS OPPORTUNITIES

### Increase Connectivity

### CLUSTERS

Improve pedestrian connectivity

Activate gathering spaces

Provide small green spaces

Increase density of amenities

### BIG BLOCKS

Identify opportunities for reconnecting the street grid

Improving the connections across the highway

### NEIGHBORHOOD GRID

Improve pedestrian connectivity

Increase neighborhood oriented amenities

Align transit opportunities with needs

## Collision

Collision measures the opportunities for people to have chance interactions with one another and with the innovation activity going on in the district. Exchanges between people happen most often in public spaces and those "third places" where people spend their time that are neither home nor work, such as gyms and coffee shops. To encourage these interactions, there must be proximity between innovation assets and amenities, meaning short distances and routes that are pleasant, safe and interesting. Connections between visitors and the innovation activities can happen through permeable buildings, such as interactive lobby spaces that invite people into a small portion of a laboratory building, transparent ground floors with windows that give passersby the ability to see what is going on inside the buildings or dedicated display spaces that showcase innovation work to the public.

Collision Opportunities of Peer Innovation Districts.

| **OK HEALTH CENTER**<br>OKLAHOMA CITY, OK | **CAPITAL CITY**<br>AUSTIN, TX | **CORTEX**<br>ST. LOUIS, MO | **KENDALL SQUARE**<br>CAMBRIDGE, MA | **UNIVERSITY CITY**<br>PHILADELPHIA, PA | **SOUTH LAKE**<br>SEATTLE, WA |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
| Many of the buildings in the OK Health Center area have glass windows on the upper stories but they offer little public view and access from the street. | The Dell Medical School's large glass windows allow people walking along the street to see what is happening inside the building. | The new space in the Cortex Innovation Community will feature a creative destination restaurant and coffee bar, together with free, drop-in workspace and event and meeting space for entrepreneurs. | Kendall Square has transparent façades, narrow walkable streets, pocket parks, and a plethora of coffee shops. | University City doesn't have many transparent facades, but the walkable streets and abundance of food vendors connect the students and researchers to the city. | Many of the research and lab buildings in South Lake Union are transparent and can be viewed from the interior and exterior. |

## COLLISION OPPORTUNITIES

Identify catalytic and future opportunities between the innovation anchors

Improve priority connections

Increase density of collaboration amenities

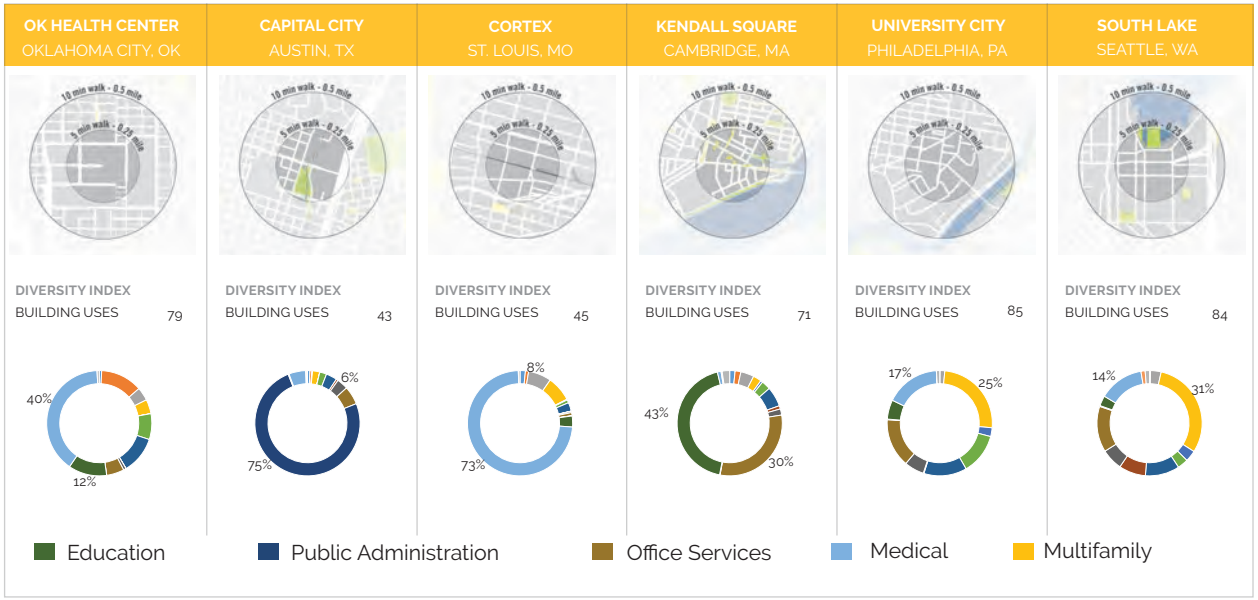
Activate existing gathering spaces

Incorporate facade treatment/building permeability

## Diversity

Diversity measures the variety of both uses and people. A good diversity of uses—including a range of housing options, office uses, research and laboratory space, retail, commercial, and food and beverage establishments—creates a complete community that provides for the daily needs of its occupants within a short distance, preferably a quarter-to half-mile. Complete communities are more accessible, more inclusive and more sustainable than areas that are primarily made up of a single use. Involving a mix of people in the district—of different races, backgrounds and education levels—creates a stronger community and ensures that the benefits of an Innovation District are felt across all populations. This requires the place to feel public and welcoming to everyone, through its design, programming and accessibility.

Diversity of Uses Among Peer Innovation Districts




## DIVERSITY OPPORTUNITIES

Create an inclusive district with opportunities for upward mobility

Remove the barriers to allow for a range of housing types and mix of uses

Plan a target building use mix that reflects the goals of the district

## Creativity

Creativity measures the impacts of creative industries. Creative occupations include architecture and design firms, art galleries, media and advertising agencies, video or photography studios and performing arts programs. The presence of creative occupations brings vibrancy to a place that attracts innovation-focused businesses and has been shown to have a high correlation with economic development, patent applications, innovation activities and higher wages. In addition, displays of public art and performances are low-cost and high-impact ways to generate interest and activate a district.

Presence of creative occupations and public art has a high correlation with economic development.

## CREATIVITY OPPORTUNITIES

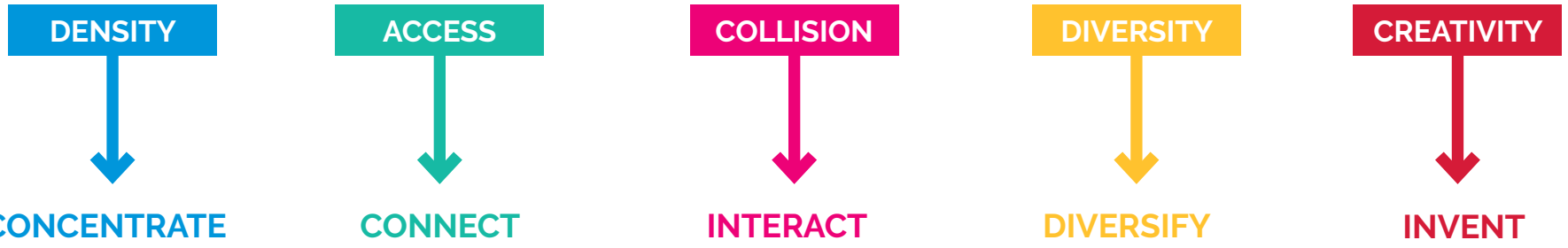
Expand the definition of innovation to include fields beyond “advanced industry,” such as the arts, culture and design

Establish partnerships with cultural organizations, creative businesses and influencers

Create early wins with arts and culture to activate the Innovation District

## Planning Principles

From this convergence analysis exercise, the project team developed planning principles to help inform the physical design of the Innovation District:




### CONCENTRATE

**Concentrate people and activity to generate vibrancy and economic returns for all.**

### CONNECT

**Connect people to places and ideas to research at various scales with a variety of modes.**

### INTERACT

**Encourage interactions and collisions through physical design and programming.**

### DIVERSIFY

**Diversify research, uses and voices to ensure that a range of activities and people are included.**

### INVENT

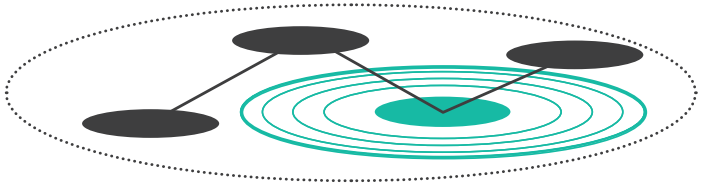
**Promote inventiveness, originality and ingenuity to be visibly present and tangible.**

## Planning Framework

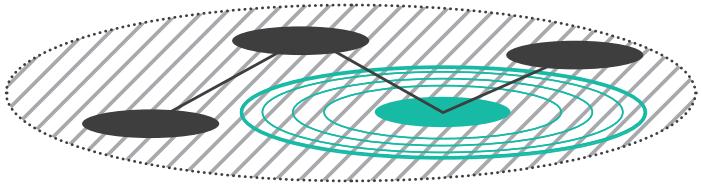
Applying the planning principles across a large study area of 1,400 acres was not feasible, so the project team divided the area into a series of more manageable geographies around which to provide recommendations.

- First, the project team set out to identify the most appropriate place to focus investment that would create a vibrant, core of new development, catalyzing and providing the necessary infrastructure, activity and services for a thriving Innovation District.
- Then the project team focused deliberately on connecting the core to existing 'nodes' of community assets, innovation assets, major business centers and residential areas of the city.
- And finally, the project team followed the guidance of the Land Use Plan to organically fill in the gaps in a way that is complimentary to the Innovation District and the existing neighborhoods.

**Create a core of innovation**



**Connect the assets to the core and each other**



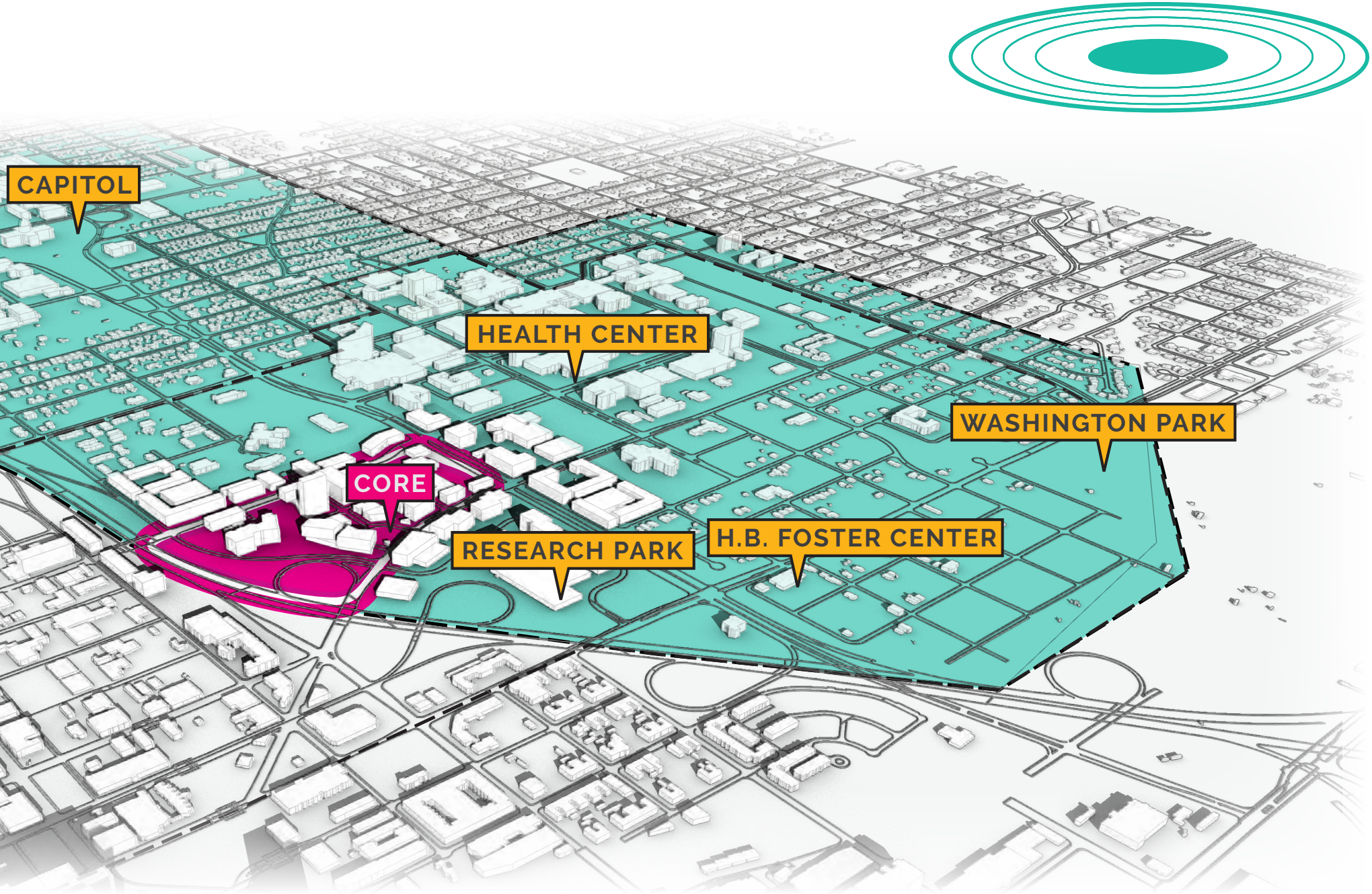
**Organically fill in the gaps**

# Place Recommendations

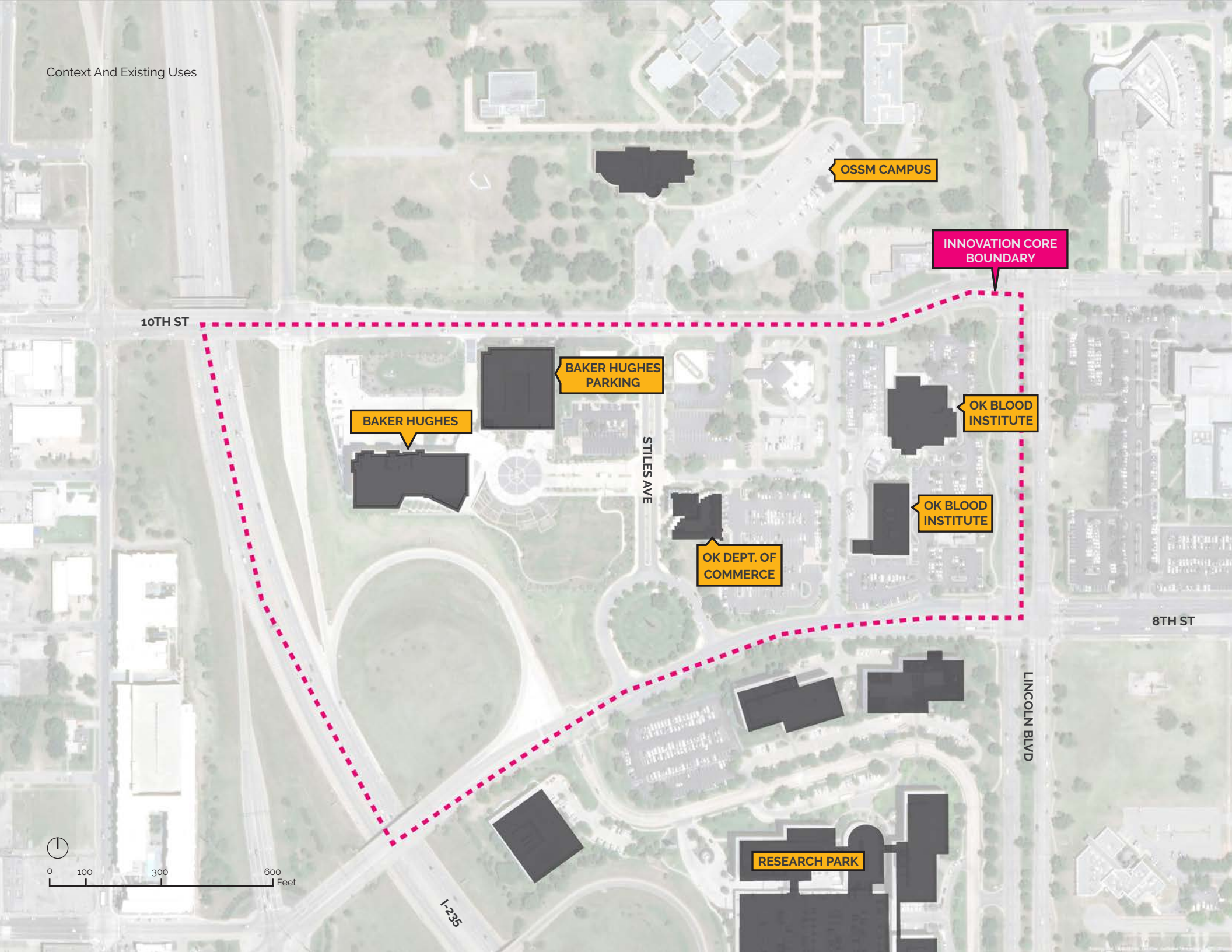
## Innovation Core

Based on market considerations and the potential for continued investment, the first phase of development should focus on a dense mixed-use core that leverages the institutional and commercial uses already in place. Concentrating development also allows for maximum efficiency due to the relatively small amount of infrastructure required to serve a greater amount of development. The Core is the spot where the Innovation District will first take root, so a thoughtful location is essential to the long term success of the district. The project team considered the following factors in locating the core:

- Locating the Core on the west side of the study area ensures proximity to Automobile Alley - where innovation activity is already taking root.
- The location of the Core fills the gap between the Baker Hughes, the OU Health Science Center (OUHSC) and the OU Research Park (OURP), allowing the people and ideas to come together.
- Based on existing uses, recent investments and ownership, the land in this area is generally more ripe for redevelopment and a significant conglomeration of parcels is more feasible here than in other parts of the district.
- During the community engagement process of this planning effort, participants did not identify this area as a location that should be preserved.
- The area identified does not contain any existing residential units.
- The development of the core is envisioned to be more dense than on surrounding parcels, so this location puts the densest development nearest to the existing density of downtown and Automobile Alley and away from the existing single family neighborhoods.
- The streets surrounding this core location provide direct access and connectivity to important points of interest including Automobile Alley via 10th Street, Deep Deuce/Downtown/Bricktown via 8th Street/ Harrison Avenue, and the State Capitol via Lincoln Boulevard.
- There are opportunities for future development on critical parcels adjacent to the Core, making this a viable location for the long-term.


CAPITOL
HEALTH CENTER
WASHINGTON PARK
CORE
RESEARCH PARK
H.B. FOSTER CENTER

Context And Existing Uses



## Innovation Core Development

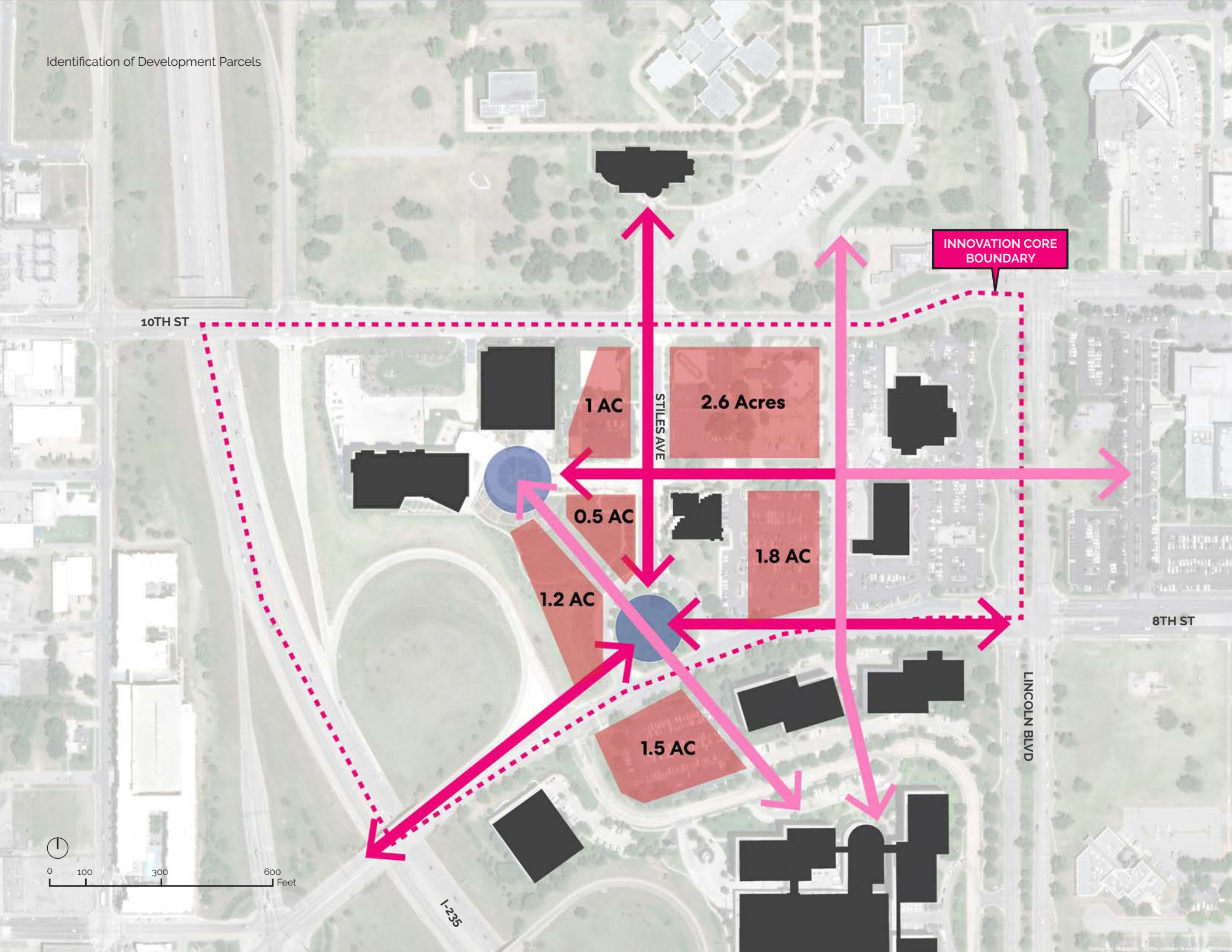
**Context and Existing Uses**

The popular Automobile Alley corridor, along Broadway Avenue west of the I-235 running from 4th Street to 13th Street, is approximately one-half mile from the Core, a distance considered to be walkable. Deep Deuce, an area of Oklahoma City experiencing significant residential growth, is also about one-half mile from the Core to the southwest, with the Central Business District/Downtown and the Bricktown entertainment district roughly another one-half mile beyond that (one-mile total from the Core). All of these points of interest are located west of I-235, making the highway and parallel railroad the major barriers to connectivity between the innovation district and these important districts. There are several existing highway crossings in the form of under- or overpasses, but they are primarily designed for vehicles and are lacking in safe infrastructure for pedestrians and bicycles.

**There are some existing buildings and uses on the Core site and adjacent parcels to note:**

- In the northwest portion of the site is the Baker Hughes (BH) Global Innovation Center, with an associated parking structure and another building planned to the north of the existing one, along 10th Street. The land southeast of the existing building is also owned by BH, but they have shown willingness to allow Innovation District development to happen there.
- Stiles Circle is one of the oldest parks on record in the State of Oklahoma, originally a roundabout in Harrison Ave with a twin circle on the other side of the highway (now a multi-way intersection with landscape that alludes to the historic circular geometry). Stiles Circle is home to Founders Plaza, a city park, and the Beacon of Hope, a monument representing the healing work of the nearby OUHSC. Unfortunately, the park is underutilized at the moment due to its remote location and being surrounded by roadways.
- The State Departments of Commerce and Tourism are housed in a 100-year old converted church on the site. They also have a large associated surface lot to the east of the existing building, which they are willing to utilize for development of the Innovation District, assuming that their parking needs are met.
- The Oklahoma Blood Institute is located on the eastern most portion of the Core site and has two buildings along with surface parking lots along Lincoln Boulevard. The northern building has had significant investment in the form of laboratory and research equipment installation and therefore must stay. The southern building is presently used for offices that could relocate into a new building; however, a portion of that site is encumbered by oil and gas infrastructure.
- The remainder of the existing uses with in the targeted Core parcels are a mixture of commercial buildings that can be removed and those uses relocated. This includes the State Chamber, which has shown interest in relocating nearer to the Capitol.
- The Oklahoma School of Science and Math (OSSM), owns a significant portion of land north of the Core, directly across 10th Street.
- The OUHSC uses begin diagonally to the Core at the intersection of 10th and Lincoln.
- Directly east of the Core across Lincoln Boulevard is the only hotel in the vicinity, an Embassy Suites. Anecdotally, this is a well performing hotel, often being sold out of rooms and consistently booked to host large events. There may be some opportunity for development in the large surface lots surrounding the hotel, assuming that their parking needs are met.
- Finally, the Research Park sits directly south of the Core across 8th/Harrison. There is one developable site within the Research Park facing the Innovation District, which is currently existing as a surface parking lot. The Research Park has not shown interest in allowing outside development to happen on their land, but they may choose to develop this site themselves with another research building, which would be highly compatible with the Innovation District uses.
- There are other adjacent parcels around the Core that are either empty or could be redeveloped in the future. However, some of these parcels are encumbered by oil and gas infrastructure.

Identification of Development Parcels



**Development Parcels**

The project team identified the proposed development core parcels by studying the optimal views and connectivity to existing assets. Existing views to Stiles Circle/Founders Plaza and the Beacon of Hope should be preserved, including from the north along Stiles Avenue, from the east along 8th Street and from downtown along Harrison Avenue. New buildings should frame these views rather than block them. Additionally, buildings should be used to frame an expanded and redesigned Founders Plaza.

The two other moments of visual interest on the site currently are the arrival plaza and ceremonial entry to the Baker Hughes building and the historic Oklahoma Department of Commerce building on the southeast corner of Stiles Avenue and 9th Street at the very heart of the Core. These two buildings are somewhat hidden from the public eye at the moment. The new Innovation District development should do more to celebrate these important and historic assets and connect them, visually and physically, to what is happening in the Core.

New development should focus on creating connectivity between the Core and these assets, including the OUHSC, the Research Park, and the OSSM campus. The concept plan establishes direct routes between these assets and points of interest within the Core. Those connections begin to define rights-of-way that should remain uninterrupted, allowing people to move freely and directly between important points within and around the district.

The urban nature of the area means that there will inherently be some existing physical barriers, such as major roadways, that obstruct these routes between assets. Special attention should be paid to the treatment of crossings where there are potential conflicts between pedestrians, cyclists and vehicles, prioritizing non-vehicular modes wherever possible.

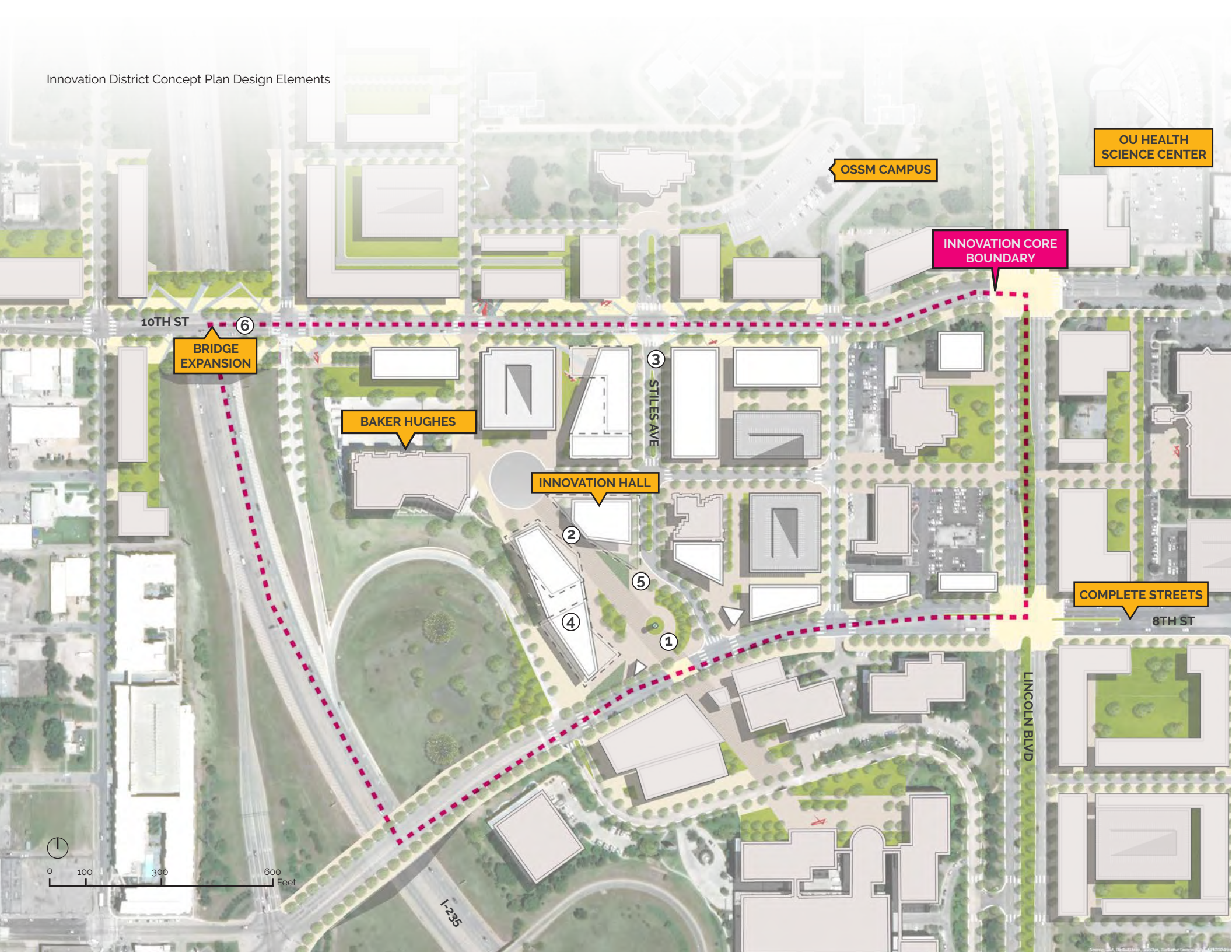
The identified viewsheds and movement corridors shape approximately 7.1 acres of land for Innovation District development within the Core parcels.

The historic building that houses the Oklahoma Department of Commerce.

The historic Stiles Circle/Founders Plaza and Beacon of Hope looking down Harrison from the direction of downtown OKC.

The arrival plaza and ceremonial entry to the Baker Hughes building.

Innovation District Concept Plan Design Elements

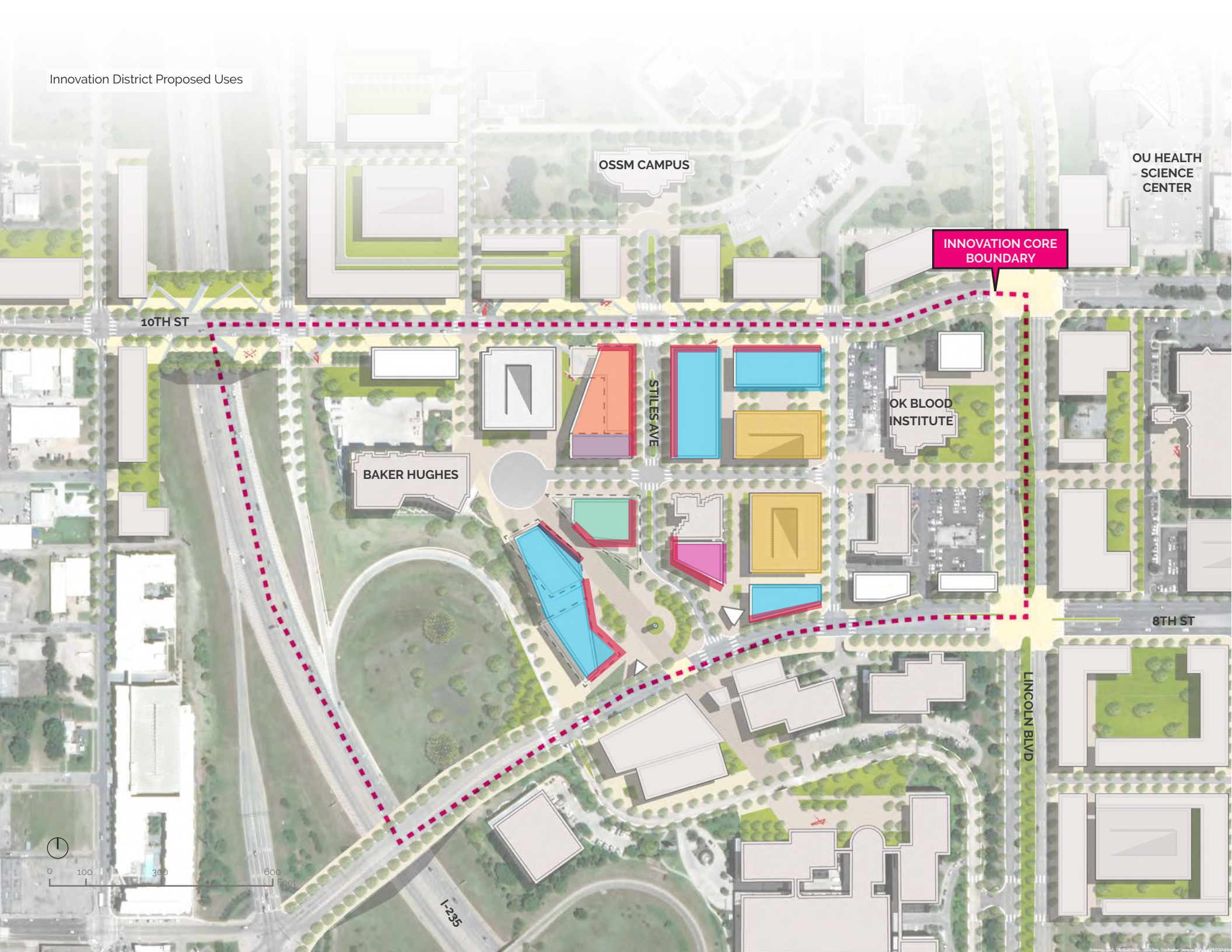


**Concept Plan and Design Elements**

This concept plan focuses on the Innovation District core as the epicenter of innovation activities for the district, providing services and amenities as well as the physical gathering spaces where connection, collaboration and community take root. It is intended that the development shown on the core parcels will be an approximately 10-year build out. Additionally, more long-term development is shown on the adjacent parcels to give a sense of what the future context of the Innovation District could be.

1. The design for the Core preserves historic views to the Beacon of Hope sculpture and Stiles Circle, one of the oldest parks in the State of Oklahoma.
2. An axis is created beginning at the ceremonial entrance of the Baker Hughes building, running through the district flanked by new buildings, and terminates in the OU Research Park, physically manifesting the connection between assets.
3. Stiles Ave between 8th Street and 10th Street becomes an urbanized, active "complete street" that prioritizes the pedestrian.
4. New buildings provide enclosure and structure to the streets and open spaces; they address the major street frontages of 10th Street, Harrison Avenue/8th Street, and Stiles Avenue and provide retail opportunities or other active uses on the ground floors.
5. The Innovation Plaza is a reinterpretation of Stiles Circle Park that creates a new public plaza, which acts as a link between the Innovation District's existing uses and new proposed uses. Its flexible design allows for outdoor dining, programmed activation and community events with the Beacon of Hope remaining as the plaza's center piece. Additional public realm improvements include enhanced pavements, green infrastructure, street tree plantings, a variety of seating options and landscaped garden areas.
6. Enhanced connections over the highway provide increased ability for people, activity and ideas to travel between east and west Oklahoma City.

Innovation District Proposed Uses



**Proposed Uses**

Areas identified by the Innovation Core (within the red line) represent about 36 acres, approximately 7.1 acres of which are identified for priority phase 1 new development. This provides approx. 1 million square feet of building potential within the Core, intended for a mix of uses including office, laboratory, residential and ground level retail or other active spaces. However, the mix may skew more heavily towards office and laboratory uses in the Core to create a concentration of and proximity between innovation assets.

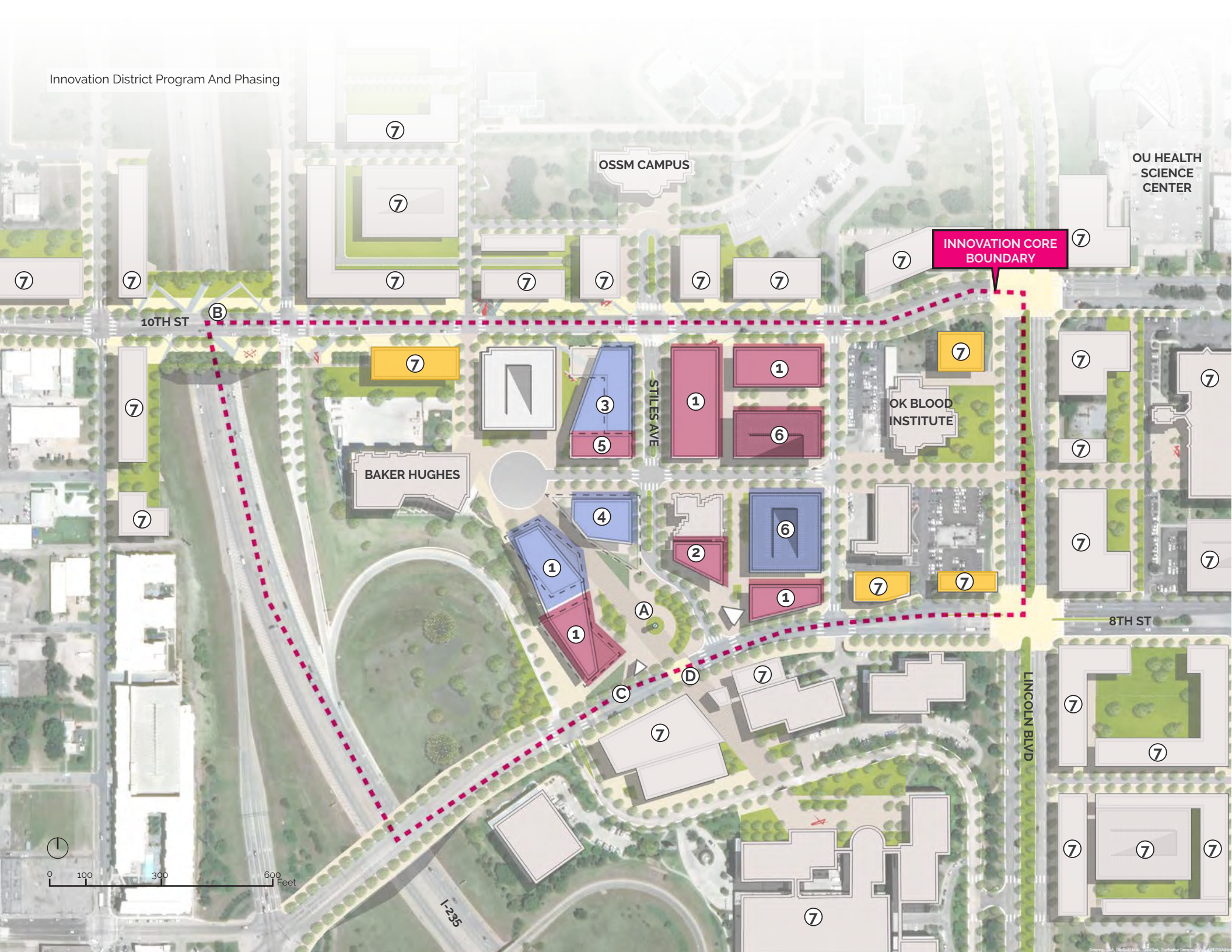
Additionally, adjacent parcels have been identified that would support another 2.5 million square feet of potential development. This surrounding development is assumed to be long-term, future development by others, that could provide and contribute complimentary uses to the Core, such as general office and residential mixed-use. Innovation District uses may expand into these adjacent parcels, if necessary, but should be considered only once the Core has been fully realized.

| WITHIN INNOVATION DISTRICT CORE BOUNDARY (PHASE 1A + 1B) | |
|---|---|
| Office/Laboratory | 550,000 GSF |
| General Office/Mixed-Use | 30,000 GSF |
| General Residential/Mixed-Use | 140,000 GSF |
| Innovation Hall | 15,500 GSF |
| Hotel | 160,000 GSF |
| Ground Floor Active Use/Retail | 74,500 GSF |
| Parking* (all structured) | 1200 spaces |
| **Total** | **970,000 GSF** |

Important Note: Parking garage represents deidcated parking structures only and does not include parking which may be incorporated into individual building projects.

- Office/Laboratory
- General Office/Mixed-Use
- General Residential/Mixed-Use
- Innovation Hall
- Hotel
- Parking (All Structured)
- Ground Floor Active Use/Retail

Innovation District Program And Phasing



**Program and Phasing**

Development in the central part of the core is considered to be Phase 1 of the new Innovation District development with a reasonable build out time frame of 10-years, making the estimated completion year 2030.

Initial market demand for near-term development calls for 100,000 square feet of office space, 100 residential units, and 20,000 square feet of commercial retail uses. Additionally, the Innovation District will be looking to build a 15,500 square foot pavilion or Innovation Hall to house community uses and the organization's office as well as a large parking garage to serve the district in the initial phase of development. This market demand is the impetus to the recommended First Mover projects, considered to be Phase 1A of the project. A reasonable time frame for this development is 5-years (the first half of the full 10-year horizon for all of Phase 1), targeting completion in the year 2025.

The potential development identified on adjacent parcels is assumed to be long-term, future development by others. This development may happen as market demand allows, it could begin in the near-term but would likely continue well beyond the 10-year horizon of development in the Core. In order to realize the full build-out potential of the Core and adjacent parcels, the Innovation District will need to generate increased demand by proving successful in its early phases.

**CORE BUILDINGS**

1. Office/Laboratory
2. General Office/Mixed-Use
3. General Residential/ Mixed-Use
4. Innovation Hall
5. Hotel
6. Parking (All Structured)
7. Future Development

**OTHER ELEMENTS**

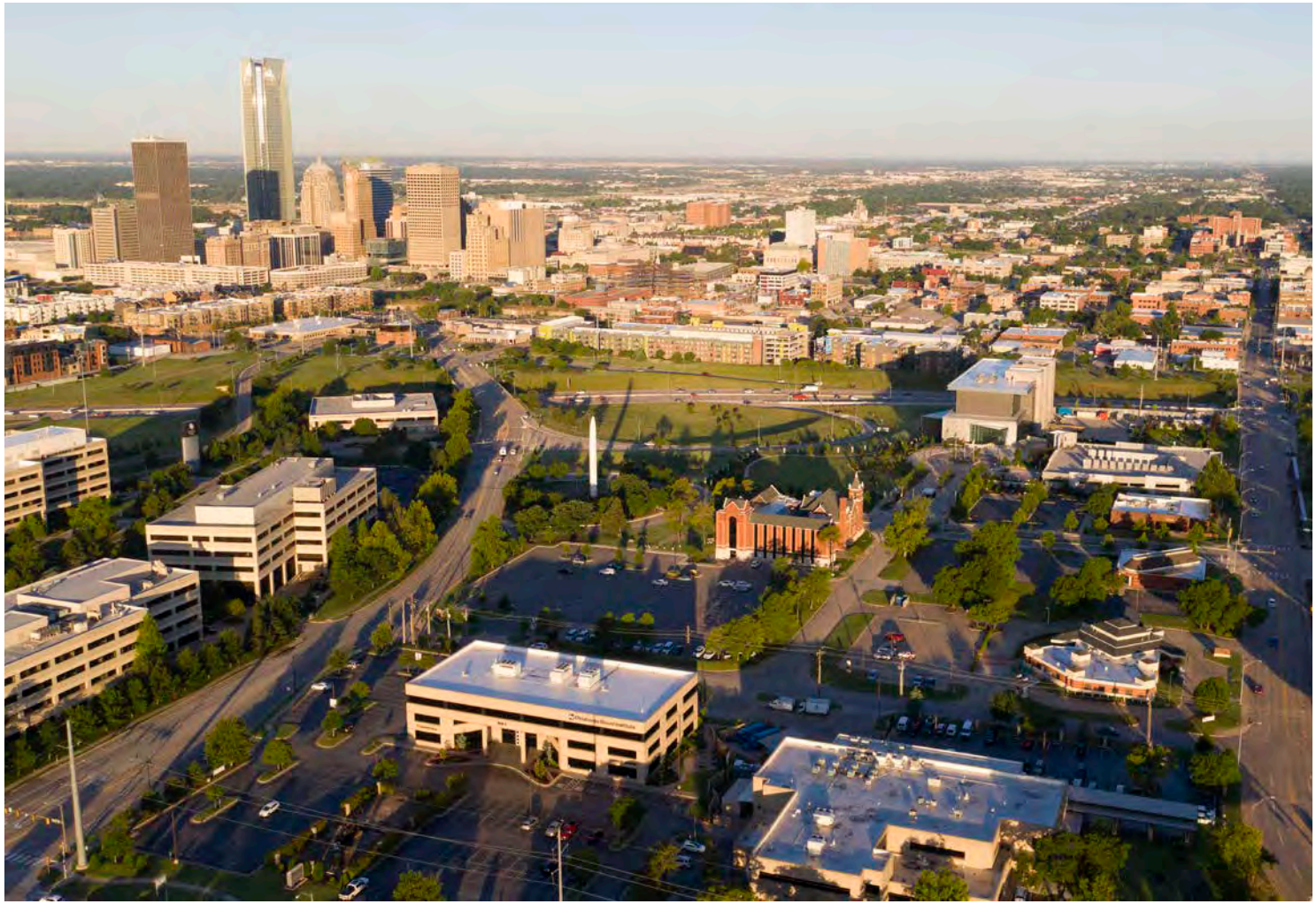
- Ⓐ Expanded Founders Plaza/Stiles Circle
- Ⓑ 10th Street Bridge Expansion
- Ⓒ Enhanced streetscape and bicycle/pedestrian facilities
- Ⓓ Direct link between Baker Hughes, the Innovation District Core and the OU Research Park

| PHASE 1 & 2 | | |
|---|---|---|
| Core Phase 1 | Core Phase 1A | 270,000 GSF |
| | Core Phase 1B | 700,000 GSF |
| Core Phase 2 | Future Development | 157,507 GSF |
| Phase 2 (outside core) | Future Development | 2,342,493 GSF |
| **Total** | **Total Potential Development** | **3,470,000 GSF** |

## Innovation Core

The Innovation Core is imagined as a 36-acre connected core of development to catalyze the Innovation District. The underutilized land between Automobile Alley and the Oklahoma Health Center presents an opportunity to connect the districts and build the fabric for a thriving Innovation District. The project team benchmarked other Innovation Districts to determine the size and program for the Innovation Core. Innovation Cores are areas that are walkable, amenitized, animated, multimodal, dense/concentrated, efficient, mixed-use and inclusive of all users.

BEFORE: The currently underutilized land that will become the Innovation Core.



AFTER: Proposed Build-Out of Innovation Core

## Innovation Core

**Founders Plaza at Stiles Park Redevelopment**

The development of the Innovation Core represents an opportunity to reimagine and expand the existing Founders Plaza at Stiles Park, an area immediately recognizable today by the Beacon of Hope monument located at its center. By simplifying the routing and improving the streetscape of the existing Stiles Circle, this open space is envisioned as an innovation commons, the focal point of the public realm within the Innovation District Core. Surrounded by a mix of buildings with active ground level uses, this flexible space provides a neutral ground that can be programmed to accommodate the needs of the diverse users that the Innovation District intends to attract and serve—including those from educational institutions, research entities, corporate players, workforce organizations and community members.

BEFORE: Founders Plaza at Stiles Park and the Beacon of Hope are surrounded by vacant land.

AFTER: Proposed Redevelopment of Founders Plaza at Stiles Park

## Innovation Hall

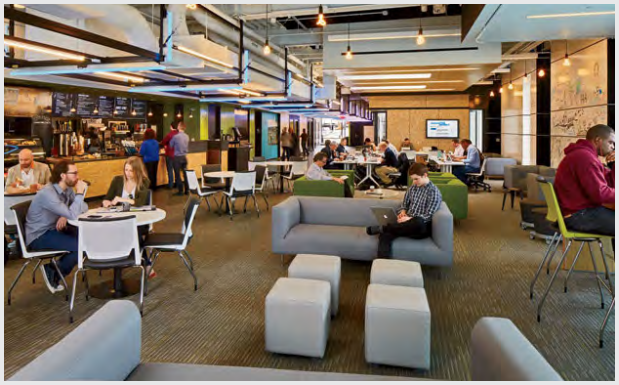
A critical piece of the Innovation Core is the Innovation Hall which will be a standalone building centered around innovation and collaboration that will serve as the communal meeting place for the Innovation District. It is designed as a jewel of the district and is proposed to become a hub within the core.

This building will be located at the center of the development and is imagined as the place where workers can meet to collaborate, where community members can come to gather and where school groups begin their tours. Serving as the location for the office of the Innovation District organization, Innovatoin Hall could also provide elements such as a place to grab a coffee or beer, cowoking space and meeting rooms. This would be a place intended for anyone and everyone to come to experience the Innovation District. The Hall would be the initial drop in the water for the district, from which activity radiates.

## Precedent Study

# BOSTON DISTRICT HALL

An important aspect of a successful place is its ability to be frequently occupied, giving people a reason to be present there besides working from 8 am–5 pm. The project team studied Boston's District Hall, which functions as the heartbeat of the Boston innovation community. District Hall is a mission-driven, collaborative event venue and free community workspace, with programming designed to bring the community together, from students to established entrepreneurs, and foster the idea that anyone can be an innovator. This is done by providing spaces, programs and connecting people to one another to strengthen communities who can then solve problems of varied scales—local and global. These are the qualities that the proposed Innovation Hall should possess—a space that is inviting, innovative, vibrant and inclusive.

District Hall serves as an anchor to Boston's Innovation District. It is a welcoming space that invites people to share their work with the community. It has a myriad of spaces that are flexible and adaptable to the needs of the community. The common spaces also double up as lounges that could be rented for private events and support the local start-up communtiy.

## Initial Infrastructure for Phase 1

Building the infrastructure for Phase 1 is something that the Innovation District must do in order to jump start development. Due to its urban setting, much of the basic elements of roadways and utilities are already in place, but there are several important infrastructure projects that should be completed:

- Upgrades to the streetscapes along 10th Street, Stiles Avenue, and Harrison Avenue/8th Street to provide better accessibility via safer and more comfortable multi-modal infrastructure
- Design and construction of the feature space (the expanded Stiles Circle/ Founders Plaza). This will require the vacation and removal of the west leg of Stiles Ave where it splits around Founders Plaza)
- Stormwater detention and utility upgrades

Many of these elements are currently city right-of-way and parkland, or otherwise under the City of Oklahoma City jurisdiction, so the exercise of getting these infrastructure changes implemented will require close coordination with the City of Oklahoma City. Regardless of how these elements are funded and built, they should be done with the oversight of the Innovation District, as keepers of the master plan vision. After construction, the Innovation District may want to play a part in the maintenance of the public spaces, especially those internal to the Core, including Stiles Avenue and the feature space. This could be undertaken by a district management entity that may provide a higher quality standard than may be realized by routine city maintenance.

Providing elements such as open space, parking and stormwater (items usually required to be provided by each project individually) in a district or development-wide approach allows more of the development parcels to actually be fully utilized and allows these elements to have a greater positive benefit to the overall development.

Due to the proposed large increase of impervious surface area envisioned for the core redevelopment, the project team anticipates that the volume of runoff will increase which may require additional runoff storage/detention. A coordinated approach to detention will maximize the developable acreage of the core.

Proposed Above-Ground Detention Option

Two proposed detention options are: above ground detention in the highway off-ramp loop to the west of the site or underground detention under future development. Detention requirements are not required downtown, but this area is not currently exempt from detention requirements used in the rest of the city. The city could extend the Central Business District drainage requirements into portions of the study area, which would limit or remove detention requirements for new developments in the Innovation Core.

## Parking Supply Considerations

The tables to the right shows the modeled parking demand and the modeled parking need for each phase of development based on the shared parking model described in the Land Use Plan.

The step-by-step modeling process is as follows:

1. Traditional Parking Demand Model: Calculate and compare how much parking would be "required" if each existing land use had its own dedicated supply of parking based on the Institute of Transportation Engineers Parking Generation guidebook.
2. Calibrate Parking Model to Context: Calibration involves approximating the captive market effect, transit access, Transportation Demand Management impact, and other factors specific to the site.
3. Adapted Parking Model: Apply an adapted parking model derived from the Urban Land Institute Shared Parking Manual to show the expected parking demand throughout the course of an average weekday, adjusted for staggered peaks and internal capture.
4. Anticipated Land Use: Add anticipated development scenarios and model the expected parking demand.

The estimated peak demand is based upon the characteristics of the scheduled program. The total supply recommended is a calculation that adds a 10% buffer capacity for estimated peak demand to the demand figure.

| DEVELOPMENT BUILD-OUT BY PHASE | ESTIMATED PEAK DEMAND | BUFFER CAPACITY | TOTAL SUPPLY RECOMMENDED |
|---|---|---|---|
| Phase 1A Only | 242 | 24 | 266 |
| Phase 1 (1A+1B) | 1,409 | 141 | 1,550 |
| Full Build-out (Phases 1 and 2) | 4,186 | 419 | 4,605 |

Important Note: The table above only includes proposed development and proposed new structured parking spaces. This table does not factor proposed or existing surface parking.

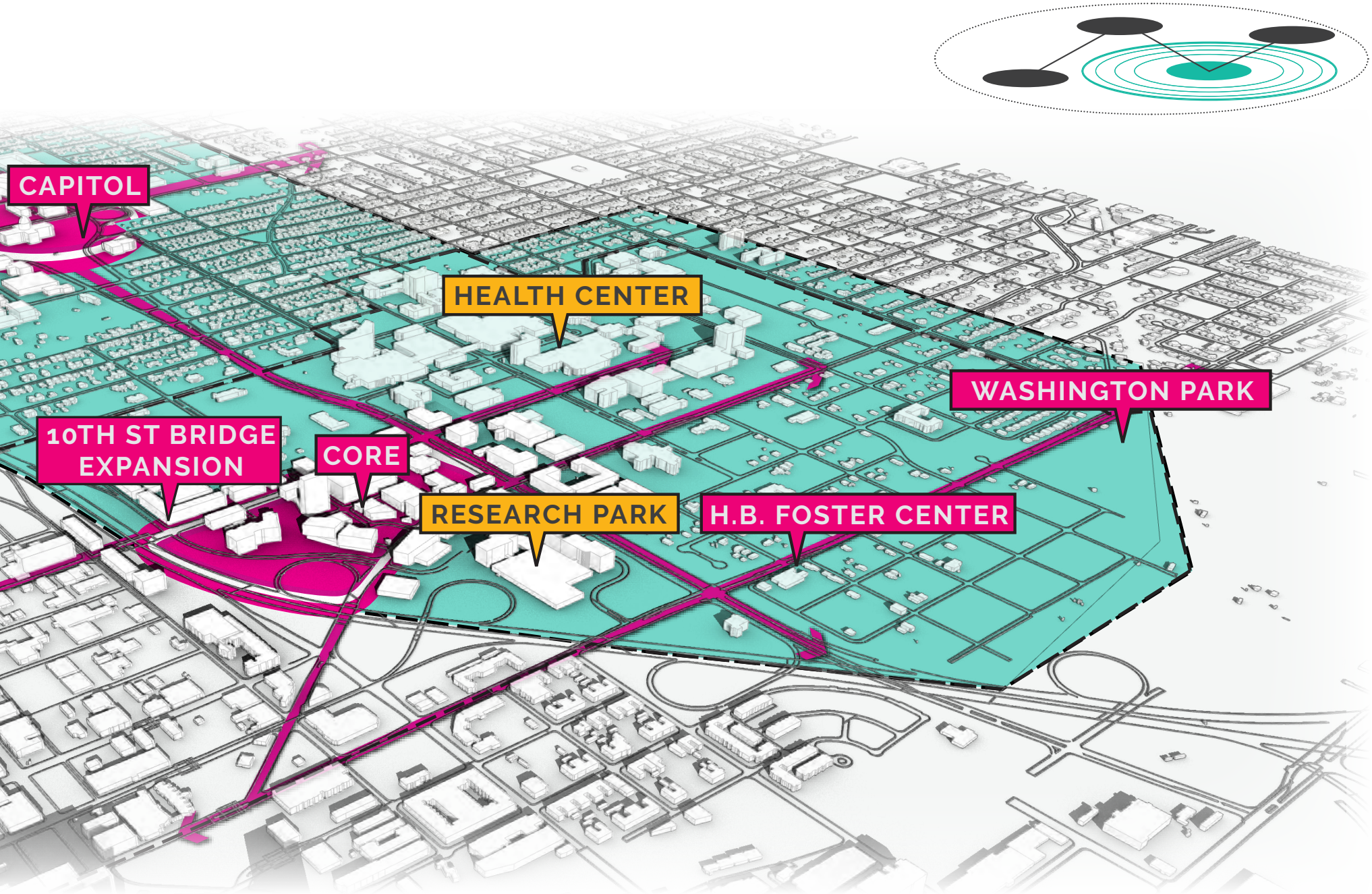
## Connections to District Anchors and Assets

The Innovation District Core should connect to existing anchors and assets with a network of "complete streets" with sidewalks, bikeway, street trees for shade, and active ground level uses that tie together current and future development patterns within the district. The pathways depicted in magenta should be considered priority streets that connect into the Innovation District.

As indicated in the community survey, the most valuable outcome of this plan would be making it easier to get around the district with a network of quality of sidewalks and bicycle lanes. One major linkage we are recommending is enhancing the 10th Street Bridge over I-235, reconnecting east Oklahoma City into to the heart of the city. All highway crossings should be enhanced for safety and comfort, but special attention should be placed on expanding the bridge across 10th Street.

In addition to improving the connections to the Innovation District Core, this plan also recommends enhancing the Henrietta B. Foster Center and Booker T. Washington Park. These two public assets anchor the 4th Street Corridor and were both identified as treasured community resources by community engagement participants. Providing innovation and community programs at these facilities and connecting them to the Innovation District Core will ensure that the community is connected, both physically and programmatically, to the Innovation District.

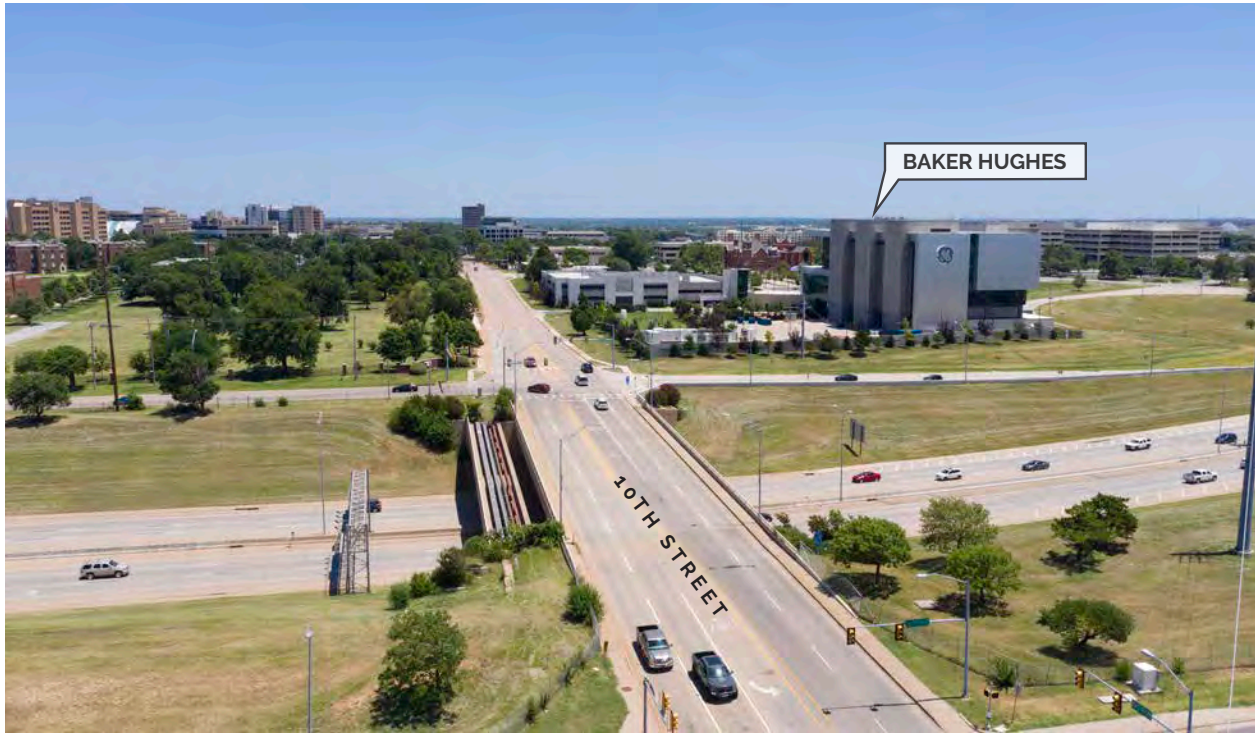
Connections to Anchors and Assets in the Study Area


CAPITOL
HEALTH CENTER
WASHINGTON PARK
10TH ST BRIDGE EXPANSION
CORE
RESEARCH PARK
H.B. FOSTER CENTER

## 10th Street Bridge Expansion

Today, 10th Street is not a friendly place for pedestrians. Sidewalks are narrow with no shade and the buildings on each side are far away from one another. Creating an enhanced, walkable bridge connection over I-235 at 10th Street will reconnect the Innovation District and surrounding neighborhoods with Automobile Alley and the Downtown Business District. At street level, the bridge connection would include a parklike area with wide sidewalks, grassy lawns, shrubbery and benches.

Like Oklahoma City, Atlanta's Innovation District is divided by a large highway. The Fifth Street Bridge was expanded to make it safer and more comfortable to walk and bike across. The Fifth Street Bridge in Atlanta is designed to be user-friendly for pedestrians, bicycle and vehicles alike, all while concealing its identity as a bridge over a noisy interstate highway by introducing a continuous urban park environment and seamlessly connecting both sides of the highway.




Today, the 10th Street bridge is auto-oriented and unsafe and unpleasant for pedestrians and cyclists.

Atlanta's Fifth Street Bridge is a successful example of a "complete street," including green space, seating, bike lanes and wide sidewalks.

An enhanced 10th Street bridge will incorporate a "complete street" with a linear park, shade trees and safe walkways. If a walk is safe, pleasant and interesting, people tend to walk further.

## Henrietta B. Foster Center

The redevelopment of the Henrietta B. Foster Center should continue to be a place of importance with a new mission to support current and aspiring local businesses to bring prosperity and redevelopment. Transforming the Henrietta B. Foster Center into a Minority Small Business and Entrepreneurship Center should provide wealth-building opportunities for community members while giving new life to a building with historic significance to the community. The building should be restored to its original mid-century modern architecture, while the interior should be converted into a dynamic space with large open areas for collaboration, small break out spaces and meeting and training rooms filled with lots of natural light.


Initially built as a YMCA in the 1950's, the Henrietta B. Foster Center is proposed to be transformed into a Minority Small Business and Entrepreneurship Center with a new mission to empower African American entrepreneurs and small business owners.

YMCA in the 1950's.

The building as it stands today.

The refurbished Henrietta B. Foster Center will continue to be an important place for the community and bring a sense of historic continuity to the area.

## Booker T. Washington Park

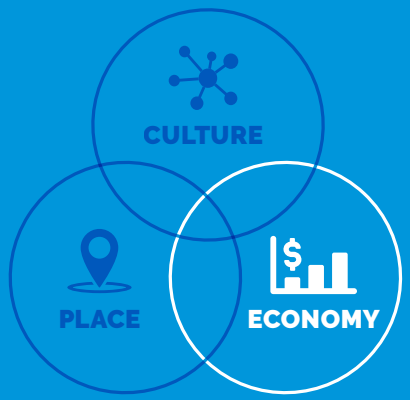
Located southeast of the Innovation District Core, Booker T. Washington Park is envisioned to become a center of neighborhood activities and events that anchors the restored retail corridor envisioned for 4th Street. The 2013 City of Oklahoma City Parks Master Plan recommends that future trails connect Booker T. Washington Park to the Katy Trail and the city's trail system. A renovation of the park will enhance existing amenities and provide new opportunities to play and gather.

BEFORE: Existing Booker T. Washington Park

AFTER: Proposed Renovations to Booker T. Washington Park

**Booker T. Washington Park Master Plan**

The plan below was designed by the City of Oklahoma City's Parks and Recreation Department and proposes new amenities desired by community participants.




# The Economy

**INNOVATION DISTRICT AS AN ECONOMIC DEVELOPMENT TOOL**

MARKET DEMAND AND INNOVATION OUTCOMES THAT DRIVE INCLUSIVE GROWTH, JOB CREATION AND REVENUE GENERATION.

# Market Analysis

Using demographic, socioeconomic and local real estate market data, the project team did an analysis of the entire study area to determine trends and guide the outcomes and recommendations of this process. The exercise concluded the following:

**There is a disconnect between growth and investments downtown and the study area.**
Oklahoma City has seen an overall increase in popularity and population in the last decade, but most of this growth and investment has been concentrated in the downtown Central Business District. The study area, even though it is physically adjacent to downtown, has seen a 14 percent decline in population and very little investment. MAPS investments are thought to have been critical to the renaissance of downtown, leading to this increase in population and investment. The study area would benefit greatly from creating/improving connections between the east and west sides of I-235, in order to promote some of that growth to organically jump the highway and move east into the area. Additionally, the first phase of new development should be in the southwestern portion of the study area to encourage that extension of downtown market activity. This first phase of development should also be substantial enough to create a sense of place and be paired with amenities (such as restaurants and retail) and public realm improvements in order to be competitive with downtown Oklahoma City, but individual buildings should be a smaller scale than what is seen in downtown.

**There is a disconnect between people and jobs in the study area.**
Median incomes in the study area are less than half that of the rest of the City, despite the presence of high paying jobs in the area. While there are six times more jobs than residents in the area, only 1.22% of those jobs are held by workers living in the study area. This disconnect between the jobs and the workers living in the area should be addressed in a comprehensive way.

First, there should be a concerted collaborative effort to expand opportunities for education and workforce development to encourage increased employment of residents already living within the study area. Along with the provision of affordable housing, referenced in the recommendations for more inclusive growth strategies later in this section, there also exists the opportunity to better identify and connect existing and upcoming job opportunities with nearby residents. Through a concerted effort to connect people who already live nearby with available job opportunities, the potential is there for employers to identify a steady workforce pipeline and residents to experience upward economic mobility and prosperity.

In addition, there is the opportunity to increase residential supply consistent with the proposed Land Use Plan. This can be achieved by increasing residential density in the study area with a greater mix of housing options, including a variety of price points in both the for-sale and for-rent housing markets. This will likely require a concerted effort around inclusive growth, as this analysis anticipates an income requirement of $51,000 to afford a new market-rate unit in the study area given the current market, which is approximately twice the median income of the area.

# Market Demand

Development within the study area should focus on 1) creating a visible gateway to the Innovation District, 2) activating the district through new uses and programming that generate additional workers and residents and 3) catalyzing future development to expand the Innovation District ecosystem. The market study was done for the entire study area and based on market considerations and the potential for follow on investment, the first phase (1A) of development should focus on a dense mixed-use core that leverages the institutional and commercial uses already in place. Residential uses and ground floor convenience retail would complement the commercial activity, all accompanied with public realm improvements. The following programmatic recommendations are based on the detailed demand analysis that considered projected regional growth, and the Innovation District's ability to capture and fuel that growth, as well as a place-based strategy to activate the Core and complement and accelerate new development.

## Office

- Based on regional employment growth projections, the district could capture **demand for 60,000–100,000 square feet** of new office space for a five-year, first phase strategy centered around the Core. In addition, discussions with employers currently located within the study area who have expressed short-term space needs to absorb expansion activities signal the opportunity for an **additional 60,000 square foot office building as a part of the first phase.**
- Office development **should include convenience ground floor retail and food and beverage options** to serve as an important amenity for new and current workers and activate the streetscape experience.
- Anchored by a single tenant, **flex style office development that includes coworking space, incubators and other short-term space options** should be explored to have different kind of users, providing lower-cost space for new or expanding firms.

## Residential

- Demand exists to support a first phase multifamily **rental development of 50 to 100 units.**
- The initial market-rate building should **target existing and prospective workers in the Innovation District**, such as researchers and health care professionals, who would prefer to live near their workplaces. Rentals would accommodate younger professionals who are less likely to have children.
- Initial **residential development** could happen close to 10th Street to create a compact development and residential development pressure moving north.

## Retail

- Retail is a critical amenity for the office and residential buildings proposed in the Core. Ground floor retail, **particularly food and beverage spaces that support outdoor uses and activities,** can attract commercial and residential tenants, as well as activate the streetscape and public realm.
- Depending on the building sizes, retail demand could accommodate **7,500–20,000 square feet** based on recent developments. Retail should be provided on the ground floor within new mixed-use commercial or residential buildings.

# Market Recommendations

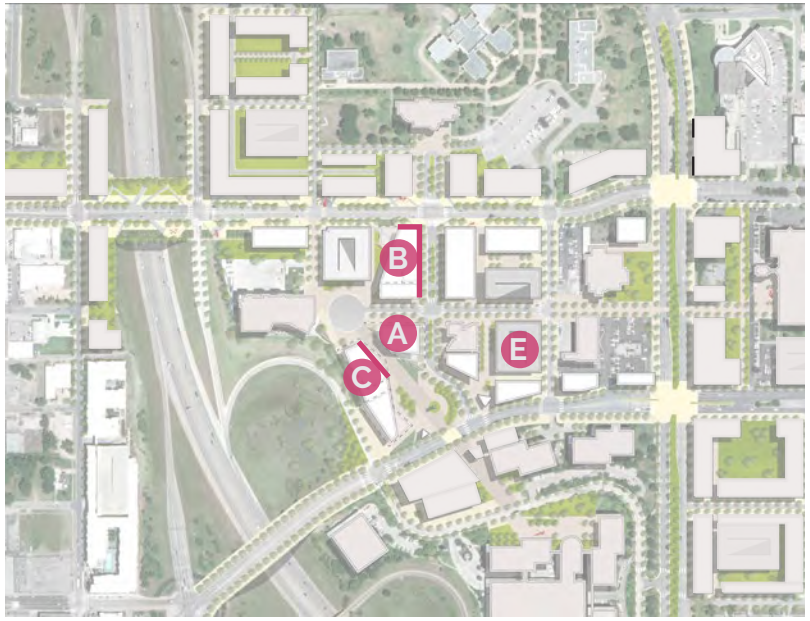
## First Movers

The "first movers" are those buildings that reflect existing market conditions in the area and are critical to catalyze the growth of the Innovation District. These Phase 1A  buildings make up the recommended initial phase of development and reflect a mix of uses critical to generating a lively urban neighborhood where residents walk to jobs in nearby research facilities and startup companies; where scientists, students, and entrepreneurs socialize and collaborate at a café; or the future Innovation Hall, the jewel of the Innovation District. These first mover buildings will have ground floor retail, which provides needed convenience retail and dining amenities for the broader neighborhood, as well as community-based resources and activities hosted in the Hall.

The proposed program is aligned with projected market demand for the Innovation District. First mover projects will demonstrate proof of concept, add value to the area and attract future investment, notably from the private sector. Combined with infrastructure improvements funded by public dollars, such as streetscape upgrades, a rejuvenated Booker T. Washington Park, and an expanded bridge connection to Automobile Alley, these first mover buildings will help spark the future growth and development of the larger Innovation District east of the highway. This program is preliminary and conceptual, final programming of these buildings should be further defined thorough future design.

The following pages describe each first mover project in detail and should be used in guiding the parties responsible for implementation through defining programs, setting priorities, allocating finances and assessing achievements.

| SUMMARY OF FIRST MOVER PROGRAM - PHASE 1A | |
|---|---|
| A. Innovation Hall | 15,500 GSF |
| B. Mid-Rise Multi-Family Residential | 114 units |
| C. Mid-Rise Office | 97,000 GSF |
| D. Ground Floor Retail | 15,000 GSF |
| E. Structured Parking | 600 spaces |



## Ⓐ Innovation Hall

Innovation Hall is a distinct landmark of the Innovation Core. It is a centrally located convening and collaboration space that will offer coworking space and a place to eat and gather, and support programming, events, and community-based resources and activities.

The Hall would constitute an integrated, two-story structure of approximately 15,500 gross square feet (GSF). The Hall would include some revenue generating uses including coworking space, event space and some light food & beverage, but would primarily be used for community-building and as a central gathering point for the district.

Based on the project team's experience planning other Innovation Districts and the review of several precedents in California, Oklahoma and Texas, the team assumed the following potential program for the Hall: The space could include co-working space, food & beverage space and flexible community space to support programming and events.

The program assumes an overall building efficiency of 90 percent, to account for hallways, bathrooms and ADA accessibility features shared between tenants.

| INNOVATION HALL PROGRAM SUMMARY | |
|---|---|
| Co-working Space (55%) | 7,645 NSF |
| Food and Beverage (15%) | 2,085 NSF |
| Community/Events Space (30%) | 4,170 NSF |
| Total (100%) | 13,900 NSF |
| **Program Size** | **15,500 GSF** |


## B Mid-Rise Multi-Family Residential

The proposed residential program is in line with the findings of the team's market analysis, which indicated that a new development consisting of 100 units could be absorbed. Such a development would constitute about 21 percent of the residential demand within the residential demand study area, which includes Capital View, Lincoln Terrace, and Automobile Alley. Given that the District has absorbed no multifamily to date, this is a reasonable starting point.

The 114-unit residential building will consist of about 136,800 GSF, assuming an average unit size of 1,200 GSF and 90 percent building efficiency. The building will consist of five stories of residential uses over one story of ground floor retail.

| **PROGRAM SUMMARY**<br>MID-RISE RESIDENTIAL<br>6 STORIES | |
|---|---|
| Units or Spaces | 114 units |
| Average Unit Size | 1,200 GSF |
| Total | 123,120 NSF |
| **Program Size** | **136,800 GSF** |


## C Mid-Rise Office

The proposed program is in line with the findings of the project team's market analysis. In the last three years, Downtown Oklahoma City has seen several new office buildings, much of the space constructed for build-to-suit tenants. Current market conditions therefore suggest that the Oklahoma City Innovation District office space will need to attract a substantial tenant for at least half of the building in pre-leasing to secure financing.

The office building will consist of about 97,000 GSF of market-rate office uses. Assuming 85 percent building efficiency, this results in approximately 82,400 NSF of rentable building space. The building will consist of five stories of office uses over one story of ground floor retail. Part of the office space could also be used as a non-OU research space.

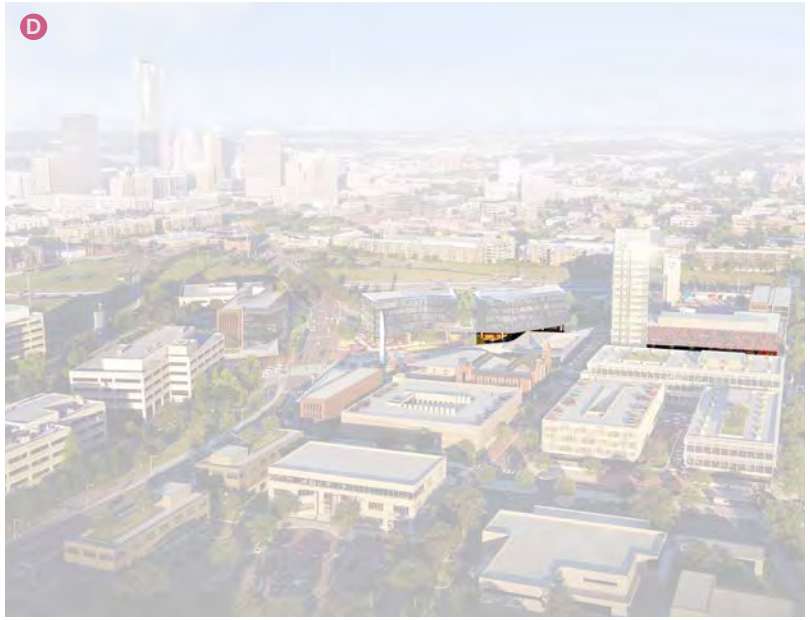
| **PROGRAM SUMMARY**<br>MID-RISE OFFICE<br>6 STORIES | |
|---|---|
| Total | 82,450 NSF |
| **Program Size** | **97,000 GSF** |

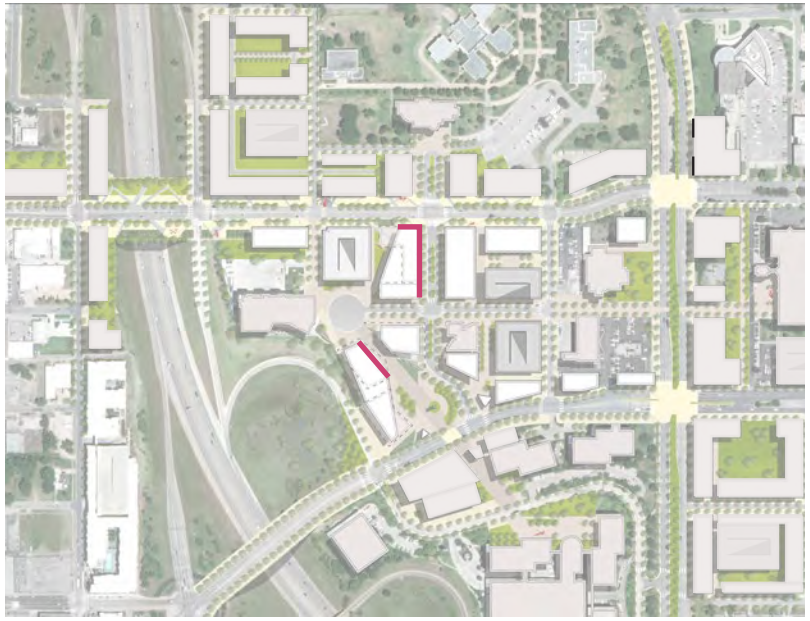

## Ⓓ Ground Floor Retail

A small-scale retail program is in line with the findings of the team's market analysis, which found some uncaptured demand for small-scale convenience stores and markets, as well as dining options. As the district is built out, demand for retail, especially food & beverage options will grow from residents and workers alike.

Retail will be located within the ground floor of the residential and office buildings in the first phase (1A) and constitute about 15,000 GSF of space.

| **PROGRAM SUMMARY**<br>GROUND FLOOR OF A MID-RISE RESIDENTIAL AND MID-RISE OFFICE BUILDINGS | |
|---|---|
| **Program Size** | **15,000 GSF** |

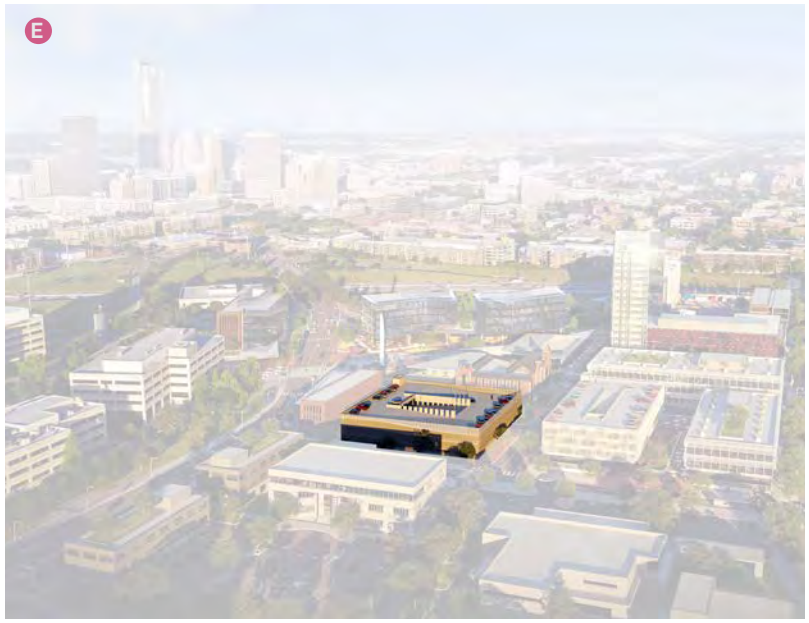


## Ⓔ Structured Parking

The Phase 1A program will include approximately 600 spaces, for a total of 210,000 GSF of structured parking, assuming 350 GSF per space and parking ratios for the Oklahoma City market. The district will likely need a standalone parking structure to accommodate residents and workers.

| PARKING RATIO ASSUMPTIONS | | | | |
|---|---|---|---|---|
| | Mid-Rise Residential | Mid-Rise Office | Innovation Hall | Ground Floor Retail |
| Program Size | 136,800 GSF | 97,000 GSF | 15,500 GSF | 15,000 GSF |
| Units | 114 | - | - | - |
| Parking Ratios | 1.5 spaces per unit | 3.25 spaces per 1000GSF | 3.4 spaces per 1000GSF | 4.0 spaces per 1000GSF |
| **Parking Spaces (per use)** | **171** | **316** | **53** | **60** |




## Financial Feasibility of First Movers

The project team conducted a feasibility analysis to test the financial viability of the proposed program, to help anticipate the gap between the development costs and return on investment and determine what a required subsidy might be to make these building developments viable. As demonstrated below, the first movers program would likely require substantial subsidy to be viable, even assuming no land or parking costs. However, subsidizing these buildings to jump start development in the area will create that necessary spark for the Core and bring all the benefits of the Innovation District. The key findings are:

**The first mover program presents a feasibility gap of over $5.7-$6.2 million,** not including land, infrastructure or parking costs. Although the Oklahoma City market has improved dramatically in recent years, as evidenced by the wave of new mixed-use development in downtown and Automobile Alley, new development in the district is not likely to command top-of-market rents at the outset. In fact, even new residential, hotel and office projects in Downtown still require subsidy to be financially viable. Ground floor retail uses pencil given current market conditions, but challenges remain for residential and especially office uses. Ground floor retail results in positive land values and is minimally feasible given current conditions. Office use presents a feasibility gap of nearly $18 per GSF and will require substantial subsidy. The residential feasibility gap is estimated at $6,000 per unit, or about $5 per GSF.

**The Innovation Hall will require some level of upfront subsidy and ongoing operations and maintenance support.** While the operations of the Innovation Hall may break even over time, it will require subsidy, the scale and nature of which (ongoing vs upfront) will depend on the ultimate ownership and operator structure.

Innovation Hall would include some revenue generating uses including coworking space, event space and some light food & beverage, but would primarily be used for community-building and as a central gathering point for the district.

Preliminary analysis indicates that the operations of the Hall could break even upon stabilization, assuming stable event revenues, café lease, and 90 percent occupancy in its coworking space. However, the Hall would not likely be able to service debt for the construction of the building or fit out. Therefore, the Innovation Hall will also require substantial upfront subsidy and potentially some ongoing subsidies. Based on the analysis as well as previous experience in development planning for Innovation Districts and similar “hub” spaces, The project team believes it is unlikely that the Hall, as currently envisioned, will generate enough revenues to pay for the development costs.

For the feasibility analysis, the project team tested two potential ownership and operation structures within a stabilized year residual land value calculator, that are:

- **Institutional Developer Operator Structure:**
The developer of the Hall owns (or leases) the land and oversees development, construction and operations of the Hall. In this scenario, the entity is most likely an institution, such as a university, or nonprofit. The institutional partner benefits from favorable financing terms and pays a fee-developer to manage the development process.

**Development Costs:** ~$4.18 million

**Upfront Need for Subsidy:** ~$3.57 million

**Ongoing Need for Subsidy**: ~$0 per year upon stabilization

- **Developer + Third Party Operator Structure:**
The Hall is developed and constructed by a separate entity (presumably as part of a master development agreement for the Innovation District). The Hall is then leased to an operator (institution or nonprofit).

**Development Costs: ~**$4.26 million

**Upfront Need for Subsidy:** ~$1.98 million

**Ongoing Need for Subsidy:** ~$192,000 per year upon stabilization

In either ownership/operation structure, the Hall will require significant upfront subsidy for development, but need for ongoing subsidy will depend on the ownership structure, if the Hall itself breaks even.

**Structured parking presents a financial feasibility challenge.** Structured parking has been unbundled from these developments and proposed as a public infrastructure investment to support first mover development. Without this provision, parking will be an additional cost to each of the buildings.

**The office and residential program will require subsidy, and the project team conservatively estimates that the retail space is likely to break even or may even require some subsidy once land costs are factored in**. Sources of funding to close the feasibility gap for the residential, office and retail programs could include tax increment financing (TIF), or state and local programs, such as MAPS 4. The Innovation District is also located within a federal Opportunity Zone, which may unlock additional capital. Recent hotel, residential, and office deliveries and planned projects in Oklahoma City's urban core have similarly received incentives and subsidies to enable financial feasibility, including $2.3 million for the new Heartland headquarters and other incentives associated with several apartments such as West Village or the LIFT.

# Inclusive Growth Strategies

The Brookings study highlighted that fact that the district's growth and employment opportunities have not been realized by neighboring communities and their residents.  Poverty rates in the neighborhoods north and east of the district are persistently above 45 percent. Median household incomes in nearby neighborhoods are below $25,000, compared to over $50,000 for the region as a whole. Unemployment levels hover above 15 percent, nearly three times the metro rate.

Racial and educational disparities are stark. While more than 75 percent of workers in the district are white and nearly 70 percent have some type of postsecondary education, over 70 percent of residents in the surrounding communities are African American and more than half have only a high school diploma or less. Among district workers, 77 percent of African Americans and 83 percent of Hispanics are employed in positions paying less than $3,333 per month, compared to just 50 percent of whites. Fewer than 300 of the roughly 7,500 residents older than 18 living in surrounding neighborhoods are employed within the district, suggesting a need to both better connect nearby residents to jobs for which they meet the qualifications and upskill those workers who do not.

These disparities are exacerbated by a difficult history of redevelopment and urban renewal in the area. In efforts undertaken by the Oklahoma City Urban Renewal Authority (OCURA) in the 1960s, significant portions of African American communities were razed and replaced with what is now much of the Health Center and later, I-235. The legacy of these actions—both physically and socially—are still felt today. Surrounding neighborhoods are physically disconnected from the area, with superblocks, vast parking lots and closed-off private structures having replaced the former human-scale, walkable street grid. To the south of the district, a vibrant commercial corridor along 4th Street was demolished and remains largely vacant today. Residents have limited access to basic amenities such as grocery stores and open space. And the relationship between neighborhood groups and the Health Center has often been strained.

The project team recommends several inclusive growth strategies to address these disparities and ensure that the growth and success of the Innovation District extends to and includes the surrounding neighborhoods and their residents.

New development and investment in the Innovation District will add more residents, jobs, retail and dining, and will create a more walkable, engaging neighborhood setting. This is also the opportunity to stabilize and uplift existing neighborhoods within the district, provide better access to training and jobs for nearby residents, and offer dining, shopping, programming and public spaces that are appealing and welcoming to all.

Based on a review of current programs in Oklahoma City and national best practices, the project team identified the following strategies to advance the above goals. Within each strategy, the project team identified tactics that could be implemented to support the growth and development of an inclusive district.

## Inclusive Growth Strategies

**Connect nearby residents with jobs in the district:**

- Specialized workforce development programs designed to train local residents for current and future jobs in the district
- Centralized jobs portal listing jobs throughout the district

**Connect local businesses and vendors with anchor institutions in the district:**

- Support new and existing small businesses at the Henrietta B. Foster Center for Small Business and Entrepreneurship
- Connect the local procurement agents at the anchor institutions in the Innovation District with small businesses in the area

**Develop and preserve affordable housing:**

- Partner with OCURA, Progress OKC, the City of OKC and others to build affordable housing in and near the Innovation District
- Establish a Community Land Trust, which ensures long term housing affordability as property values rise

## Connect Nearby Residents with Jobs in the District

**Workforce Development**

Many of the local workforce could be trained quickly for several entry-level positions, thereby increasing the labor participation rate in the Innovation District among neighbors and filling the voids in job vacancies. Training could be imparted for job fields that do not require a 2-year or 4-year degree. A workforce development center could be set-up on campus to train for specific jobs. Additionally, supporting local schools through Science, Technology, Engineering, Art and Math (STEAM) programs, mentoring and internships are necessary to help build a long-term pipeline for businesses in the Innovation District.

**Support for Entry-Level Workers**

For entry-level workers, developers might offer incentives to tenants who provide their employees with access to professional development opportunities, or benefits packages to meet housing, healthcare, transportation, childcare and other needs. Alternatively, developers could preserve a portion of commercial or mixed-use developments to serve as space for co-located nonprofits to offer comprehensive support services onsite, including education and workforce training.

**Jobs Portal**

Create a centralized jobs portal listing job opportunities throughout the district.

## Develop and Preserve Affordable Housing

Tools such as policies, investments and partnerships can prevent burdensome tax increases and the loss of naturally occurring affordable housing and support existing residents and businesses with reinvestment in their homes and businesses, ensuring that residents can participate in the growth of their neighborhoods.

**Strong Neighborhoods Initiative (SNI)**

SNI seeks to improve neighborhoods through physical, social and economic investments that will tip neighborhoods toward vitality and self-sufficiency. SNI is funded by the City of Oklahoma City and with Community Development Block Grant (CDBG) and HOME funds from the US Department of Housing and Urban Development (HUD). SNI has been implemented in several residential areas in and around the study area, providing residents with access to the Home Exterior Maintenance Program and Owner-Occupied Home Rehabilitation Program.

**Mixed-Income Housing Programs**

Create a comprehensive housing policy that supports ownership and rehabilitation of residential properties in the district by prioritizing and expanding programs such as the Homeownership Opportunity Program, Special Assistance for the Eligible (SAFE), and the Home Exterior Maintenance Program (HEMP). These programs are managed by the Housing and Community Development Division in the City of Oklahoma City's Planning Department and funded by HUD. On occasion the City has vacant, single-family houses in need of rehabilitation. The Homeownership Opportunity Program allows qualified applicants to buy these vacant, single-family houses for the price of rehabilitation through low-interest loans. SAFE program is an owner-occupied home program that offers no-interest and sometimes forgiveable loans for rehabilitation. Grants are available for lead-based paint problems. The HEMP program is designed to help eligible homeowners repair property maintenance issues that violate the City's property maintanance codes. The expansion and targeted use of these existing programs could mitigate displacement risk and promote housing affordability.

**Community Land Trust Models**

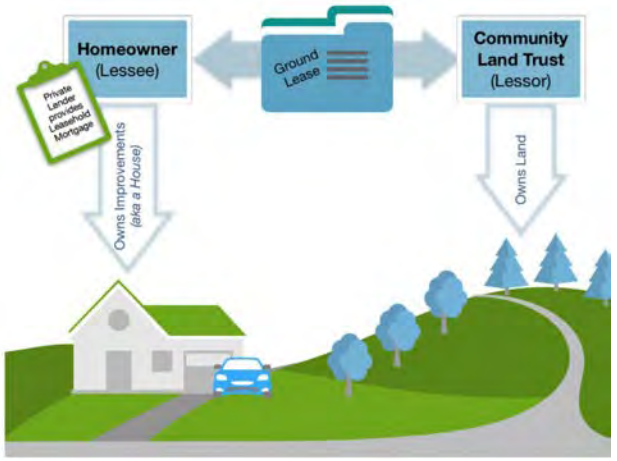
Successful revitalization projects often result in a level of displacement due to rising market interests in the revitalized area and subsequent rapid land and home price escalation. Several cities have adopted workforce housing programs that create and preserve affordable housing, including efforts such as grants or no-interest loans to create the housing and housing land trusts to preserve it. Without mechanisms for building and preserving workforce housing, displacement may occur. Any new workforce housing programs should be coupled with a mechanism to ensure that housing remains affordable in perpetuity or for 99 years (depending on the model and options chosen).

Oklahoma City's growth is solid, and as the Innovation District succeeds, housing prices are likely to increase at a much more rapid rate than they have historically in and around the Innovation District. Already, the housing being built is selling or leasing for much higher prices than existing housing. It is for this reason that the project team recommends the Oklahoma City Urban Renewal Authority and community stakeholders explore options such as a community land trust to ensure that any housing built for various income targets (e.g. below 80 percent Median Family Income) be preserved at that income level.

The community land trust model is an extremely attractive mechanism for maintaining and expanding the stock of affordable housing. Currently there are approximately 160 community land trusts operating in every region of the country. These community land trusts are nonprofit, community-based organizations whose mission is to provide affordable housing in perpetuity by owning land and leasing it to those who live in houses built on that land. In the classic community land trust model, membership is comprised of those who live in the leased housing (leaseholders), those who live in the targeted area (community members), and local representatives from government, funding agencies and the nonprofit sector (public interest). Land trust can be used for ownership or lease projects.

A community land trust also includes a resale formula intended to balance the interests of present homeowners with the long-term goals of the community land trust to provide affordable housing for future homeowners. With this model, a homeowner can see an appreciation of their equity of approximately $2,500 per year but when the time comes to sell the house/condo, the unit is still at an affordable housing price relative to the year they buy it.

Oklahoma has not yet used a community land trust to preserve housing. However, Oklahoma has the necessary legal tools to do so, and Oklahoma organizations have been using a land trust model for conservation for decades. A community land trust for housing would be a logical and desirable application.



Working of a CLT by ULI, Austin

## Inclusive Development Programs and Initiatives

**Property Tax Relief**

Tax abatements and property tax freezes can prevent or compensate for drastic increases in tax payments as market land values increase. The City should explore the possibility of a property tax freeze for lower-income legacy homeowners and commercial property owners who may experience an increase in annual property taxes. The program would protect lower-income homes and business owners that own their own property.

Oklahoma offers several tax relief programs including a requirement that all locally assessed real property shall not increase by more than 3 percent limitation on Homestead properties and a 5 percent limitation on all other properties in any taxable year.

**TIF Allocations**

TIF District No. 11 (and potentially expanded to Districts "M" and "N," once implemented) should set aside targeted allocations into its financing plan for affordable housing development, public art, small business support and incubation, and community and public services. The deployment of TIF funds could also incentivize the support of first source hiring and MWDBE capacity building programs, skills training programs, intern programs, workforce development and entrepreneurial support for new employment, in partnership with local education institutions and workforce development organizations.

**Affordability/Hiring Requirements Linked to City Incentives/TIF**

TIF should be both a funding tool and an accountability mechanism. This requires active oversight of TIF spending, measuring results and outcomes and employing clear clawback provisions to recover funds from projects that do not satisfy equity goals. TIF can achieve equitable development goals by attaching equity requirements, such as share of affordable and workforce housing units, local and Minority, Women, Disadvantaged Business Enterprise (MWDBE) hiring (construction and permanent), to funding. The use of TIF should strengthen development agreements to guarantee TIF-funded projects generate and maintain a certain number of locally hired full-time jobs.

## Inclusive Private Development

**Mission-Driven Tenanting and Programs**

Development opportunities in the district can address wealth and opportunity gaps through mission-driven development and programming that intentionally benefits legacy businesses, entry-level job seekers and minority entrepreneurs and businesses.

**Subsidized Commercial Space**

Developers wishing to support legacy businesses should identify anchor tenants who can pay market rents and help to subsidize affordable commercial space for legacy tenants with businesses that might differ from what the market deems to be the "highest and best use."

## Inclusive Public Construction Projects

Procurement and hiring practices within the district should set a new, inclusive standard that prioritizes residents and businesses and elevates MWDBE firms. The strategy has two approaches, the demand and supply sides of the procurement and hiring processes:

**Demand-Side Approaches:**

- **Detailed and Frequent Communications:** District entities should make all contract opportunities available to MWBDE businesses and community partners, By providing information on potential opportunities, interested businesses can plan and build capacity to be competitive applicants. Capacity building can be supported by the district organization as part of employment and workforce development efforts.
- **Incremental Contract opportunities:** District entities should evaluate procurement needs, and where possible, break up larger contracts into phases and/or components that are more accessible for smaller MWDBE businesses. For contracts that require a prime firm to manage a full contract (e.g. master development), the district entities should require that applying firms partner with MWDBE businesses.

**Supply-Side Approaches:**

- **Capacity Building:** In partnership with training providers and business intermediaries, the district Organization should lead efforts to ensure that MWDBEs are prepared for procurement opportunities and are connected to the capital and technical assistance they need to qualify for procurement opportunities within the district.

# Economic Impact

The Oklahoma City Innovation District will create impacts and economic benefits that reverberate throughout the city and county's economy. These include:

- **direct impacts** which can be attributed to the spending associated with businesses and activities directly within the project,
- **indirect impacts** which are effects of spending businesses and activities that support those direct activities of the project, and
- **induced impacts** which is the spending activities that result from increased household incomes due to the direct or indirect impacts.

Additionally, impacts can be looked at via one-time impacts, which is spending and jobs created from the construction and development of the project, and permanent impacts, which is spending and jobs generated by the ongoing business and operations within the district once it's developed.

Given the proposed development within the Innovation District Core, the City can expect to see the following outcomes based on permanent direct, indirect, and induced impacts after full buildout. These are net new benefits coming into the Oklahoma City and Oklahoma County economy, as opposed to activity that would have taken place without the proposed development.

**$1.2 Billion annual economic impact**

This output is driven by the two activities measured in this analysis: employment and spending. While these activities generate different portions of the total output produced by the Innovation District, they are mutually supportive. For example, while resident and business travel spending might create only modest economic output by itself, residents and business travelers are essential to creating a vibrant, active, live-work-play atmosphere that will catalyze economic growth and attract new employers to the district. The estimated impact of the Innovation District is dependent on the collective and successful implementation of all these activities.

**$1.2 BILLION* | ANNUAL ECONOMIC IMPACT**

* Includes impacts of Phase 1A and Phase 1B only.
All one-time and recurring impacts include direct, indirect and induced impacts.

**6,600 permanent jobs created, with a total labor income of $423 Million**

These jobs are expected to conform to the local trends identified in three target growth sectors: 16 percent Engineering/R&D, 31 percent Data Sciences and 53 percent Pharma, Biotech, Medical Device, and Healthcare. Wages for these new jobs are likely to exceed the average wage of Oklahoma County jobs, specifically for those workers without a 4-year degree. In order for this benefit to be felt within the adjacent neighborhoods surrounding the Core, a program focused on connecting local residents to training and hiring for these jobs in the District should be implemented. The top five fields for neighboring workforce include healthcare, education, accommodation and food services, retail and administration and support staff.

**$8 Million in new annual spending by residents and visitors**

Residential and hotel uses comprise approximately one-quarter of the total development program in the Core. Assuming both uses reach target occupancy levels, HR&A Advisors estimated $2.1 million in potential household spending (from new residents) and $5.9 million in business traveler spending (from new visitors) annually.

**6,600** PERMANENT JOBS CREATED

**$423** MILLION TOTAL LABOR INCOME

**16%** ENGINEERING/R+D

**31%** DATA SCIENCES

**53%** PHARMA, BIOTECH, MEDICAL DEVICE, & HEALTHCARE


Analysis from HR&A Advisors assumes a phasing schedule of 2020-2025 for Phase 1A and 2025-2040 for Phase 1B. At full build out, excluding construction impacts, Phase 1A and 1B development is expected to create 6,600 permanent jobs. The annual labor income impact associated with these jobs is expected to be $423 million, which represents a sum of direct, indirect and induced impacts.

## WAGES FOR THESE NEW JOBS ARE LIKELY TO EXCEED THE AVERAGE WAGE OF OKLAHOMA COUNTY JOBS, SPECIFICALLY FOR THOSE WORKERS WITHOUT A 4-YEAR DEGREE.

## PROJECTED WAGES FOR WORKERS WITHOUT A 4-YEAR DEGREE

| | # JOBS | WAGE/HR |
|---|---|---|
| DATA SCIENCE | 737 | $22.83 |
| ENGINEERING/R&D | 366 | $19.05 |
| PHARMA,BIOTECH, MED DEVICE, HEALTH | 1,237 | $18.11 |
| AVG. OF ALL JOBS IN OKLAHOMA COUNTY | N/A | $19.22 |

**$21 million in annual tax revenue from new personal income taxes, corporate profit taxes and sales tax.** This does not include new property tax revenue due to increases property values, as this is accounted for in the TIF section, below. To note, this $21 million represents a significant increase in the current total net value of taxes in Oklahoma County, which was estimated to be $92 million in 2019. That is almost a 23 percent increase in current total taxes for Oklahoma County.

**$6.5 million in one-time tax revenue from construction activity**

**$29-47 million in tax increment financing (TIF) revenue**

$21 MILLION* ANNUAL TAX INCOME

* $21 million in taxes reflect annual state and local taxes, with $4.7 million generated from Personal Income Taxes, $467,000 from Corporate Profit Taxes, and $16 million from Sales Taxes.

$6.5 MILLION ONE-TIME TAX REVENUE FROM CONSTRUCTION ACTIVITY

$29-47 MILLION TAX INCREMENT FINANCING (TIF) REVENUE

Analysis from HR&A Advisors assumes a phasing schedule of 2020-2025 for Phase 1A and 2025-2040 for Phase 1B. The Innovation District's development of Phase 1A and 1B will generate fiscal benefits, including $6.5 million in one-time construction taxes and $21 million in recurring annual taxes. The District could also generate $15 million in TIF revenues from Phase 1A development and an additional $14-$35 million from Phase 1B development (in present value terms), totaling $29-$47 million overall.

Publicly funded investments such as development subsidies, infrastructure upgrades, and parks and open space improvements often result in increased property values for private land owners. The idea of "value capture" aims to capture some of the tax revenue generated by these public investments and put it back into projects that benefit the community. Tax Increment Financing (TIF) is a tool commonly used in Oklahoma City to implement value capture within a specific place, there are currently three TIF districts operating within the study area.

**Additional Information on TIF Revenue**

The Phase 1 or first mover development could generate up to $15 million in TIF revenues and on average, would generate close to $820,000 annually. According to the project team's development feasibility analysis, the Phase 1 program will have a potential financial feasibility gap of about $5.7-$6.2 million. So, depending on land costs and the funding source for the parking structure, the $15 million increment would cover that feasibility gap and potentially fund additional operational costs related to the Innovation Hall and the Innovation District, as well as public realm improvements, workforce development or entrepreneurship programs.

Since the development scenario for the full build out of the Innovation District Core could overlap with three different TIF districts with three different expiration dates, the TIF revenues will vary depending on where development happens first and for the number of years the revenue can be captured by the district before the TIF expires. Depending on these variables, the TIF revenue potential could range from $14 to $32 million, in addition to the $15 million generated by Phase 1 development. To capture the greatest potential, TIF district boundaries and expiration dates should be reconsidered to allow flexibility for the development and phasing priorities of the Innovation District Strategic Development Plan.


# The Culture

**INNOVATION DISTRICT AS AN ECOSYSTEM TO CULTIVATE, CURATE AND CONVENE.**

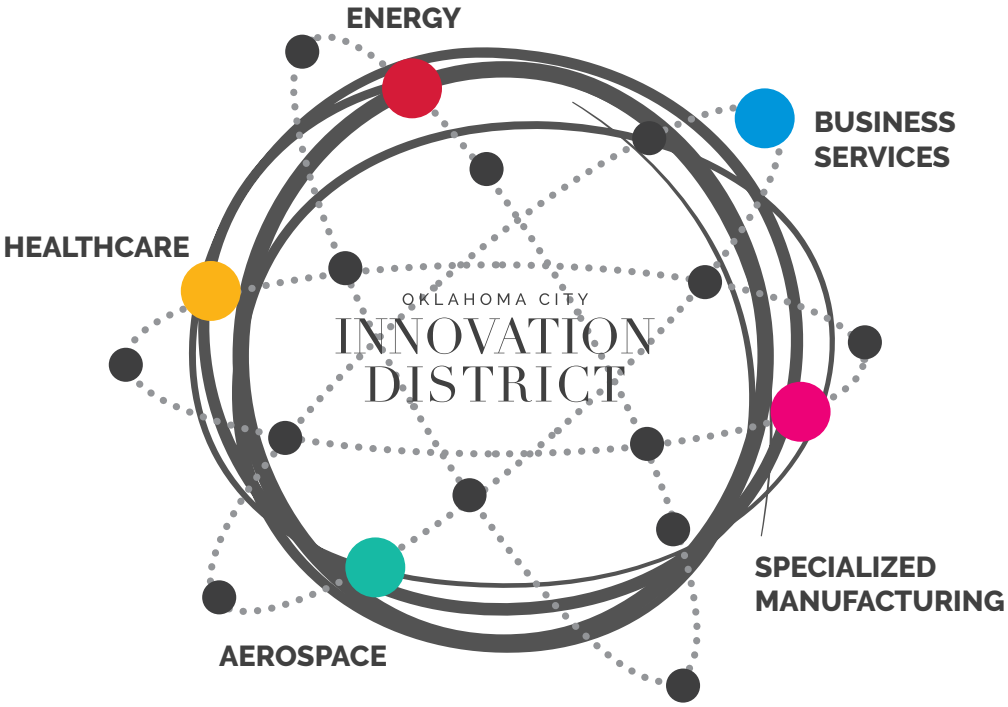
THE DYNAMIC INTERACTION AND INNOVATIVE ECOSYSTEM THAT CULTIVATES ENTREPRENEURIAL ACTIVITIES AND NETWORKING ASSETS, SUCH AS KNOWLEDGE AND CREATIVITY.

# Culture Analysis

The Oklahoma City Innovation District organization serves as the unifying initiative around innovation growth for the region. Per its certificate of incorporation, the Innovation District organization is explicitly tasked with "creating ways for community and industry participants to pool resources and know-how to advance economic growth" and "coordinating efforts of research institutions, businesses, philanthropy and the public sector to rejuvenate local and regional capacity for nurturing entrepreneurs."

The Oklahoma City Innovation District will serve as the curator and convener to facilitate and cultivate the innovation ecosystem. The organization helps focus and accelerate the growth of the regions core competencies through agglomeration of skilled talent, infrastructure and innovative activity, along with establishing an innovation ecosystem for the region that allows these strengths to exponentially multiply through specific culture and space making recommendations that engender collision between diverse professions.

To assist the Oklahoma City Innovation District Organization in developing new programs and investments that foster inclusive growth, this section presents the project team's culture and ecosystem recommendations. These are informed by the ecosystem and workforce analysis conducted.



## Innovation Ecosystem Analysis

The project team conducted an innovation ecosystem analysis to identify where the Oklahoma City Innovation District should focus investment and activity to drive long term growth and leverage its existing innovation assets. In today's global economy where knowledge and innovation are the driving forces for economic competitiveness, the opportunity set of technologies that research and development (R&D) capabilities can make available is often large and made up of complex interactions. A key challenge facing cities and their surrounding metropolitan area regions is to identify specific areas of excellence across university, industry and federal lab R&D activities, in order to build specialized areas of expertise in technology commercialization and innovation-led development.

The Brookings study notes that understanding and leveraging the region's portfolio of core competencies is critical to the long term success of the city's competitive position. Specifically, the report points out that "two of the region's largest economic clusters—energy and health care—are undergoing substantial disruption" which necessitates a shift towards new strategic thinking around cross-cutting, underlying core competencies rather than siloed clusters.

This analysis builds upon this initial work from the Brookings Study with a deeper assessment of the region's core competencies and alignment of its industry, university and federal lab activities in advancing market-driven opportunities for growth.

**The first step was to conduct a line-of-sight analysis to determine where the OKC Innovation District has real, differentiating potential.**

## Key Findings

- Innovation ecosystem currently relies on presence of key assets to anchor activity and capabilities
- Research and innovation activity is centered around a limited number of key themes in very applied, operations-driven markets and technologies
- Venture capital in OKC is outpacing the US in early stages overall, with life sciences and IT dominating other areas of funding—reflects activities of i2E and other entrepreneurial support initiatives
- Other grants and awards indicative of technology transfer and emerging companies tend to be focused in either medical devices and diagnostics or aerospace and defense

Patent Innovation Network in OKC Region

**The OKC region is in a state of transition that presents an opportunity for the Innovation District to play a key role in driving growth.**

- Large, legacy industries focused on production and support services that are transitioning to new digital operations models
- Initial activity showing interest in cross-cutting potential of different research and innovation activities occurring in the OKC region
- Demand for areas of focus and key innovation "nodes" to generate critical mass to break out of traditionally siloed innovation ecosystem

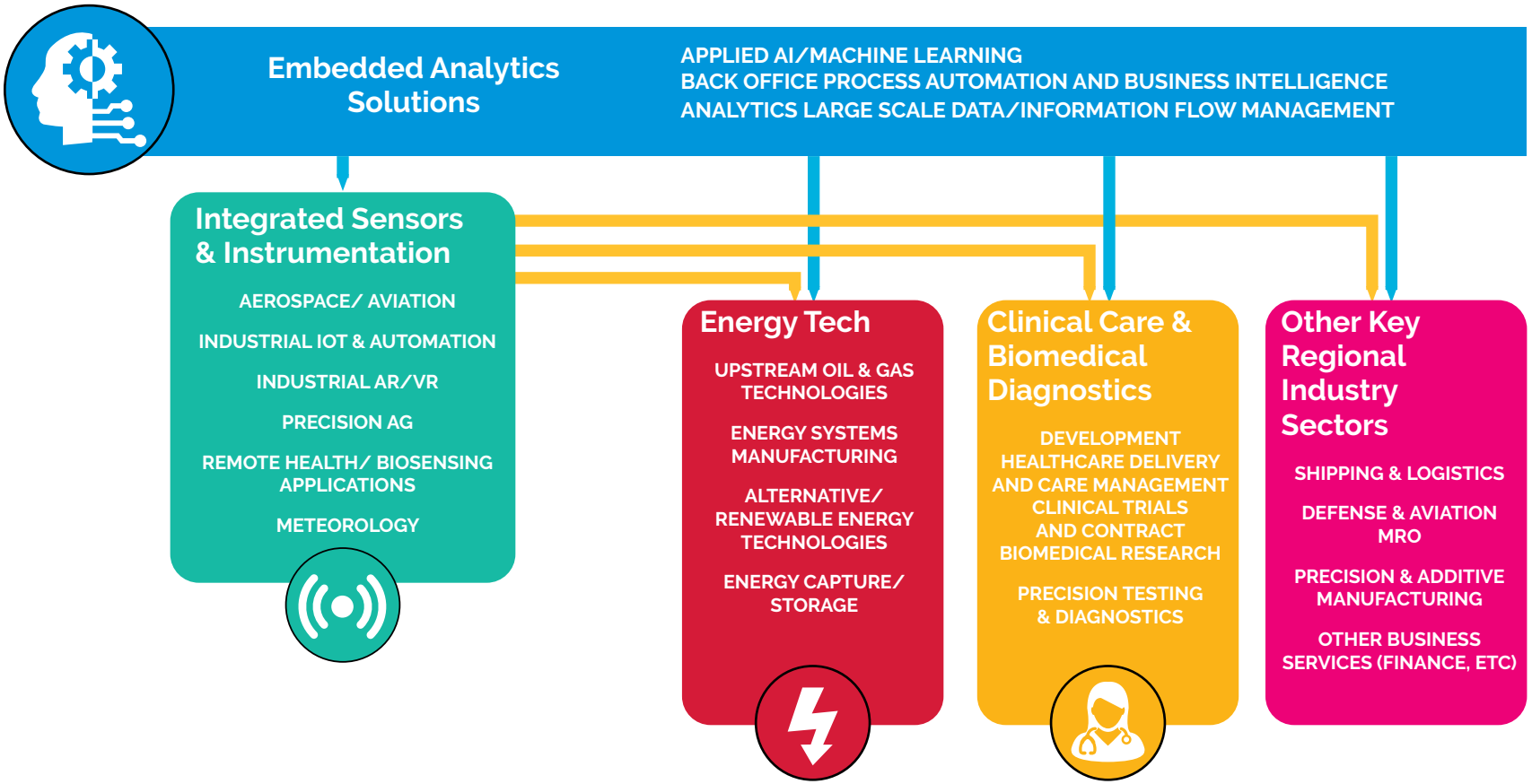
## OKC—a region positioned for growth


## Key strengths in production, business support industries and healthcare that have large employment and operations footprints:


## Emerging industry clusters showing growth, but not yet displaying critical mass:

## Platforms for Growth

For the Innovation District to best collectively leverage existing assets and develop a more robust regional ecosystem, there is a need for growth platforms that can drive focused investments needed to foster the transition to a modern innovation ecosystem as well as support crosscutting capabilities that serve the needs of multiple industries and organizations. Based on the line of sight to market, four key areas emerge that represent growth opportunities for the Innovation District to leverage. Rather than siloed areas that each serve a limited set of industries, the graphic below outlines a complementary set of opportunity areas whose strengths in turn reinforce other opportunities. The hierarchical organization of these opportunities reflects the critical skill sets and knowledge bases that are foundational to modern business, beginning with analytics solutions for applied use in downstream applications across other opportunity areas and industries, as well as connected hardware and devices that serve a variety of downstream advanced industries.



## Implications for the Oklahoma City Innovation District

The Innovation District can play a central role in establishing a hub of innovative activity as well as a natural landing spot for placemaking facilities and initiatives. Each key area has implications for the Oklahoma City Innovation District that are further outlined in the recommendations.

**Embedded Analytics Solutions**

- Innovation District can position itself as "place" for industry access to realize significant growth
- Need for spaces and organizational structures to bring together analytics community
- Additional talent programming in applied areas

**Integrated Sensors & Instrumentation**

- Facilities and ecosystem investment by Innovation District could position it as regional hub
- Signature placemaking collaboration/innovation facility likely needed
- Innovation District can help with build out of entrepreneurial "front end" and "landing spots" to complement anchor industry presence

**Energy Tech**

- Presence in Innovation District currently anchored by signature facility, but need to attract further investment and attention
- Significant opportunity to bolster talent pipelines for energy through other platform area efforts
- Explore ways to centralize energy startup activity in Innovation District to meet need for "outsourced" R&D

**Clinical Care and Biomedical Diagnostics Development**

- Need for Innovation District-led initiatives, coordination and branding that support team science models
- Explore the need for new facilities to meet growing demand for wet lab space and biotech GMP volume
- Potential recruitment of additional biomedical supply chain and support industries
- Opportunities to expand innovation focus further into digital health

# Culture Recommendations

The following recommendations should be used to guide the parties responsible for implementation through defining programs, setting priorities, allocating finances and assessing achievements.

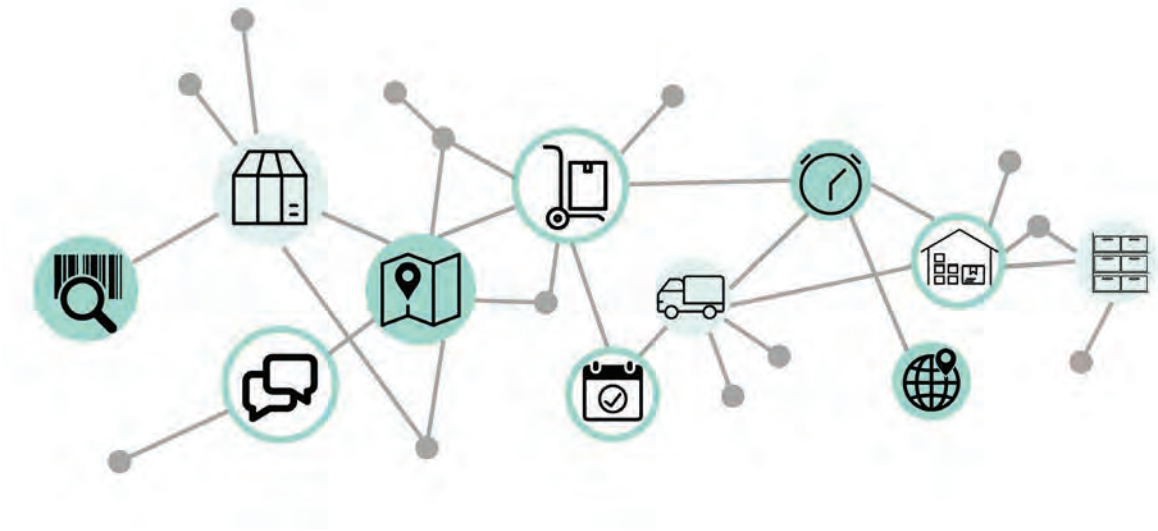
**Company Recruitment**

To pursue ongoing targeted recruitment of small and mid-size companies to be in alignment with industry and innovation areas, attraction and recruitment should be particularly focused around corporate R&D operations and innovative support services offerings in particular segments that support target opportunity areas and fill gaps in translational research and commercialization pipelines.  Examples might include:

- Branch location for major health IT product company to help support advancement of OUHSC clinical trials and bioinformatics build-out efforts (example given of Intel's role in Oregon)
- Mid-size sensing, industrial automation and energy support systems companies focused on providing products and services to large energy, manufacturing and aerospace enterprise companies
- Emerging data analytics companies focused on deployment of support services products, build out cohort of companies similar to Exaptive, Oseberg, etc. with critical need to establish value proposition of District location for offices versus OKC suburbs with incentives and presence of community of companies
- Biomedical startup companies focused on diagnostics and therapeutics that can leverage multi-tenant wet lab space

**Buy-local Procurement**

While there is a focus on "buying local" in many Innovation District's planning efforts, obtaining the data among the many entities/businesses in the Innovation District and Capitol has been challenging and ultimately unattainable. Some Innovation Districts do establish a 5–20 percent local vendor-sourced target. This could be a very large boost to the local economy should the leaders of these main industries make it a priority to establish a benchmark of current local purchasing. If this effort were to include the Capitol Complex, the potential local spending would have a large impact.



**Sensor Systems Applied Research Lab Targeting Energy Tech, Biomedical Diagnostics and Avionics**

Create an applied research facility for prototyping, testing and validation of sensing and instrumentation technologies and solutions. While industry and research institutions are unlikely to relocate production and operations to the district, they are receptive to locating R&D groups as part of a cluster of applied innovation that can also provide access to emerging companies. This facility would ideally offer space for small companies as well as small group office locations for large corporations and help create access to a broader network of industry and research organization infrastructure for specialized equipment and fabrication infrastructure that support sensing and instrumentation technology commercialization. It would also be available to promising entrepreneurial teams accepted into the Sensor Systems Accelerator.

Collaborate with OU, especially as it seeks a build out with a growing presence for the Gallogly College of Engineering in the OKC Innovation District, including its Institute for Biomedical Engineering, Science and Technology. Such an Applied Research Lab would hold the potential for creating more applied research collaborations with industry for the Gallogly College of Engineering building upon its sensing and instrumentation strengths found across its research centers, such as the Advanced Radar Research Center and Center for Autonomous Sensing and Sampling, among others.

Additional collaborations with potential local and regional research organization partners such as FAA's CAMI could also be explored. To further industry collaborations, a valuable tool would be to have available a dedicated pool of funding each year for matching applied research grants.

**Sensor Systems Accelerator Targeting Energy Tech, Biomedical Diagnostics and Avionics**

To realize the potential for the OKC Innovation District to pursue the opportunity area of Integrated Sensors and Instrumentation, it is critical to have a means of generating a sustainable flow of startup activity that can contribute to leading industry innovation sectors found in the OKC region, including Energy Tech, Biomedical Diagnostics, Avionics and Specialized Manufacturing Supply Chain.

A high quality Sensor Systems Accelerator encompasses far more than just a physical space, although the physical hub ideally would be located within the Innovation Hall Building. The Sensor Systems Accelerator would focus on attracting promising entrepreneurial teams from the region, around the U.S. and even internationally to come to the OKC Innovation District aligned with market applications in sensor technologies across key industry verticals. It would focus on having three different cohort classes of 5-10 companies each year in Energy Tech Biomedical Diagnostics and Avionics with an emphasis on advanced manufacturing applications related to each sector.

The key activities of the Sensor Systems Accelerator would be to provide the platform for these promising entrepreneurial teams to do customer discovery and business model development integrated with prototyping capabilities from the Applied Research Lab (discussed separately). A key to attracting these promising entrepreneurial teams is tapping support and involvement from existing industry in OKC in each of these sectors to serve as mentors and potential strategic partners, having on-staff proven serial entrepreneurs from each sector to lead sector-specific cohorts of promising entrepreneurial teams as the primary coach and availability of seed investment of $30,000 to $50,000.

**Data Analytics and Computing Talent Initiative**
The significant talent supply needs for data analytics and computing could benefit from additional programming for non-traditional students, incumbent workers and undergraduate and graduate students in data analytics and computing, ranging from new degree program specializations to certification courses to workforce retraining and skills building. Through interaction with academic and workforce development organizations, the district can seek to create strategic partnerships to host or sponsor a critical mass of these activities that can help strengthen its placemaking ability.

The district can also explore sponsorship of talent-building initiatives in data analytics and coding to help attract top talent to the area to build out professional networks based there. An excellent example would be to have the OKC Innovation District help attract or form a coding academy that could be located within either the Hub or Core. An excellent example is Launchcode in St. Louis, which has a strong track record in assisting jobseekers to enter careers in tech through integrated training, apprenticeships, career coaching and job placement services. More than four out of five of its apprentices are converted to permanent employment after 3 months and, on average, those placed more than double their previous salary.

Another mechanism would be to advance a data analytics and computing talent bridge internship matching grant program to reach up to 25-50 top associate, bachelor's, master's and doctorate level students in data analytics and computing to have year-long and summer internships with Innovation District employers. Experience from around the nation suggests the use of internship matching grants can be effective, though having a high-touch program effort involving outreach, facilitation and programming for interns is also valuable.

**Data Analytics Collaboratory**
Create a co-working and multi-tenant space within the OKC Innovation District targeted to this area in the Innovation Hall Building within the Hub. This could be programmed for networking, seminars and talent generation, potentially in collaboration with the Digital Technologies team at the Gene Rainbolt Graduate School of Business and the Data Science and Analytics Program at the Gallogly College of Engineering. However, a more intensive effort is also recommended to jump start the generation of applications to meet short term industry demand for solutions.

Given the strong interest of established business community in OKC and the importance of connecting emerging data analytics ventures forming in OKC with larger companies, it is important to create a multi-industry partner collaboratory organization to promote cross-pollination of analytics approaches and case studies that could be adapted for use in adjacent or new industry applications. An excellent example of this type of activity is the Columbus (Ohio) Collaboratory for Advanced Analytics and Cybersecurity Solutions. It brings together leading companies in seven different industries that deliver business value through advanced analytics and cybersecurity to harness the power of sharing use cases, intellectual property, know-how and resources to accelerate solution development.

Its activities include:

**Working Groups:** IT, cybersecurity and analytics experts across companies and industries work together to assess applicability, business value and strategic value to ideas and plans.

**Technology Development & Validation:**
Implementing a "define, build, and learn cycle," participants in the Collaboratory secure IP development and validation facility.

**Talent Solutions:** The Collaboratory strengthens the region's IT and analytics workforces through opportunities for its participating organizations to advance experiential learning opportunities, cyber rotational program featuring a 20-month talent acceleration program for junior cybersecurity professionals and a peer-to-peer knowledge transfer network.

**Industry Networking**

Activate networking to create a sense of place in the context of the leading industry innovation drivers for the region, including Biomedical, Energy Tech, Avionics and Specialized Manufacturing Supply Chain.

A key lesson in regions that have successfully had industry innovation-led development, whether they are Silicon Valley, Route 128, Research Triangle, or others, is the establishment of formal mechanisms to encourage networking among academe, industry, non-profit, and public sector groups and organizations. As Annalee Saxenian has noted in the rise of regions with strong industry innovation-led development: "For these older industrial regions, the task will be to construct more decentralized industrial systems that encourage collaboration as well as competition. But even the newer industrial regions that boast elements of network systems will need to promote the local relationships needed to sustain collaborative—and competitive—advantage."[1]

Facilitate and support industry innovation-led networking and shared services development building upon the technology convergence areas of sensor systems and data analytics. It is important for this function to happen in the OKC Innovation District, given the range of physical and program developments taking place. In order to give this effort visibility, recommendations to be advanced would be:

- Continue the symposium series being undertaken in OKC, which has largely been undertaken through the efforts of corporate leaders.
- Undertake proactive outreach and dialogue with companies and other key stakeholders (university research centers, specific departments in colleges offering degrees, professional service providers, etc.) Create an ongoing business visitation program for those in biomedical, energy tech and avionics to focus on needs and services to help in planning monthly or quarterly discussions on topics of interest and identifying specific projects for the OKC Innovation District and its regional economic partners to undertake related to shared services. Such shared services might include needs for technical assistance on modernization, access to university experts and labs, workforce development and more applied research efforts.
- Generating leads based on identifying out-of-county supply-chain and strategic partners of existing county firms who are seeking to expand or make a business location decisions through contact with the participants in the industry innovation activities.
- Facilitate opportunities for informal social gatherings to encourage non-industry specific networking.

**Neighborhood Engagement**

Direct engagement with community members can promote development that is more responsive to existing neighborhood conditions and people who may be affected by the project, including those who live and work in the district. Continuing engagement activities would allow the district and potential private and public developers to respond to input, revise the projects and remain accountable to the concerns and needs of the community. Regular engagement with the community creates a feedback loop to help to establish mutual trust.


1 Annalee Saxenian, Regional Advantage (Cambridge: Harvard University Press, 1994), pg. 205.

**School STEAM Partnerships**

The OKC Innovation District has initiated efforts around School STEAM Partnerships, which are critical first steps. In partnership with educational entities and other local institutions, education and training opportunities for residents should be aligned to connect them with hiring opportunities within the District. This will help to ensure that the training and workforce development programs support career advancement for area residents in current and new industries in the District. The Oklahoma City Innovation District could serve as the liaison between the residents and local institutions, overseeing the program and ensuring that the programs are targeted to support diverse, local and disadvantaged groups within the District. The focus should be on grades 6-12 but should also involve pre-K and K-5. The Innovation District employees could establish mentor programs, science-based competitions and similar efforts to begin teaching the employees of the future what careers exist just outside the neighborhood in the Innovation District and stress the importance of Science, Technology, Math and Arts to obtaining a job in the Innovation District.

**Redevelop the Henrietta B. Foster Center as a Minority Smal Business and Entrepreneurship Center**

The redeveloped Henrietta B. Foster Center should continue to be a place of importance with a new mission to support current and aspiring local businesses to bring prosperity and redevelopment. The Henrietta B. Foster Center converted into a Minority Small Business and Entrepreneurship Center, should provide wealth building opportunities for community members while giving new life to a building with historic significance to the community. A feasibility study should be conducted to determine the exact programming based on community needs and opportunities.

**Place Branding**

Place branding, which includes things like wayfinding and signage, public art programs and beautification, should make it clear that this is a unique place and celebrates the mission and vision of the Innovation District. However, the place brand should not simply be the Innovation District organization's brand applied to the exterior spaces nor should it be obviously reflective of any one stakeholder, tenant or organization within the district, as the open spaces and public realm wants to feel welcoming, neutral, cohesive and unifying for all users. The story that the OKC Innovation District tells through its built environment should sell the district but also the values and lifestyle of Oklahoma City as a whole. This exercise should result in a cohesive brand for the place that can manifest in both marketing collateral and environmental elements and feels organic to the place, not too kitschy or overly thematic. One item to consider is the naming of new spaces and buildings; these are unique opportunities to implement place branding.

**Open Space Programming**

Recurring and diverse programming in existing and newly created open spaces can bring activity and experiences that serve a broad range of potential visitors. Well-programmed open spaces provide diverse events (e.g. musical performances, food festivals), activities (e.g. sports leagues, exercise classes, reading areas, rotating food vendors), and programs (e.g. environmental education, volunteer opportunities) that attract activity throughout the day and all seasons.

**Programming in the Innovation Hall**

Programming activities in the Innovation Hall building will bring activities, experiences, and programs curated to serve a broad range of potential visitors. High levels of activation can bring people together, foster community and allow neighbors to engage in cultural and recreational events. This could include job trainings and workshops, as well as family and senior-oriented events during the weekends, that activate the Hall and the adjacent open space seven days a week.

# 04. Strategic Development Plan for the Capitol Environs

## Contents

# Plan Overview

Oklahoma City's Central Business District has seen the bulk of economic and real estate development in the city. However, with Oklahoma City garnering accolades as an affordable city with a high quality of life, demand has started to spread to other areas of the metro. Just east of I-235 from the Central Business District is an area that has historically been the home of major institutions, such as the University of Oklahoma Health Sciences Center and the Oklahoma State Capitol, interspersed with residential neighborhoods. Roughly between 1st Street and 13th Street, significant mixed-use and commercial development is expected to be coming soon related to the Oklahoma City Innovation District, where several major research, medical and educational institutions geographically converge in a place that will foster collaboration around research-related industries. This area is developing into a regional center of gravity for innovation and is expected to be a significant driver of economic growth for the region. This means that the area surrounding the Oklahoma State Capitol along 23rd Street will be seeing development pressures from the west and south.

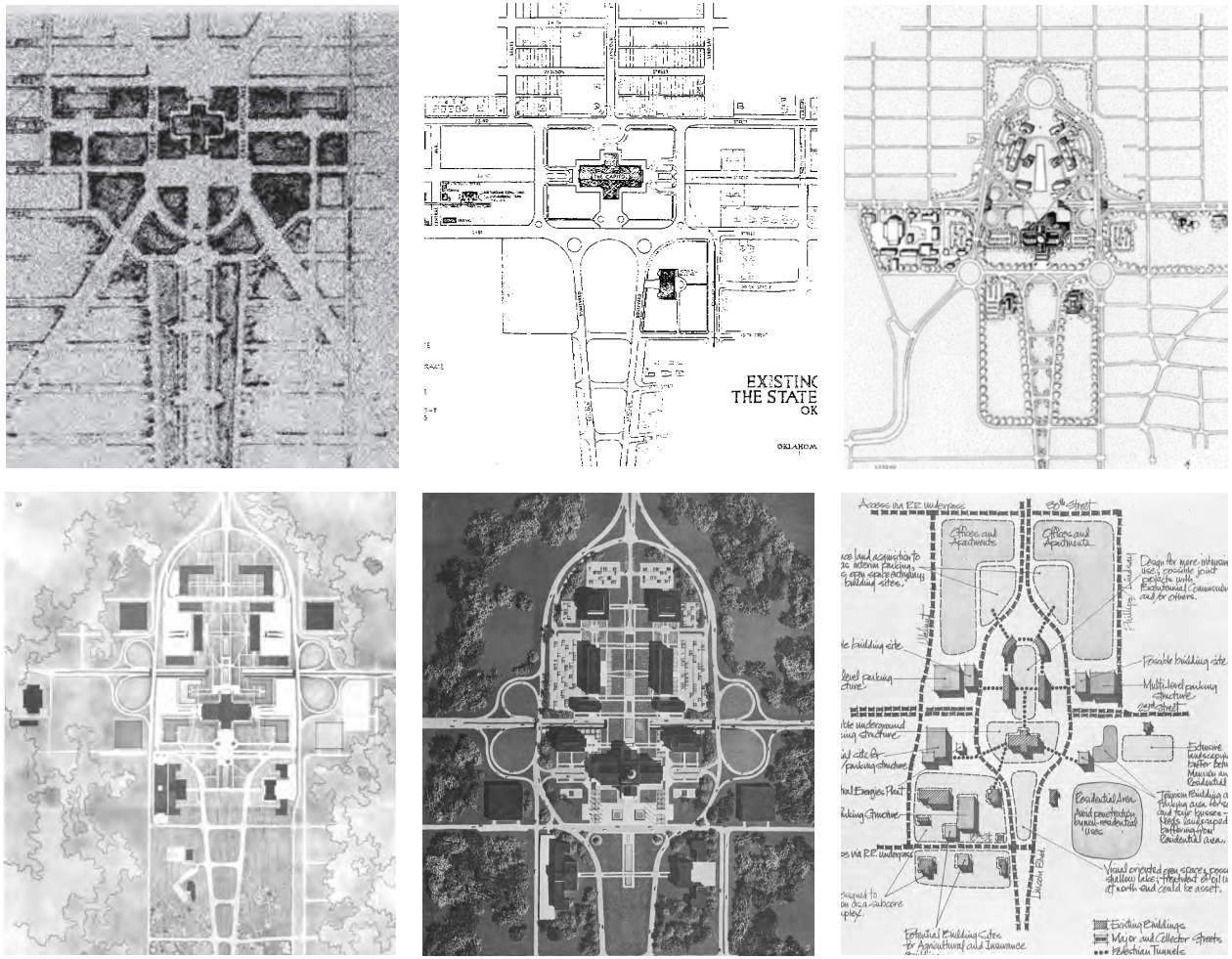
The Capitol Environs is a vital asset to the growth and vitality of this part of the city and underutilized areas present a major opportunity to cluster existing state facilities and maximize the use of state-owned land, while building new monumental office buildings, pedestrian-friendly retail spaces and tourism destinations that celebrate the seat of the state government.

The Strategic Development Plan for the Capitol Environs presents analysis and key findings followed by recommendations with suggested actions steps. These recommendations should guide the parties responsible for implementation through defining programs, setting priorities, allocating finances and assessing achievements.

The Oklahoma State Capitol from 24th Street.

## History and Context

Oklahoma City became the seat of government for the State of Oklahoma in 1910, chosen to replace the original capital location of Guthrie. This is the same year that the OU Medical School was established in its current location southeast of the Capitol. Land was donated by local landowners William Harn and John Culbertson for use as the State Capitol grounds in 1917 and the Capitol building was completed in the early 1920s. Due to lack of funding, the dome would not be constructed until the early 2000s. The Governor's Mansion was built in its current location a few blocks east of the Capitol in 1928, with the Historical Society building (now the Wiley Post Historical Building) and the Capitol Office Building (now the Jim Thorpe Office Building) being constructed just south of the Capitol in 1930 and 1938, respectively. The two office buildings north of the Capitol, the Will Rogers and Sequoyah Memorial office buildings, were built in 1960. Finally, in 1968, the two curvilinear buildings north of 24th Street, the State Department of Education (now the Oliver Hodge Memorial Education Building) and the Oklahoma Tax Commission building, were constructed. Over the years, there have been many plans done for the land surrounding the Capitol, mostly relating to beautification of the grounds as well as opportunities for development around a proposed Capitol Expressway, now Lincoln Boulevard.

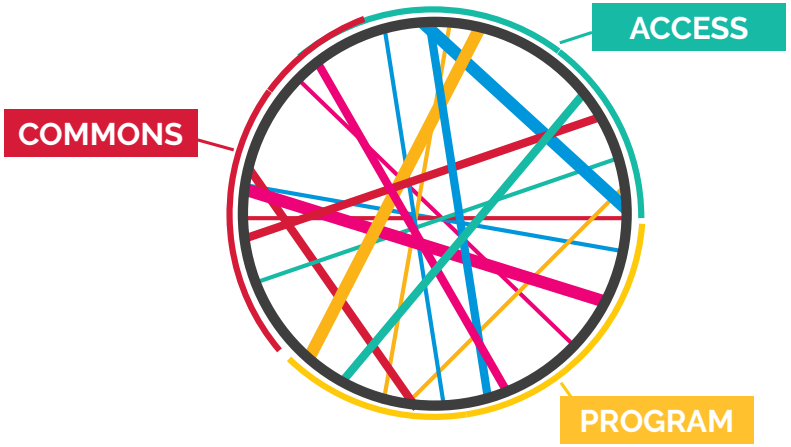



Evolution of planning for the Oklahoma State Capitol environs, in order from left to right, top to bottom: 1915, 1936, 1954 (also the creation of the zoning commission), 1966, 1969 and 1974. Note the connectivity of the street network prior to the creation of the curvature in Lincoln Boulevard.

# Civic Icon Analysis

The land surrounding a Capitol building is hallowed and sacred and should exude as much via its physical form. Capitol environs are unique places and therefore have some specific requirements that other land development plans would not. To analyze these, a Civic Icon Analysis was done to look at the Oklahoma State Capitol environs' access, commons and program.

Qualities Associated with Civic Icons




Oklahoma City, OK | Denver, CO | Austin, TX | Raleigh, NC | Sacramento, CA | Indianapolis, IN


Comparison of Civic Environs

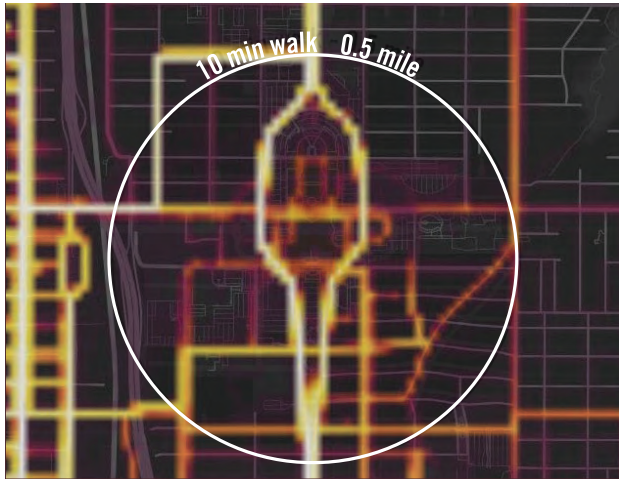
## Access

Access is about connecting civic spaces around the Capitol to the community. The land in and around the Capitol environs should be for the people, and therefore must feel open and welcoming to the public. Equitable access requires physical connectivity via mobility and transportation options that allow people to get to the site in the first place. Then it is important to have a great arrival experience. It does not have to be overly showy but must let visitors know that they have arrived somewhere special and should showcase the vernacular of the local culture.

Currently, the Capitol environs are surrounded and bisected by the major thoroughfares of Lincoln Boulevard and 23rd Street, which in their current states are not friendly to anything besides vehicular traffic. The traffic, except for state employees, tends to be pass-through—meaning people are driving through the area but are not stopping to visit or patronize the businesses. Another concern is the lack of connectivity to the activity, amenities and people west of I-235. There are few locations to cross the highway and where crossings do exist, they are uncomfortable and unsafe for pedestrians and bicycles. The sense of arrival today—from all directions—is generally a view across large parking lots, which diminishes the grandeur of the Capitol building.

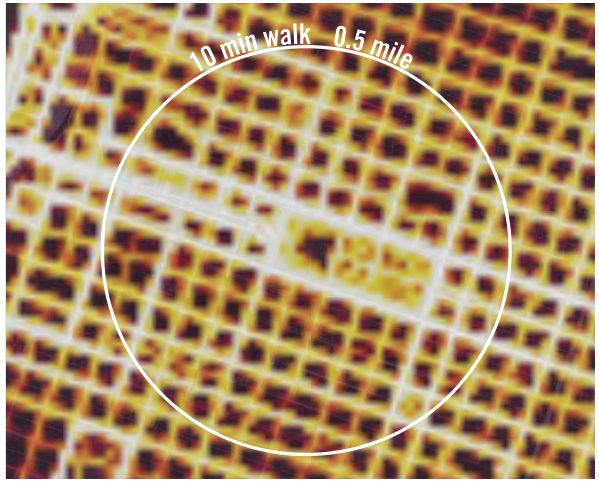
### Oklahoma State Capitol Area

Oklahoma City, OK




### California State Capitol Area

Sacramento, CA




Activity and access comparison: Strava data compares the activity around the Oklahoma and California Capitol environs. The brighter the street, the higher the volume of traffic from non-vehicular modes. As you can see, the streets around the Capitol in Sacramento are full of people, while the activity is sparse around the Oklahoma Capitol Building.

## Commons

Upon arrival, visitors should feel a sense of pride and ownership of the common spaces within the Capitol environs. These spaces should be memorable. They should be what people picture when they imagine the State Capitol: a place where the local art is displayed, educational opportunities are provided and visibility of the state's history, culture and value is enhanced. These commons are also the spaces where citizens can participate in the democratic process via gathering in support or protest. Open spaces around a Capitol building also allow specific views to be guided and focused on the monumental civic buildings, giving those added gravitas and splendor. The Capitol environs has a good amount of open spaces and some special monuments, but they are cut off from the community by parking lots and inward-facing buildings and are not celebrated as much as they could be.

### Oklahoma State Capitol Area

Oklahoma City, OK


**33** acres of open space

**21** acres of parking

**1.5 : 1** open space to parking ratio

### Colorado State Capitol Area

Denver, CO


**31** acres of open space

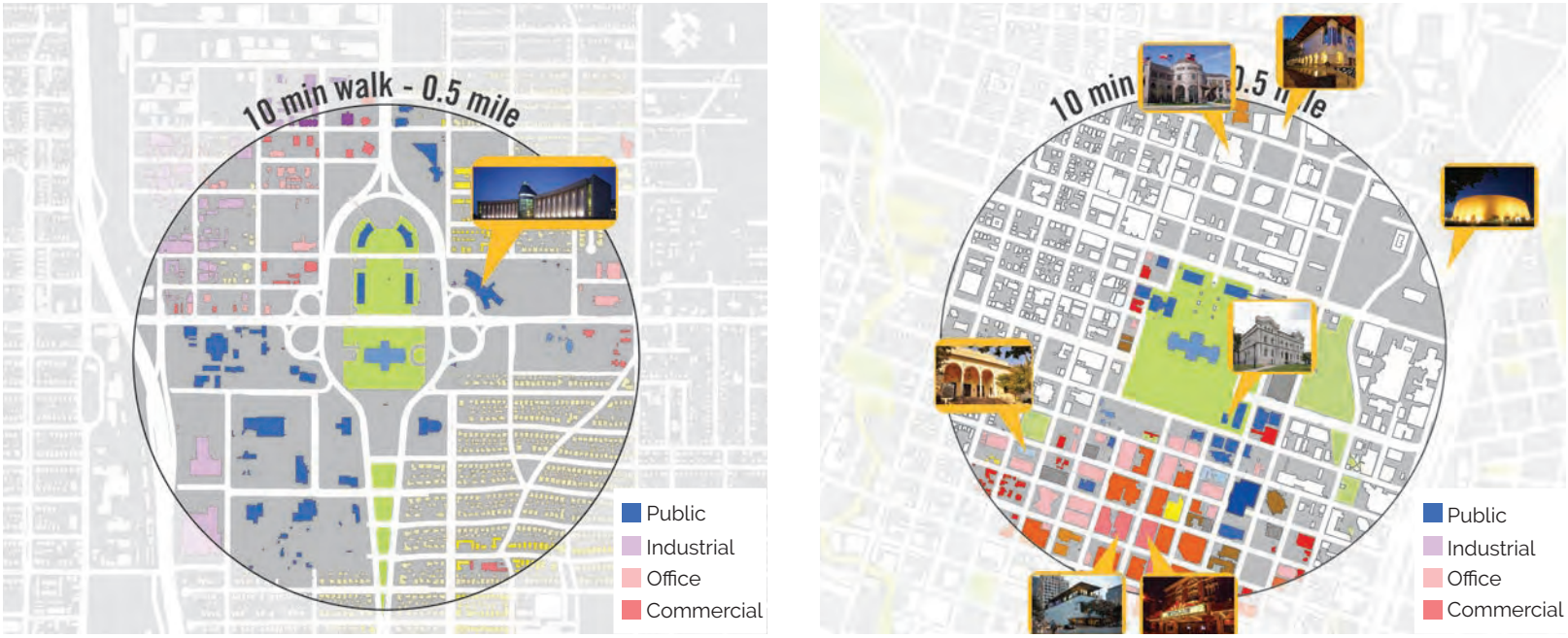
**5** acres of parking

**6.2 : 1** open space to parking ratio

Comparison of Open Space: A comparison of the Capitol environs in Oklahoma and Colorado. These two complexes have almost the same amount of open space, but the Colorado Capitol's spaces are surrounded by local city streets and buildings, while Oklahoma's Capitol is walled off by parking lots and highway-type roadway infrastructure.

## Program

Beloved spaces are generally not those that are the most beautiful, rather they are the ones that are the most used. An important aspect to any great space is the programming—the events and activities that draw people in and keep them around. This includes intentionally hosting community events and gatherings in the spaces as well as ensuring the surrounding building uses and nearby developments provide activation for the spaces. Festivals and similar events provide a great way to bring the community together to celebrate shared history and shared values. The spaces of the Capitol environs today are mostly void of activity, used mostly by employees to walk between buildings.




Comparison of land uses around civic icons: Looking within a half-mile of the Capitol buildings of Oklahoma and Texas, there is a stark difference in the quantity, types and diversity of land uses. A mixed-use environment ensures that there is a good density of people to support commercial uses and keep a place activated throughout the day, including nights and weekends.

# Development Framework

This Strategic Development Plan demonstrates how infrastructure and development could happen in and around the Capitol environs so as to use the land in a highly efficient way, create a comfortable and accessible environment for people and is highly beneficial to the surrounding community.

Recommended infrastructure changes focus on creating connectivity and improving the open spaces around the Capitol building. Bringing 24th and 21st streets through the Capitol environs provides additional east-west connections to both draw people into the core of the Capitol environs and to allow people in neighborhoods to the east better access to amenities and services to the west. The newly created or redesigned open spaces provide a more monumental sense for the Capitol environs and provide more appealing spaces for people to visit and spend time.

Proposed development includes three categories:

• Civic buildings that will generally serve the state's needs are clustered nearest to the Capitol to provide proximity of uses and enclosure to the open space, creating a true Capitol environs feel.

• Mixed-use buildings with ground-floor commercial uses are located along 23rd Street, providing continuity between the commercial activity on the other side of I-235 and the neighborhood serving commercial along 23rd Street east of the Capitol.

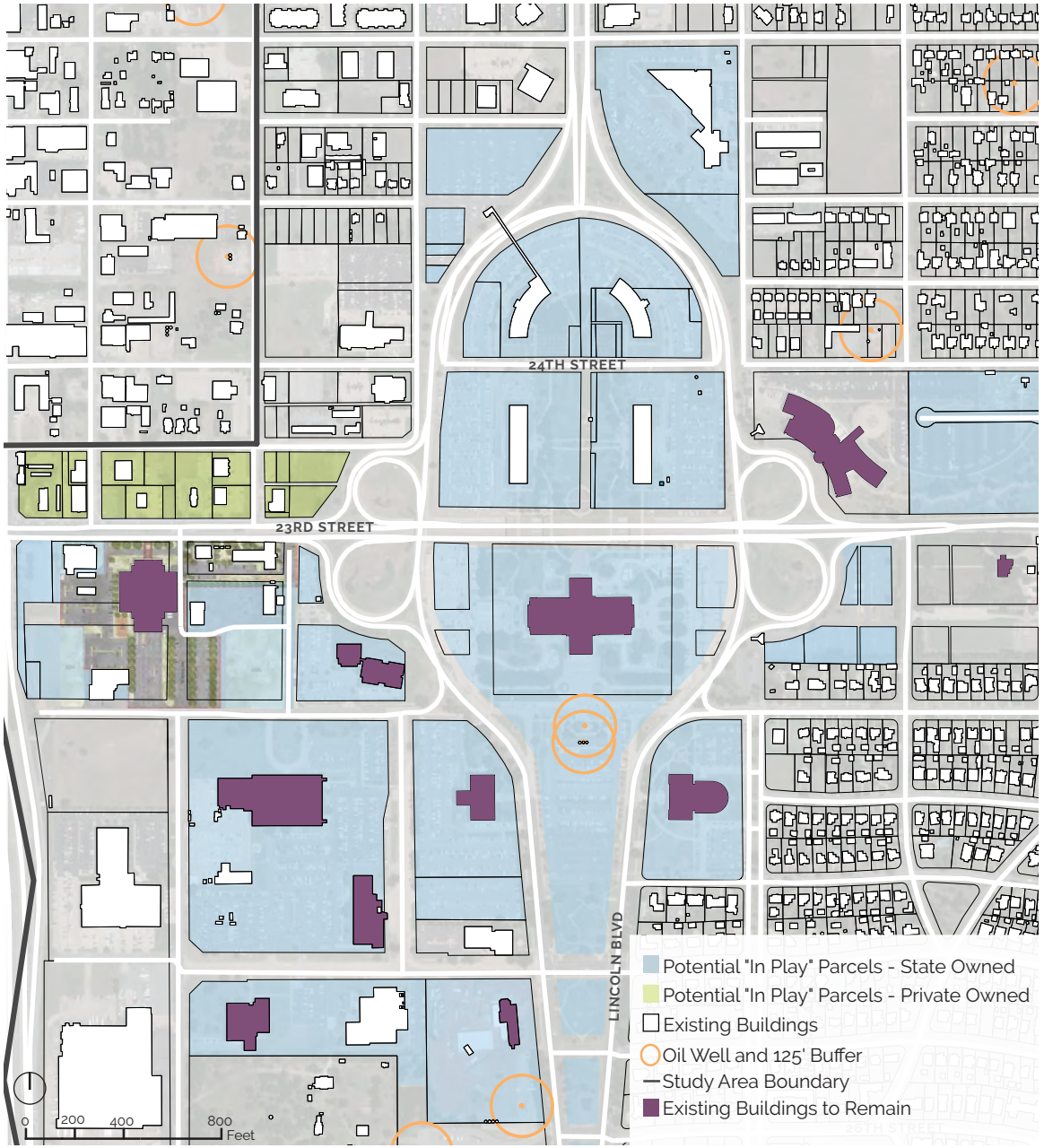
• The remainder of the land could infill with general urban uses that are context-sensitive and provide a buffer between the Capitol environs and existing neighborhoods. These uses might include offices catering to organizations and businesses that benefit from being near the Capitol, general mixed-use buildings or new housing developments.

## Context and Existing Uses

Analysis of the land around the Capitol began with identifying existing signature buildings that were required to remain based on functional or historic importance, valuable aesthetic qualities or recent investment. These buildings are highlighted in purple in the map to the right. Other important assets in the area were noted, such as the Governor's Mansion, the new Oklahoma History Museum and the Harn Homestead, as well as the existing neighborhoods, which are stable communities with many historic homes. Finally, as with many parts of the city, this area is pocked with oil and gas wells, including the cherished and prominent Petunia oil well directly in front of the Capitol building to the south. Petunia, originally called Capitol Site #1 Well, was drilled in 1941 and recovered oil from a pool directly under the Capitol building itself.

After locating the existing assets and constraints, they were overlaid with target parcels that had been identified for proposed development. Target parcels include those that are owned by the state (shown in blue), as well as a few privately owned parcels along 23rd Street (shown in green), which are essential in creating connectivity to the west. Development on these parcels will have to be somewhat surgical, given the many existing buildings to work around. The concept plan lays out new buildings and parking structures to fit in with the existing buildings and create a public realm that feels harmonious with and inclusive of both new and existing buildings.

Existing Assets And Constraints



Proposed Captiol Environs

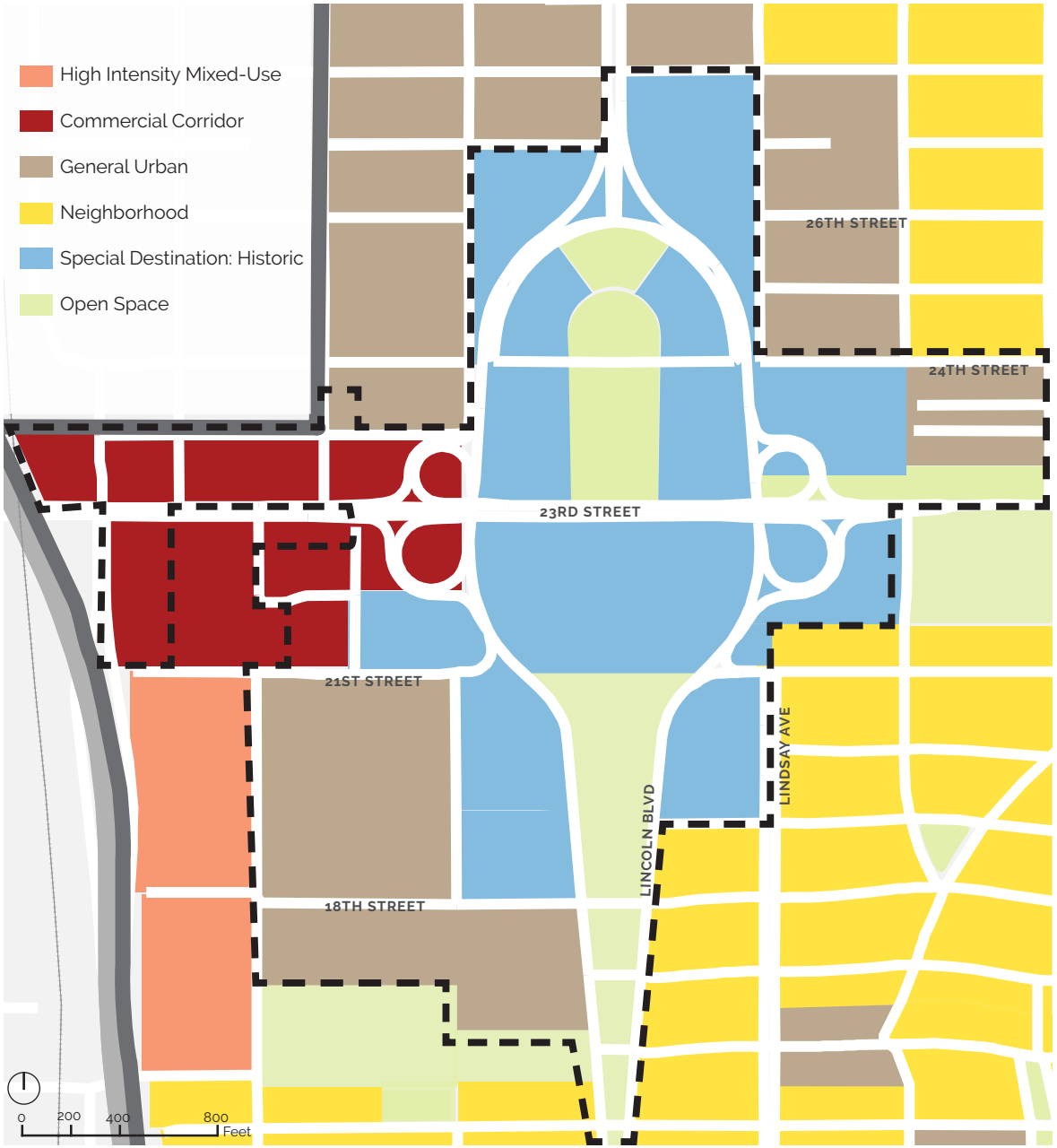
## Proposed Development Types

The accompanying Land Use Plan outlines development typologies for the entire 1400-acre study area. Proposed development falls within these categories:

- **Special Destination:** This area provides the state the opportunity to cluster existing and new state facilities to maximize the use of state-owned land, and create new monumental office buildings, pedestrian-friendly retail spaces and tourism destinations that celebrate the gravitas of the Capitol environs and creates a conglomeration of destinations within walking distance of each other.
- **Commercial Corridor:** These are "main street" environments outside of core downtown areas that offer centrally located retail and dining destinations for both visitors and residents. Ground floors are primarily used for retail, dining, entertainment or service businesses with residential, office or hospitality. This development typology provides continuity between the commercial activity on the other side of the highway and the neighborhood serving commercial along 23rd Street east of the Capitol.
- **General Urban:** The remainder of the land could infill with general urban uses, which include a wide variety of building types that are context-sensitive and provide a transition between the higher intensity Capitol environs or commercial corridor and existing neighborhoods. These uses might include offices catering to organizations and businesses that benefit from being near the Capitol, general mixed-use buildings or new housing developments with ground-floor commercial in some cases, but not clustered as in the commercial corridor.

The state should look to confine its uses to the special destination development areas and may choose to sell or land-lease the parcels slated for commercial or general urban uses to other parties to develop.

Proposed Development Types



## Development Potential

The number of target parcels within the Capitol environs is quite high, given the underutilization of the land in the area, with many surface parking lots and single-story industrial buildings. The development potential within these parcels provides opportunity for a total of approximately 7.4 million square feet of development. There is approximately 2.7 million square feet of development potential within the special district designation, 1.15 million square feet of that is located interior to the Lincoln Boulevard loop or within the main capitol grounds. There have been about 750k square feet of dispersed state functions identified for potential consolidation and relocation to this Capitol environs area, leaving another 400k square feet for future growth of state facilities just within the main capitol grounds (interior to Lincoln Boulevard).

The remaining approximately 5 million square feet of development potential is located within the commercial corridor or general urban typologies and could be privately developed with office, residential, retail or mixed-use buildings. This development potential was calculated assuming an average of five-story buildings with all parking provided in garages. Development of shorter buildings or buildings with associated surface parking would yield lower square footages for potential development.

| RECOMMENDED USES | |
|---|---|
| Civic Uses | 2,700,000 SF |
| Commercial Corridor | 1,100,000 SF |
| General Urban | 3,600,000 SF |
| **Total** | **7,400,000 SF** |

Recommended Uses

## Parking Supply Considerations

The tables to the right show the modeled parking demand and the modeled parking need for each phase of Capital Environs development based on the shared parking model described in the Land Use Plan.

The step-by-step modeling process is as follows:

1. Traditional Parking Demand Model: Calculate and compare how much parking would be "required" if each existing land use had its own, dedicated supply of parking based on the ITE Parking Generation guidebook.
2. Calibrate Parking Model to Context: Calibration involves approximating the captive market effect, transit access, TDM impact, and other factors specific to the site.
3. Adapted Parking Model: Apply an adapted parking model derived from the ULI Shared Parking Manual to show the expected parking demand throughout the course of an average weekday, adjusted for staggered peaks and internal capture.
4. Anticipated Land Use: Add anticipated development scenarios and model the expected parking demand.

| DEVELOPMENT BUILD-OUT BY PHASE | ESTIMATED PEAK DEMAND | BUFFER CAPACITY | TOTAL SUPPLY RECOMMENDED |
|---|---|---|---|
| Phase 1 Civic Uses | 1,536 | 154 | 1,690 |
| Phase 2 Civic Uses | 1,185 | 118 | 1,303 |
| General Urban | 5,317 | 532 | 5,849 |
| Commercial Corridor | 1,133 | 113 | 1,246 |
| **Total parking required** | **9,171** | **917** | **10,088** |

| PARKING PROVIDED | TOTAL PARKING SPACES PROVIDED | TOTAL AREA OF STRUCTURED PARKING |
|---|---|---|
| **Structured Parking** | **10,167** | **3,558,313 GSF** |

The estimated peak demand is based upon the characteristics of the scheduled program. The total supply recommended is a calculation that adds a 10% buffer capacity estimated peak demand to the demand figure.

Important note, the tables above only include proposed development and proposed new structured parking spaces. This table does not factor proposed or existing surface parking.

# Projects and Phasing

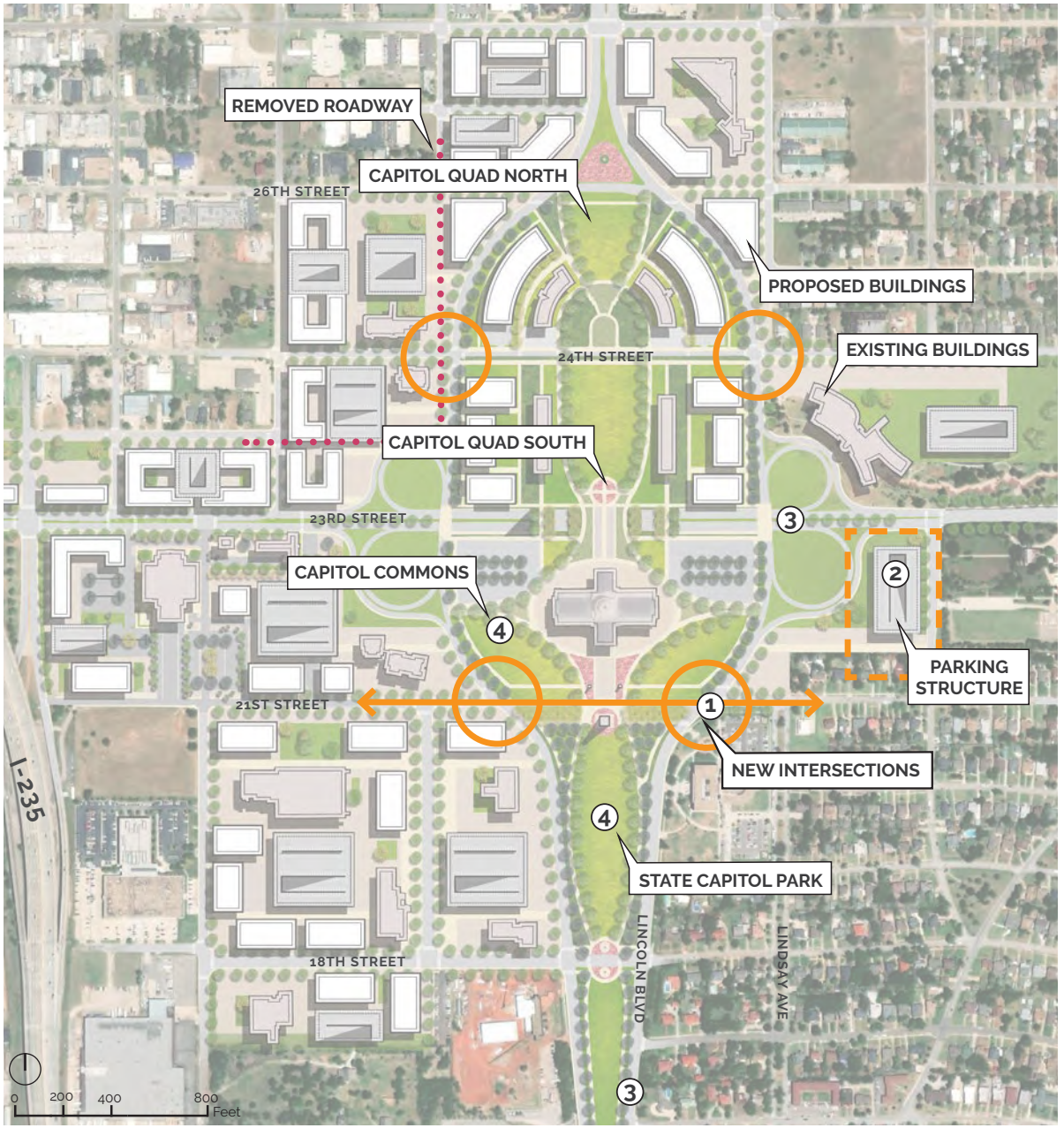
Recommendations for specific infrastructure projects and development phasing for the Capitol environs.

## Near Term Infrastructure

The first phase of investment focus on infrastructure upgrades, including the following projects:

1. Reconnecting the street grid with 21st and 24th streets.
2. Building an initial parking structure.
3. Upgrading the streetscapes along Lincoln Boulevard and 23rd Street.
4. Enhancing the open spaces within the Lincoln median and surrounding the Capitol building.

Infrastructure Recommendations



**1. Reconnecting the Street Grid**
Currently, 21st and 24th streets physically exist in both the Capitol area and the adjacent neighborhoods but do not continue through at Lincoln Boulevard, disconnecting these two areas. Rebuilding the intersections of 21st Streets and 24th Streets at Lincoln Boulevard and allowing these streets to continue through the Capitol environs provides much-needed east/west connectivity in the area. These intersections also allow for vehicles, pedestrians and bicycles to cross Lincoln Boulevard at designated and safe locations. Additionally, this will enhance wayfinding and access around the Capitol complex by eliminating the need for the current inner-ring access roads between Lincoln Boulevard and the existing surface parking lots, as these lots could be accessed off 24th Street rather than directly off Lincoln Boulevard.

In order to make the reconfiguration of these intersections work, some existing side streets will need to be closed—including the portion of Lindsay Avenue between 24th Street and 25th Street, the portion of Stiles Avenue from 26th Street to Madison Street, and the portion of Madison Street from Stiles Avenue to Walnut Avenue. These portions of roadway suggested for removal are acting as a sort of frontage road to Lincoln Boulevard and do not provide much connectivity, so the overall trade off of closing these streets to allow the continuation of 21st Street and 24th Street is net positive. To the extent that these streets recommended for closure provide access to buildings or parking lots, this access can remain, but will function as access drives rather than public rights-of-way. Then, as these parcels redevelop, new buildings can be accessed from the new street network.

**2. Parking Structure**
A new parking garage southeast of the Capitol, in the existing surface parking lots west of the Governor's Mansion, would provide additional parking and allow for new development to begin on some of the existing surface lots. This location already has tunnel access to the Capitol environs, so no new infrastructure would be necessary in the near term to get people across Lincoln Boulevard.

**3. Streetscape Upgrades**
Lincoln Boulevard and 23rd Street are two major regional connections to and from the Capitol environs. Upgrading these corridors to be more accessible, safe and pleasant for modes of transportation other than vehicles, such as pedestrians and cyclists, is imperative to connecting the Capitol environs to the activity and assets west of I-235, such as the Uptown 23rd District as well as to new activity happening as part of the Innovation District and other mixed-use and retail redevelopments to the south and east, such as the East End Commercial District. With upgrades to the highway crossings being recommended at 10th Street and 8th Street as part of the Innovation District, a better streetscape along Lincoln Boulevard would allow employees, visitors and residents of the Capitol environs to more easily get to these new crossings that connect them more directly to the important residential, employment and entertainment districts of Deep Deuce, downtown and Bricktown. Street sections for these two roadways as well as transit and mobility recommendations for further connectivity can be found in the Land Use Plan.

**4. Enhancing Open Spaces**
Enhancing the open spaces around the Capitol building and within the Lincoln median would create the civic space and aesthetic qualitiy that is expected of State Capitols. A previous design for the plaza was viewed by voters as too opulent and expensive to undertake when so many areas of the state government are underfunded. The concepts here strive to strike a balance between creating beautiful spaces that bring reverence to the Capitol grounds, being cognizant of efficient and conservative uses of funds and highlighting the historic and cultural assets in and around the Capitol building.

## Proposed Capitol Commons

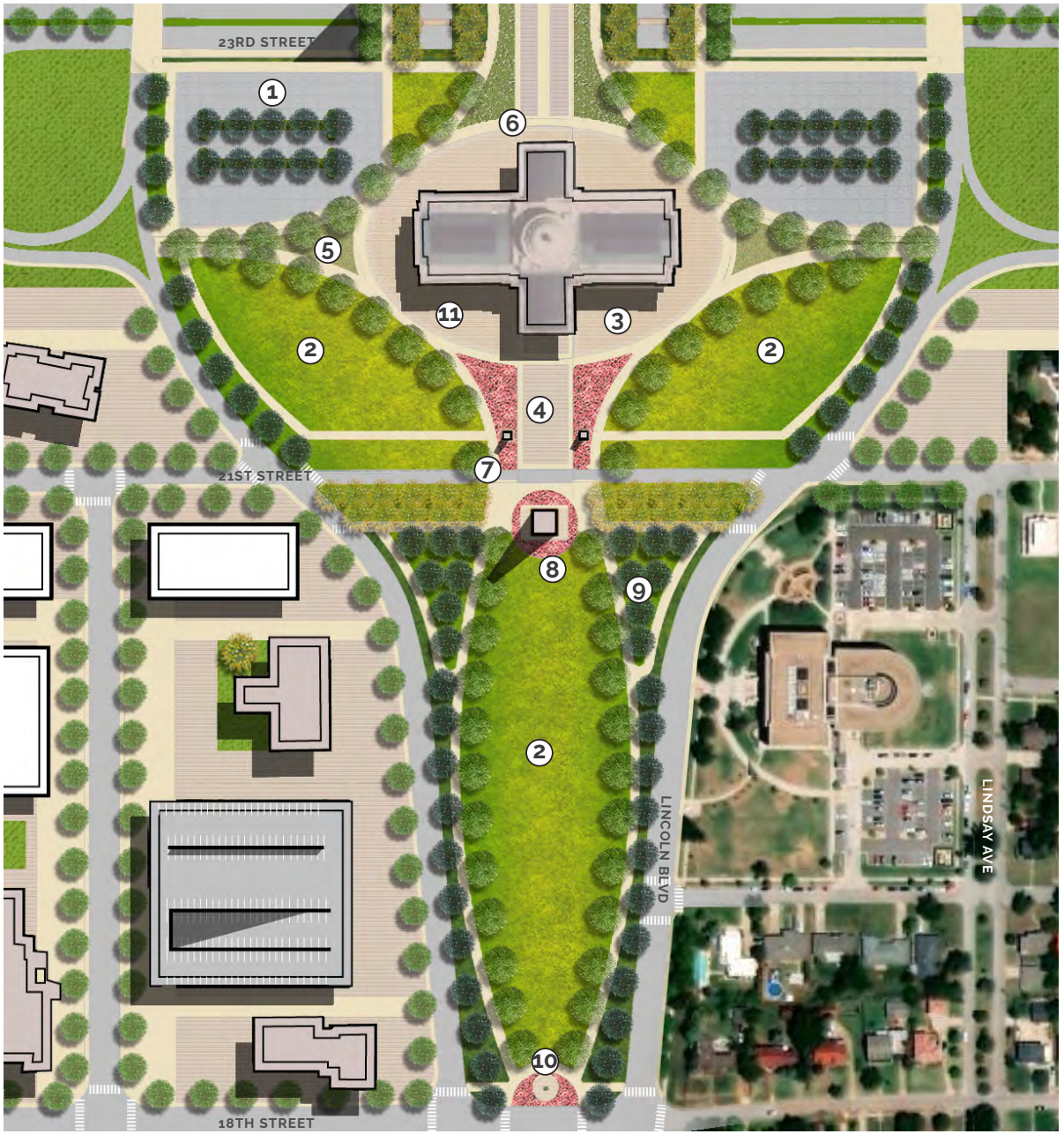
The area directly around the Capitol building is currently engulfed by surface parking, diminishing the impact of any current landscaping areas. The proposed concept removes most of the surface parking, leaving a small amount for priority and handicapped parking, and replaces it with multipurpose lawns and paved areas that allow for a variety of activities and gatherings. In addition, formal plazas and planting beds celebrate the north, south, east and west axes created by the Capitol building and a pedestrian promenade encircles the site, allowing visitors to admire the building from all angles.

Parking should be removed from the Capitol's most prominent areas and replaced by public open space.

## State Capitol Park

The proposed State Captiol Park creates a landscaped park and grand arrival approaching the Capitol from the south. Currently, this area is partially park space, but is cut off from the Capitol and neighborhoods by surface parking lots and is inaccessible due to the character of Lincoln Boulevard, rendering it mostly unused. The new concept removes some of the street crossings to de-emphasize vehicular traffic and create usable park space while ensuring the plantings allow for vistas and framed views of the Capitol building.

Proposed State Capitol Park




1. Priority and Handicapped Parking
2. Open Lawns
3. New Capitol Visitor Center
4. Formal Capitol Plaza
5. Seasonal Planting Beds
6. Promenade
7. Signalized Pedestrian Crossing
8. Petunia Plaza & Interpretive Signage
9. Tree-lined Walking Paths
10. Monument, Sculpture or Signage Location
11. Flexible Paved Areas

## Phase 1 Development

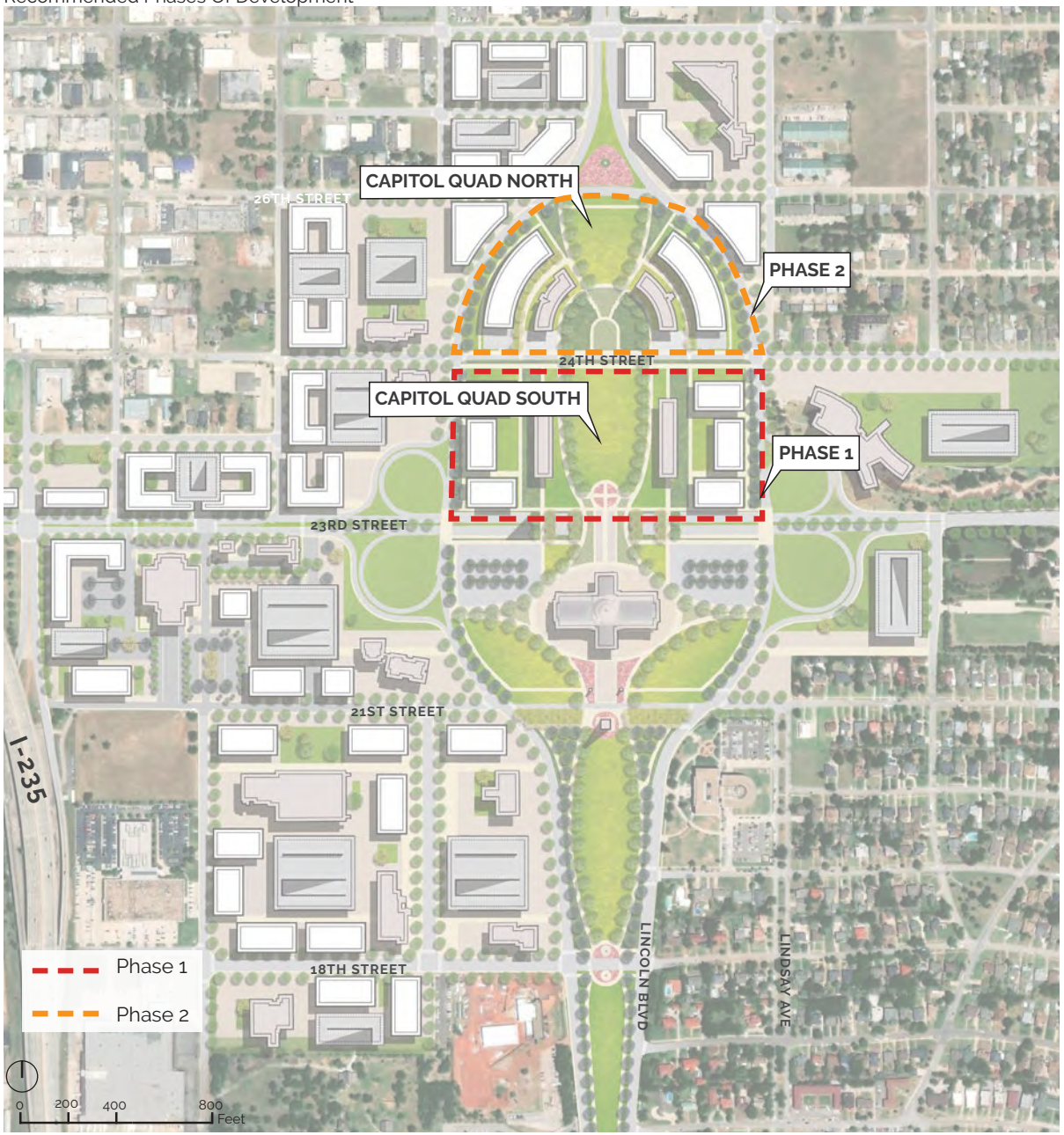
The state should begin building closest to the Capitol building and moving outwards from there, allowing new development to establish a sense of place and stateliness to the Capitol environs.

It is recommended to begin by filling in the parking lots just north of the Capitol building, inside Lincoln Boulevard between 23rd Street and 24th Street. This location provides new buildings without displacing any existing buildings or requiring major infrastructure changes. A small amount of surface parking could remain within the core of these blocks but would be shielded from view by the buildings. The displaced parking could be replaced via the parking garage built in the previous Phase 1 infrastructure recommendations. This initial phase of civic buildings provides approx. 650,000 square feet of buildings for state use.

### Open Space

The landscaped areas between the historic civic buildings north of the Capitol, referred to herein as the Capitol Quad, already exist as open space, however they do not currently feel open or welcoming for use by the public as they are cut off from the outside by surface parking lots and buildings that turn their back on the neighborhoods. The southern portion of the Capitol Quad, between 23rd Street and 24th Street, should be built along with the buildings in Phase 1, as these new building frontages will help this area better address the adjacent parcels and draw people into the spaces within the Capitol grounds. An important aspect of this space is also the park space that bridges 23rd Street from the Capitol Commons to the Quad, which provides important north/south connectivity for the area.

Recommended Phases Of Development



## Phase 2 Development

The second phase of state-related development should be filling in the blocks north of 24th Street inside Lincoln Boulevard. These buildings should follow the curved shape of Lincoln Boulevard, mimicking the existing buildings. This phase of civic development provides an additional approx. 460,000 square feet for state use.

### Open Space

The northern portion of the Capitol Quad, between 24th Street and 26th Street, includes some existing open spaces that should be maintained. Today, these spaces are inward facing and not inviting to the public. Future improvements should draw people into the spaces, a goal supported by the design and placement of the Phase 2 buildings. Additionally, these open spaces frame views to the Capitol coming from the north. The Memorial Grove, planted with trees gifted to the State of Oklahoma following the Murrah Federal Building bombing, should be made into a reverent space with gardens most suited for passive activities and reflection. Pathways within these spaces should be safe, comfortable and pleasant—requiring safe road crossings where necessary and shade elements along walkways.

① Lawn with View Framing Trees

② Reflecting Gardens

③ Memorial Grove

④ Pedestrian Crossing

⑤ Open Lawn Space

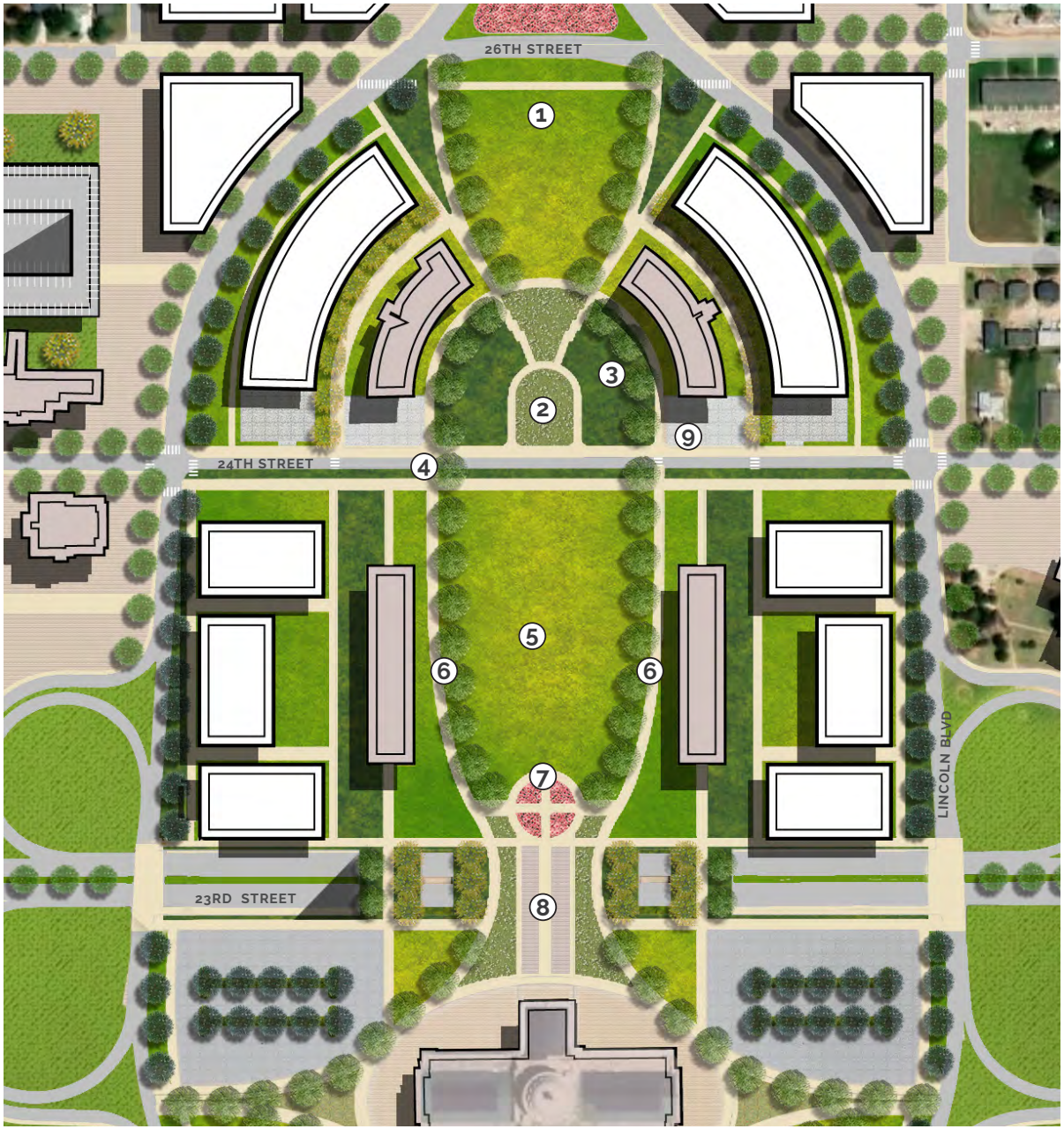
⑥ Tree-lined Pathways

⑦ Tribal Tribute Monument (existing)

⑧ 23rd Street Plaza/ Bridge

⑨ Priority and Handicapped Parking

Phase 2



## Phase 3 Development

The remainder of the lots designated for state development outside of Lincoln Boulevard may be saved for future state needs if it is anticipated that this will be necessary. Additionally, these parcels could be developed by the state sooner and leased out to private parties until the state has a need for them, or they could be sold or ground-leased to private developers, like the parcels slated for general urban or corridor commercial development.

## Private Development

Private development that falls within the commercial corridor and general urban development typologies, should be allowed to develop as the market demands and opportunities present themselves. It is not as imperative which parcels get developed when in these areas, more so the importance is that the right development types go in the right places, per the guidance outlined in the Land Use Plan.

## Future Concept: Cloverleaf Removal

All infrastructure has a lifespan. As the cloverleaf interchanges between 23rd Street and Lincoln Boulevard on either side of the Capitol begin to approach the end of their useful life, a new vision for this area should be created. The initial idea of these cloverleaf interchanges came from plans in the 1960s and '70s to create a highway, dubbed the Capitol Expressway, along the alignment of Lincoln Boulevard. However, these plans never came to full fruition, and the idea has been negated altogether due to the construction of I-235. Therefore, this infrastructure is overbuilt and antithetical to creating a beautiful and accessible place. An interesting point to note comes from the commentary in the 1961 Capitol Area Parking Study; there was an entire section dedicated to studying the effect of the Capitol Expressway on the Capitol facilities and it prophesied that this massive infrastructure would "greatly increase the inefficient and unsafe conditions" around the Capitol. These interchanges could be replaced in the future by simple urban intersections, creating additional land for development or open spaces and enhancing the character and aesthetics of the area.

# Next Steps

## Near Term Infrastructure Implementation

A proper design and engineering process should be followed for the implementation of the near-term infrastructure recommendations. This master plan is intended to create a vision and overall framework but should not be used as a basis to begin engineering. The party responsible for the design of these infrastructure elements should hire reputable landscape architecture and civil engineering firms to begin a process of schematic design (SD), design development (DD) and construction documentation (CD). These consultants should be provided this master plan document and it is important to ensure they are familiar with and supportive of the concepts, principles and goals outlined within.

It should be noted that an analysis of the utilities within the Capitol environs area shows that utility infrastructure is likely undersized for new development and will need upgrades.

## Updating Comprehensive Plans

With the upcoming sunset of the CMCIZC, the state should begin planning for how land-use related decisions get made in the future. For simplicity, it is recommended that the land within the CMCIZC boundaries syncs with the city's plans for things like zoning, land use and other area-wide plans like pedestrian or bicycle infrastructure. The Land Use Plan outlines recommendations that both the city and state can use to align the regulations of their adjacent lands. This simplification will also help to encourage private development, as those wanting to do projects in the area will only have to know one set of regulations.

## Analysis of the Capitol View Height Overlay

The state should undertake an analysis of the Capitol view height overlay to determine if it needs updating based on current conditions and goals. Some questions that might be asked are: Is it still applicable as written? Has it been effective or is it completing its mission? And based on that, does it need to be updated? This document does not outlay a stance one way or the other, just that this regulation should be looked at by applicable parties.

## Parking and Mobility Strategies

Parking is often the crux of any development project, but the parking and mobility industry is one that is seeing great disruption at a quick pace. Special attention should be paid to ensuring that any development being built today is progressive and future-proofed to the extent possible in these areas.

## Planning for Consolidation of State Uses

The first step in moving towards construction of new state-related buildings is identifying the needs and time frames for the consolidation of state uses that are currently dispersed around the city and could relocate to buildings within the Capitol environs.

## Planning for Displacement and Relocation of State Uses

In any situation where new buildings are going up in a campus setting with existing ongoing activities, there must be a planning for displacement, replacement, relocation, backfilling, providing temporary locations, etc., while still allowing for existing functions to continue undisrupted.

## Promoting Private Development

The State should strategize for the development of the land that the state owns but does not plan to build on. This may include options such as selling the land, entering into a long-term land lease or undertaking public-private partnerships. In any case, the state should outline specific protocols and decision-making authorities for these situations. Specific consideration should be given to supporting local small-scale developers from within the community.

BEFORE: Existing Capitol Complex

AFTER: Proposed Capitol Commons with Public Realm Amenities

# Acknowledgements

Throughout the process of preparing the Land Use and Strategic Development Plan, countless hours have been committed by a wide range of community stakeholders who made this endeavor possible. Here we provide special acknowledgment to the key working team members who have made invaluable contributions to ensure the success of this project.

## Funding Partners

Oklahoma City Innovation District

Presbyterian Health Foundation

The Alliance for Economic Development of Oklahoma City

The City of Oklahoma City

The Greater Oklahoma City Chamber

The State of Oklahoma

The University of Oklahoma

## Standing Committees

**Steering Committee**

Katy Boren, Oklahoma City Innovation District

Ben Davis, Office of Management Enterprise Services

Randy Dowell, University Hospitals Trust

Carl Edwards, Presbyterian Health Foundation

David Harlow, BancFirst

Paul Manzelli, OU Health Sciences Center

Aubrey McDermid, The City of Oklahoma City

Scott Meacham, i2E

Cathy O'Connor, The Alliance for Economic Development of Oklahoma City

Dr. Stephen Prescott, Oklahoma Medical Research Foundation

Kenneth Rowe, OU Health Sciences Center

Dr. Jason Sanders, OU Health Sciences Center

James Tolbert, Oklahoma City Urban Renewal Authority

Jim Watson, OU Medicine, Inc.

Roy Williams, Greater Oklahoma City Chamber of Commerce

**Advisory Committee**

Leslie Batchelor, Center for Economic Development Law

Stephanie Bills, Metro Technology Centers

Brent Bryant, The City of Oklahoma City

Geoff Butler, The City of Oklahoma City

JR Caton, University Research Park

Mickey Clagg, Midtown Renaissance

Julie Coffee, Northeast OKC Renaissance, Inc.

Denyvetta Davis, Neighborhood Representative

Shannon Entz, The City of Oklahoma City

Evan Fay, Greater Oklahoma City Chamber of Commerce

Kevin Gates, University Hospitals Authority

Tom Gray, Presbyterian Health Foundation

Josh Greenhaw, Capitol Medical Zoning

Dr. Elaine Hamm, Accele BioPharma

Jane Jenkins, Downtown Oklahoma City Partnership

Tom Kupiec, Analytical Research Labs

Erika Lucas, Thunder Launch Pad

Dan Luton, Oklahoma Center for the Advancement of Science and Technology

Paul Manzelli, OU Health Sciences Center

Doug Myers, OU Health Sciences Center

Manu Nair, Oklahoma Medical Research Foundation

Andrew Pollock, OU Office of Technology Development

Cassi Poor, The Alliance for Economic Development of Oklahoma City

Juan Price, Neighborhood Representative

Cresha Redus, It's My Community

Dan Ross, Office of Management Enterprise Services

Monique Short, Neighborhood Representative

Rex Smitherman, i2E

John Westerheide, Baker Hughes

**Community Facilitators**

Stephanie Bills, Metro Technology Centers

Gina Blaylock, Capitol View Neighborhood

Julie Coffee, Northeast OKC Renaissance, Inc.

Denyvetta Davis, Community Representative JFK Neighborhood Association

Ashley Dickson Oso, Culbertson's East Highland Neighborhood

Ray Douglas, Pastor, Greater Mount Olive Baptist Church

Rita Freeney, Sisters in Motion

Dr. Quintin Hughes, Northeast OKC Renaissance, Inc.

James Johnson, Douglass High School Alumni

Victoria Kemp, Business Owner

Terry Monday, Perry Publishing & Broadcasting

Theodore H. Noel, Business Owner

Juan Price, Harrison Walnut Neighborhood Association & Pastor

Rachel Smith, Medical Community Neighborhood

Laura Stone, Lincoln Terrace Neighborhood

Alice Strong Simmons, Langston University

Gary Woods, Community Representative Black Chamber

**Capitol Environs Advisory Committee**

Ben Davis, Office of Management Enterprise Services

Ron Dennis, Office of Management Enterprise Services

Jill Geiger, Office of Management Enterprise Services

Melissa Milburn, Office of Management Enterprise Services

Ken Miller, Oklahoma State Treasurer

Denise Northrup, Office of Management Enterprise Services

Scott Reygers, Oklahoma Capitol Improvement Authority

Dan Ross, Office of Management Enterprise Services

Mark Sauchuk, Office of Management Enterprise Services

Deby Snodgrass, Oklahoma Department of Commerce

Trait Thompson, State Capitol Restoration Project

Shelly Zumwalt, Office of Management Enterprise Services

## Consultant Team

**Lead Firm**

Perkins and Will (Urban Design Land Planning Strategy)

**Consultant Experts**

HR&A Advisors (Market Analysis)

TEConomy (Innovation and Technology Industry Analysis)

Pegasus Planning and Development (Workforce and Affordability Advising)

Nelson\Nygaard (Transportation and Mobility)

Kimley-Horn (Local Engineering Consulting)

Point A Consulting (Culture and Business Ecosystem Assessment)

## Local Project Team

Nicolle Goodman, The Alliance for Economic Development of Oklahoma City

Cassi Poor, The Alliance for Economic Devleopment of Oklahoma City

Aubrey McDermid, The City of Oklahoma City

Geoff Butler, The City of Oklahoma City

Ben Davis, Office of Management Enterprise Services

Katy Boren, Oklahoma City Innovation District

Megan Allen, Oklahoma City Innovation District

Cynthia Reid, Greater Oklahoma City Chamber of Commerce

## Special Thanks To

Councilwoman Nikki Nice

Planning Commissioner Janis Powers

Planning Commissioner Camal Pennington

Perkins&Will

Perkins&Will