A strategic plan to improve and enhance the commercial corridors of The Village

FINAL REPORT
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COMMON WORKS ARCHITECTS
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I. Introduction

A. Purpose of The Village Vision

The City of The Village is at a pivotal point in its history. Given dynamic changes in surrounding communities and increasing development pressure within city limits, change within The Village is inevitable. However, the nature and quality of that change can be directed by three things: a) planning for it; b) being proactive rather than reactive; and c) adopting the best development-related strategies, policies, and regulations to directly improve the lives of Village residents, businesses, and community organizations.

In January 2017, The Village City Council made the decision to embark on a multi-month process to address the future of important corridors within The Village. In coordination with The Village City Council, City staff, and a committee of key stakeholders, The Village Vision takes a closer look at the community’s main commercial corridors to recommend short-, medium- and long-term solutions for these corridors, as well as ordinances and other key recommendations to help ensure a lasting community quality and character for The Village.

B. Corridor Study Areas

The three corridor study areas examined in The Village Vision include the entirety of Britton Road and May Avenue within The Village city limits, together with the developed and vacant land adjacent to those streets, and an area southwest of the intersection of Pennsylvania Avenue and Hefner Road stretching from Manchester Road to The Village Library, and up to Hefner Road, stretching east along Hefner Road to the edge of the city limits. This last study area is referred to as the “Civic Area” and is home to The Village City Hall, The Village Library, The Village Post Office, and The Village’s primary tax increment financing district. The three corridor study areas are illustrated below.

FIGURE 1.WEST BRITTON ROAD STUDY AREA

![West Britton Road Study Area Map](image)
C. Strategic Focus

The Village Vision project team followed a strategy that allowed for flexibility with consideration of existing conditions, guidance from various stakeholders and residents, comments from the public, and other important factors as gained through background research and public outreach. The four topical strategic areas of focus for the three study areas were as follows:

- Connectivity and Mobility
- Quality of Development
- Beautification
- Retail Enhancement
By using the four strategic areas of focus as a guide for the three study areas, the project team was able to structure a set of clear recommendations for improving the commercial corridors of The Village. These four areas reflect much of the public feedback gathered during The Village Vision process and are incorporated into the recommendations outlined in this plan.

II. The Village Demographics and Employment

A. Demographics

As of 2015, the estimated population of The Village was 9,223, with the median age of residents being 37.9. Specific age range estimates are outlined below:

- 18.4% of the population age 25 to 34
- 16.3% of the population age 35 to 44
- 9.2% of the population age 45 to 54
- 14.2% of the population age 55 to 64
- 16.7% of the population age 65+

Specific to the age demographics of The Village residents 25 to 34 years in age, in 2010, this age group represented 23.6% of The Village population. As shown above, in 2015, this age demographic was estimated to be 18.4%, representing a 5.2% decline over the 5-year period.

In 2015, 92% of The Village residents had a high school education or higher, and 40.7% of the population had a bachelor’s degree or higher. The 2015 median household income in The Village was $51,189, relative to $47,437 in Oklahoma County and $46,879 in the State of Oklahoma. It is important to note that the downturn in the oil & gas industry over the last two years may have affected more recent shifts in median household income which may not be captured without the availability of 2016 demographics data.

B. Employment

In terms of employment location, in 2015, 89.5% of The Village residents worked outside The Village municipal limits and had an average commute time of 21.2 minutes. For residents needing to drive for work, 88.5% reported driving alone in a privately used vehicle, with 5.3% of residents carpooling, 5.2% working at home and only 0.3% of combined residents either walking, biking, or using public transportation in their daily commutes.

III. Past Plans, Studies, & Reports

The City of The Village has several past plans, studies, and reports that have been completed, at least one of which has had a major impact on the Civic Area. As part of the planning process, these documents were reviewed and used to guide recommendations for the final The Village Vision recommendations. This review ensures that the planning process has been responsive to the community’s existing plans and, as appropriate, incorporates and builds upon past planning efforts.

In 2006, the City approved The Village Economic Development and Community Revitalization Project Plan, an urban renewal and tax increment financing plan intended to provide funding to help create a village-style town center in the area around City Hall. The goal of the plan was to develop a pedestrian-oriented, mixed-use community, with a range of housing, retail, and office space, as well as attractive park features, with pathways and connections to surrounding neighborhoods and developments. This plan created Increment District No. 1, City of the Village ("TIF 1"), to generate revenues from increases in ad valorem valuation to fund $7,500,000 in land acquisition and development financing assistance and $7,000,000 in additional public infrastructure and facilities improvements.

TIF 1 covers most of the Civic Area, and the budget for public infrastructure and facilities improvements can be used there over the next ten years, subject to outstanding debt. A significant portion of the former apartments property has since been sold to a developer who has developed the Hawthorn neighborhood, consisting of over one hundred single-family homes and townhomes. A portion of the property was sold to Crossings Church for the development of its Community Center on North Pennsylvania Avenue, which provides a variety of health, dental, social, and other services.
The Village Economic Development and Community Revitalization Project Plan was supplemented in 2009 by the City’s adoption of The Village Town Center Economic Development Project Plan, which created a sales tax increment district (“TIF 2”) with boundaries congruent to TIF 1, generating an additional $3,000,000 authorized for the same purposes and budget categories described in The Village Economic Development and Community Revitalization Project Plan, but with a focus on retail development. TIF 2 had a five-year authorization, ending at the conclusion of the fiscal year ending June 30, 2015.

B. Britton Square–May Avenue Redevelopment Plan (2006) and May Avenue and Britton Road Economic Development Project Plan (2014)

After several prominent businesses abandoned the City near the intersection of North May Avenue and West Britton Road, the vacant structures created a blighted influence on the area. To address the decline, in 2006 the City adopted the Britton Square–May Avenue Redevelopment Plan, an urban renewal plan that gave the City authorization to acquire land, construct and repair streets and other public infrastructure in the area, and negotiate development agreements with new businesses.

After an extensive recruitment effort, the City received a commitment from Uptown Grocery, a prominent upscale grocer operating in the Oklahoma City market, to open a new location. The City adopted the May Avenue and Britton Road Economic Development Project Plan in 2014, which allowed for a sales tax increment district (“TIF 3”) to provide financial support for the project. Unlike TIF 1, TIF 3 contains no additional funding authorizations beyond project assistance. Uptown Grocery opened in spring 2016.
C. Butzer-Gardner Planning and Design Efforts (2013)

In 2013, the City hired local Oklahoma City architecture firm Butzer Gardner Architects to conduct a short planning effort focused solely on the TIF 1 Project Area. The goal was to determine a list of improvements that could be completed with funds from the TIF 1 budget, and to develop building design guidelines for new development in the Project Area. After submitting illustrative documents for the proposed improvements and draft design guidelines, the City tabled the effort without formally adopting any of the plans or guidelines.

IV. Public Outreach

A. Summary

From the onset of The Village Vision and throughout the project, the incorporation of public input was key to ultimately recommending physical, regulatory, and program changes to improve The Village. A steering committee was formed and met regularly, interviews with key stakeholders were conducted, two public meetings were held, a public survey was solicited for feedback, and numerous updates were given through newsletters, media, and other sources throughout the process. Because this project was about bettering the quality of life in The Village, public outreach was significant to ensure recommendations matched the primary interests of the community.

B. Steering Committee

A twenty-member steering committee, consisting of residents, non-residents, professional experts, corporate executives, and members of The Village’s elected and appointed public bodies, among others, helped guide the project team toward recommendations that fit the existing make-up and stakeholder interests of the community. The steering committee had six monthly meetings, beginning with visioning exercises for higher level strategic thinking, and leading to topical
meetings discussing municipal finance, public corridors, street design, development codes, best practices in landscapes, and economic development strategies, among other topics.

C. Public Survey

The project team formulated and solicited a survey to the public over a six-week timespan to gather feedback regarding community perception and priorities for the future. With 177 responses to the survey, including 162 from residents of The Village, a wide range of public feedback was received. From the feedback, several clear goals and desires emerged, including a desire for better overall aesthetics and beautification in the three study areas, greater connectivity for walking, biking, and other forms of recreation throughout the city, improvements along the Chisholm Creek channel, a higher quality of commercial development, safer places to walk, bike, and cross along West Britton Road and North May Avenue, and a better mix of retail tenants. It was from these overarching goals that the project team was able to form recommendations that fit community interests and desires.

**Figure 7: Most Commonly used Words from The Village Vision Public Survey**

D. Public Updates, Project Website and Media

A number of other sources were used to promote and receive feedback throughout The Village Vision, including holding public meetings, launching a project website (thevillagevision.com), sending e-mail and ebulletin updates regarding the project, requesting feedback through e-mail, sending automated calls from City Council members, and numerous stories were run in print media, including the OKC Friday and The Journal Record.
V. The Village Vision Recommendations

A. Summary

The Village Vision recommendations are organized into short-, medium-, and long-term recommendations for an easily understandable and implementable path forward. The recommendations should be considered in priority order based on feasibility and estimated timeline for implementation, as well as identification and availability of funding sources. Each recommendation is outlined in further detail in the sections that follow.

**Short-Term Recommendations (0–2 years)**

1. Implement commercial sign code update.
2. Implement landscape code update.
3. Implement development architectural code update.
4. Implement Retail Enhancement Program.
5. Improve West Britton Road streetscape.
   a. Resurface street.
   b. Install 2-way multi-use trail from Pennsylvania Ave to Hefner Pkwy along north side of street.
   c. Reduce curb cuts.
   d. Complete the sidewalk network.
   e. Plant street trees.
6. Improve Civic Area.
   a. Implement landscaping overlay.
   b. Support short-term renovation of The Village Library.
   c. Consider feasibility of converting Village Drive to one-way on each side of the channel for improved walking and cycling connectivity.
7. Rebrand The City of The Village website and marketing material.
8. Design and install community gateway markers.
9. Create new TIF district for former Hertz property to fund public improvements in support of new development.

**Medium-Term Recommendations (3–5 years)**

10. Improve North May Avenue streetscape.
    a. Reduce curb cuts.
b. Complete the sidewalk network.

c. Plant street trees.

11. Improve Civic Area.

a. Complete the sidewalk network.

b. Improve Chisholm Creek channel north of Vineyard Blvd. for increased walkability and water detention.

c. Convert Village Dr. to one-way on each side of the channel (if feasible) to add multi-use trail(s).

**Long-Term Recommendations (6–10 years)**

12. Improve Civic Area.

a. Convert south portion of Vineyard Blvd. streetscape to linear park.

b. Redevelop vacant city parcel to public park.

c. Support long-term expansion of The Village Library.

13. Program the new public park (when complete).

**B. Short-Term Recommendations**

The short-term recommendations for The Village Vision represent a list of projects that could be implemented in the near future, from within **a few months to two years**. The short-term recommendations are considered first within this plan due to the feasibility of near term implementation, and the availability of funding sources. Likewise, within each category, the recommendations are listed in priority order based on feasibility and estimated timeline for implementation, however, the ordering of recommendations does not necessarily represent importance to The Village Vision plan or overall impact.

1. **Implement commercial sign code update.**

One of the most efficient and cost-effective ways a city can improve its community is to ensure its development regulations are providing a quality of development that the community desires. Commercial signage is particularly important in this regard because it plays a prominent role in enhancing, or potentially diminishing, the perception of a community. In addition to conveying needed information for residents and visitors, signs produce value to the businesses being advertised. The extra business translates to increased desirability for surrounding areas and higher tax revenues for the City. It is recommended that the City adopt the sign code submitted simultaneously with this report, which would amend and restate the current Chapter 20 of its Code of Ordinances. Many substantive elements from the existing Chapter 20 would remain in place, but overall the new regulations consist of eight primary elements: (1) increasing permit application submittal requirements; (2) eliminating leniency currently allowed to nonconforming signs; (3) altering the permitted sign categories; (4) reducing the allowable size and scale of signs allowed; (5) increasing the design standards for new signs; (6) reducing excessive
illumination levels; (7) imposing stricter installation methods and maintenance obligations; and (8) providing for a new “Creative Sign” process.

2. Implement landscape code update.

A landscape code covering the entire City is not only a recommendation that can be implemented with efficiency, but is key in shaping the future of the community’s character. Increasing landscape standards provides similar benefits to a sign code update, potentially with even greater importance. The proposed landscape code submitted simultaneously with this report is designed to constitute its own Chapter in The Village Code of Ordinances. It proposes a comprehensive landscaping regulatory scheme focusing on three elements: (1) a points system that allows owners to choose their own landscaping improvements while upgrading overall landscaping quality citywide; (2) establishing landscaping standards for right-of-way improvements that complement the streetscape recommendations described in this report; and (3) increasing parking lot landscaping requirements.

3. Implement development architectural code update.

New regulations in the City’s zoning code concerning architectural and site design can improve the City’s appearance and enhance its brand. To that end, the architectural and site design standards submitted simultaneously with this report are recommended to replace some sections of Chapter 6 of The Village Code of Ordinances. The new standards proposed require more variation and detailing in architectural and site design. Options are provided that allow property owners flexibility in design, and there are relatively few strictly prescribed items.

4. Implement Retail Enhancement Program.

A clear and principled retail recruitment and assistance policy will encourage a better mix of retail tenants and add to the city’s sales tax revenues. Under the Retail Enhancement Program, a business receiving assistance or marked for recruitment would exhibit the following qualities: (1) contributes to the economic vitality of the community by increasing sales and activity; (2) attracts both residents and non-residents as customers; (3) complements existing businesses and services; (4) enhances the appearance and functionality of commercial areas; and (5) exhibits a high level of quality in all aspects of their business. The Retail Enhancement Program should seek long-term investments yielding a net financial gain to the City, ensuring legal enforceability through a “pay for performance” system based on increases in sales tax from that business location.

5. Improve West Britton Road streetscape.

As it runs through The Village City Limits, West Britton Road is in need of repair. Through the utilization of Federal matching funds and other potential grants, West Britton Road has the potential to not only be resurfaced, but has strong potential to be a multi-modal transportation corridor for automobiles, bicyclists, pedestrians, and recreation. It is recommended that an enhancement of the West Britton Road streetscape include the following improvements:
a. **Resurface street.**

West Britton Road is in need of resurfacing. It is recommended that any resurfacing utilize concrete, rather than asphalt, as the primary resurfacing material to ensure long-term utilization.

b. **Install 2-way multi-use trail from Penn Ave to Hefner Pkwy along north side of street.**

To expand Britton beyond its use as a street only for automobiles, it is recommended that a 2-way multi-use trail be installed along the north side of the roadway, from the intersection of West Britton Road and N Penn Ave, to the western edge of The Village city limits. A multi-use path will encourage pedestrians and bicycles of all ages a safe means of traveling along an important connecting commercial corridor through The Village. Through discussions with The City of Oklahoma, there is potential for a long-term connection to Lake Hefner to be established, encouraging a safe, recreational avenue between the lake and the neighborhoods in The Village. Figure 8 shows two examples of multi-use trails along roadways in other communities.

![Figure 8: Multi-Use Trail - Examples](image)

**c. Reduce curb cuts.**

To establish West Britton Road as a safe, and well-used corridor for pedestrians and bicyclists, the reduction of existing curb cuts is highly recommended. A strategic reduction of curb cuts will establish a more continuous connection for walkers and cyclists without detriment to the commercial areas and improve safety by minimizing potential conflicts between automobiles and pedestrians.

d. **Complete the sidewalk network.**

Completing the sidewalk network is key to establishing a highly walkable and bikeable corridor along West Britton Road. The addition and completion of continuous sidewalks was also one of the most highly favored feedback items during the public outreach process.
e. Plant street trees.

Following the recommended adoption of a landscape code update (See: Recommendation 3), the planting of street trees will protect pedestrians and bicyclists, further encourage foot and bike traffic, cool the environment, and add to the overall aesthetic character of the West Britton Road corridor.

6. Improve Civic Area.
   a. Implement landscaping overlay.

Given the unique opportunity The Village has in improving the Civic Area, the implementation of a special landscaping overlay in this area is recommended to further establish this area as a unique place and distinctive destination.
b. Support short-term renovation of The Village Library.

Given the Metropolitan Library System’s plans to upgrade the interior of The Village Library to be more modernized through an open layout concept, The Village has an opportunity to support this short-term renovation by examining the exterior premises and how the public space is utilized. To further establish the Civic Area as a unique place, enhancing the interior and exterior use of The Village Library campus is a great opportunity to showcase the civic amenities available within the area.

c. Consider feasibility of converting Village Drive to one-way on each side of the channel for improved walking and cycling connectivity.

As shown in Figure 11 below, direct connections for multiple modes of travel (walking, biking, automobile, etc.) between the three primary study areas in The Village Vision are currently limited; however, existing roadways present an opportunity to establish multi-modal connections between the Civic Area and West Britton Road. It is recommended that a feasibility analysis be conducted for converting the east and west roadways of Village Drive to one-way on each side of the channel. Under its current configuration, there is little roadway for multiple modes of transportation to safely and easily use this connection. Assuming a conversion is feasible, existing roadway could be utilized for shared use by walkers and cyclists through an on-street, protected path.

**Figure 11: Potential multi-modal, connected corridors through The Village**
7. Rebrand the City of The Village website and marketing material.

An initiative to rebrand The Village, and its corresponding marketing material, will help further establish The Village as a desirable place to live, work, and visit. In the digital era, a website is often viewed as synonymous with quality of provided services. Relatively inexpensive, a rebranding initiative, coupled with an update of marketing tools, such as the City’s website, would further improve the perception of The Village while further enabling residents to navigate to helpful and needed information regarding city services.

8. Design and install community gateway markers.

Following a rebranding initiative, the design and installation of community gateway markers would provide an immediate, and impactful, physical improvement signifying entry points into The Village. Through public feedback, several comments, including those from residents and non-residents, discussed the difficulty in knowing when one is entering or leaving The Village. While other recommendations are meant to establish a distinct character in the built environment over time, gateway markers would provide an immediate display of The Village city limits, assisting residents, and non-residents, alike, in knowing they are in The Village.

9. Create new TIF district for former Hertz property to fund public improvements in support of new development.

When the City adopted The Village Economic Development and Community Revitalization Project Plan in 2006, it included only areas available for redevelopment within the boundaries of TIF 1. At the time, the building located at the northwest corner of Pennsylvania Avenue and Vineyard Boulevard was occupied by Hertz Corporation, and was excluded from those boundaries under the assumption that redevelopment was not likely. However, in 2016, the property was purchased by Love’s, and the prospects for redevelopment have improved. While specific redevelopment plans have yet to be announced, an amendment to The Village Economic Development and Community Revitalization Project Plan that creates a new TIF district covering the Hertz building could be used to fund public infrastructure and provide other assistance needed to support the redevelopment of the site.
C. Medium-Term Recommendations (3–5 Years)

The medium-term recommendations for The Village Vision represent a list of projects that can be implemented within a **three- to five- year** timeframe from submission of this plan.

10. Improve North May Avenue streetscape.
   
   a. **Reduce curb cuts.**

   To enhance walkability along the North May Avenue commercial corridor, it is recommended that a strategic reduction of curb cuts is outlined and implemented to allow for a more continuous path for pedestrians, improving safety by minimizing the potential for conflicts between pedestrians and automobiles.

   **Figure 13: Former Hertz Property, now owned by Love’s Corporation.**

   
   **Figure 14: Examples of Curb Cuts and Missing Sidewalk on North May Avenue**

   b. **Complete the sidewalk network.**

   Following the reduction of curb cuts, completing the sidewalk network will further enhance walkable options for pedestrians, increasing foot traffic to commercial establishments along the North May Avenue corridor and allowing for safe pedestrian corridors to and through The Village.
c. Plant street trees.

Following the recommended adoption of a landscape code update (Recommendation 3), the planting of street trees would protect pedestrians, further enhancing foot traffic by providing a shaded environment for walking, as well as cooling the environment, and improving the overall aesthetic character of the North May Avenue corridor.

**FIGURE 15: ADDITION OF TREES, SIDEWALKS, AND IMPROVED CROSSINGS ON NORTH MAY AVENUE**

11. Improve Civic Area.

d. Complete the sidewalk network.

Given the importance and potential of the Civic Area as a place of gathering, completing the sidewalk network along Vineyard Boulevard, with points of access to the primary civic amenities in this area, is recommended. As the primary opportunity for neighborhood interaction, a highly walkable, and complete connected environment is key to enhancing the area.

e. Improve Chisholm Creek channel north of Vineyard Boulevard for increased walkability and water detention.

As shown in Figure 16 below, the public improvements in the Hawthorn addition within the Civic Area has not only added to the aesthetics of the area, but has given a walking and running path for recreation and enjoyment in close proximity to neighborhoods and the area’s civic amenities. The added connectivity between the neighborhoods and other parts of The Village presents a great example for similar improvements that can be made to the north of Vineyard Boulevard, similarly along the Chisholm Creek channel.
f. Convert Village Drive to one-way on each side of the channel (if feasible) to add multi-use trails.

Following a feasibility analysis of converting Village Drive to one-way on each side of the channel, assuming a conversion is both economically and functionally feasible, an interrupted multi-modal connection could be established between the Civic Area and West Britton Road.

D. Long-Term Recommendations (6–10 Years)

The long-term recommendations for The Village Vision represent a list of projects that can be implemented within a six- to ten- year timeframe from completion of this plan.

12. Improve Civic Area.

Following potential implementation of short- and medium- term recommendations, additional, impactful physical improvements in the Civic Area would allow The Village Vision to be fully realized. The following three recommendations for improving the Civic
Area would solidify this area as the heart of the community; a place for residents of The Village to visit with pride, and an established destination for non-residents.

a. Convert south portion of Vineyard Boulevard streetscape to a linear park.

Through The Village Vision study, traffic counts of the major commercial corridors were studied, and it was determined that Vineyard Boulevard has infrastructure built beyond its functional need. With two lanes of traffic in each direction carrying few cars daily, a two-lane road, with one lane in each direction, would more than suffice. This presents a unique opportunity for The Village. By converting the north two lanes of Vineyard Blvd to two-way traffic, the south two lanes could be reimagined as a linear park. This park could utilize existing hardscape from the lanes to allow for economically feasible improvements to be made, including landscaping and street trees, added shade structures, and other minimal cost improvements such as paint to further establish the linear park as a place for walkers, joggers, skaters or roller-bladers, families with strollers, cyclists, and people enjoying other forms of recreation. As discussed in Recommendation 13, portions of the linear park could be more focused for programming, such as community festivals and other events. Figure 18 shows a concept for conversion to a linear park.

b. Redevelop vacant city parcel to public park.

The city-owned parcel bordered by Vineyard Boulevard, Manchester Drive, Kavanaugh Boulevard, and Kingston Way currently sits without any improvements on its site. Coupled with the recommendation for a linear park along the south portion of existing Vineyard Blvd, there is an opportunity to redevelop the city-owned parcel into a public park, adding a great amenity for social gathering in the heart of the Civic Area. Figure 19 shows a concept for the Civic Park, including a multi-use pavilion, a point of entry for food trucks, and a visible point of demarcation. It is recommended that prior to designing and implementing a public park, the City conduct a thoughtful design process on conditions at the time, including potential private redevelopment in the surrounding area. The greater the connectivity and functional orientation within the Civic Area, the more heightened
the use and functional use the Civic Park will have, not only by residents in close proximity, but in the greater area.

**Figure 19: Civic Park (Concept)**

![Civic Park Concept](image)

c. Support long-term expansion of The Village Library.

As one of the most important civic amenities to The Civic Area, and The Village as a whole, support for the long-term expansion of The Village Library is a key recommendation for The Village Vision. The Metropolitan Library System has indicated that plans will be formulated for an expansion of The Village Library on a timeframe that matches a long-term recommendation under The Village Vision.

13. Program the new public park (when complete).

A park is only as good as its use. Given the ideal location for civic gathering, it is recommended that the new public park be heavily programmed soon after completion. Not only will this bring early awareness to this important project, but will also allow other improvements within the Civic Area to be showcased, utilized, and enjoyed by the greater community. Programming with emphasis on multi-modal forms of mobility, including walking, bicycling, and other forms of recreation, will heighten early community adoption of the new civic amenity.

**VI. Conclusion**

The City of The Village is in a position not unlike many smaller, inner-ring suburban communities across the country. The Village is an established community with many of its residents having lived in the city for a number of years and others new through a relocation or a choice to raise a family or retire. The neighborhoods are attractive, and affordable; the parks are well-used and beloved; the local government is attentive and accessible; the residents are involved and hold pride for the place they call home. However, being in a good place does not mean the future is without change. The streets in The Village are aging; there is little vacant land, meaning most development activity will be redevelopment of existing sites; there is pressure with changing demographics. The Village Vision aims to address the future through proactive, innovative recommendations intended to not only maintain the good standing The Village holds in the Oklahoma City Metro, but to make it an even better place for residents, and non-residents, to live, work, visit, and shop.
The Village Vision outlines a series of recommendations to ensure the level and quality of developed land positively adds to the overall brand of The Village. Through development code updates, physical improvements to the infrastructure of the streets, sidewalks, and Civic Area, added tools to capture tax revenues from development, programs to enhance retail, and processes to rebrand the City of The Village as a place matching the character of the community, The Village Vision recommendations will help ensure a lasting quality and character for the entirety of The Village.