



**SPECIAL MEETING OF BOARD OF DIRECTORS OF
OLMOS PARK ECONOMIC DEVELOPMENT CORPORATION**
November 20, 2011



2007 Scott Day Report - Introduction

- **Laid the way for the development of the EDC.**
- **A feasibility study for the Main Street Approach, developed by The National Trust for Historic Preservation's National Main Street Center.**
 - **The Main Street Model is comprehensive, incremental, and based on principles of self-determination and direct community participation in the revitalization process.**
- **Considered the appropriateness of other revitalization approaches as identified by the steering committee.**



2007 Scott Day Report - Introduction

- **Initial steps toward crafting and implementing a commercial district revitalization strategy which reflects the community's vision, is, achievable and long-lasting**
- **Intended to build on the qualities inherent in the district's historic and traditional commercial architecture to define the district's image and strengthen community spirit and pride.**
- **Recommended that the initial work in early phases be planning-related functions that will make physical change happen in a coordinated manner**

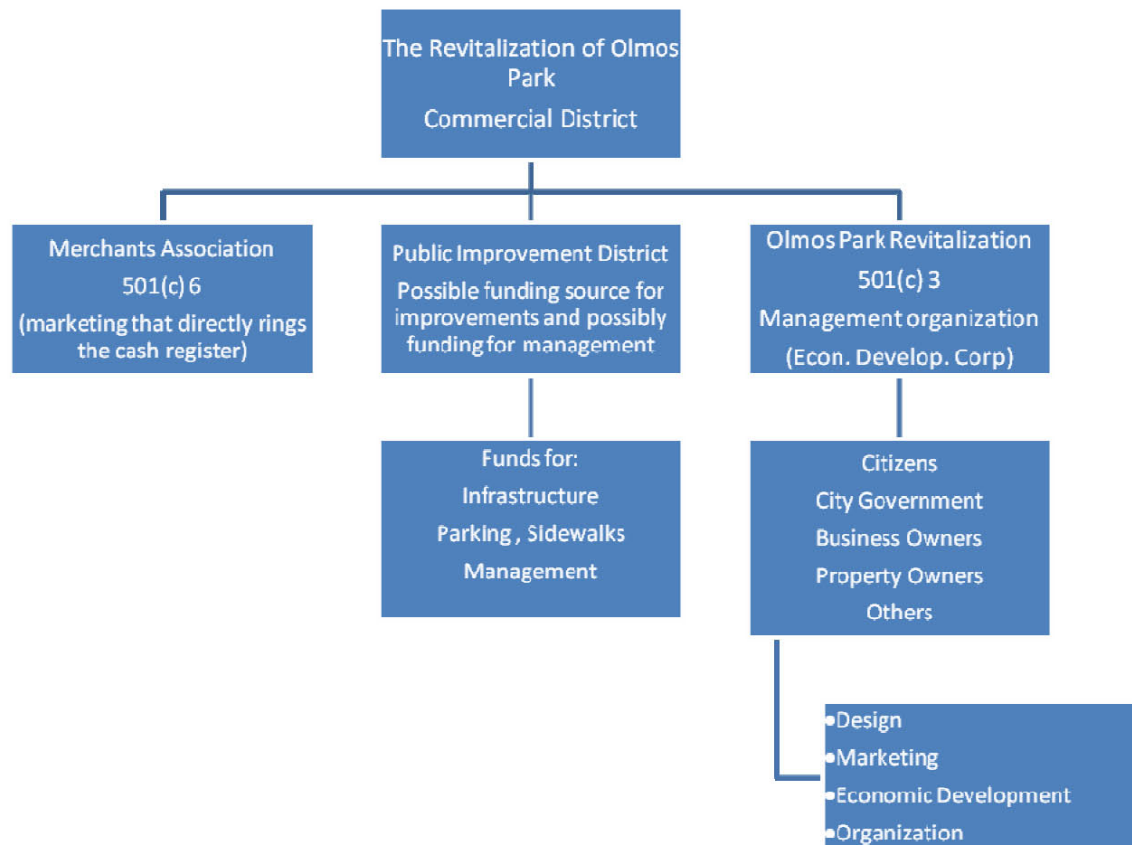


2007 Scott Day Report – **Key Recommendations**

- **Develop a Request for Proposals for an Olmos Park Commercial District MasterPlan.**
 - Intended to be the starting point for the revitalization effort.
- **Establish a Merchants Association and a Non-Profit Revitalization Organization.**
- **Secure Funding for the Revitalization Organization**
 - A blend of funds recommended from the private sector, public sector, and memberships from the general public
- **Consider the Establishment of a Public Improvement District (PID).**



2007 Scott Day Report – Organization Recommendations





2007 Scott Day Report – **Organization Recommendations**

- Gave numerous recommendations on Public Relations for the Revitalization Process
- “Start slow and articulate a vision” – have an identity
- Laid out three essential roles of EDC Board: planning and coordination, fund raising, and program accountability.
- Suggested “first years work plan should try include easy-to-implement, low-cost, and uncontroversial projects. Doing so will allow the revitalization effort to generate emotional and capital support for the effort.
- Suggested subcommittees for EDC: *Public Relations, Design, Marketing-Promotions, and Economic Restructuring*



2007 Scott Day Report – **Promotion Recommendations**

- **Image development**
- **Working with the media**
- **Economic facts to promote**
- **Shaping an image**
- **Special events**
- **History**
- **Retail promotions**



2007 Scott Day Report – Economic Restructuring Recommendations

- **Four types of objectives identified:**
 - **Business Retention**
 - **Market Analysis**
 - **Business Recruitment**
 - **Property Development**
- **Economic Restructuring Committee recommendations:**
 - **Gather basic data**
 - **Begin documenting business resources**
 - **Help businesses network with one another**
 - **Plan for market analysis**
 - **Begin Tracking investment**
 - **Look regionally for business recruitment opportunities**



2007 Scott Day Report – **Design**

- **Marked these points as those that would require more research.**
 - **Decision A: Location of Primary Pedestrian Route**
 - **Decision B: Street Cross Section**
 - **Decision C: Building Setback**
 - **Decision D: Height and Density**
 - **Decision E: Location of Utility Lines**
- **Set out Three Options:**
 - **Fix things up as they currently exit.**
 - **Phased implementation over years and geographic regions.**
 - **Establish new development codes and build to those standards.**



2007 Scott Day Report – **Design**

- **Short-term projects – “Clean and Green” & Upgrade Entryways**
- **Building Resources**
- **Storefront Improvements**
- **Update Sign Ordinance**
- **Parking Lot Landscaping Code**
- **Managing Parking**



**SUMMARY OF PROST MARKETING, INC
STAKEHOLDER RESEERARCH AND NEXT STEPS
REGARDING THE VISION AND MASTER PLAN
PREPARED FOR OLMOS PARK CITY COUNCIL
MAY 2011 - FINAL**



SITUATION ANALYSIS/BASIS FOR OPINION RESEARCH PROJECT:

- **The Master Plan and Vision was developed during the spring / summer of 2010. Upon completion and publication, the “conceptual draft” Plan met with a variety of questions and requests for further clarifications.**
- **It appeared that the Plan had not achieved broad support and buy-in from OP stakeholders and it had become the center of much debate in the community as to whether its recommendations reflect the opinions and best interests of the entire OP community.**
- **As such, the document was never put on the Council agenda for a vote.**



- **The in-going assumptions of the Plan were never statistically validated – they and the Plan itself were primarily gathered via a qualitative/focus group Charrette process.**
 - **Charrette attendees were not necessarily representative of all the stakeholder groups (130 or so participants attended, including consultants); many who did attend felt their suggestions were disregarded.**
 - **Online resident survey by Scott Day reflected a relatively small sample size, was not inclusive, and did not cover all the needed data.**



- **Businesses/merchants not quantitatively surveyed, many felt slighted.**
- **Property owners (as a segment) were not included in the original Vision Plan project as a specific stakeholder group**
- **When undertaking a project of this nature, representation from all key stakeholders is paramount to ensure the ending product reflects the needs and desires of the stakeholders.**



PURPOSE OF OPINION SURVEY PROJECT:

- The goal of the opinion survey project was to obtain the next phase of feedback regarding the (DRAFT) Olmos Park Vision and Master Plan.
- The purpose was to ascertain feedback from each of the stakeholder groups about the various aspects of the Plan, from the assumptions/goals to specifics in the Plan, such as modifying the roundabout, rerouting Olmos Drive, narrowing McCullough, angled back-in parking, etc.
- The ending intent was to determine which, if any, aspects of the Plan would have consensus so that Plan refinements could be made and the community move forward to improve the McCullough business district.



OLMOS PARK STAKEHOLDER GROUPS PARTICIPATING IN THE STUDY

- **Single Family Residents** – segmented by sub-geographic location within Olmos Park
- **Multi-Family Residents**– Apartment Dwellers
- **Commercial Business Managers/Owners** - McCullough/Olmos and Contiguous_
- **Property Owners** - along McCullough/Olmos
- **City Staff** – City Manager, fire, police
- The importance of also including other segments (i.e., shoppers to the area, those that live contiguous to OP) was discussed, but was outside the budget and scope to include at this juncture.



METHODOLOGY PROCESS:

- **Five survey instruments were developed – one for each stakeholder segment.**
- **The research committee consisted of Pat Semmes, Jeff Judson and Deb Prost (Prost Marketing, Inc.)**
- **The five surveys were reviewed and survey questions were refined The survey was pre-tested.**
- **The research committee provided approval for the questionnaire and the “out of pocket” expenditure budget.**
- **A pre-notification letter mailed out from the Mayor.**
- **The survey packet was then mailed with a postage paid envelope for ease of return of the questionnaire.**



RESPONSE RATE:

- **An unprecedented 53% of Olmos Park households seized the opportunity to participate in the survey. This rate is about triple typical survey response rates.**
- **Response rates among the business segments were very high as well.**
- **Overall nearly 500 stakeholders participated, a highly statistically significant base (quadruple the number participating in the Charettes).**



KEY FINDINGS:

- **The survey found significant consensus on many Plan proposals – both items for further study and those that should be abandoned. Results from each of the stakeholder segments mirrored each other on nearly all the key Vision Plan points.**
- **Residents favor improving the variety and attractiveness of McCullough businesses through beautification and landscaping efforts, but generally, not as a trade off to the serenity and quiet ambiance defining the character, charm, and lifestyle of OP or if taxes are raised.**



- Residents (85%) are overwhelmingly satisfied with the effectiveness of the roundabout to facilitate traffic circulation, and the vast majority (75%) does not want it modified, including installing signal lights.
- 69% strongly oppose rerouting Olmos Drive for a town green.
- More than 50% felt that other Plan recommendations, including a central parking garage, shared parking systems, positioning OP as a “main street” shopping destination, or the erection of dense mixed use buildings were not appropriate for Olmos Park to pursue.



- **About 7 in 10 prefer McCullough be striped with a middle turn lane, with pedestrian friendly sidewalks on the West side. 65%-70% were negative about the concept of angled back-in or parallel parking.**
- **Residents (90%+) resoundingly want detailed information on costs, sources of funds, ordinance or zoning changes, etc., with ample opportunity on-going to shape and refine implementation options.**



- Residents (71%-78%) are fairly well satisfied with the safety, ease, and availability of parking, the quality of the now existing shops/establishments.
- Nearly all residents currently drive to the retail establishments, although a small minority walk or bike. There is a small likelihood residents would be more likely to walk or stroll if McCullough was more pedestrian friendly.
- Further study of possible bike lanes or routes in the neighborhood is acceptable.



- **There is a good level of support to require business facades (especially new) to be designed within a range of acceptable architectural styles and there was support to consider establishing a consulting architectural review board.**
- **Residents feel private investors and developers should pay for sidewalks and landscaping, and feel the Vision Plan should NOT dictate the type of businesses for a particular area.**



- **If the plan is implemented as presented, residents expressed concerned about deterioration in their quality of life, increased congestion, and increased traffic in residential streets, reduced parking accessibility and increased property taxes.**
- **When specifically asked if it is a proper role of the City, there was mixed agreement that the role is to revise/update codes or ordinances. Any code/ ordinance that is to be updated should include substantial resident input.**



- The east/residential side of McCullough should be protected and addressed as a separate area since the current multi-family structures on the “end caps” of the 100 block streets directly abut residential homes.
- OP residents would like to see the multi-family properties improved.



- **It should be noted there were 259 single family resident comments/verbatims written on the back of the survey document – which embellish the quantitative data:**
 - **Approximately 75% expressed concern about the Vision Plan; about 20% expressed support of the Vision Plan; the remaining agreed with some items and disagreed with others, and a few made miscellaneous comments**



RECOMMENDATIONS OF RESEARCH PROJECT

- The current version of the Master Plan and Vision was described as a “conceptual draft” and should be considered as such.
- Council should send the Plan back to the EDC, request they revise it or start over to realistically reflect stakeholder desires, include further stakeholder opportunities for review, then re-present a revised Plan.
 - Items that were met with significant community resistance should be shelved.



RECOMMENDATIONS OF RESEARCH PROJECT

- **Conduct an engineering survey/study of McCullough to ascertain the options available in its development and road layout, and how extended sidewalks could actually work within the available space.**
- **Define a pilot study of one area or one potential project; fully flesh it out – via impact studies, economic projections, costs, funding options, impact on property taxes, etc.**



RECOMMENDATIONS OF RESEARCH PROJECT

- **Several of the highest priority goals -- including landscaping, studying utilities, widening sidewalks while also making McCullough three striped lanes, improving business signage, recruiting more businesses to McCullough – will require further studies and analysis.**
- **Clearly define, then initiate the process of beginning to evaluate these goals and study the specifics.**



RECOMMENDATIONS OF RESEARCH PROJECT

- **Set up a clear process for project implementation that will include how the recommendation will be reviewed and vetted (including a resident review committee), approval processes with City Council, coordination with P & Z, when/ how residents will review and provide their final feedback, etc.**
- **Develop a dialogue with willing multi-family property developers who “feel it is the right time” to make needed improvements in the multi-family area.**



OVERALL SUMMARY OF RESEARCH PROJECT

- In sum, the survey was a high participation step in the development/feedback process regarding the Vision/Master Plan.
- There is agreement to improve the attractiveness of McCullough, with solid preferences and consensus on which aspects to proceed with.
- The study provides an excellent roadmap to select key pieces from the Plan, so that the community can maintain the ambiance of the residential area while moving forward with McCullough improvements an economically feasible manner.



**HISTORY OF BALLOT VOTE
AND
KEY MOTIONS**



WORDING ON THE BALLOT TO FORM THE EDC

- **The Economic Development Corporation is a nonprofit organization formed by action of the City Council as sanctioned by the voters in the November, 2008 election. The Corporation receives 1/4 % sales tax from the City of Olmos Park for economic development and maintenance for business enterprises as approved by the Council. The proposition on the ballot read,**
- ***Shall the City Council of the City of Olmos Park, Texas adopt a Section 4B local sales and use tax in the City of Olmos Park, Texas at the rate of one-fourth of one percent to undertake any statute-authorized projects as described in Section 4B of the Development Corporation Act of 1979 as amended that will promote new or expanded business enterprises, and the maintenance and operation expenses for any such projects?***



KEY MOTIONS - May 19, 2011 Council Meeting

- Councilman Allen moved that **“the City Council of the City of Olmos Park officially accept the completed results, Summary, and Action Plan of the Community Opinion Survey regarding the “Olmos Park Vision and Master Plan” as conducted and presented by Deb Prost and Prost Marketing and will utilize the results, analysis, and recommendations when studying or proposing improvements for the McCullough corridor and the multi-family areas in Olmos Park.”**



KEY MOTIONS - May 19, 2011 Council Meeting

- Councilman Allen moved that **“the City Council of the City of Olmos Park ask the Economic Development Corporation to reconsider the November 2010 draft “Olmos Park Vision and Master Plan” and bring their proposals into closer alignment with the desires of the citizens of Olmos Park, as expressed in the Community Opinion Survey presented by Prost Marketing, Inc., beginning with those items that were considered the highest priority goals and including studies to determine the options available for the McCullough corridor”.**



KEY MOTIONS - May 19, 2011 Council Meeting

- Councilwoman Semmes made a motion to amend Councilman's Allen motion **to ask the Economic Development Corporation to withdraw their request for City Council to accept the Olmos Park Vision and Master Plan as requested in November and to consider the results of the survey in future proposals to the City Council.** Councilman Allen seconded her motion. The vote in favor was unanimous.



OTHER KEY MOTIONS – RELATING TO MASTER PLAN

- **Planning and Zoning passed Resolution 2011-01 on Jan 6, 2011 related to the Vision and Master Plan**
- **Discussion and motion made/withdrawn, and alternate motion made and passed on May 24, 2011 by the EDC.**



Kenneth Farrimond - June 16, 2011 Council Meeting

That the City Council of the City of Olmos Park advises the Olmos Park Economic Development Corporation that it will expect proposals to meet the following criteria only when said proposals fulfill the following criteria:

- **Each proposal must consist of a single project;**
- **Each proposal project must be supported by a majority of the citizens of Olmos Park as shown in the Prost Marketing Community Opinion Survey results, Summary and Action Plan as accepted by the City Council at its May 19, 2011 meeting;**
- **Each proposed project must be accompanied by documentation of all appropriate surveys, studies, and other measures necessary for the implementation of said project;**



Kenneth Farrimond - June 16, 2011 Council Meeting

- **Each proposed project must be accompanied by a detailed professional estimated analysis of the total cost of implementation of said project and proposed funding sources for that cost;**
- **Each proposed project must be accompanied by a professional estimated time line for completion of said project and this time line must include each phase of said project with a description of the impact of each phase on the infrastructure of the City of Olmos Park**



**MISSION STATEMENT INPUT
FROM COUNCIL AND EDC MEMBERS**



MISSION STATEMENT INPUT

- To transform the Olmos Park commercial corridor to a place that is fitting of the quality of the neighborhood for the enjoyment of residents and the surrounding community. Success will be evident by the pride and use of place; which will be accompanied by increased sales tax revenue.
- Aside from our charge under state law, I would like to see language to the effect that whatever projects the EDC undertakes are done so with input from the citizens and private property owners of Olmos Park.
- “Improve aesthetics of McCullough in an economically feasible manner while maintaining the character of the residential area



MISSION STATEMENT INPUT

- Based upon the survey responses, it seems evident that the residents and the business community would like to have an approach to improving the business district that would address having an accurate physical survey of the McCullough business district, some practical projects that would improve the businesses, an accounting of the cost of any projects and the involvement of the community before any broad based visions are proposed.
- To undertake projects for improvements that will enhance the business district.
- Naming our mission for example “Olmos Park Vision 2020” to help in identifying, branding, and prioritizing our mission



MISSION STATEMENT INPUT

- A good read are Pages 39-69 of the EDC Handbook available on the Texas Attorney General Website.
- To beautify McCullough, make it more pedestrian friendly, develop suggested building standards and uniform codes that would improve the visual appeal of the corridor, and enhance the commercial value through these improvements. I do NOT think the EDC should subsidize development or become involved in selecting particular businesses as part of its planning process.



MISSION STATEMENT INPUT

- Improve the physical look and feel of the Olmos Park Business and Multi-family Districts per input on the Prost Survey from residents, businesses and land owners, while maintaining the quality of life of Olmos Park residents. The goal is to have a vibrant and aesthetically-pleasing business sector so that the tax base will be enhanced.
- Values: Collaboration partnership professional studies balance maintenance innovative funding sources... Trust... Responsibility..... Fiscally prudent
- To improve the appearance of the commercial district which will help existing businesses and attract new businesses.



MISSION STATEMENT INPUT

- To assist business owners in beautifying the McCullough Ave business district in a relatively inexpensive manner
- ***PURPOSE of the OP EDC was established by the VOTERS in November 2008 and states "...to undertake any statute authorized projects as described in Section 4B of the Development Corporation Act of 1979 as amended that will promote new or expanded business enterprises and the maintenance and operation expenses for any such projects."***