BOLD VISION

VISION ARDMORE 2025

A Community Strategic Plan

Economic Vitality
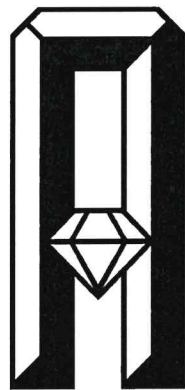
Community

Events & Tourism

Education

Healthcare

VISION ARDMORE 2◆25

Economic Vitality

AREA ECONOMIC DEVELOPMENT AND GROWTH

Ardmore has a nationally recognized program assuring future economic viability for our community. Our support system allows existing business & industry to remain competitive in the world economy through modernization and growth. Entrepreneurial development is encouraged through a myriad of programs in the community that foster growth. New business and industry are centered on advanced manufacturing, international logistic and sectors that bring competitive jobs to Ardmore.

Ardmore markets our airport as a premier tri-modal facility with access to the entire globe from Southern Oklahoma. Ardmore's strategic location between Dallas and Oklahoma City with rail, interstate and air access allows businesses to reach clients nationally and worldwide. The focus will be on the growth and development of the existing infrastructure. Expansion is paramount to the success of the Airpark.

GOALS:

1. Annually identify workforce needs of top 15 employers
   - Resources: Southern Tech to report human resources data on needs of employers
   - Champions: Southern Tech
2. Develop Career Awareness Program, including High School Apprenticeships that address high demand areas including aviation specific skills by 2020-2021 academic year.
   - Resources: Area K-12 School Systems, Southern Tech, University Center of Southern Oklahoma, Boy Scouts
3. Foster Local Entrepreneur Community through the development of co-working and maker's space, guidance and incentives by 2022
   - Resources: Southern Tech, OSBDC, University Partners (Langston University)
   - Champions: Southern Tech

AIRPARK AND AEROSPACE DEVELOPMENT

4. Develop cargo and transport services at Ardmore Municipal Airport (Airpark) which include attraction of company to develop aviation or tri-modal hub – initial phase 2020
   - Resources: Oklahoma Department of Commerce, creation of specific marketing strategy for Air Park
   - Champions: Ardmore Development Authority & Utility Partners
5. Investigate energy related industry businesses expansion to airpark property
   - Resources: Ardmore Development Authority
   - Champions: Ardmore Development Authority; timeframe - 2024
6. Develop complementary aerospace services (General Aviation Maintenance, Jump School, Flight school resulting in creation of aerospace jobs (150+) with initial phase completed in 2022

- Resources: Southern Oklahoma Technology Center, University Center of Southern Oklahoma, Boy Scouts
- Champions: Ardmore Development Authority

7. Continue efforts to increase traffic counts and based aircraft as well as promoting existing aviation tenants' growth
    - Resources: Creation of specific marketing plan for Air Park
    - Champions: Ardmore Development Authority
8. Develop regional Air Taxi Services by 2025
    - Resources: Ardmore Development Authority
    - Champions: Ardmore Development Authority & FBO Operator
9. Increase community awareness through a fly-in/airshow by 2021
    - Resources: Tourism Authority, Ardmore Development Authority
    - Champions: Tourism Authority, Ardmore Development Authority & FBO Operator

RETAIL GROWTH AND DEVELOPMENT

Southern Oklahoma's trade center is Ardmore. New retail centers are developed, and older centers are re-developed and upgraded, including exciting redevelopment in downtown providing shopping experiences from unique boutiques to large shopping emporiums. Ardmore is magnet to food enthusiasts, bringing in chefs who work with local farmers creating farm to table eating experiences. Ardmore is continually revitalizing its downtown through the creation of a re-development district. A haven for the arts and historic preservation, Ardmore's downtown also is a growing entertainment area that has created an atmosphere conducive to attracting "urban dwellers."

GOALS:

DOWNTOWN

1. One building per year- with façade grant program and create consortiums to buy decaying buildings downtown and stabilize/improve the facades.
    - Resources: Tax incentives and grant programs for reconstruction/upgrades to current code; Main Street Authority; Chamber of Commerce; Tourism Authority
    - Champions: City of Ardmore; building owners

2. Recruit a variety of unique dining options to Downtown adding one per year such as:
    i. Rooftop or Outdoor Restaurant Venues
    ii. Chefs to offer farm to table eateries
    iii. Brewhouse style restaurant
    - Resources: Consultant Study on demand; Ardmore Main Street, Ardmore Chamber, Development & Tourism Authority; tax incentive/grants; commercial developers
    - Champions: Ardmore Main Street, Chamber & City of Ardmore

3. Coordinate events with downtown and encourage stores to stay open after 5:00 p.m. by 2021.
   - Resources: Main Street Authority;
   - Champions: Jeff DiMiceli, Chamber of Commerce

4. Add a downtown market/ convenience store by 2021.
   - Resources: Tax incentives; demographics & economic justification; commercial developer
   - Champions: Ardmore Main Street, Chamber & City of Ardmore

COMMUNITY

5. Recruit national chain grocery store by 2023 with an additional low-cost option for SE Ardmore by 2025
   - Resources: Tax incentives; economic data supporting demand/need; City of Ardmore and Chamber of Commerce
   - Champions: City of Ardmore, Chamber & Realtor/Developer

6. Recruit a chain restaurant every year (Babe's, Panera, Buffalo Wild Wings, Olivieto, Potbelly Sandwiches, Torchy's Tacos, Fazolis, Wing Stop, Feast! - A food buffet style eatery).
   - Resources: Needs analysis/economic justification, City of Ardmore, Chamber, and Commercial Developers
   - Champions: City of Ardmore, Chamber & Realtor/Developer

7. Recruit new retail that includes:
   i. 1 national shoe store by 2023 (DSW, Metro Shoe).
   ii. 1 national discount chain every 2 years (Burlington Coat Factory, Marshall's).
   iii. Sam's Club or Costco by 2025.
   - Resources: Tax incentives; positive economic data indicating demand; City of Ardmore and Chamber of Commerce
   - Champions: City of Ardmore, Chamber & Realtor/Developer

Education

K-12

Ardmore, through development over the years, has the most efficient and productive method for delivery of education service, innovative programs, rigor, accountability, modern facilities, quality teachers and a high level of parental involvement and public support allowing our schools to excel. Our well-rounded programs serve all ages. Pre-school programs prepare children for academic success as they encounter the K-12 system. A parent coordinator will oversee a variety of activities to engage the entire family in student success. The new behavioral trauma center will address the challenges many students face.

GOALS:
1. Improvement in all categories of the School Report Cards by implementation of programs with validated success in increasing student achievement
   - Programs implemented in school year 2021-22
   - Results measured and reported to community
   - Resources: Education initiatives (Education Trust, US Chamber Foundation, Education professionals)
   - Champions: School District Leadership, Parents, Foundation Leadership

2. Collaboration and Resource Sharing between local districts to afford all student access to the highest quality instruction by 2021-2022 Academic Year. Creation of "Magnet Campuses" would allow better utilization for students with special needs, AP Programming, the Arts and interests such as FFA.
   - Resources: Existing models of resource sharing; local district leadership; State Department of Education
   - Champions: Local District leadership – administration and school boards; local business and industry

3. Behavioral Program Learning Center(health) 2021.
   - Resources: Existing county programs who handle K-12 students; grant money; federal funding
4. Champions: School Administration; Community Mental Health Professionals; Parents of impacted children

5. STEM – Automation, Aerospace Programs instituted in area schools by 2021.
   - Resources: School Districts - offer years 1 & 2
                Southern Tech - offer years 3 &4
   - Champions: Public Schools, Southern Tech, Ardmore Chamber of Commerce, Ardmore Development Authority

6. Continue County Sales Tax for Education and reauthorize in 2023.
   - Resources: County Commissioners (agenda to call election by summer 2022); Grass roots campaign.

- Champions: Ardmore Chamber of Commerce, Carter County Commissioners, Carter County School Districts, parents.
7. Attain 100% high school graduation rate by 2025 with 100% student enrollment in post-secondary education, training, or military service.
   - Resources: Proven, data driven programs to incorporate in all area schools
   - Champions: School Districts, Southern Tech, UCSO and Workforce

HIGHER EDUCATION

The University Center of Southern Oklahoma, with partner institutions, offers a variety of four-year and graduate degrees. Classes are available onsite or online to meet the needs of modern students, with excellent resources to support both students and instructors. Enrollees at UCSO can prepare for in-demand careers without leaving their hometown and additional opportunities attract students to move to Ardmore to attend college.

GOALS:
1. Annually increase four-year degree and master programs and community/continuing education classes by at least one program per year (four by 2022 and an additional three by 2025).
   - Resources: Promotion through marketing channels and recruiting to fill classes; community financial support for building and maintenance (example: city or ad valorem), new equipment for excellent services for faculty and students
   - Champions: University Center and Board of Trustees; Southern Oklahoma Higher Education Foundation

2. Add 2 new partner institutions with four-year degree and master level programs at UCSO by 2021.
   - Resources: Facilities and equipment technology, sell benefits to regents, data on employee needs
   - Champions: UCSO

3. Pursue student housing partnerships to create options by 2021; provide on-campus dorms by 2025.
   - Resources: Funding (Director of Development), Community partners with housing options (complex) in proximity, pursue development partner to build/manage on-campus units until ROI returned, then turn over to UCSO
   - Champions: UCSO

4. Expand campus by 2022: New Building.
   - Resources: Federal and state grant opportunities, legislative support, state Board of Regents support
   - Champions: UCSO

Community

•Attainable Housing	•Community Relations
•Infrastructure	•Recycling/Beautification

ATTAINABLE HOUSING

All socioeconomic levels have attainable housing in Ardmore. Throughout the community, housing options will be available to all citizens. Housing is provided through community resources for individuals that are reintegrating back into the area after incarceration or transition from halfway houses.

GOALS:

1. Add 80 single family houses in the $150,000 - $250,000 range by 2025 throughout the City.
   - Resources: Replicate Hickory Ridge; Realtors, taskforce of subject matter experts
   - Champions: City of Ardmore, Ardmore Development Authority

2. Increase the number of affordable multifamily options available, including potential housing for UCSO students by 2022
   - Resources: Local developers, City and ADA
   Champions: ADA & City

3. Increase housing options for formerly incarcerated citizens by 2022
   - Resources: Chickasaw Nation (collaborate with Housing Authority and reintegration program); Creation of Ardmore Housing to enable felon-friendly/less restrictive housing options
   - Champions: Local Developers, Chickasaw Nation, Department of Human Services, City of Ardmore

INFRASTRUCTURE

Ardmore's unique approach to finding regional solutions not only assisted our city but has also assisted nearby communities in meeting infrastructure challenges for the future. Our modern multi-modal inter and intrastate transportation systems provide for efficient, easy and energy saving flow of traffic.

GOALS:
1. Develop and implement walkability plan in 5 years, including:
   - Improve existing bike lanes with center stripe in high traffic streets by 2022
   - Expand streetscape 2 blocks per year (Central Park to Washington)
   - Have Safe and comfortable walkways, adding at least 20 miles of new paved walking/biking trails by 2025
   - Reinstate Trails and Greenway Committee

- Resources: City of Ardmore, Department of Transportation (Grants), Carter County Health Department and TSET Resources and Private Foundations
- Champions: City of Ardmore, Ardmore Institute of Health, Mercy

2. Storm water drainage improvement plan by 2025.
   - Resources: City of Ardmore, Oklahoma Water Resources Board
   - Champions: City of Ardmore – Public Works

3. Upgrades to Rural Water System to allow access for both residential and commercial customers. Twenty percent of the distribution system (water lines) should be upgraded each year beginning in 2021.
   - Resources: SOWC, USDA, EDA and Oklahoma Water Resources Board
   - Champions: SOWC

4. Create a more consistent and thorough public transportation system by expanding SORTS or starting a new program by 2021.
   - Resources: Big Five Community Services, SORTS, RSVP, Chickasaw Nation
   - Champions: SORTS, Chickasaw Nation

5. Increase and upgrade street lighting within the City limits with LED/ energy efficient lights by 25% per year by 2023.
   - Resources: OG&E, City of Ardmore
   - Champions: City of Ardmore & OG&E

COMMUNITY

The community of Ardmore is one of inclusive nature that values diversity and supports unity through the sharing of information and ideas. Our citizens respect the opinions of others and work cooperatively to make Ardmore a better place to live, work and play regardless of socioeconomic status, mental and physical challenges.

GOALS:
1. Increase participation in current ESL classes by 10% annually.
   - Resources: Ardmore Public Library, New Dimension Literacy Council, local churches,
   - Champions: Ardmore Public Library; Elizabeth Gaylor, Head of Services
2.. Institute program for schools/community addressing race relations
   - Engage the U.S. Department of Justice Community Relations Service to assist with convening a meeting of groups within the community and facilitate the development of programming to address solutions
   - Set the initial gathering fall of 2020.

3. Increase capacity and ability to service more homeless by 2022.

   - Resources: Foundation & community funding, land for capital & operational budget
   - Champions: Charitable organizations/faith community to support operations; multi-area task force.

4. Establish a Veteran's Program for homeless veterans by 2022. Examples would include the City forgiveness of liens; availability of condemned city lots.
    - Resources: Veterans Administration; local veteran organizations & resources; programs for veterans like Habitat for Humanity
    - Champions: Local veterans' organizations; Local Real Estate Agents; Department of Veterans Affairs

5. Create training and educational programming for all area law enforcement to address issues related to the homeless by summer of 2020.
    - Resources: Mental Health professionals, FOP, OK Municipal League.
    - Champions: Ardmore Police Department, Mental Health agencies

6. Reinstate the Ministerial Alliance as a Faith Leaders Alliance by the end of 2020.
    - Resources: Churches, ministers, congregation members
    - Champions: Congregations in Ardmore; individuals willing to lead the group and are willing to work across all faith denominations to accomplish goals

7. Coordination with Tourism on the development, promotion and incorporation of cultural activities into a variety of events that will encourage diversity and inclusion of all citizens.

RECYCLING & BEAUTIFICATION

Leading the way in Southern Oklahoma, Ardmore is a green community with many LEED certified facilities. Attractive entrances invite visitors and an aesthetically pleasing way find system guides them to many local venues. Our eco-friendly community protects and enhances the environment and we use our resource wisely. We are proud to have a governing body that support recycling efforts in Ardmore.

GOALS:
1. Establish a community-wide education program with attainable goals for recycling by 2021.
    - Resources: Keep Oklahoma Beautiful Programming that provides community education on stopping use of plastic bottles; finding a commercial recycling firm to help the community achieve a recycling program that can be a success; school engagement, media, and community support.
    - Champions: City leadership, Ardmore Beautiful Council, MTC Credit Union, Michelin, Ardmore Clean Team.

2. Have at least 5 new murals/ sculptures per year through 2025 and complete painting of all Ardmore fire hydrants and dumpsters by 2025
    - Resources: Create Ardmore to coordinate, provide materials and encourage artists for fire hydrants; Ardmore Beautification to provide additional support. Area home improvement centers provide low or no cost supplies.
    - Champions: ABC (three murals currently in the works)
        Create Ardmore is organizing fire hydrants
        City of Ardmore to provide assistance

3. Implement a community wide trash pickup twice per year.
   - Resources: Organizations committed to recruit volunteers; communication; involve schools (extra credit/public service volunteer hours); summer clean-up program with incentives for participation; funding for bags, gloves, and pick-up supplies; community-wide neighborhoods tie-in with Operation Pride
   - Champions: Ardmore Clean Team; Ardmore Beautification Council, Keep Oklahoma Beautiful; City of Ardmore; area schools

4. Raise the canopy of existing trees over streets beginning in 2020.
   - Resources: City of Ardmore; Oklahoma Forestry Department; homeowners; ABC/OSU host program
   - Champions: ABC
                 Ardmore Tree Board
                 Oklahoma Department of Forestry

HEALTHCARE

•Facilities   • Mental Health   •Lifestyles

HEALTH CARE

The preferred destination for healthcare needs is Ardmore. The community is focused on providing premiere facilities, equipment, services, medical professions and staff for all medical and behavioral healthcare services. Ardmore will be recognized as healthy lifestyles community.

GOALS:
1. Establish a 522 EMS District for long-term funding of local emergency medical services by 2022.
   - Resources: Political campaign, educate the public on need, establish a task force, create a marketing campaign, create a marketing message, as to need, focus groups or round tables
   - Champions: Southern Oklahoma Ambulance Service

2. Recruit 2 new specialists per year through 2025 (such as Psychiatrist, OBGYN, Gastro).
   - Resources: Incentive Packages; local professionals' engagement with prospects; medical school referrals; Quality of Life video
   - Champions: Mercy – Daryle Voss, Chamber of Commerce, CEO Roundtable

3. Build a new wellness center for Good Shepherd by 2022.

   - Resources: Sources of funding; construction manager, builder/contractor; sale or demo current facility, additional team members from community
   - Champions: Good Shepherd–Teresa Myers; Local Foundations/Medical Community

4. Build a new crisis stabilization unit by 2025 (Lighthouse).
   i. Resources: Sources of funding; Securing a location (rent Mercy space; new space), securing adequate professionals to staff facility.
   ii. Champions: Lighthouse Leadership and other Mental Health Professionals

5. Reduce suicide rate in Carter County by 20% by 2025.
   i. Resources: Organizations to offer suicide prevention training; SHRM (HR Professionals) "train the trainer"; engage in training for teachers and students with strong "buy-in" from schools; more healthcare facilities, public awareness campaign
   ii. Champions: Sara's project, schools, HR Professionals, law enforcement, behavioral health organizations

6. Establish a Behavioral Health Court. By 2024
    i. Resources: Law enforcement, Court officials, community, employers
        1. Determine an effective model for implementation
    ii. Champions: Lighthouse – Jessica Pfau, Kevin Norris

7. Build new Emergency Department at Mercy with 18-26 beds and relocate GI to Emergency Department by 2024.
    i. Resources: $25 million from community and development support for capital campaign with matching/additional support to Mercy
    ii. Champions: Mercy – Daryle Voss; local board leadership

EVENTS & TOURISM

- Festival
- Regional Park

- Sports
- Family Events

EVENTS & TOURISM

Easy access by automobile, train or plane leads to excellent opportunities to experience Ardmore. Distinctive shopping, lodging and dining, as well as annual events will draw people in to Ardmore as a destination. These unique options will be promoted to consumers outside the area. Ardmore's central location to numerous lakes and vast parks provide excellent leisure opportunities and easy access to healthy lifestyle experiences will benefit both visitors and citizens alike.

GOALS:

1. Create a Major Cultural Event by May 2021.
   - Resources: Large area (Regional Park), Timing (May 2021), volunteer army (Kiwanis, Rotary, Scouts, Chamber of Commerce, Comm Chair and organization, sponsorships, representatives from each diversity group, central point, event consultant
   - Champions: Blake Bush

2. Make Regional Park enhancements by 2025.
   - Complete Clubhouse by 2020
   - Add Pickleball court by 2020
   - Complete amphitheater in Regional Park by 2025
   - Additional "Family Night" activities

3. Enhance Sports Complex on P Street to increase capacity for baseball and soccer by 2023.
   - Improve fields and parking
   - Add additional soccer fields and support facilities
   - Resources: YMCA, City of Ardmore, GOALS, Community Foundations
   - Champions: City of Ardmore & YMCA

4. Increase sports offerings and events by 2025.
   - More sports for all children
     - Add one new sport offering per year
   - Leagues and tournaments
     - Recruit one new sports tournament annually
       - Retain each event through 2025
   - Clinics
     - Provide clinic opportunities to support each sport offered by 2025

     Resources: Ardmore Parks and Recreation, YMCA, Boys and Girls Club, Area Schools
     Champions:

5. Create a coordinated promotional effort to maximize the impact of events both inside and outside of the area. This will eliminate overlap with conflict with events and maximize potential participation and success.
     - Resources: Events in Ardmore, digital media, local media, TravelOK resources
     - Champions: Ardmore Tourism Authority, Ardmore Main Street, Ardmore Parks and Recreation, Ardmore Chamber of Commerce, The Goddard Center, Create Ardmore

Several recommendations from **Community Relations Vision Area** *to incorporate into Major Cultural Everything Event:*

Create annual community events that promote cultural and social diversity and inclusion.
- Hispanic Festival downtown or on Main Street – food, vendors, music, dance, artists, and speakers by 2021
- February – Black History Month in downtown on Main Street – food vendors, music, artists, and speakers by 2021
- Promote Black History celebrations in downtown areas with food, art, dance, and music by February 2021
- November – Native American Heritage in downtown on Main Street – music, artists, and speakers by 2021
- Cinco de Mayo party in Depot District by May 2020
- Oktoberfest in Depot District by October 2020 (enlist support and leadership from cultural communities)
- LGBTQ Pride Festival by June 2021