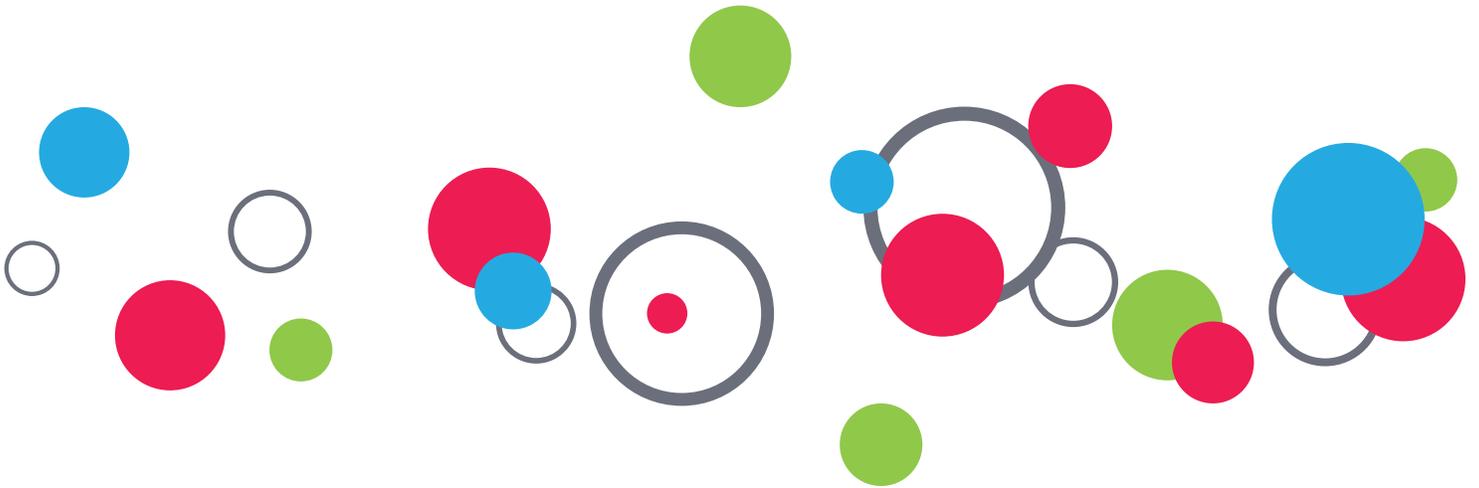


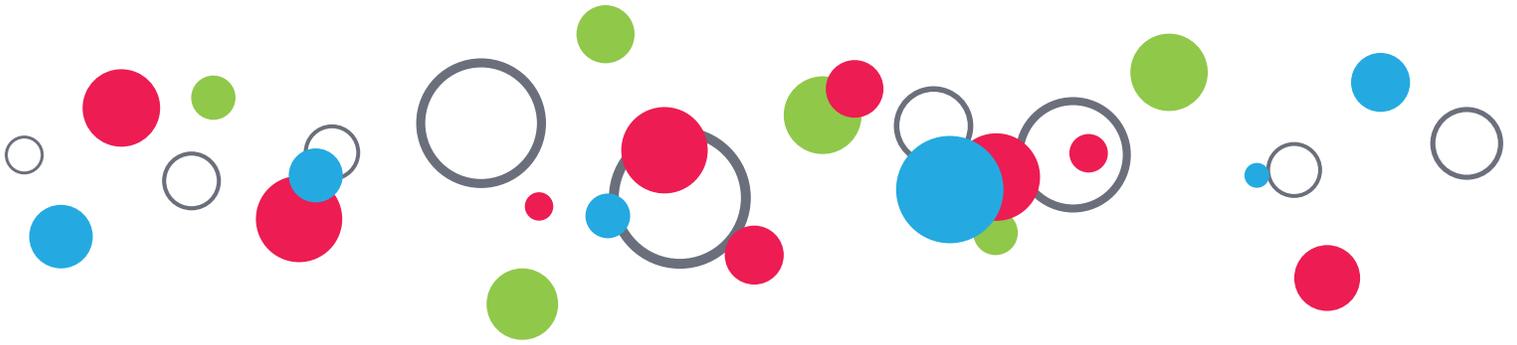


PLANitTULSA
OUR PLAN. OUR FUTURE.

A GUIDE TO SMALL AREA PLANNING

City of Tulsa
Planning and Development Department
Planning Division





ACKNOWLEDGEMENTS

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Published 2016

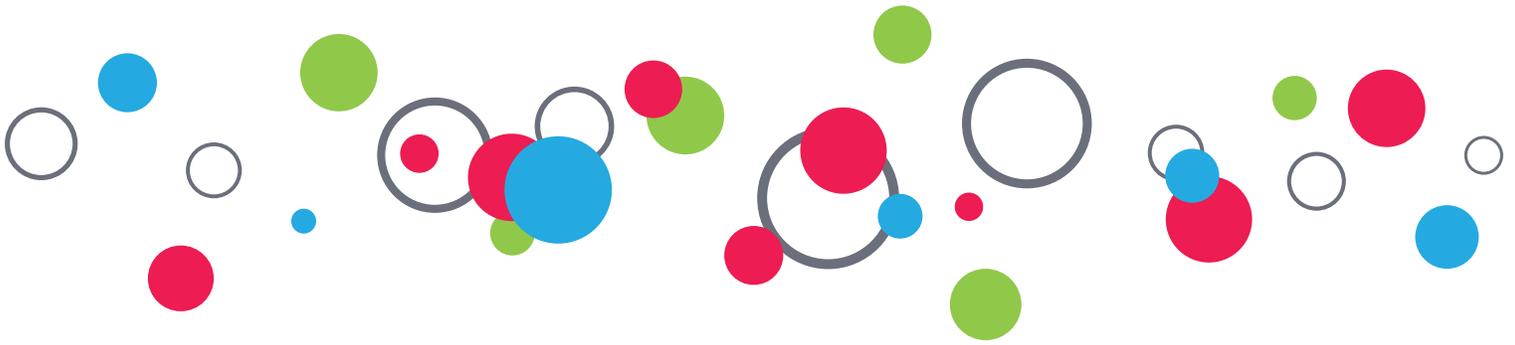
City of Tulsa

For more information about current projects and adopted small area plans, visit:

www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning.aspx

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ABOUT THIS GUIDE

This Guide explains Small Area Planning for the City of Tulsa – what it is, why we do it, how the plans are developed, how they are used – and what to expect when they are adopted and approved as local policy. In addition to a general discussion of these key themes, the Guide includes a **FREQUENTLY ASKED QUESTIONS** section and related detailed information in the Appendices.

The **2010 Tulsa Comprehensive Plan** is periodically updated, based on actions of the Tulsa Metropolitan Area Planning Commission. Please check the link provided above for the most current version, or visit www.TMAPC.org for more information.

ONLINE NAVIGATION TIP

The **Table of Contents** includes convenient links to sections of the SAP Guide. Return to it from any page by clicking **RETURN TO TABLE OF CONTENTS**, in the top corner of each page.



ABOUT SMALL AREA PLANS

TMAPC Authorization for Comprehensive Plans and Amendments

In 1953, the Tulsa Metropolitan Area Planning Commission (TMAPC) was created by the City of Tulsa and Tulsa County. With authorization from Oklahoma Statutes, Title 19, Section 863, TMAPC sets a broad vision for growth and development in the comprehensive plan (also known as *master plan*) for its jurisdiction.

Specifically, §863.7 authorizes the planning commission to adopt and subsequently amend a comprehensive plan “for the purpose of bringing about a coordinated physical development in accordance with the present and future needs” of the City of Tulsa and Tulsa County.

Among its many purposes, a comprehensive plan is developed to conserve the natural resources of the area, to ensure efficient expenditure of public funds, and to promote the health, safety, convenience, prosperity, and general welfare of the people of the area and the state.

In 2010, the Tulsa Comprehensive Plan was updated through a citywide process known as **PLANiTULSA**. Within this document, the terms *PLANiTULSA*, *2010 Tulsa Comprehensive Plan*, and *Comprehensive Plan* may be used interchangeably.

The [Tulsa Comprehensive Plan](#) can be amended by several methods, including adoption of a small area plan, which is within the purview of the Tulsa Metropolitan Area Planning Commission.

What is a Small Area Plan?

A small area plan (SAP) is a *long-range plan* – just like a comprehensive plan – applied to smaller areas of town to allow stakeholders to address an area’s unique issues with tailored solutions. It is an aspirational community plan that defines a locality’s vision for the future as property ownership and other conditions change over time. It enables the City to prioritize and coordinate capital projects and to set the stage for ensuing private investment. Once developed, SAPs are brought forward to the Tulsa Metropolitan Area Planning Commission (TMAPC) as amendments to the Comprehensive Plan.

With goals to enhance quality of life and public safety, SAPs address elements of the built environment - housing, businesses, parks/open space, public improvements (i.e., flood control, water/sewer services) - and the transportation network that connects them. SAPs also thoughtfully recommend ways to optimize public investments by integrating the *built environment* with the *natural environment*.

Relationship to PLANiTULSA

PLANiTULSA applies to the City’s municipal boundary (about 200 square miles of land area) and identifies the community’s vision for the future. However, recognizing the unique qualities and issues of the City’s many communities and neighborhoods, PLANiTULSA further supports the development of SAPs to address those characteristics at a more detailed level.

PLANiTULSA and its adopted land use map are long-range policy guides for land use decisions and development in Tulsa. Through the small area planning process – one of several strategies identified at the time of PLANiTULSA’s adoption – plans are designed to apply the principles, goals and recommendations of PLANiTULSA. These plans are expected to affirm that general recommendations are applicable to specific conditions and issues of the SAP boundary; if this is not the case, the SAP should recommend more appropriate tools, projects and programs.

SAPs follow a [standard planning process](#) outlined in PLANiTULSA, with an emphasis on the community’s guiding principles, transparent public engagement, development of a long-range community vision and recommendations for implementation. Once adopted, SAPs effectively *become* the Comprehensive Plan (PLANiTULSA) for the plan area boundary.

Relationship to Current Planning and Property Rights

SAPs are *long-range* plans that look 10 to 20 years into the future and capture how the community wants to look, feel and function when ownership and conditions change during that timeframe. This distinguishes SAPs from current planning - rezoning requests, review and approval of subdivision plats, and detailed development plans. Current planning implements provisions of long-range plans through the administration of land use controls (i.e., zoning and subdivision codes).

Accordingly, it is important to set the proper expectation for the SAP process with the following distinctions:

- **All provisions of PLANiTULSA remain in force until the SAP is completed. The SAP will either affirm or adjust its provisions through its policy recommendations *when the SAP is adopted and approved.***
- **The SAP process neither confers nor removes the legal rights associated with properties, based on assigned zoning, within the plan area.**
 - Provisions of all local land use controls shall remain in force during development of the SAP; an on-going SAP process neither initiates nor imposes development moratoria within a plan area.
 - SAPs do not recommend specific, detailed development plans that *directly* result in the construction of public improvements and private developments. Public improvements are subject to a process of citywide prioritization for funding, scheduling, design and permitting. Private developments are subject to additional plan reviews for code compliance.
 - Because SAPs recommend the long-range vision of the *community in general*, they are not specifically linked to current development projects such as master planned developments, corridor developments, or construction permits. Likewise, because their intended purpose is to benefit the entire community, SAPs do not guarantee any development outcomes to specific property owners.

“ In our work to transform the lives of young people and their families in vulnerable communities, we need plans that leverage resources to solidly consider the needs of families and address challenges of the built environment. With that in mind, the City of Tulsa’s small area planning process successfully merged the vital input of the community residents with best practices for future urban development. This inspiring process is a critical piece of a larger puzzle that can change the trajectory of our community. ”

– **Kirk Wester**, Executive Director, *Growing Together*, on the [Eugene Field Small Area Plan](#)

Solutions to Local Issues Through Land Use Planning

Community engagement activities associated with SAPs provide a forum for stakeholders to identify many local concerns related to city living, including:

- **Crime and/or the perception of crime**
- **Traffic safety, including vehicular, cycling and pedestrian**
- **Social issues and related services, including mental health and homelessness**
- **Public education and school issues**
- **Nuisance properties and uncooperative neighbors**
- **Delivery of municipal services including water, sewer, and trash collection**

Issues such as these cannot be directly addressed through the SAP, which is a [land use plan](#); however, the small area plan can enable solutions to certain community issues through best practices of land use planning and design. For example, a plan may recommend locations in the public realm for sidewalk and street light improvements to mitigate crime and increase the public’s perception of safety in the area, or recommend increased landscape buffers to separate conflicting land uses. Implementing plan recommendations like these can result in improved public safety, more attractive business districts, better neighborhoods, and better quality of life.

How *Small* is a Small Area Plan?

SAPs are intended to focus on smaller geographic areas so that stakeholders can tailor solutions to local issues. Defining a plan area boundary – the first step in the SAP process – must consider the *actual size* (in acres or square miles) as well as adjacent land uses, environmental issues, and the interests of nearby stakeholders.

Small refers to geographic extent as well as level of complexity. In terms of geography, according to PLANiTULSA, a small area plan can cover as little as 10 acres or as much as thousands. Larger geographic areas tend to generate levels of complexity that can dilute the key issues and render the plan as well as the planning process less effective than intended.

Factors contributing to plan area complexity – numbers of properties and owners within the boundaries, potential for multiple issues, and diverse stakeholder groups - can hinder the consensus-building nature of SAPs. Larger plan areas may also include more public elements (i.e., streets, sidewalks, storm/sanitary sewers, parks and open space) and associated issues that may be too expansive to resolve through a small area plan. Criteria for defining the SAP boundary can help stakeholder groups focus on key issues through a more manageable planning process.

Where Should Small Area Planning Take Place?

PLANiTULSA asserts that the small area planning process should be used in areas where significant change is expected. Although SAPs may be conducted in areas of stability, resources required to develop SAPs are best allocated to areas of growth.

Small area plans are especially appropriate and effective in underserved areas with low- to moderate-income (LMI) households, declining residential and commercial areas, and deferred maintenance of public infrastructure. Community Development Block Grant (CDBG) funding – only available for areas with LMI populations – can supplement other resources to implement SAP recommendations for public improvement projects that may encourage private investment in the plan area.

Small area plans should guide policy decisions in cases when a development's scale includes many landowners in undeveloped areas and requires the extension of public utilities and infrastructure to support a large number of new households. SAPs are not necessary for more routine planning actions such as development proposals that comply with provisions of the Comprehensive Plan or the subdivision of land under single ownership.

The [Utica Midtown Corridor Small Area Plan](#) exemplifies the effectiveness of the SAP process in already-developed areas where new growth or redevelopment is expected. This planning effort addressed issues related to medical campuses and abutting residential areas along the South Utica Avenue corridor in midtown Tulsa.

Refer to [Appendix B - Small Area Plan Selection Criteria](#) of this Guide for a summary of objective categories and criteria derived from PLANiTULSA that further illustrate where small area planning should occur. [Appendix C - SAP Boundary Criteria](#) clarifies boundary criteria that may have some bearing on where SAPs should occur.

Who Develops a Small Area Plan?

SAPs: Public or Private

Community plans are developed to serve the public interest – that is, to have relevance to the general population. SAPs are typically initiated, developed, and funded as programs of the City of Tulsa. PLANiTULSA, however, provides that “individual landowners of large tracts may elect to do a small area plan if they choose.”

To guarantee that the general community is involved in plan development and that all small area plans can be presented to TMAPC as amendments to the Comprehensive Plan regardless of whether the plan is initiated by the public sector or the private sector, all proposals should:

- Follow the City of Tulsa’s nomination process for [City of Tulsa’s plan area selection](#); and
- Comply with the six (6) SAP process steps identified in PLANiTULSA and also explained in this Guide.

TMAPC Selects/Approves Areas for SAPs

The Tulsa Metropolitan Area Planning Commission (TMAPC), established by Title 19 of the Oklahoma Statutes, determines where small area planning and ensuing amendments to the comprehensive plan are appropriate. In response to the stakeholder nomination process that identifies plan boundaries, local issues, and key stakeholder groups, TMAPC will recommend or endorse the initiation of a small area plan. The recommendation, formalized by resolution, will guide City and INCOG staff in allocating resources to areas that most need a small area plan.

Stakeholders and Citizen Advisory Teams

For each plan area selected, a team of citizen [stakeholders](#) works together with planners to resolve local development issues and provide recommendations to the TMAPC and elected officials for adoption and approval. The [Citizen Advisory Team \(CAT\)](#) – a core group of stakeholders who serve at the invitation of the plan area’s City Councilor – represents the area’s issues and shares aspects of the planning process with the broader group of stakeholders that they represent.

Roles of Staff, Private Sector and Consultants

For each SAP, the City of Tulsa will provide administrative oversight to ensure that all stakeholders have the opportunity to participate and that the plan can be presented for adoption and approval to amend the Comprehensive Plan. The degree of oversight provided by the City of Tulsa depends on the plan’s funding source (i.e., City of Tulsa, private sector, or through a private/public partnership). For projects initiated by private citizens or consultants working on their behalf, the City of Tulsa requires mandatory deliverables as set forth in [Appendix D](#) of this Guide to ensure that the SAP can be transmitted to TMAPC as a Comprehensive Plan amendment. These deliverables include a [Memorandum of Understanding \(MOU\)](#) to clearly define the responsibilities of all parties in the plan-making process.

A **stakeholder** is any person or entity with a specific interest in the outcome or success of an area, neighborhood, project or business. Examples of stakeholders for small area plans include:

- Neighborhood associations
- Homeowner or tenant groups
- Business and business-owners’ associations
- Local chambers of commerce
- Non-profit organizations
- Fraternal organizations

“ The City of Tulsa’s consensus-based small area planning process brought stakeholders of our mid-town area – historic neighborhoods, major medical centers, planners and designers - to the same table to address long-standing development issues. The resulting new Institutional Mixed-Use (IMX) zoning district will allow us to move forward in a manner acceptable and beneficial to all. ”

– **Richard Boone**, President, St. John Health System Foundation, on the [Utica Midtown Corridor Small Area Plan](#)

Benefits and Uses of Small Area Plans

SAPs are policy guides for land use, environmental protection, open space and capital investment in transportation improvements and public infrastructure. They identify opportunities for revitalization and development projects by the private sector.

Small area planning provides local stakeholders with a chance to contribute to the development of plan recommendations. SAPs also:

- **Amend the Tulsa Comprehensive Plan to serve as local policy in matters of long-range planning and land use**
- **Represent the community’s long-range vision and make it more likely that the local vision will become a reality**
- **Reflect neighborhood stakeholders’ input**
- **Strengthen neighborhoods and plan areas from within through increased interaction and communication between residents, businesses, and other stakeholders**
- **Offer opportunities for area stakeholders to become more involved in civic affairs**
- **Provide specific recommendations at a neighborhood level**
- **Offer increased efficiency in the delivery of public services**
- **Allow greater predictability in land use and development**
- **Enable neighborhoods to proactively make land use recommendations**
- **Contribute to the City’s Capital Improvements Program (CIP) by:**
 - Identifying priority neighborhood projects and possible resources for implementation
 - Guiding investment decisions of local government



PLAN AREA SELECTION PROCESS

“ Nothing beats the collective wisdom of those who care enough to gather for the common goal of bettering our great city. It’s exciting to be a part of a broad vision. We can all be proud of the accomplishments of PLANiTULSA and the small area plans and look forward to realizing the fruits of our labor for many years to come. ”

– [Jonathan Belzley](#), *Typros Graduate and Developer*, on the [Utica Midtown Corridor Small Area Plan](#)

PLANiTULSA’s policies and recommendations apply to Tulsa’s *entire* municipal boundary - approximately 200 square miles – but there is no doubt that many areas of the city would benefit from the focused efforts of a small area plan.

Stakeholders seeking a small area plan are asked to participate in a self-nomination process to help the Tulsa Metropolitan Area Planning Commission (TMAPC) and the City of Tulsa direct resources to areas that most need planning at this level. All requests are required to follow the same process, regardless of who funds or manages the planning process.

The process includes a **pre-nomination workshop** conducted by the City of Tulsa Planning Division to help stakeholders craft nominations that define planning and development issues that can be resolved through a small area plan. Nominations should:

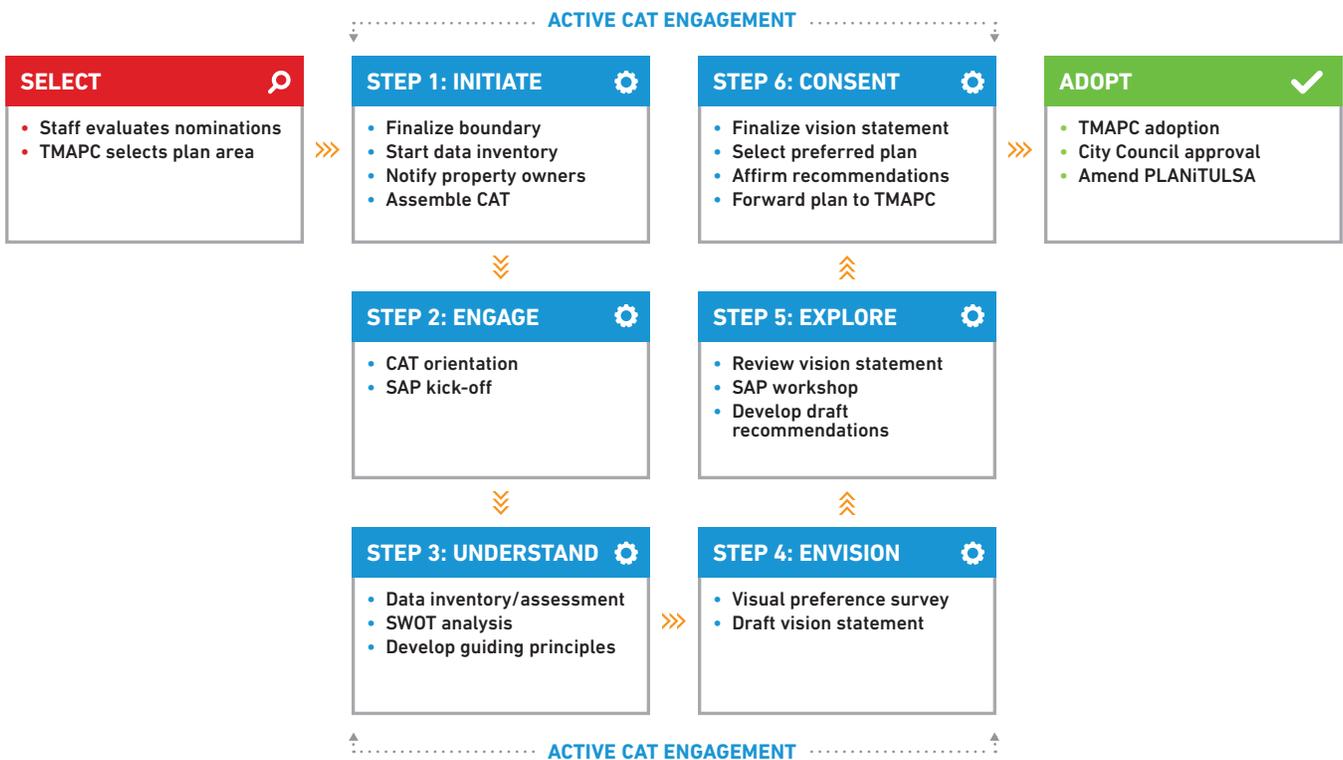
- Identify key issues that require more detailed scrutiny than afforded through the Comprehensive Plan or might be served by adjustments to the Comprehensive Plan’s land use designations or policies;
- Address the objective criteria for small area planning from PLANiTULSA ([Appendix B](#) of this Guide);
- Provide general plan area boundaries [Appendix C](#) of this Guide that include locations relevant to planning issues and the interests of primary stakeholder groups; and
- Identify stakeholder groups and their commitment to work with the City of Tulsa to develop the small area plan.

Detailed requirements and schedules for pre-nomination workshops will be provided on request by the Planning and Development Department, City of Tulsa.



SMALL AREA PLANNING PROCESS

Each time a small area plan is developed, the SAP process prescribed in the 2010 Comprehensive Plan is tested. This section describes each step and associated methods used to develop SAPs.



This diagram illustrates key phases in the small area planning process. Active CAT involvement will be focused on six core phases: **INITIATE**, **ENGAGE**, **UNDERSTAND**, **ENVISION**, **EXPLORE**, and **CONSENT**; **SELECT** and **ADOPT** represent staff functions. The following text correlates these phases with the process steps outlined in the Comprehensive Plan.

“ The SAP process provided a level playing field for resident and business stakeholders alike to engage together in transformation planning for the Eugene Field community. People who never envisioned themselves working alongside people from all walks of life and various socioeconomic backgrounds had the opportunity to explore, understand and decide future development for their own community. ”

– *Kandy Whitley-White, Community Mobilization Manager, Growing Together, on the [Eugene Field Small Area Plan](#)*

STEP 1: INITIATE – Define Boundary

The first step in every SAP process is to identify the plan area boundary. The area should be broad enough to cover the area under consideration without being so broad as to dilute the focus. The boundary determines not only the size of the plan, in acres or square miles, but also the complexity of the process and engagement of stakeholders. Once determined, a description of the boundary must be confirmed in a resolution of the City Council, to specifically identify the area included in the SAP. [SAP boundary criteria](#) are discussed further in [Appendix C](#) of this document.

STEP 2: ENGAGE – Community Engagement

PLANiTULSA was developed according to guiding principles which serve as the foundation for future planning efforts. One key principle is the “commitment to an inclusive, transparent, equitable planning process and active citizen participation.” Citizen participation is mentioned in the Comprehensive Plan Appendix as a necessary component to develop small area plans, to ensure that all area stakeholders have a voice in solving *current* problems and can participate in planning for the *future*. Further, once the SAP is adopted, it is more likely that participating citizens will ensure that the SAP recommendations are funded, implemented and monitored for performance.

Active public engagement is a hallmark of Tulsa’s long-range planning programs - PLANiTULSA and SAPs. Regardless of how or by whom the SAP is initiated, each plan is guided by a Citizen Advisory Team (CAT) that meets regularly to address issues, evaluate findings and develop plan recommendations. Other community planning activities, all of which contribute to the final plan recommendations, include [SWOT](#) (Strengths, Weaknesses, Opportunities, and Threats) Analyses, design charrettes, workshops, and open houses. All SAP meeting agendas, notes and announcements are also posted on the internet, to inform citizens who cannot directly participate.

“ We live and work in Tulsa and are vested in the future of this beautiful city. Applying our skills as designers and facilitators to develop small area plans was a great professional opportunity and a special honor. ”

– **Molly A. Jones**, AIA, former President of the American Institute of Architects Eastern Oklahoma Chapter, partners of the City of Tulsa for the [36th Street North Corridor](#), [Utica Midtown Corridor](#), and [West Highlands/Tulsa Hills](#) small area plans

STEP 3: UNDERSTAND – Assessment (Inventory and Analysis)

The long-range planning process includes an assessment of current policies and conditions, starting with comprehensive plan “building blocks”. Building blocks distinguish functional land use characteristics with regard to typical location, transportation characteristics, land use mix, employment and housing characteristics. The SAP process assesses these building blocks in the context of the SAP boundary as either appropriate or requiring adjustments.

In addition to building blocks, the plan-making process requires a thorough inventory of information and associated [mapping](#) of data to provide a baseline for subsequent steps of the process, including:

- Land use and zoning
- Transportation facilities, including public transit, roads, sidewalks and trails
- Legacies and urban design
- Economic development, including employment centers and manufacturing facilities
- Housing and neighborhoods
- Public facilities
- Parks and open space
- Environmental constraints (i.e., topography, floodplains, rivers/streams)

STEP 4: ENVISION – Vision Statement

The Vision Statement is developed by CAT members and stakeholders to ensure future support of recommendations for their plan area.

The SAP’s Vision Statement should answer the question, “What do we want the area to be in 10–20 years?” It embodies the aspirations of local stakeholders as derived from key issues, guiding principles, planning workshops/charrettes and surveys. Of equal importance, the Vision Statement articulates desirable outcomes for the plan area. The Vision statement is also supported by a **conceptual vision map** that graphically depicts land use and transportation elements and desirable outcomes expected by stakeholders.

“ The University of Oklahoma’s Wayman Tisdale Specialty Health Clinic, located within the heart of the 36th Street North Small Area Plan boundary, was a proud partner and active participant in the development of this plan. We will continue to support the plan’s long-range vision for physical and economic vitality in this North Tulsa neighborhood – gains that will benefit all of Tulsa and the region as well. ”

– **Thomas A. Boxley**, Outreach Liaison, OU-Physicians Tulsa, Wayman Tisdale Specialty Health Clinic, on the [36th Street North Small Area Plan](#)

STEP 5: EXPLORE – Civic Responsibilities and Citywide Context

This step ensures that SAP stakeholders effectively plan for their share of expected growth without deflecting unintended or inappropriate consequences to adjacent areas. The SAP should follow PLANiTULSA’s guiding principles to ensure that citywide priorities are reflected in the plan. Additionally, this step involves the following:

- **Evaluation of other adopted plans** – congruent or adjacent – to consider their priorities, ensure seamless future development and optimize funding of public improvements.
- **SAP Technical Review** for feedback from the City of Tulsa and other public agencies, to coordinate planned projects with the SAP’s vision.
- **Monitoring of current development activities** that may have an impact on plan recommendations.
- **Comprehensive Plan Review (analysis and compliance)** coordinated with TMAPC staff.

Each aspect of this step should be considered throughout SAP development, to validate findings and recommendations and allow sufficient time for adjustments prior to the adoption and approval phases.

SAP TECHNICAL REVIEW INCLUDES:

City of Tulsa

- Engineering Services
- Streets and Stormwater
- Water and Sewer
- Legal
- Finance
- Fire
- Police
- Parks
- Permitting
- Zoning Enforcement
- Economic Development

Tulsa Development Authority

Tulsa Transit Authority

Tulsa Housing Authority

INCOG

TMAPC

River Parks Authority

Public School Districts

- Tulsa Public Schools
- Jenks Public Schools
- Union Public Schools

STEP 6: CONSENT – Plan Recommendations

Plan recommendations are concise statements about what should be done to address issues identified in the planning process. By plan category, they are organized into **priorities** (topical areas that address the plan’s vision), **goals** that establish specific attainable objectives, and **implementation steps** (discreet actions, policies, private/public partnerships or investments). These recommendations are the products of consensus-based planning, which is the essence of SAPs.

Plan recommendations appear both as text and within a matrix, with cross-references to related discussions within the plan to help the City monitor progress. They also identify potential funding sources and entities most likely to be responsible for implementation. If available, costs for capital projects – estimated at the time of plan adoption – are included as well.

Below is an example of the implementation matrix for the Utica Midtown Corridor Small Area Plan, adopted and approved in 2013.

REFERENCE	PAGE #	IMPLEMENTATION MEASURE	PRIORITY	PHASE	POTENTIAL FUNDING SOURCES	LIKELY RESPONSIBLE ENTITY	COST ESTIMATE
LAND USE AND DEVELOPMENT							
LU-1	214	Preserve the integrity and historic residential character of historic Midtown neighborhoods.					
1.1	214	HP Boundary: Maintain existing Historic Preservation (HP) overlay zoning district boundary.	HIGH	ON-GOING	N/A	COT, TMAPC, TPC	--
1.2	214	Use Regulation: Support underlying zoning regulations by limiting uses that are harmful to the health, welfare and safety of residents and to the stability of the residential neighborhoods.	HIGH	ON-GOING	N/A	COT, TMAPC, TPC	--
1.2a	214	Discourage surface parking as a primary use for parcels located within the HP overlay zoning district, especially for parcels abutting the HP boundary. (See Fig. S-5.1 - "HP District Protections" on p.216).	HIGH	ON-GOING	N/A	TMAPC, TMAPC STAFF, COT	--
1.3a and 1.3b	214	Transition: Adopt zoning regulations that provide appropriate transition in an HP Buffer Zone as detailed in these recommendations.	HIGH	0-2 YEARS	N/A	TMAPC, TPC, COT	--
LU-2	215	Encourage sustainable growth and mixed-use development in Regional Centers to create harmony between institutional and residential uses.					
2.1	215	Encourage use of new mixed-use zoning in lieu of PUDs, where appropriate. Mixed-use developments are encouraged to use the new mixed-use zoning categories that will be included in the new City of Tulsa zoning code.	HIGH	0-5 YEARS			--
2.2a through 2.2g	213	Institutional Mixed Use: Adopt a mixed-use institutional zoning category to support the sustainable growth of regional job centers. (See Fig. S-5.2 - "Proposed Mixed-Use Zoning designations" on p.217).	HIGH	0-1 YEARS			--
LEGACIES AND URBAN DESIGN							
LEG-3	220	Ensure that all new development contributes to the creation of a unified public realm through the use of zoning regulations.					
2.1	220	Align zoning requirements with the Tulsa Complete Streets Procedural Manual to create walkable streetscapes.	MEDIUM	1-3 YEARS	COT	COT, Engineering Svcs, TMAPC, INCOG	--



FREQUENTLY ASKED QUESTIONS

What is the Standard Small Area Planning Process According to PLANiTULSA and Why is it Important?

The diagram below describes the essential steps followed by the City of Tulsa to develop small area plans. Following this process for each SAP will ensure transparency for citizens and provide consistency among all plans as standard amendments to the Comprehensive Plan.

THE SMALL AREA PLANNING PROCESS



STEP 1: INITIATE – Define Boundary

The first step is to identify a study area boundary. The area should be broad enough to cover the area under study without being so broad as to dilute the focus.

STEP 2: ENGAGE – Community Engagement

Depending on the size and complexity, several of these methods may be used for one planning effort:

Citizen Advisory Team

A citizen advisory team is a group of informed citizen stakeholders including but not limited to landowners, residents, business owners, architects, developers and builders who have an interest in the area. This advisory team should represent a full range of interests and meet on a regular basis to critically review the analysis and products at each step of plan formation.

Charrette or Workshop

An effective participation technique is a charrette or public input workshop, events in which participants actively design a future for the area using maps, aerial photographs and drawings. For example, participants may identify how they would like to see land uses change, identify landmarks and historic sites to be preserved, decide where additional growth should go, use the Context Sensitive Solutions methodology to define preferred street typologies and identify key public improvements to enhance the area.

Strengths, Weaknesses, Opportunities and Threats Analysis

SWOT (strengths, weaknesses, opportunities and threats) Analysis is an effective participation method to engage the ideas of many people on an equal basis. The results can be used throughout the process to generate a vision statement, check identified issues and ascertain that implementation covers the identified needs. It can also help to focus planning efforts on those issues that are having the greatest impact on the area.

Newsletters, Often Including Surveys

Periodic newsletters can be delivered through the mail to inform a broader constituency. An early newsletter may contain a response survey. In some cases such newsletters can be distributed effectively through the internet, which also provides a medium for public response and comment.

Open Houses

Open houses are a good way to inform citizens by giving them opportunities to interact with planners and stakeholders. Open houses also help foster a sense of community in a neighborhood, district or along a corridor to further galvanize support for the planning process.

STEP 3: UNDERSTAND – Assessment (Inventory and Analysis)

In this step, technical analysis of the plan is completed. Each plan should address the following issues as they apply to the study area:

- Environmental Features
- Land Use
- Transportation
- Legacies
- Economic Development
- Neighborhoods
- Education
- Human Services

STEP 4: ENVISION – Vision Statement

Should answer the question: "What do we want this area to be in 10 to 20 years?"

STEP 5: EXPLORE – Civic Responsibilities and Citywide Context

An important tenet of small area planning is that neighborhoods must not solve their problems at the expense of adjacent districts or neighborhoods or the city as a whole. Accordingly, each neighborhood can creatively plan for their share of expected growth, but a plan that deflects growth to adjacent neighborhoods outside the subject area is inappropriate. Small area plans should follow the Guiding Principles developed during the PLANiTULSA process to ensure they reflect citywide priorities.

STEP 6: CONSENT – Plan Recommendations

Each recommendation should be tied to an issue that defines the problem and a goal that defines the desired outcome. The recommendation is a concise statement about what should be done to solve the problem. Plan recommendations should be organized by goal or issue, which may or may not correspond to the assessment topics. Once the recommendations are complete, standard tools can be applied to create an implementation program. The tools fall into three categories – regulatory, public investment or partnership. Some recommendations may need only tools from one category, however, more complex recommendations may use tools from all three.

What is a Stakeholder?

A **stakeholder** is any person or entity with a specific interest in the outcome or success of an area, neighborhood, project or business. Examples of stakeholders for small area plans include:

- **Individuals**
- **Neighborhood associations**
- **Homeowner or tenant groups**
- **Business and business-owners' associations**
- **Local chambers of commerce**
- **Non-profit organizations**
- **Fraternal organizations**

What is a Citizen Advisory Team (CAT)?

A Citizen Advisory Team (CAT) is a group of informed citizen stakeholders including but not limited to landowners, residents, business owners, architects, developers and builders who have an interest in the area. This group represents the full range of community interests and commits to meet on a regular basis. They critically review each step of the plan formation and communicate the plan-making progress and issues to their respective constituents.

CAT members are volunteers, invited to serve by the SAP area's City Councilor. They are neither appointed by the Mayor nor confirmed by the entire Council, as is the case for members of the City's authorities, boards and commissions.

Can Non-CAT Members Participate in the Plan-Making Process?

Yes. Because all meetings sponsored by the City of Tulsa are open to the public, non-CAT members are welcome to participate in the plan-making process. CAT meetings will adhere to published agendas and action items, which will be routinely posted on the [SAP website](#). All CAT meetings will be conducted according to the published [rules of engagement](#), which are respectful of the time commitments by the volunteer CAT members and the overall project schedule. Citizens are encouraged to communicate with staff and CAT members on issues of concern.

Will a Small Area Plan Address Routine Issues in My Part of the City?

Yes and no. As long-range land use plans, SAPs do not directly address routine issues such as noise and litter abatement, code violations, animal control, speeding vehicles, or disputes between neighbors. Instead, the SAP looks to solve problems through land use recommendations and well-designed public improvements like street lighting, sidewalks or streets that will lead to a more functional community in the future.

Through community engagement, SAP stakeholders are asked to identify immediate issues in pursuit of long-term solutions. This dialogue allows City staff to connect stakeholders with resources that may help solve routine problems.

Why are Small Area Plans Both “Adopted” and “Approved”?

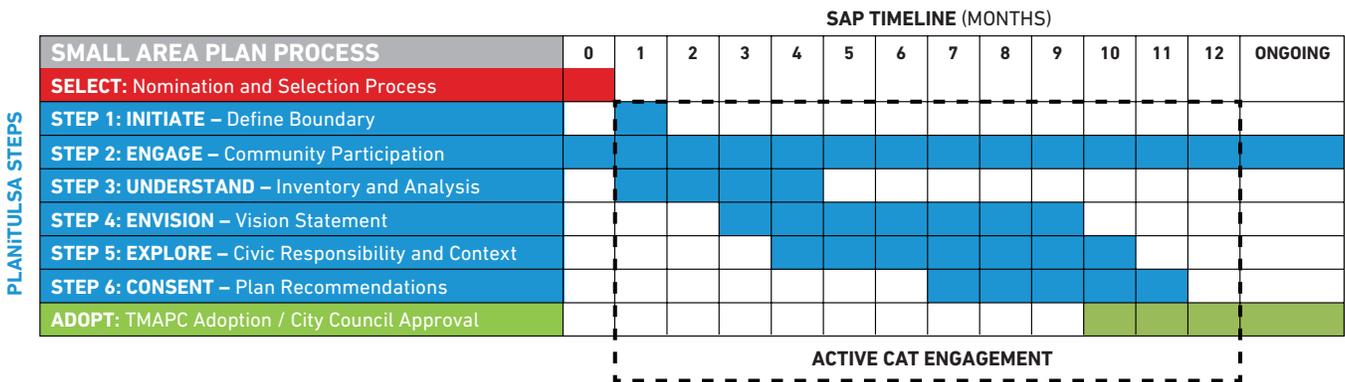
This language comes directly from Sections §863.7 and §863.8 of the Oklahoma state statutes. In general terms, a local planning commission (i.e., Tulsa Metropolitan Area Planning Commission) *adopts* the jurisdiction’s master or comprehensive plan. However, the plan is not considered to be official until a municipality’s elected body (i.e., Tulsa City Council) *approves* the plan. These provisions also apply to small area plans as amendments to the Tulsa Comprehensive Plan.

How Long Does it Take to Develop a Small Area Plan?

With proper resources, a reasonably-sized boundary and well-organized stakeholders, a small area plan can be completed in less than 18 months. This timeframe includes:

- Several months of preliminary staff work to select an area and initiate the process
- Nine to 12 months of active participation by the Citizen Advisory Team to produce a final plan draft
- Several months for staff to guide the plan through TMAPC adoption and City Council approval

This diagram illustrates the standard SAP timeline with key processes and milestones.



What is Consensus-Based Planning?

As with PLANiTULSA, the City of Tulsa’s SAP program attempts to harmonize views among all participants and resolve conflicts between opposing parties before the final plan draft is presented to the TMAPC and City Council. Although the process does not guarantee absolute agreement among all participants, it is designed to allow all views and opinions to be heard, considered and reflected within the small area plan.

Who Handles Long-Range Planning and Current Planning for the City of Tulsa?

Starting in 2007 - with the PLANiTULSA process that resulted in the 2010 Tulsa Comprehensive Plan - long-range planning became the responsibility of the City's Planning and Development Department, Planning Division. Current planning (administration of the zoning code and subdivision regulations, staff support for the Tulsa Metropolitan Area Planning Commission (TMAPC) and the Tulsa Board of Adjustment) is handled for the City of Tulsa through service agreements with the [Indian Nations Council of Governments \(INCOG\), Land Development Services Division](#).

How is a Small Area Plan Different from Master Planned Development (MPD) and Special Area (SA) Overlay Districts?

A small area plan is a policy guide for growth and development, designed to implement the long-range vision of how the area will look, feel and function in the future. SAPs follow the rigorous public engagement process described in this Guide, to gain consensus among key stakeholders. The SAP is *not* regulatory, like the zoning code and subdivision regulations; however, it does establish a foundation upon which future zoning decisions can be evaluated.

MPD (Master Planned Development) and SA (Special Area) overlay districts are development tools within the Tulsa Zoning Code, effective January 1, 2016. Specific provisions of each of these tools allow for design flexibility within development projects that must be consistent with the city's adopted plans – including the applicable SAP – and result in benefits to the general public. See [Tulsa Zoning Code](#) for details.

NOTE: The Planned Unit Development (PUD) is a legacy development tool used prior to 2016. New PUDs will not be initiated under the current zoning code.

What Kinds of Community Participation Activities are Included in the Small Area Planning Process?

The City of Tulsa uses a variety of techniques to allow citizens to participate in the SAP process. Best practices include SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats), visual preference surveys, workshops, design charrettes, and surveys. Meeting notes, exhibits, and plan drafts are posted electronically to inform all citizens with online access about the process. Staff can also be contacted to answer questions about the process.

We Need a Grocery Store in Our Part of Town. Will the Small Area Plan Guarantee that We Get One?

The City of Tulsa provides improvements such as streets, sidewalks, street lighting, sanitary/storm sewers and other services within the public realm; it does not, however, develop commercial properties such as grocery stores, shopping centers, other retail establishments or employment centers (i.e., office parks, manufacturing facilities). Such projects are built by the private sector, in response to market conditions. However, the SAP's vision may call for retail services like grocery stores or employment centers and identify the necessary public infrastructure such as water, sewers and streets to support those investments. SAP recommendations for infrastructure are considered in the City's Capital Improvements Program (CIP) for public funding.

Funding and Implementation: How are Projects, Public Improvements and Other Recommendations from the Small Area Plan Funded and Implemented?

Public improvements and projects recommended by small area plans are incorporated into the City of Tulsa's adopted Capital Improvements Plan (CIP), which includes all projects identified in various strategic plans (i.e., infrastructure, special studies, and small area plans) and needs identified through public meetings. In general, capital improvement projects have estimated costs over \$100,000 with an expected useful life of greater than 10 years. The Capital Improvements Plan is updated annually in response to the City's changing needs.

Historically, financing through sales tax revenues, General Obligation (GO) Bonds, utility revenue bonds and grants has been used to fund these improvements. The City of Tulsa's elected leadership generally seeks voter authorization for sales tax and bond programs every five years.

Each post-PLANiTULSA small area plan includes an implementation matrix (example shown on page 12 of this Guide) that identifies capital and non-capital plan recommendations, priorities, implementation phases (ongoing, immediate, mid-term, long-term), funding sources and responsible entities, and cost estimates.

Public documents such as the [City of Tulsa Financial Reports](#), including the annual budget with details about the Capital Improvements Plan, are available online.



APPENDICES



APPENDIX A – CITIZEN ADVISORY TEAM (CAT)

CAT Membership, Composition and Selection

Citizen Advisory Teams are composed of volunteers, invited to serve by the plan area’s City Councilor. Staff works with the City Councilor to try to achieve a healthy balance of homeowners/residents, age groups, ethnic diversity, businesses, and other investors who are interested in defining the future of the plan area. CAT members may represent neighborhood associations, business associations, the Tulsa Regional Chamber, local chambers of commerce or non-profits with an interest in the area.

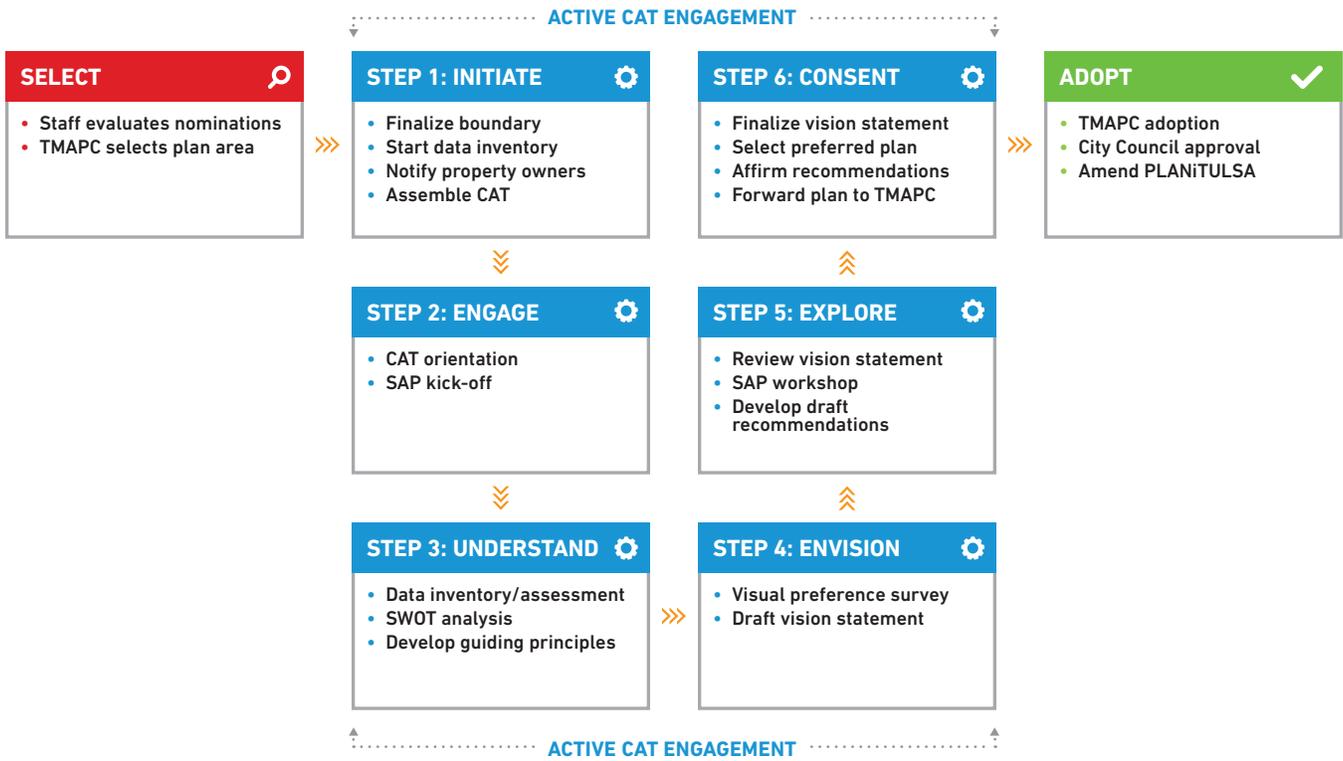
Unlike members of the City’s various authorities, boards and commissions, CAT volunteers are neither formally nominated to serve by the Mayor nor confirmed by the City Council.

CATs typically include 10 – 20 members who commit to participate in the process and represent their respective constituents (i.e., neighbors, business associates, school or non-profit affiliates) throughout the planning process. If possible, the City Councilor and a planning commissioner from the TMAPC are welcome to serve as ex-officio members, to follow the process and become more familiar with the issues.

Commitment to Serve

Preserving the balance of CAT representatives depends on the commitment of members to participate in the entire SAP process by attending CAT meetings and workshops, reviewing plan drafts, and validating plan findings and recommendations. They also are expected to share plan issues and decisions with their constituents and bring constituents’ issues back to the process for consideration. The CAT’s time commitment to a small area plan is 9– 12 months.

The sequence of SAP process steps shown below (as well as on page 8 of this Guide) should be presented to CAT candidates to clarify expectations regarding the process. Active CAT involvement will be focused on six core phases: **INITIATE**, **ENGAGE**, **UNDERSTAND**, **ENVISION**, **EXPLORE**, and **CONSENT**; **SELECT** and **ADOPT** represent staff functions. Dates and activities tailored for each CAT are identified at the **ENGAGE** step.



CAT Roles and Responsibilities

Scope and Responsibility of CAT

The CAT serves as a two-way sounding board for the small area plan. CAT members agree to participate in meetings and events, to represent the views of their constituents and to allow all other CAT members to do the same. They agree to serve on the CAT from the project kick-off event through development of a final plan draft that will be forwarded for adoption and approval. Throughout the process, when the CAT arrives at consensus on key issues, members are expected to share decisions and findings with their constituents.

As a voluntary citizen group, the CAT does not have legal authority, nor is it bound by voting rules or quorum. Its role is highly valued, however, as the CAT guides local stakeholders through the details of problem resolution in a more informal setting so that TMAPC and City Council can consider the SAP draft for adoption and approval in their respective official capacities.

CAT Orientation

Prior to the project kick-off, City of Tulsa staff will conduct an orientation to small area plans for new CAT members. The kick-off allows members to become acquainted with each other and the staff, learn planning terminology, clarify roles and responsibilities, and set expectations for the upcoming planning process. Orientation will include references to the relationship of the SAP to PLANiTULSA.

CAT Assignments

CAT members will be asked to actively participate in meetings as well as in some aspects of the research that will build the plan. These tasks may include walkability audits of the plan area, photographing images for visual preference surveys, developing survey questions, hosting events at plan area churches or schools, and presenting data and findings at meetings.

SAP Rules of Engagement at CAT Meetings

To make the most effective use of everyone's time, CAT meetings follow basic rules of engagement so that all attendees can be heard and all ideas will be considered for the SAP. The rules of engagement will be read at the start of each meeting, and are generally as follows:

1. **Meetings will begin and end at times posted on the agenda.**
2. **Safety announcements for all venues will be made immediately after calling the meetings to order to ensure the well-being of all attendees. This includes identifying emergency exits and designating person(s) to contact 911 in case of physical, medical or police emergencies.**
3. **CAT members and other attendees will be recognized. Attendance will be recorded, posted on the internet, and documented in the small area plan.**
4. **Review the SAP charter and purpose (what it is and is not), CAT members' roles and commitments to the process and project schedule.**
5. **Review the CAT rules of civility, including:**
 - a. Mutual respect for City staff, consultants, facilitators and all speakers, to give everyone an opportunity to participate.
 - b. Zero tolerance for profanity and personal (ad hominem) attacks.
6. **Review of the meeting agenda topics. Off-topic subjects will be considered only if time permits, or scheduled for a subsequent meeting.**
7. **Meetings are open to the public. However, participation by visitors who are not CAT members will be allowed only when the CAT has concluded agenda business, time permitting.**



APPENDIX B – SMALL AREA PLAN SELECTION CRITERIA

This section identifies criteria from PLANiTULSA that provide an objective basis for selecting areas where small area planning would be beneficial and appropriate.

Comprehensive Plan Criteria

The following criteria, presented in four major categories, are derived largely from the PLANiTULSA Appendix.

Areas Related to Transit or Transportation

- Possess opportunity for development in conjunction with transit enhancements
- Have transit-oriented development potential
- Contain the planned Gilcrease Expressway extension

Areas Poised for Change

- Significant change is underway or anticipated. *See Areas of Growth in the Comprehensive Plan.*
- Possess opportunities for infill or redevelopment
- Contain key catalytic projects from PLANiTULSA strategic plan or the private sector
- Possess opportunities to influence site selection, development, or major expansion of a single, large activity generator
- Will be annexed in the future

Areas with Apparent Needs for Improvement

- Need public facilities and/or physical improvements
- Show evidence of disinvestment: deteriorated housing, high vacancy, high poverty, high unemployment

Areas with LEGACY Issues, Either Man-Made or Environmental

- Historic resources to support and preserve
- Long-standing development pressures between adjacent areas and uses
- Contain environmentally-sensitive areas like floodplains or habitat

Map Criteria

In addition to the criteria listed above, maps with current data indicate areas that would be considered appropriate for small area plans, including:

- PLANiTULSA “Areas of Growth” and census designations of high employment (at least 1,000 employees per census block group)
- Low- to moderate-income census tracts
- Areas not included in any [adopted small area plan](#)



APPENDIX C – SAP BOUNDARY CRITERIA

The first step in the SAP process is to identify the plan area boundary. The boundary should be broad enough to cover the area under consideration without being so broad as to dilute the focus. One or more of the following criteria may define the SAP boundary.

Key Issues

The extent and location of key development issues can inform the plan boundaries, so they should be identified prior to drawing boundaries. Key issues should be limited to one or two items that can be addressed through land use planning and will be refined during the planning process.

Community Parameters

An anchor or landmark such as a school, museum, attraction, historical reference, existing retail, or established neighborhood identity not only contributes to boundary determination but can also inform the branding of the small area plan and serve as a marketing concept for plan implementation.

Mapping Parameters

Boundary determination should avoid splitting known map features such as census tracts, local and arterial roadways, minor drainage channels, rights-of-way, and parcels.

Also, because facing land uses (i.e., on either side of the same road) share the transportation network for access and commerce, *centerlines of local and arterial roads should be avoided as plan area boundaries*; best-planning practices recommend using rear lot lines for boundaries as they enable consistent aesthetic and functional treatments on both sides of the shared roadway. Interstate highways and expressways, rivers and major drainage channels may appear to be logical plan area boundaries, but should be carefully evaluated in boundary determination, with the goal of supporting complementary land uses and cohesive design features.

Stakeholder Strength

Robust stakeholder participation lends strength not only to SAP development but also for implementation of the SAP's recommendations. Disagreement between stakeholder groups and among members of a single group can be expected, but an overarching goal of all participants to respectfully solve common issues will benefit the entire community.

Legal Description and Notification of Property Owners

Once a boundary is determined, an acceptable legal description of the plan boundary should be prepared to include in a City Council Resolution that publicly establishes the SAP boundary. This description does not have to be a [metes and bounds](#) description, but must be adequate enough to define relevant properties.

Finally, with the legal description as a guide, all directly-affected stakeholders will be notified that their property is included in the SAP process. Notifications will be mailed to all property owners (owners of record from County Assessor's parcel records) with information about the planning process, the boundary and the project schedule, with clarification that it is NOT a zoning change or a redevelopment project. This correspondence will also include contact information and links to websites with an invitation to follow the process through plan adoption and approval.



APPENDIX D – CHECKLIST OF MANDATORY SAP REQUIREMENTS

For public and private entities developing small area plans, compliance with these requirements will assure that plan(s) are developed in a manner consistent with the SAP process set forth in Comprehensive Plan and can be presented to the Tulsa Metropolitan Area Planning Commission (TMAPC) for consideration as plan amendment(s).

Once adopted by TMAPC and approved by the City Council, plan provisions will become land use and development policy for the defined area and their recommendations for public improvements will be considered for funding through the City of Tulsa’s Capital Improvements Program (CIP). CIP projects are prioritized annually by the City Council and the Mayor.

To fulfill these requirements, private sector applicants will be expected to coordinate with City of Tulsa Planning Division staff. This checklist summarizes the City’s mandatory requirements.

APPLICANT INFORMATION

Primary contact (individual or firm):

Address:

Phone:

Email address:

MANDATORY REQUIREMENTS CHECKLIST

1. DEFINE BOUNDARY

- Legal description of plan boundary
- Plan boundary map

2. COMMUNITY PARTICIPATION

Stakeholders defined (check all applicable)

- Neighborhood association
- Owner-occupied residents
- Landlords
- Tenants
- Commercial/businesses
- Industrial properties
- Schools
- Non-profit organizations
- Other (please identify)

Citizen Advisory Team (CAT)

- Invited by City Councilor (provide documentation)
- Members' names and affiliations (i.e., resident, property owner, homeowners' associations, business interests, other)

Public Outreach

Property owners notified (explain methods and provide documentation)

Outreach techniques (check all applicable and include documentation)

- Surveys
- Newsletters
- Email lists
- Public workshops / charrettes
- Web postings
- Social media
- Other

3. ASSESSMENT (INVENTORY AND ANALYSIS)

- Development history
- Physical characteristics of plan area (i.e., topography, hydrology, floodplains)
- Existing land use context from PLANiTULSA, including stability/growth classifications
- Existing regulatory context (zoning and subdivisions)
- Demographic data / census information (historic trends and current conditions)

4. VISION STATEMENT

- Demonstrate that stakeholders have answered the question, "What do we want this area to be in 10 – 20 years?"
- Vision map

5. CIVIC RESPONSIBILITIES AND CITYWIDE CONTEXT

- Inventory and assessment of existing land use plans that include the small area plan boundary
- Evaluation of plans and land use issues for adjacent areas, and how potential conflicts can be addressed

6. PLAN RECOMMENDATIONS

- Matrix of recommendations, organized by the goal or issue, with solutions to identified problems
- Implementation program, with recommendations for appropriate tools (regulatory, public investment, partnership) for implementation
- Identification of implementation priorities and preliminary cost estimates

7. COMPREHENSIVE PLAN AMENDMENT PROCESS (requires coordination with the City of Tulsa Planning Division)

- Adoption proceedings - TMAPC
- Approval proceedings - City Council



APPENDIX E – MEMORANDUM OF UNDERSTANDING

PURPOSE

The Comprehensive Plan states that, “Small area plans, ideally, are developed by property owners and area stakeholders, then implemented through zoning changes that allow the kinds of development described in PLANiTULSA,” and prescribes guidelines for developing such plans.

In cases where citizens or businesses within the private sector, or their representative consultants (“private sector team”), choose to fund and develop a small area plan within the City of Tulsa, the City of Tulsa requires a **Memorandum of Understanding (MOU)** between the consultant and the City of Tulsa to clarify roles and responsibilities. This requirement will ensure that plan development is consistent with the small area planning process as defined in PLANiTULSA and that area stakeholders are properly engaged in an open and transparent manner.

The MOU should be signed by relevant parties and should include but not be limited to the following requirements:

PRIVATE SECTOR/CONSULTANT RESPONSIBILITIES

1. Comply with the City of Tulsa requirements for small area plans as set forth in this Guide.
2. Submit a nomination for a small area plan with the City of Tulsa, Planning and Development Department, Planning Division. Nomination forms, instructions and supporting reference materials are available from the Planning Division. The nomination must include the following information:
 - a. Proposed plan area boundary
 - b. Identification of key issues to be resolved through the SAP
 - c. Identification of PLANiTULSA criteria for small area plans that apply to the proposed plan area boundary
 - d. Expected outcomes for the area, following the development of a small area plan
 - e. Description of key stakeholder groups (representing all areas and interests of the plan area), level of organization, and the degree of commitment to participate in the planning process
 - f. Stakeholder signatures in support of the SAP nomination

3. Work with City staff and the plan area’s City Councilor to select and invite stakeholders to serve on the Citizen Advisory Team (CAT).
4. Prepare for and lead CAT and community meetings.
5. Collaborate with the City of Tulsa, Planning Division, to promote CAT and community meetings, including a community visioning workshop.
6. Draft plan content to conform with PLANiTULSA’s Vision and goals, as applied to the specific SAP boundary and in accordance with SAP guidelines provided by the City of Tulsa.
7. Collaborate with City Staff to edit plan drafts, based on public review and comments.
8. Collaborate with City Staff on content edits throughout the plan adoption process, including a public open house, TMAPC hearings and City Council hearings.
9. Meet in person regularly with the appointed City of Tulsa staff to review draft materials and discuss project progress.

CITY OF TULSA RESPONSIBILITIES

1. Administer the Small Area Planning Program for the private sector small area plan, to assure that the proposal, assignment of resources, and all subsequent SAP steps comply with SAP requirements.
2. Assign planning staff to provide technical assistance and oversight to the small area planning effort.
3. Organize a Citizen Advisory Team, based on the City Councilor’s invitations.
4. Publicize community and CAT meetings in collaboration with the private sector team.
5. Assist in data collection and share relevant data with the private sector team on existing conditions, including but not limited to environmental features, land use, transportation, adopted legacy plans, parks and open space, and housing.
6. Ensure consistency within the plan document through reviews, edits, and formatting by providing comments at regular meetings with the private sector team. A design template and a listing of required plan components will be mutually agreed upon early in the process to ensure the efficient development of plan content.
7. Coordinate with other City departments, public agencies, boards and authorities, and other related City and public sector stakeholders during plan development.
8. Coordinate the SAP Technical Review of the draft plan.
9. Collaborate with the private sector team to prepare for the plan adoption by Planning Commission (TMAPC) and approval by City Council.
10. Coordinate the presentation of the final plan draft to TMAPC as a Comprehensive Plan amendment.



APPENDIX F – INTERNET RESOURCES

CITY OF TULSA HOME PAGE

www.cityoftulsa.org

- **City of Tulsa Planning Division**
www.cityoftulsa.org/community-programs/planning.aspx

SMALL AREA PLANS (ALL PLANS)

www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning.aspx

SMALL AREA PLANS (SPECIFICALLY REFERENCED IN THIS GUIDE)

- **Utica Midtown Corridor Small Area Plan**
www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning/utica-midtown-corridor-small-area-plan.aspx
- **36th Street North Small Area Plan**
www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning/36th-street-north-small-area-plan.aspx
- **Eugene Field Small Area Plan**
www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning/eugene-field-small-area-plan.aspx
- **West Highlands/Tulsa Hills Small Area Plan**
www.cityoftulsa.org/community-programs/planning/small-area-and-neighborhood-revitalization-planning/west-highlandstulsa-hills-small-area-plan.aspx

TULSA METROPOLITAN AREA PLANNING COMMISSION (TMAPC)

www.tmapc.org

- **Tulsa Comprehensive Plan**
www.tmapc.org/comp_plan.html | [www.tmapc.org/Documents/Tulsa Comprehensive Plan.pdf](http://www.tmapc.org/Documents/Tulsa%20Comprehensive%20Plan.pdf)

INDIAN NATIONS COUNCIL OF GOVERNMENTS (INCOG)

www.incog.org/Land_Development/land_main.html

TULSA DEVELOPMENT AUTHORITY

www.tulsadevelopmentauthority.org

TULSA TRANSIT AUTHORITY

www.tulsatransit.org

TULSA HOUSING AUTHORITY

www.tulsahtousing.org

RIVER PARKS AUTHORITY

www.riverparks.org

TULSA PUBLIC SCHOOLS

www.tulsaschools.org

JENKS PUBLIC SCHOOLS

www.jenksps.org

UNION PUBLIC SCHOOLS

www.unionps.org

LAND USE PLAN

http://en.wikipedia.org/wiki/Land-use_planning

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

http://en.wikipedia.org/wiki/Geographic_information_system

METES AND BOUNDS

http://en.wikipedia.org/wiki/Metes_and_bounds

