



MEMORANDUM

TO: PLANITULSA CITIZEN'S COMMITTEE
FROM: JOHN FREGONESE, SCOTT FREGONESE, JANET THARP
SUBJECT: GUIDING PRINCIPLES AND SCENARIO DESIGN MATRIX
DATE: JANUARY 23, 2009 [UPDATED FEBRUARY 23, 2009]

Following are draft guiding principles, indicators and a scenario design matrix which we will be reviewing with the Citizen Committee at our Tuesday, January 27th meeting. We want to discuss these guiding principles, scenario elements, the possibilities for the other two scenarios, and brainstorm some ideas for urban themes with you. We look forward to your comments anytime, online or in person, and look forward to a productive discussion on January 27th.

DRAFT GUIDING PRINCIPLES AND INDICATORS

Like the blueprints of a new home, these guiding principles serve as a foundation for how Tulsa will move forward into a strong, well constructed and innovative future. As the “design process” for Tulsa moves forward, there will be fresh new beginnings and the flexibility to develop in new directions. But all of those beginnings and new directions are based on a solid, consistent foundation of community core values and shared philosophies – these are known as “guiding principles.” This set of draft guiding principles is a collection of Tulsa residents’ shared values as they move forward in shaping an even better Tulsa than it is today.

In the land-use world, these guiding principles are vitally important. They will be used to guide development of a comprehensive plan, ensure that planning recommendations and strategies reflect and support the core values of Tulsa citizens, and serve as a guidepost for potential development scenarios and policy decisions. These guiding principles help answer the question: “What should Tulsa look and feel like in the future?”

The following set of Tulsa Guiding Principles is grouped into general topic areas. Each topic area includes a list of potential “indicators” that can be used to evaluate certain development scenarios that will be created later in the planning process. The indicators can help measure whether the different scenarios align with Tulsans’ core values.

Community and Housing

Tulsans are proud of their city, especially its fine arts, art deco architecture, river, music, and rich ethnic heritage. Tulsa is seen as the type of city where newcomers can move, buy a home, and join the community. Citizens expect that tradition to continue and want to protect the quality of life for Tulsa citizens as the region grows. Future development should protect historic buildings, area neighborhoods and natural resources while also enhancing urban areas and creating new mixed-use centers where people can find everything they need in vibrant communities. It's vitally important that the look and feel of new construction should complement and enhance existing neighborhoods, rather than simply being added on. New development, particularly on previously vacant or underused land, should provide more choice in housing options and in access to shopping areas, entertainment and other amenities. These new neighborhoods should fit seamlessly into the existing transportation network so that residents can access the goods and services other Tulsans now enjoy. Tulsa citizens envision a city with pockets of vibrant, attractive development that provides plenty of places to walk, shop, work and live affordably.

City development policy should be clearly understood and result in predictable outcomes. Regulations should pave the way for the type of development Tulsa residents want to see built in the city. Policy implementation should remain consistent and fair.

Possible Community and Housing Indicators

- Mix of housing unit types
- Number of housing units in mixed use areas/walkable areas
- Amount of urban infill
- Match of household demographics and income to housing type, both citywide and by neighborhood
- Proportion of historic buildings currently in use vs. vacant
- Number of residential units displaced by new developments
- Land consumption
- Number of Mixed use dwelling units

Transportation

Tulsans recognize that using their tax dollars wisely depends in part on better coordination of land use and transportation policies, since the two areas are closely linked. Neighborhoods should be served by a variety of transportation options, so that all Tulsans - workers, school children, college students, and retirees - can get where they need to go by walking, biking, driving, or using public transit. Neighborhoods should be pedestrian friendly, with safe and continuous sidewalks, a variety of routes, and good access to transit corridors. New and existing employment centers should include shopping, after-hours activities and housing, so they become richer more vibrant places during both day and night hours. In terms of existing infrastructure, such as streets and sidewalks, Tulsans expect that there will be plans for ongoing maintenance programs.

Possible Transportation Indicators

- Proportion of households/jobs within 1/2 mile of frequent service bus lines or other public transit
- Citywide and neighborhood splits between different modes of transportation
- Vehicle miles/time traveled per capita, by mode
- Daily transit ridership
- Proportion of households/jobs in neighborhoods with high walkability scores (street and path connectivity and intersections)
- Proportion of households/jobs served by bicycle network
- Bicycle commuter counts along key routes
- Ratio of retail/entertainment/shopping to office/other employment within high-density employment areas – to measure mix of uses
- Vehicle Miles Traveled per capita
- Average Travel time
- Cost of transportation improvements needed
- Annual household fuel expenditures
- Annual hours spent driving per person

Economy

Tulsans want their city to be a lively and interesting place to live, with its many assets – including art, culture, history, and natural beauty -- as key to maintaining a vibrant, thriving place for residents and visitors alike. As part of a vibrant city's role in a global economy, it's important that the established Tulsa community be open and welcoming to new ideas and new people. Residents of all ages and walks of life can move here, be successful and make their homes here. Tulsa's downtown is seen as an emerging thriving economic engine for the entire region, as well as an energetic neighborhood and cultural center. Civic and business leaders, as well as other stakeholders, must work collaboratively to improve the environment for employers, workers, small businesses, entrepreneurs, artists, and those upon whose creativity the city will depend for the next 30 years.

Possible Economy Indicators

- Employment mix
- Percent of export jobs (jobs that bring new income into the region)
- Citywide Jobs-Housing Ratio
- Subarea Jobs-Housing ratio
- Share of region's jobs that are downtown
- Wage levels of new jobs
- Average Income of new workers (by job type)
- Average Educational Requirements of new workforce

Equity and Opportunity

Tulsans want to see a cohesive Tulsa – where all residents from north to south — have the ability to create a safe, healthy, viable life for themselves and their families. Education stands as one of the most important components of an equitable Tulsa. Tulsans want school locations to be safe, pedestrian friendly and efficient. They also want cooperation among Tulsa Public Schools, the Tulsa Parks Department, and other public entities to ensure that all public facilities work together to shape livable neighborhoods. Building a world-class pre- and K-12 school system is paramount when it comes to expanding opportunities for all Tulsans, as well as attracting new families. Tulsa should be a city where today’s school children have a voice and a role in planning for their future. Tulsans want a commitment on the part of civic, business and government leaders to expand the range of housing, employment, transportation, education and health care available across incomes, ethnicities and cultures. Government should be transparent, accessible and inclusive so residents have a voice in solving their community’s problems today and are a part of planning for tomorrow.

Possible Equity and Opportunity Indicators

- Average walkability scores within 1-mile of public schools
- Affordability of housing for future demographics by area
- Demographic mix, housing profile, new permits
- Access to alternative transportation by demographic area
- Match of household make-up and income to housing type, both citywide and by neighborhood (repeated in community section)
- Percent of new jobs in lower income areas

Environment

Tulsans expect their city to draw upon its long experience in the energy industry to become a leader in sustainability, carbon neutrality, and the efficient use of natural resources. The city should work to expand the range of transportation options by embracing walking, biking, and public transit in addition to the use of the automobile – while also encouraging land uses that support the full spectrum of transportation options. New buildings should meet high standards for energy, water, and carbon efficiency while delivering high quality spaces for people and contributing to the city’s architectural heritage. Tulsans want to live in a city that is uncluttered by visual pollution such as overpowering signage, unsightly placement of utilities, and unmanaged refuse. Creating environmentally sensitive public infrastructure and maintaining the city’s parks, greenways and natural areas also are keys to a clean and beautiful Tulsa.

Possible Environment Indicators

- Proportion of households within 1/2 mile of transit-rich corridors
- Extensiveness and connectivity of bicycle network
- Average walkability scores for neighborhoods served by transit
- Number of acres of park/open space / 1,000 people Open space per capita

- Parks per capita
- Access to open space and parks
- Proportion of new buildings that are highly rated for energy and sustainability
- Extensiveness and connectivity of parks, greenways and trails
- Carbon footprint
 - Carbon Dioxide (CO2) emissions from transportation
 - Carbon Dioxide (CO2) emissions from buildings
- Consumption of fuel
- Impervious surface lost

Planning Process

Tulsans expect city planning to be an inclusive and transparent process, with land use and neighborhood plans adopted, funded, implemented, and monitored for performance in an open, public process. Plans should clearly state the community challenges they seek to address, the goals they want to accomplish, and the implementation measures needed to reach those goals. Identifying funding requirements and sources, either existing or new, should be part of any plan’s development so that government leaders stakeholders, and the community are informed about the tradeoffs involved. Neighborhood and specific area plans should be consistent with the citywide comprehensive plan, and implementation should conform to the adopted plan. Lastly, Tulsans want the planning process to be clear, understandable and relevant to their lives.

(Note: process related principles, no scenario indicators at this time)

SCENARIO DESIGN MATRIX

We have created the following matrix to help define the scenarios as they evolve, and to begin the process of describing these to the public. We have included a complete matrix of scenario designs, the revised draft guiding principles, and the key indicators for the scenarios.

As many of you have emphasized, the scenario process is designed to test a number of variables. Each scenario should have a theme – an urban design theme, and probably a major driving force – economic development, international city, sustainable city, sports paradise or similar theme. Scenarios are about highlighting choices, and we want to emphasize tradeoffs between the goals.

The final scenario can be the best of lessons learned, but now is the time to explore some other designs. We therefore offer this matrix as a way to guide the Committee’s discussion. This is a work in progress – we can add additional elements, or change the parameters of any scenario, but this gives us the beginning of a structure to discuss them.

Scenario	Trend	Workshop	C	D
Overall Theme	Scenario describes current practices extrapolated into the future without any significant changes. Housing, transportation, and economic trends as they have existed continue. Tulsa City grows very slowly, while most economic and housing development locates in the surrounding suburbs	Scenario B reflects the input received from the Citywide Workshop process. In general, participants selected development types that were denser and had a wider range of uses than currently exists in Tulsa. Development was particularly targeted at downtown, along corridors, and in select neighborhoods. Alternative transportation modes are well developed and used.	New City Centers	Sustainability Focus/ Very
Land Use and Housing				
Land Use Design	Limited range of land use categories; most areas are single-use and auto-oriented. Land use and transportation coordination is primarily based on auto circulation; mixes and	The variety of allowable land uses is greater. Mixing of residential, office, retail, and services are allowed along major corridors, in neighborhood centers,	Downtown receives a modest share of new growth. New housing and jobs are primarily developed in new neighborhoods on vacant or underdeveloped land.	Downtown and its surrounding neighborhoods receive the majority of new housing and job growth. Significant infill is developed on vacant and

Scenario	Trend	Workshop	C	D
	densities are not generally sufficient to support high-capacity transit. Surface parking is a major consumer of land area.	and in transit-oriented development areas. Existing single-family neighborhoods are not zoned for mixed use.	These communities are designed to have jobs, housing, retail, and other services within close proximity.	underdeveloped parcels in these areas. Major corridors and transit lines are targeted for higher-density development.
Housing Unit Mix	New homes are primarily detached single-family units, including many with larger lots, near or beyond the City boundary. Other developments are rental apartments. Some multifamily/condo development in downtown.	About 35% of new units are built in multi-family or small- or zero-lot line developments. These are primarily located near transit lines and along the edges of existing neighborhoods. Single family homes are still the predominant housing type, but home and lot size may be more varied.	About 25% of new housing units are in multi-family or on small lots, particularly in the new neighborhoods. Single-family neighborhoods are still the predominant housing type, but home and lot sizes are more varied.	About 50% of new housing units are in multi-family or on small lots and townhomes. Single-family homes are on smaller lots than typically found today, and they are developed in smaller amounts on infill sites.
Housing Market	Downtown and close-in neighborhoods continue to lose both households and employment; newer low-density suburban neighborhoods continue to make up the majority of home construction.	Downtown and close-in neighborhoods remain stable or increase the number of households and jobs. Newer neighborhoods have a range of unit and lot sizes to reflect a	Downtown receives a modest portion of new housing. New neighborhoods are designed with a range of lot and home sizes, and are situated relatively close to jobs	Downtown and its environs receive the majority of new housing. New housing is predominantly multi-family and includes a wide variety of unit sizes. Most new

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		<p>broader range of housing consumers (1-2 person households, young families and aging baby boomers). Greater variety helps match supply to demand, which in turn helps preserve values.</p>	<p>and retail, thus reducing transportation costs for residents. Greater variety helps match supply to demand, which in turn helps preserve values.</p>	<p>housing is in-town, located above retail and adjacent to office and other jobs. The need for people in these neighborhoods to own an automobile is greatly reduced, but they may lease garage space if they wish.</p>
<p>Housing Affordability</p>	<p>Homes in Tulsa remain affordable relative to income (1:3 median income to home price). Affordable housing programs focus on loan assistance, improvement assistance, and public-private development efforts. Primary emphasis is on home ownership.</p>	<p>Homes in Tulsa remain affordable relative to income, but wider range of choices provides options for lower income or smaller households. Affordable housing programs continue to focus on homeownership.</p>	<p>Homes in Tulsa remain affordable relative to income, but wider range of choices provides options for lower income or smaller households. Affordable housing programs continue to focus on homeownership.</p>	<p>Homes in Tulsa remain affordable relative to income. Lower maintenance, energy, and transportation costs help offset the initial cost of building higher density housing. Affordable housing programs continue to focus on homeownership.</p>

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Open Space				
Open Space and Conservation	The City maintains existing parks and adds some new neighborhood open space in Greenfield developments.	Large recreation areas (e.g. Turkey Mountain) are preserved. In-town parks, greenways, and flood-control facilities are retained or expanded.	New neighborhoods are designed to include their own walking and biking trails and open space amenities. Large recreation areas (e.g. Turkey Mountain) are preserved. In-town parks, greenways, and flood-control facilities are retained or expanded.	Land for parks and open space is reserved in the central core, and take the form of urban parks, civic plazas, and other amenities. Recreation and walking and biking trails are built/improved along the Arkansas River and reach out into suburban areas. Large recreation areas (e.g. Turkey Mountain) are preserved. In-town parks, greenways, and flood-control facilities are retained or expanded.

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Transportation				
Roads and Streets	Paving and maintaining existing roadways is primary emphasis. Traffic congestion increases modestly, but overall, road network has ample capacity.	Paving and maintenance are still a primary emphasis. Some additional capacity is developed with a Bus Rapid Transit system. A streetcar is developed in the downtown, and commuter rail serves key corridors.	Paving and maintenance of existing roads continue, but some automobile capacity is shifted to bus rapid transit, streetcars, or light rail facilities. Some arterials are converted to boulevards, which allow rapid through-traffic while using slip roads and medians to accommodate local traffic and pedestrians.	Paving and maintenance of existing roads continue, but some automobile capacity is shifted to bus rapid transit, streetcars, or light rail facilities. Some arterials and freeways are converted to boulevards, which allow rapid through-traffic while using slip roads and medians to accommodate local traffic and pedestrians. Some intra-neighborhood streets are converted to bike boulevards.

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Transit	<p>Transit consists primarily of bus and para-transit services. Network is cross-town design with most routes terminating downtown. Auto-oriented land uses along routes do not provide sufficient densities or mixes to support an expanded network. Carpooling remains largest “transit” mode, and may increase along with energy costs.</p>	<p>Transit consists primarily of bus service, both regular and rapid cross-town. Buses are supplemented by high-capacity commuter and rail services, and streetcar lines. Most routes terminate downtown, but additional lines provide transfer points for north-south travel. Transit-oriented-development hubs combine housing, jobs, and services in selected areas.</p>		
Walking and Biking	<p>Bicycle paths and facilities are primarily for recreation purposes, rather than cross- or in-town commuting or day-to-day trips. Sidewalks may be provided in new suburban neighborhoods, but continuous sidewalks</p>	<p>Recreational bicycle paths are expanded; some on-street commuting and in-town routes (bike lanes, bike boulevards, etc.) are added. Pedestrian facilities are improved between existing residential and new mixed-use areas,</p>		

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	<p>along major roadways are uncommon. Transit, biking and walking are insignificant transportation modes</p>	<p>particularly along transit corridors. Residents of Inner neighborhoods and main streets walk for 20% of their trips. Traffic calming programs (neck-downs, chicanes, lighting, etc.) are implemented in neighborhoods and along main streets. About 5% of Tulsans regularly bike to work, and about 20% regularly use transit (5 times a month)</p>		
<p>Private vehicle fleet assumptions</p>	<p>Standard EPA fleet in 2020, 100% fossil fueled, 35 miles per gallon. Standard vehicle ownership ratios.</p>	<p>Fuel mileage increases to European standard of 49 mpg, 90% fossil fueled vehicles, 10% electric vehicles. Standard vehicle ownership ratios. Active shared car program.</p>		

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Economic Strategy and Development				
<p>Economic Development/ Industries</p>	<p>New employment growth takes place primarily at or beyond City boundary in large campus or warehouse style developments. Business attraction and retention is primary economic development strategy. There is generally no coordination of new employment development with housing or transit facilities.</p>	<p>New employment growth continues to take place near the edge of the City, but is more limited to large-footprint building and warehouses. Office, retail, and service uses are arranged along transit-rich corridors and within downtown. Large employment complexes (health care, corporate headquarters, etc.) are incorporated into several large intermodal areas in the City and in downtown.</p>		