

# TulStat

Planning & Development and  
Economic Development

Well-Being  
Opportunity

September 12, 2017



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**Tulsa**  
A New Kind of *Energy*®

1.  
Identify the  
Issue you're  
trying to solve

2.  
Determine how  
to Measure the  
outcome

3.  
Set a Goal for  
improvement

4.  
Identify, test, and  
implement the  
Strategy

5.  
Measure the  
results and  
Refine the  
strategy



# Economic Development

Well-Being  
Opportunity

September 12, 2017

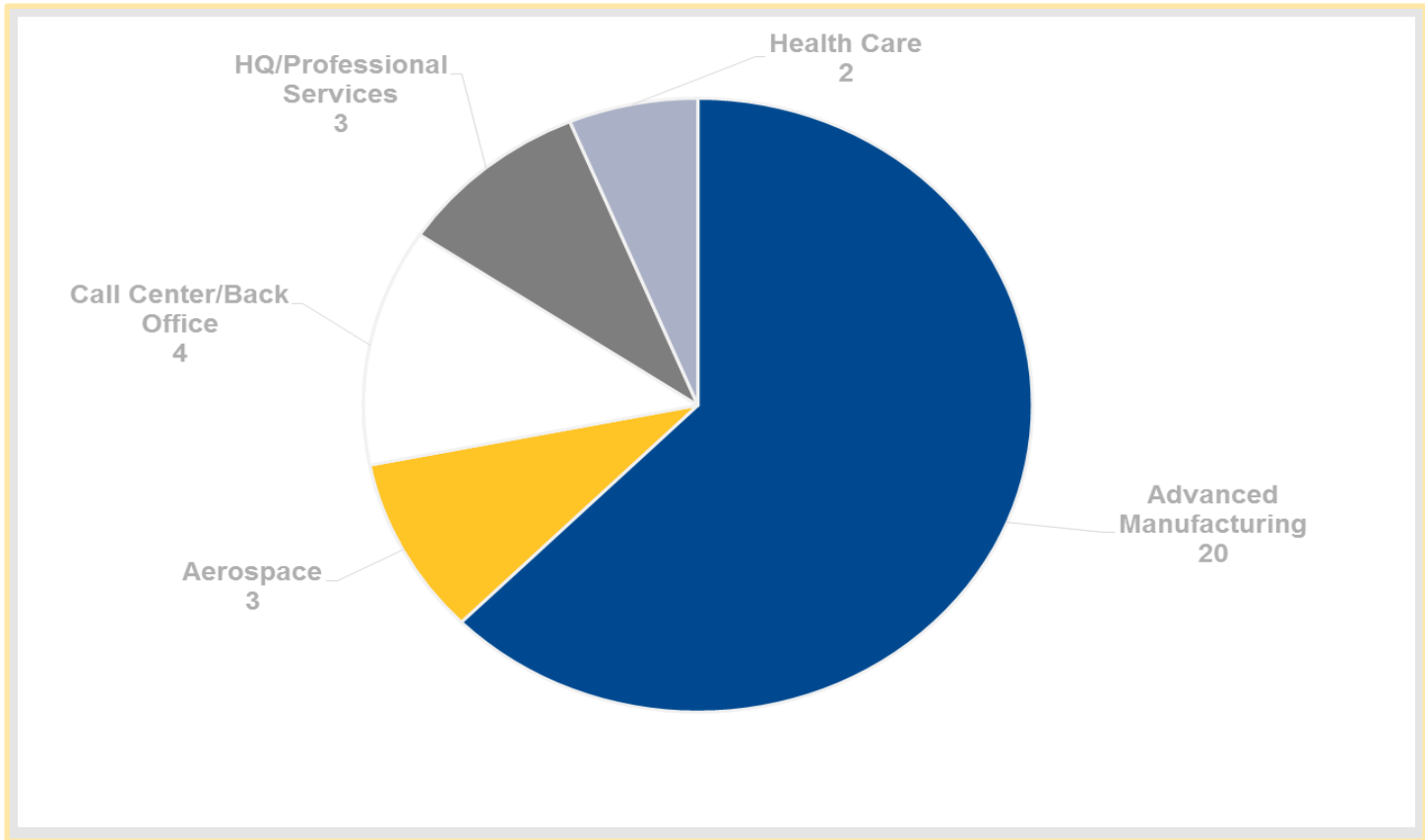


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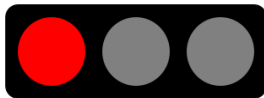
# Issue & Context

- **The ISSUE -**
  - Attracting and retaining jobs in growth occupations and industries
- **The GOAL -**
  - Align the city’s economic development “tools” to ensure policies and incentives maximize our ability to attract and retain high-growth, high-wage jobs
- **The Connection -**
  - Connected to Well-Being and Opportunity (growing average per capita income, population growth, and new jobs added to the local economy)





Status



What it means

While overall interest from new business prospects has increased, interest from office prospects remains low. Nearly 75 percent of new business prospects considering locating in Tulsa have been in manufacturing of some nature, reflecting Tulsa's strengths in the industry.

Mayor/Council Goals

Opportunity

Add new jobs to the local economy



# Strategic Direction

| Strategy  | Action Plan / Next Steps  | By When        | Hurdles  |
|---|---|----------------|--|
| Evaluate existing incentive tools available through city resources, as well as via Authorities, Boards, and Commissions | (1) Catalogue existing incentive tools; (2) Identify tools' ability to assist in attracting office prospects or high-wage manufacturing; (3) Identify gaps in tools' ability to stimulate job growth in target areas. | End of Q1 2018 | Pace of current active projects necessitates focus on immediate prospects as opposed to focus on preparing for future prospects. |

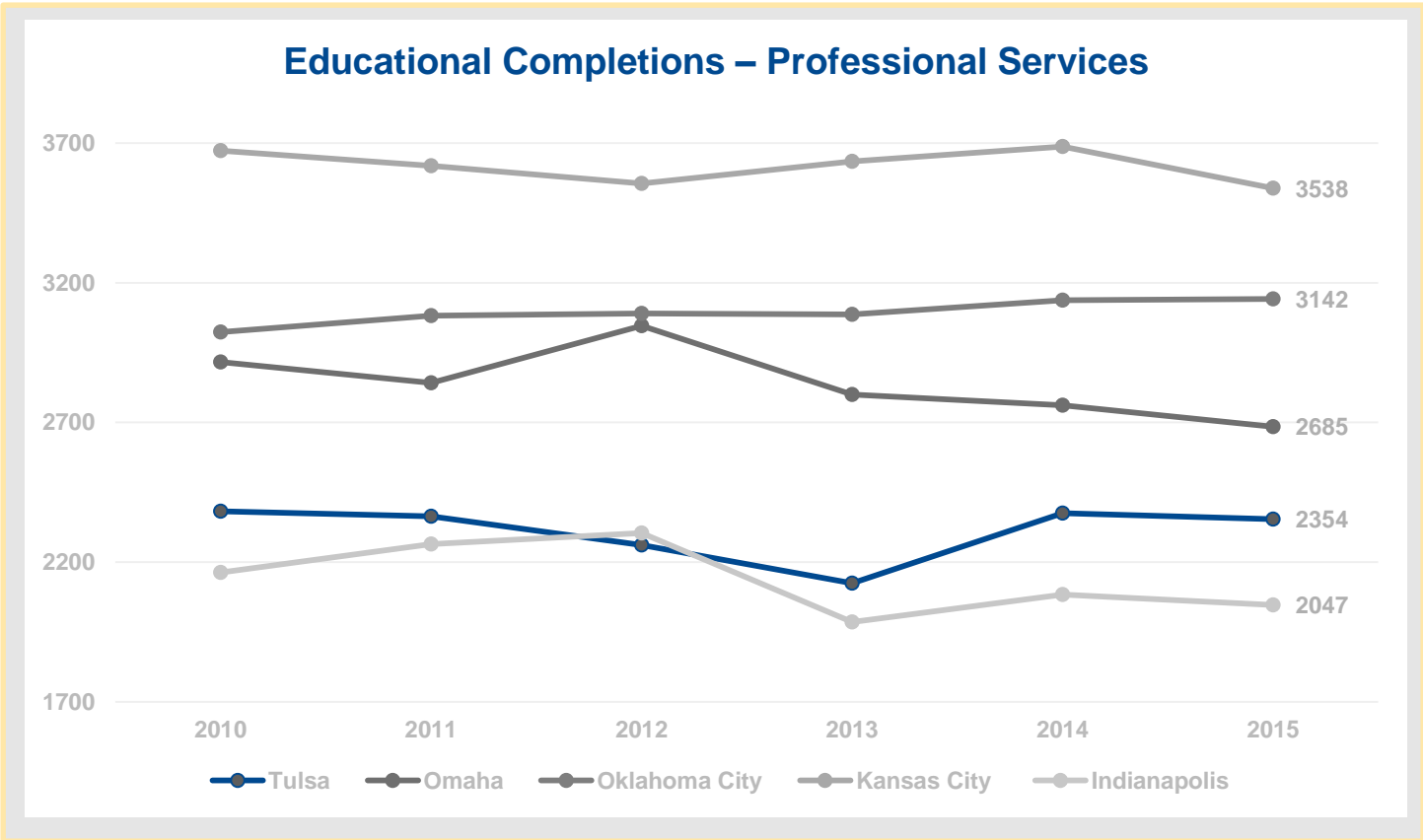


# Issue & Context

- **The ISSUE -**
  - Attracting and retaining jobs in growth occupations and industries
- **The GOAL -**
  - Connect economic development project activity trends to key community data points to spur development of solutions and action
- **The Connection -**
  - Connected to Well-Being, Opportunity, and City Experience (growing Tulsa's population with new jobs and businesses added to local economy)



## Educational Completions – Professional Services



### Status



### What it means

In a recent independent study by Dallas-based Site Selection Group, Tulsa showed a competitive level of business graduates completing degrees over the past five years, on par or exceeding much larger markets. However, growth has been generally flat.

Mayor/Council Goals

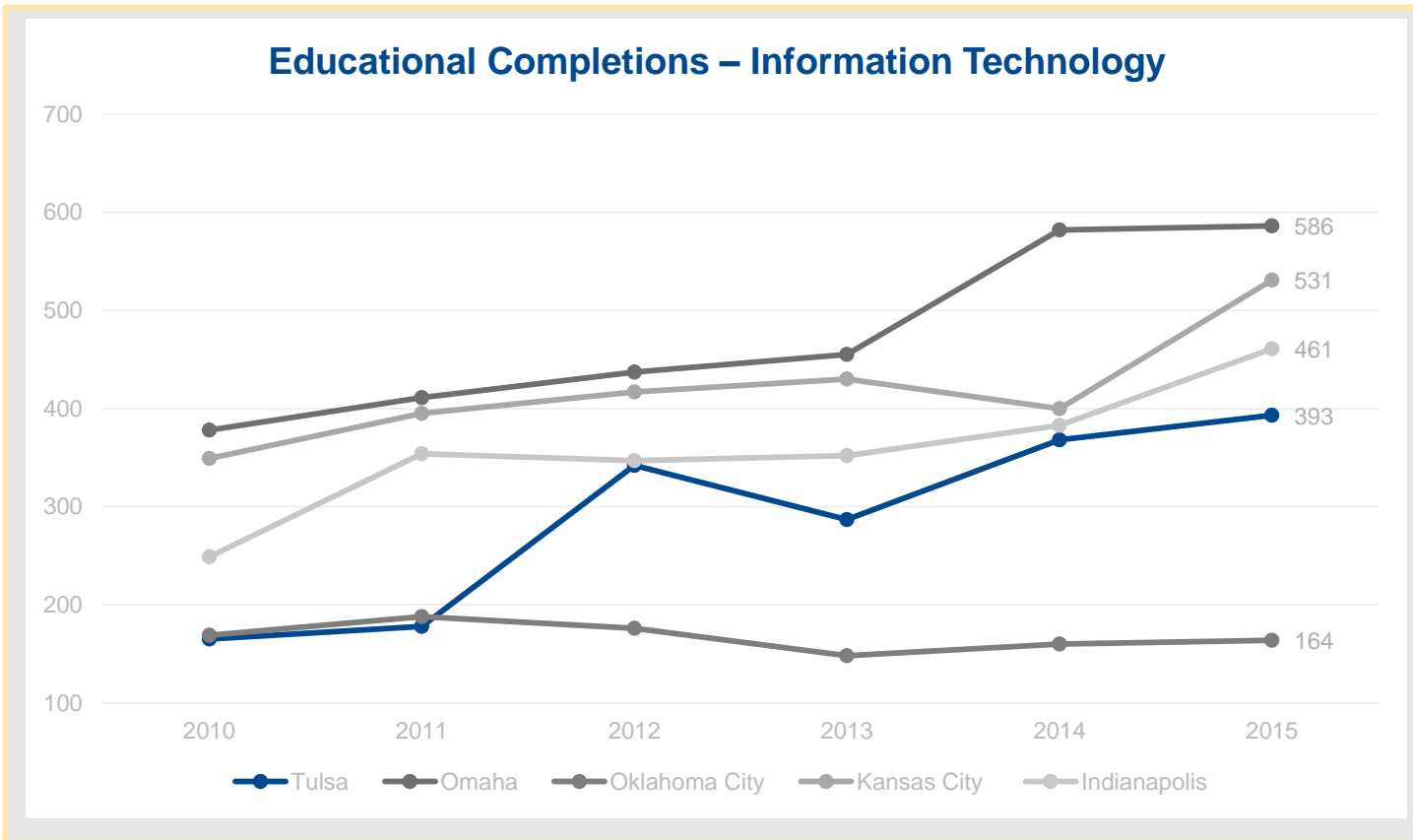
Opportunity

Add new jobs to the local economy





## Educational Completions – Information Technology



### Status



### What it means

The same study showed that Tulsa shows a strong and growing number of IT graduates over the past five years, although other competing markets show ever stronger growth rates. However, a relatively smaller number of graduates makes it difficult for Tulsa to compete for larger labor requirements.

Mayor/Council Goals

Opportunity

Add new jobs to the local economy



# Strategic Direction

| Strategy  | Action Plan / Next Steps  | By When        | Hurdles   |
|---|---|----------------|---|
| <p>Increase number of professional services and information technology prospects considering Tulsa for potential operations</p> | <p>Better communicate industry mix of prospects considering Tulsa to education partners; collaborate with education partners to ensure understanding of importance of degree completions to prospective companies</p> | <p>Ongoing</p> | <p>Budget and funding shortages; career awareness among existing or prospective students; ability to retain talent in Tulsa upon graduation</p> |



# Planning & Development

Well-Being  
Opportunity

September 12, 2017



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# Issue & Context

## The **issue**

- The need to improve tracking of commercial building permit timelines

## Our **goal**

- Track review time by permitting
- Keep review time to <35 days\*

## **Connection** to strategic outcomes

- Opportunity – new jobs, labor force participation rate
- Planning – population growth
- Well-Being - per capita income

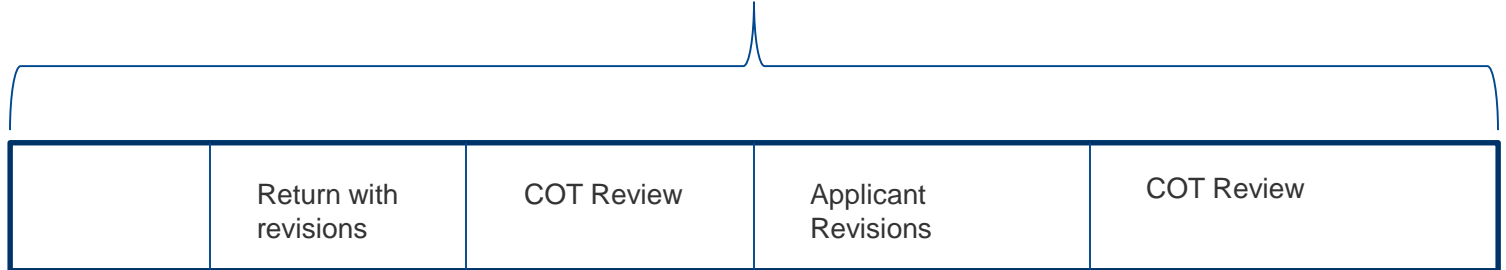
\* Review time should include only time where City of Tulsa has documents for review



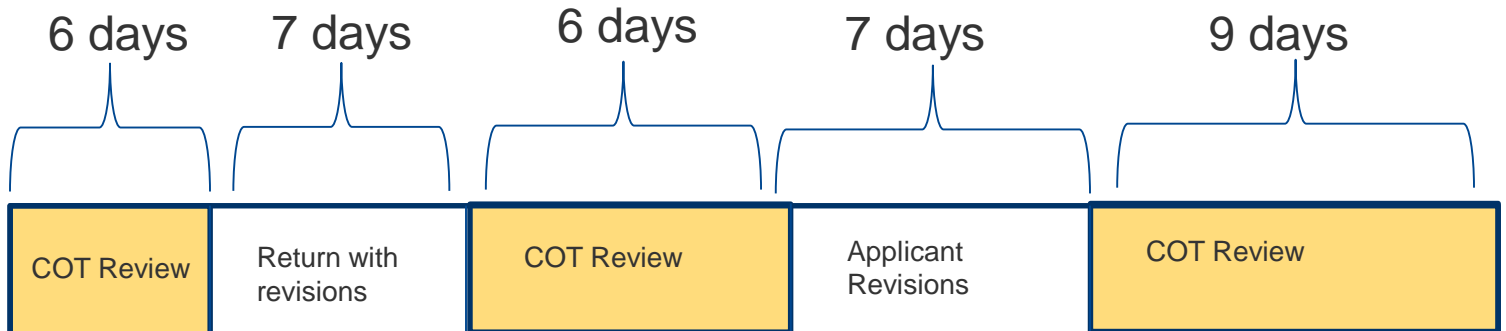
# Tracking Time to Process Permits

Today

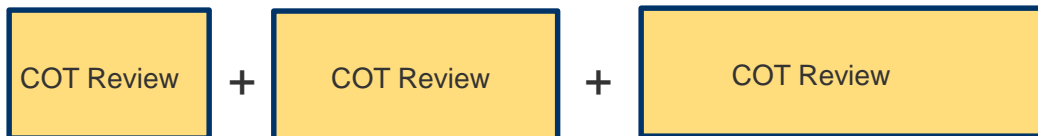
41 days (average: 2010-17)



## Example with EnerGov



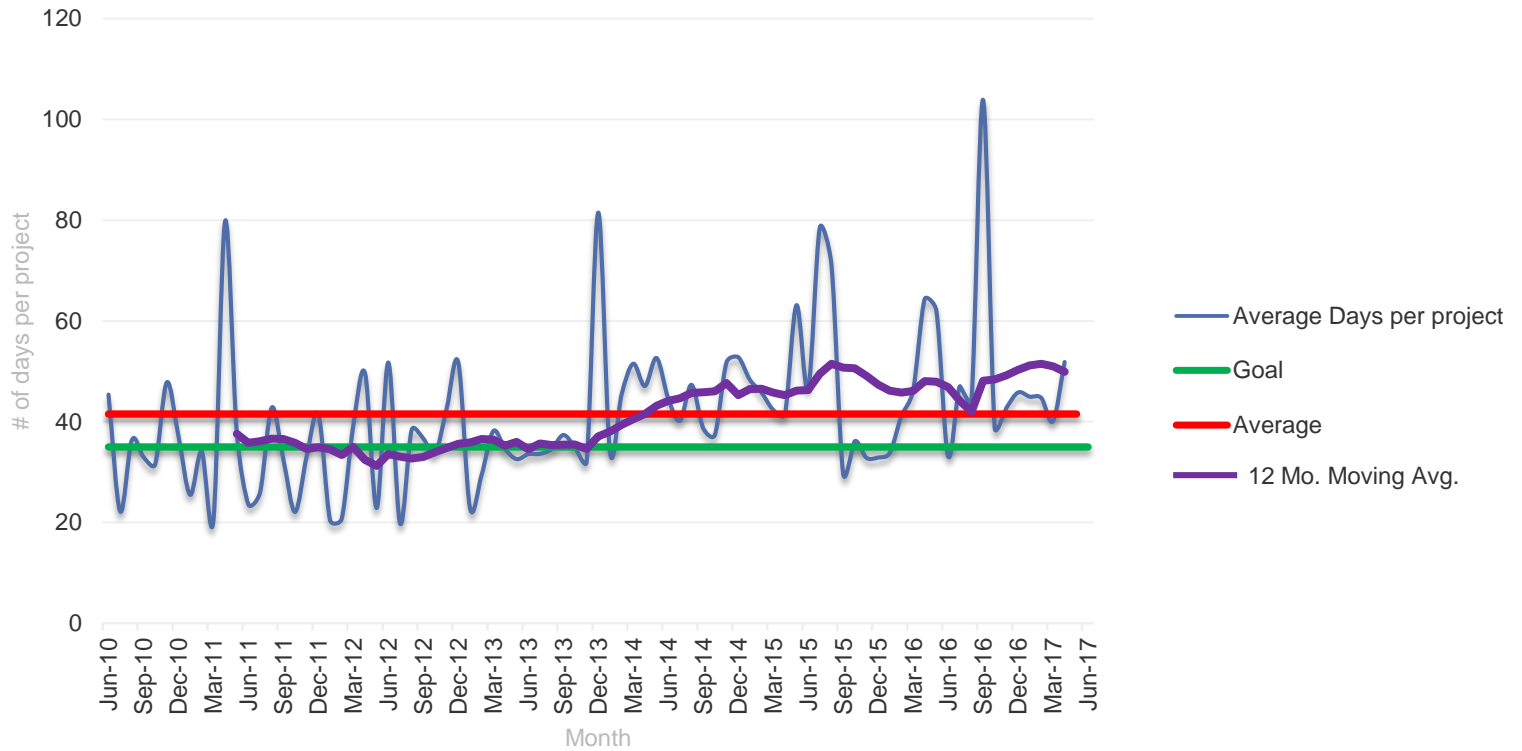
Goal:



$\leq 35$  days



# Average Number of Days Commercial Permits From Application to Issue



## Status



## What it means

- Goal: <35 days from application to issue
- 2010-17: Achieved goal 37% of the time, month-to-month
- Currently includes time that applicant is responding to review items
- Review times have increased

Mayor/Council Goals

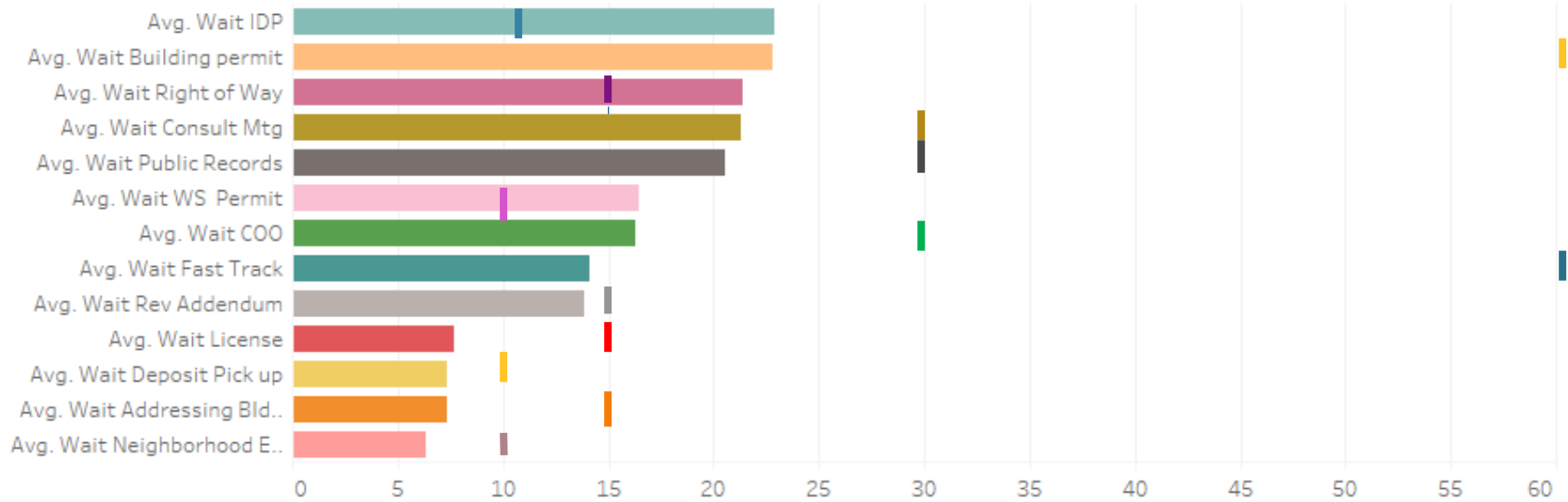
Opportunity

New Jobs

Population Growth



## Average Wait Time by Activity (in Minutes)



### Status



### What it means

- Goal: document wait times (in minutes) for Permit Center services
- New queuing system offers customers flexibility and more control of their time
- Over time resources can be adjusted to meet customer needs

Mayor/Council Goals

Opportunity

New Jobs

Population Growth



# Strategic Direction

| Strategy                                 | Action Plan / Next Steps | By When     | Hurdles   |
|--|--------------------------|-------------|---|
| Accurately track permit review timelines | Deploy EnerGov           | Spring 2018 | On track  |
| Committing to EnerGov                    | Change management effort | Spring 2018 | Quickly adjusting to new system and realignment |





# Issue & Context

## The **issue**

- The Peoria BRT corridor is the most appropriate location for population growth

## Our **goal**

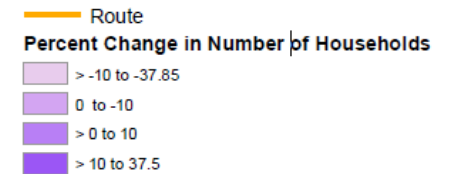
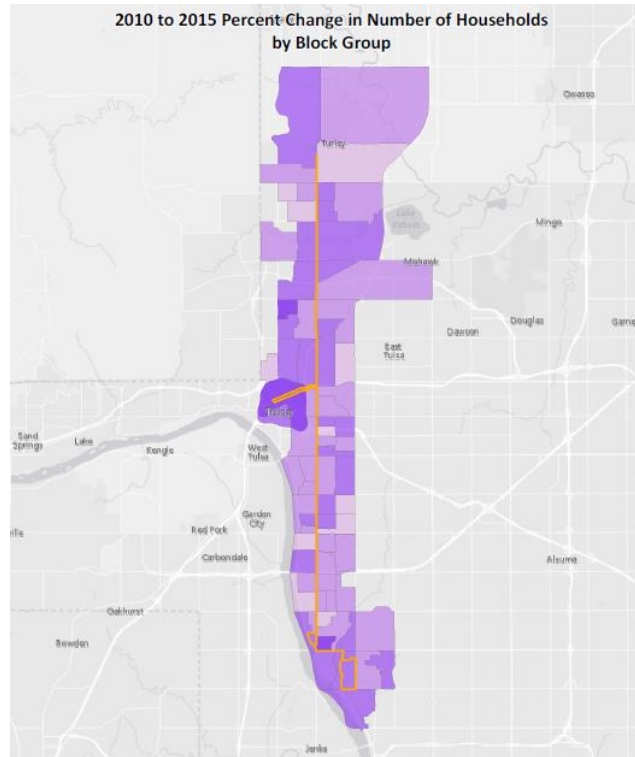
- Density development along the BRT corridor to capitalize on public investment
- Establish incentive programs and a regulatory environment to improve access to housing, employment and services

## **Connection** to strategic outcomes

- Planning – population growth



# Planning: Tracking Growth



## Status



## What it means

Sustained planning in corridor. (7 active plans)

Downtown housing density increasing most

BRT is growth catalyst worth watching

Mayor/Council Goals

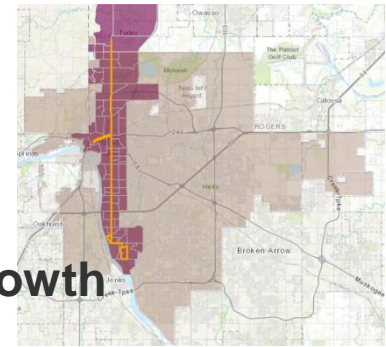
Opportunity

New Jobs

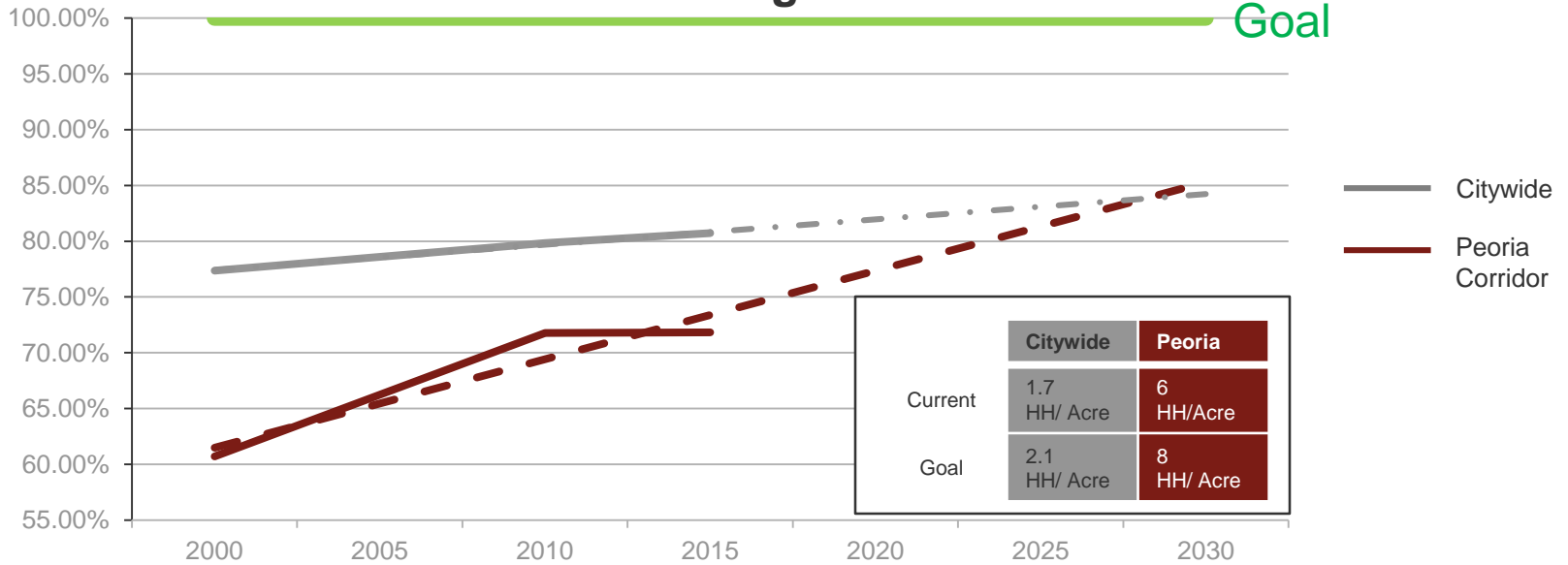
Population Growth



# Planning: Tracking Growth



## Household Density: Progress towards 2030 Growth Target



### Status



### What it means

Peoria corridor is a growth area (1/4 of Tulsa's new households 2010-15)

Will hit citywide 2030 growth targets in 2098.

Enough tax revenue to cover costs? Fiscal sustainability unlikely

Mayor/Council Goals

- Opportunity
- New Jobs
- Population Growth



# Strategic Direction

| Strategy  | Action Plan / Next Steps  | By When  | Hurdles  |
|---|---|--|--|
| Catalyst:<br>Implement funded projects from adopted plans near Peoria Ave | Coordinate implementation schedule  | Spring 2019  | Folding together projects and objectives from multiple sources and departments |
| Preparing for BRT launch in 2019  | Voluntary rezoning program<br><i>*Initiated by City Council 8/30/17</i>   | 2017-19<br><i>*Open application period 10/1/17 – 3/31/18</i> | Outreach and benefits  |
|   | Public information campaign<br><i>*Public meetings scheduled 9/16 &amp; 9/26/2017</i><br><i>*Notices mailed to eligible owners 9/1/17</i> | 2017-19  | Requires marketing and PR strategies   |



# MX Zoningm: Education



What you need to know about  
**MIXED-USE ZONING**  
in the City of Tulsa

*These buildings near Cain's Ballroom have multiple uses and provide easy access to people walking, biking, or driving.*

## WHAT IS MIXED-USE ZONING?

As a part of the City of Tulsa Zoning Code update, new zoning districts were established to promote the mixture of land uses. Mixed-use zoning (MX) allows a mixture of residential, office, and retail uses within the same building or property, which can help make it easier to walk, bike, or drive to things you need near your home, like grocery stores, pharmacies, restaurants, and stores. This is the way cities were traditionally built for hundreds of years.

There are different types of mixed use districts in the zoning code, and though each have their own requirements, they generally place buildings closer to the street, are more accessible, encourage on-street parking and shared parking lots behind or beside buildings, and allow multiple uses in the same building. For instance, a two-story building may contain a restaurant or shop on the first floor, and offices or apartments above.

Applying mixed-use zoning to your property can help protect the future of your neighborhood by ensuring predictable and accessible developments that can make the neighborhood more desirable.



*Apartments and offices are commonly found above restaurants and galleries in the Brady Arts District.*

## HOW IS MIXED-USE ZONING DIFFERENT?

The most obvious difference is the flexibility in uses that may be permitted on the property, like residences above shops and restaurants.

Another big difference is the use of building design standards. There are four types of mixed-use districts, each with its own set of design standards that govern things like the size and placement of buildings and parking lots, and making sure the ground floor has enough windows and entrances facing the sidewalk. These standards help ensure that future developments fit the scale of the neighborhood, encourage walkability, and accommodate multiple modes of transportation.

The zoning districts most common in Tulsa separate uses like residential neighborhoods from restaurants, shopping, doctor's offices, and job centers, making trips between them longer, and most often by car. Mixed-use districts provide Tulsans another choice that makes it easier to get to where you need to go.

## WHY IS THIS IMPORTANT? WHAT'S IN IT FOR ME?

Mixed-use zoning can bring both social and economic benefits by allowing residential, recreational, and commercial spaces in close proximity to one another. Greater flexibility of uses and density are more profitable to property owners, while making it easier for neighborhood residents to reach their destinations without driving across town.

The way other zoning districts have traditionally restricted properties to a single type of use (such as commercial, office, industrial, or residential) significantly limits the value of the property, reducing the return on investment to the property owner, the business owner, and the City. Neighborhoods and districts prosper when they are designed to reduce the distance between housing, workplaces, retail, schools, medical care, and other destinations.

This reduction in distance creates greater connectivity and an overall sense of place within a neighborhood, which over time increases value. Mixed-use neighborhoods also provide more ways for everyone to get around, from allowing kids to walk to school safely, to giving older adults the freedom to get to everything they need without having to drive.

## WHAT ARE THE DIFFERENT TYPES OF MIXED-USE ZONING?

The code offers four separate mixed-use character designations, which can be applied based on the context of the site being developed and the property owner's desired outcomes.

### 1. Pedestrian (MX-P)

The Pedestrian character designation is generally intended to be applied to locations where a high level of pedestrian orientation is present or desired. Pedestrian-designated property will incur a build-to-zone rather than a building setback, bringing the building closer to the sidewalk. This designation also ensures adequate transparency (windows) and ground-floor heights that complement active street life and pedestrian areas.

### 2. Urban (MX-U)

Similar to the Pedestrian designation, the Urban character designation is generally intended to be applied to areas with high levels of walkability, but where a greater variety of building types are present or desired, such as high-density residential or townhomes.

### 3. Variable (MX-V)

The Variable character designation is generally intended to be applied in auto-oriented areas where transitions to greater levels of walkability are underway or desired. The MX-V designation allows greater flexibility in the placement of buildings and parking areas. For example, buildings can be set back further from the street, which gives more space for landscaping and streetscape elements, or limited amounts of parking.

### 4. Flexible (MX-F)

The Flexible character designation is generally intended to allow the highest levels of flexibility in terms of building types and development patterns while continuing to ensure interaction with street-facing elements.



*Cherry Street includes many buildings that have office space above shops and restaurants.*



*The Pearl District has seen many old buildings come to life with new, mixed uses.*



*Townhomes, like these at Centennial Park, are allowed in mixed-use districts.*



# MX Zoning Program: Outreach



September 1, 2017

Regional Partners - Regional Solutions

2 West Second Street Suite 800 | Tulsa, OK 74103 | 918.584.7526 | [www.incog.org](http://www.incog.org)

Dear property owner,

You are receiving this notice due to your property's location within the boundaries of the Peoria Avenue Bus Rapid Transit (BRT) corridor (see map on reverse).

Funding was dedicated through Vision Tulsa for operational expenses and permanent physical improvements (bus stops and amenities) related to the Peoria Avenue BRT line to ensure a reliable transportation service. The improved frequency of buses will provide predictability for employees, residents and visitors to use the BRT for daily travel as well as one-time trips.

As part of the strategy to capitalize on the positive impacts of the BRT system on both public and private property, a *Peoria Avenue BRT Land Use Framework* (Framework) containing recommendations for Mixed-use zoning on certain parcels was developed and found to be in conformance with the Tulsa Comprehensive Plan (PLANITULSA) by the Planning Commission and City Council. The Framework can be found here: <http://www.tmapc.org/>

To begin implementation of the Framework, on August 30, 2017, the City Council initiated a voluntary opt-in Mixed-use (MX) rezoning incentive program along the Peoria Avenue BRT route. This program is available to owners of properties located within 1/4 mile radius of identified enhanced BRT stations and recommended for Mixed-use (MX) zoning in the Framework. (See attached information regarding Mixed-use zoning.)

If you wish to take advantage of this voluntary opt-in rezoning program, you may wish to attend one of the following informational meetings:

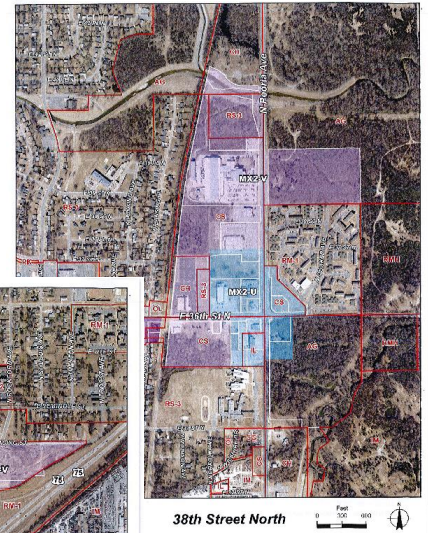
| Tuesday, September 19, 2017  | Tuesday, September 26, 2017   |
|--|---|
| Brookside Library, 3:00pm-4:30pm<br>1207 E 45th PI<br>Tulsa, OK 74105        | Central Center, 5:30pm-7:00pm<br>1028 E 6th St<br>Tulsa, OK 74120     |
| South Community House, 5:00pm-6:30pm<br>5780 S Peoria Ave<br>Tulsa, OK 74105 | Brookside Library, 6:30pm-8:00pm<br>1207 E 45th PI<br>Tulsa, OK 74105 |

At both meetings, the voluntary opt-in Mixed-use (MX) rezoning incentive program will be presented. City of Tulsa and INCOG planners will be present to answer your questions.

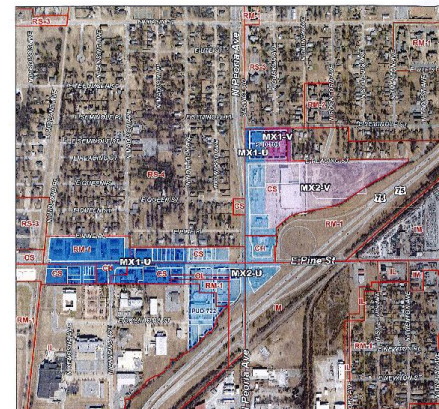
For additional information, please contact Nathan Foster at 918.579.9481 or [nfoster@incog.org](mailto:nfoster@incog.org) or Amy Ulmer at 918.579.9471 or [aulmer@incog.org](mailto:aulmer@incog.org).

Sincerely,

Susan Miller, AICP  
Director, Land Development Services



38th Street North



Note: Graphic overlays may not precisely align with physical features on the ground.  
Aerial Photo Date: February 2016

11th Street

