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
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)
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.
## Strategic Direction

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan / Next Steps</th>
<th>By When</th>
<th>Hurdles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate existing incentive tools available through city resources, as well as via Authorities, Boards, and Commissions</td>
<td>(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.</td>
<td>End of Q1 2018</td>
<td>Pace of current active projects necessitates focus on immediate prospects as opposed to focus on preparing for future prospects.</td>
</tr>
</tbody>
</table>
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)
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.
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.

Status

Opportunity
Add new jobs to the local economy

Mayor/Council Goals

Data visualization
With goal
Chart, graph, or map
## Strategic Direction

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan / Next Steps</th>
<th>By When</th>
<th>Hurdles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase number of professional services and information technology prospects considering Tulsa for potential operations</td>
<td>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</td>
<td>Ongoing</td>
<td>Budget and funding shortages; career awareness among existing or prospective students; ability to retain talent in Tulsa upon graduation</td>
</tr>
</tbody>
</table>
Planning & Development

Well-Being Opportunity

September 12, 2017
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

6 days | 7 days | 6 days | 7 days | 9 days

Goal: COT Review + COT Review + COT Review <=35 days
**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
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
## Strategic Direction

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Action Plan / Next Steps</th>
<th>By When</th>
<th>Hurdles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accurately track permit review</td>
<td>Deploy EnerGov</td>
<td>Spring 2018</td>
<td>On track</td>
</tr>
<tr>
<td>timelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Committing to EnerGov</td>
<td>Change management effort</td>
<td>Spring 2018</td>
<td>Quickly adjusting to new system and realignment</td>
</tr>
</tbody>
</table>
Issue & Context

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

Our goal
- Densify 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

What it means
Sustained planning in corridor. (7 active plans)

Downtown housing density increasing most

BRT is growth catalyst worth watching
Planning: Tracking Growth

Household Density: Progress towards 2030 Growth Target

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

Status

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

WHAT IS MIXED-USE ZONING?

As part of the City of Toledo 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 allow buildings closer to the street, access to walkways, 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 character of your neighborhood by ensuring pedestrian-friendly and accessible developments that can make the neighborhood more desirable.

HOW IS MIXED-USE ZONING DIFFERENT?

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

Another big difference is the use of building design standards. These are 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 Toledo 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 Toledoans 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, commercial, and recreational 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 these destinations without using cars.

The way other zoning districts have traditionally restricted people to a single type of use (such as commercial, office, industrial, or residential) inherently limits the value of the property, enforcing the costs of transportation to the property owner, the business owner, and the City. Neighborhoods and districts prosper when they are designed to reduce the distance between living, workplaces, educational, recreational, medical, or 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, allowing kids to walk to school safely, 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 designation is generally intended to be applied to locations where a high level of pedestrian orientation is present or desired. Pedestrian-oriented property will have a build-to-zoning ratio, incorporating green space, promoting the building closer to the sidewalk. This designation also requires adequate transparency (windows) and ground-floor heights that complement street level pedestrian areas.

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

3. Variable (MX-V)
   - The Variable character designation is generally intended to be applied in areas oriented toward residential transit or mixed-use. 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 allows more space for landscaping and streetscape elements, or limited amount of parking.

4. Flexible (MX-F)
   - The Flexible character designation is generally intended to allow the highest levels of flexibility in terms of building type and development patterns while continuing to ensure interaction with transit-oriented elements.
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 increased 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 (PLANTULSA) by the Planning Commission and City Council. The Framework can be found here: http://www.tnopr.com/

To begin implementation of the Framework, on August 30, 2017, the City Council initiated a voluntary opt-in Mixed-use (MX) zoning incentive program along the Peoria Avenue BRT route. This program is available to owners of properties located within 1-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 zoning program, you may wish to attend one of the following informational meetings:

<table>
<thead>
<tr>
<th>Tuesday, September 19, 2017</th>
<th>Tuesday, September 26, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brookside Library, 3:00pm-4:30pm</td>
<td>Central Park, 3:00pm-4:30pm</td>
</tr>
<tr>
<td>1207 E 45th Pl</td>
<td>1020 E 6th St</td>
</tr>
<tr>
<td>Tulsa, OK 74105</td>
<td>Tulsa, OK 74105</td>
</tr>
<tr>
<td>South Community House, 5:00pm-6:30pm</td>
<td>Brookside Library, 6:30pm-8:00pm</td>
</tr>
<tr>
<td>3780 S Peoria Ave</td>
<td>1207 E 45th Pl</td>
</tr>
<tr>
<td>Tulsa, OK 74105</td>
<td>Tulsa, OK 74105</td>
</tr>
</tbody>
</table>

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

For additional information, please contact Nathan Foster at 918.579.9481 or nfoster@incos.org or Amy Umer at 918.579.9471 or auemer@incos.org

Sincerely,

Susan Miller, AICP
Director, Land Development Services