

# TulStat

## Commercial and Neighborhood Placemaking

---

Understanding and Solving  
Challenging Problems, Defining Success, and  
Measuring Progress

February 23, 2018



CITY OF  
**Tulsa**  
A New Kind of *Energy*™

	TulStat 1.0	TulStat 2.0
Focus	Focused on presentation from department head	Focused on dialog on solutions to pressing problems and follow-up actions
Meeting Frequency	Every other week, Friday Afternoons	Varied. Some monthly, some every other week.
Participation	Presenting Department leaders and support department leaders	Targeted based on topic, but open to anyone.
Meeting duration	90 minutes	Varies based on topic
Space	10 North	15 <sup>th</sup> Floor Innovation Lab
Overall Feel	Presentation with some dialog	Dialog about possible solutions and action plan



# Mission & Vision

**TulStat Mission:** Create a forum for city leaders to discuss priority problems, a clear definition of success, innovative solutions, and a method to measure progress.

**Vision - *What does success look like?*** The OPSI staff creates a collaborative forum where participants leave with a better **understanding** of the priority problem, a way to **measure** success, **strategies** to solve the problem, and **action** steps before the next TulStat meeting.



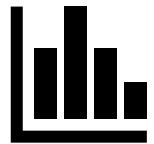
# The Process



1. Problem Definition and Context



2. Defining Success



3. Measurement Framework



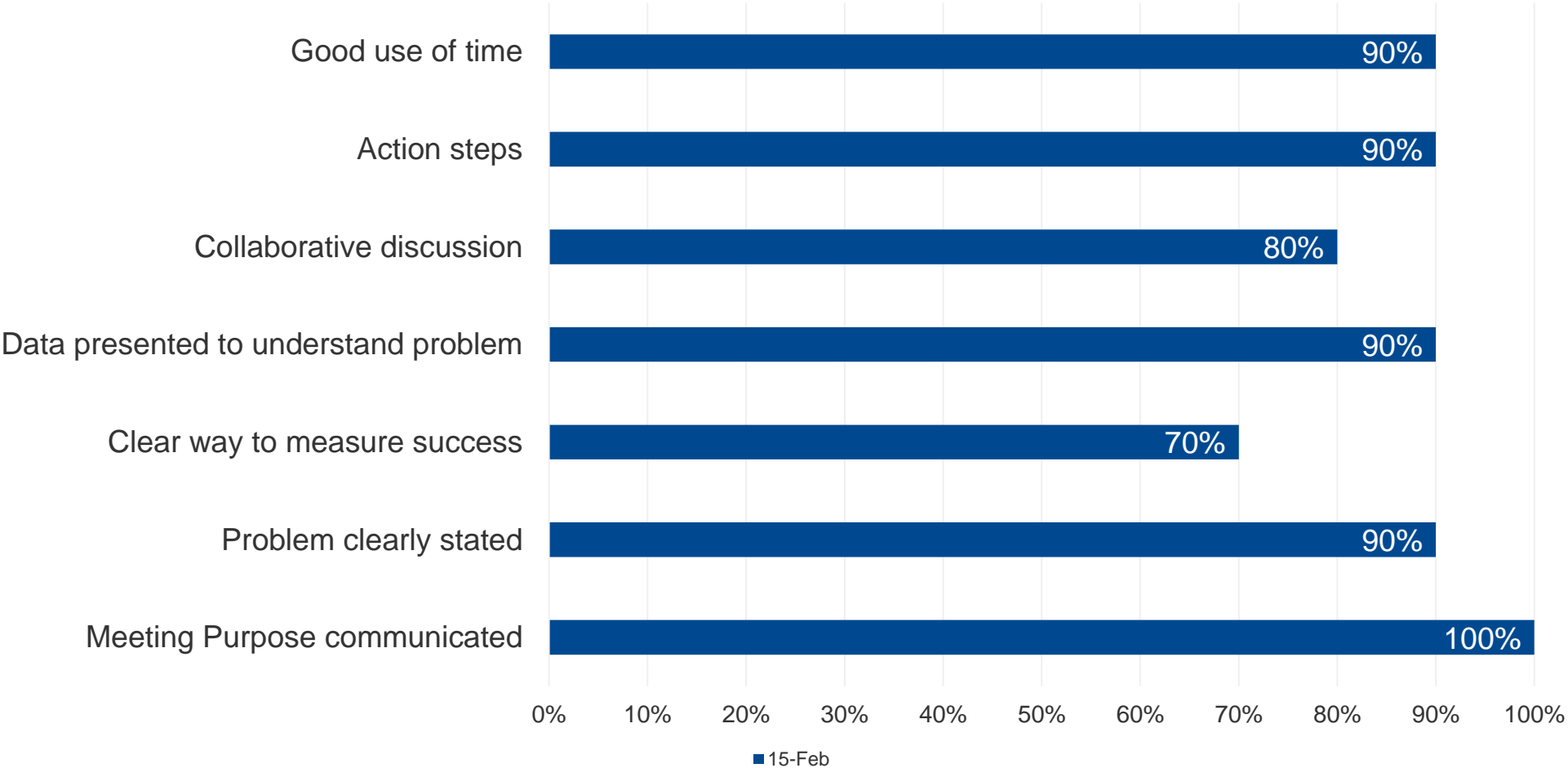
4. Possible Solutions



5. Action Plan

# Feedback from Previous TulStat Meeting

TulStat Police Recruiting 2/15/2018



Other feedback: Not enough time for discussion, would like to get slides in advance, need session dedicated to defining the problem, not such an intimidating feeling as before, didn't learn anything new



# What defines a great public place?

Great public spaces are those places where **celebrations** are held, **social and economic exchanges** occur, friends run into each other, and cultures mix. They are the “front porches” of our public institutions – libraries, field houses, schools – where we interact with each other and government. When these spaces work well, they serve as the stage for our public lives.

**4 Qualities: Accessible, Activities, Comfortable, and Sociable.**



# 2016 Winner Great Public Spaces

American Planning Association



GREAT PLACES IN AMERICA:  
**PUBLIC SPACES**

*The American Planning Association celebrates excellence in planning*

Guthrie Green



# Framework: a city of 1M needs 10+ destinations

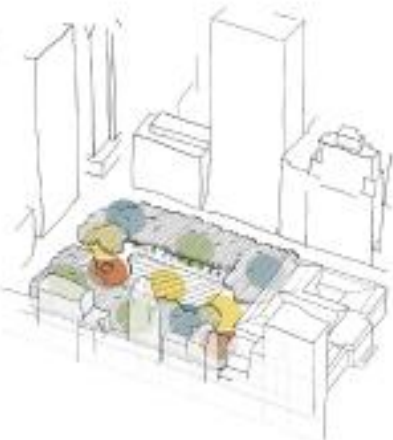
## POWER OF 10+

HOW CITIES TRANSFORM THROUGH PLACEMAKING



City/Region

10+ MAJOR DESTINATIONS



Destination

10+ PLACES IN EACH



Place

10+ THINGS TO DO,  
LAYERED TO CREATE SYNERGY





# Tulsa's 2030 population Target is 495,000

What are (should be) our five major destinations?

1. Downtown
2. Gathering Place (will there be 10+ places and 100+ things to do\*?)
3. ?
4. ?
5. ?

\*I think the answer is “yes”, and I think its because they understand placemaking



# 5+ Destinations



# Tulsa's 2030 population Target is 495,000

What are (should be) our five major destinations?

(Choose wisely.)

1. Downtown
2. Gathering Place
3. ?
4. ?
5. ?



# Places within the Downtown Destination

1. **Tulsa Arts (10+ things to do)**
2. **Blue Dome District (almost 10+ things to do)**
3. **Deco District (10+ things to do)**
4. Greenwood (not enough things to do)
  1. Ballpark
  2. Greenwood Ave
  3. Lefty's
  4. Fat Guys
  5. Living Arts
  6. Gypsy Coffeehouse
  7. ?
5. Arena District (WIP – Work in Progress)
6. Cathedral District (theoretical)
7. East Village (WIP)
8. East End (not enough things to do)
9. ?
10. ?

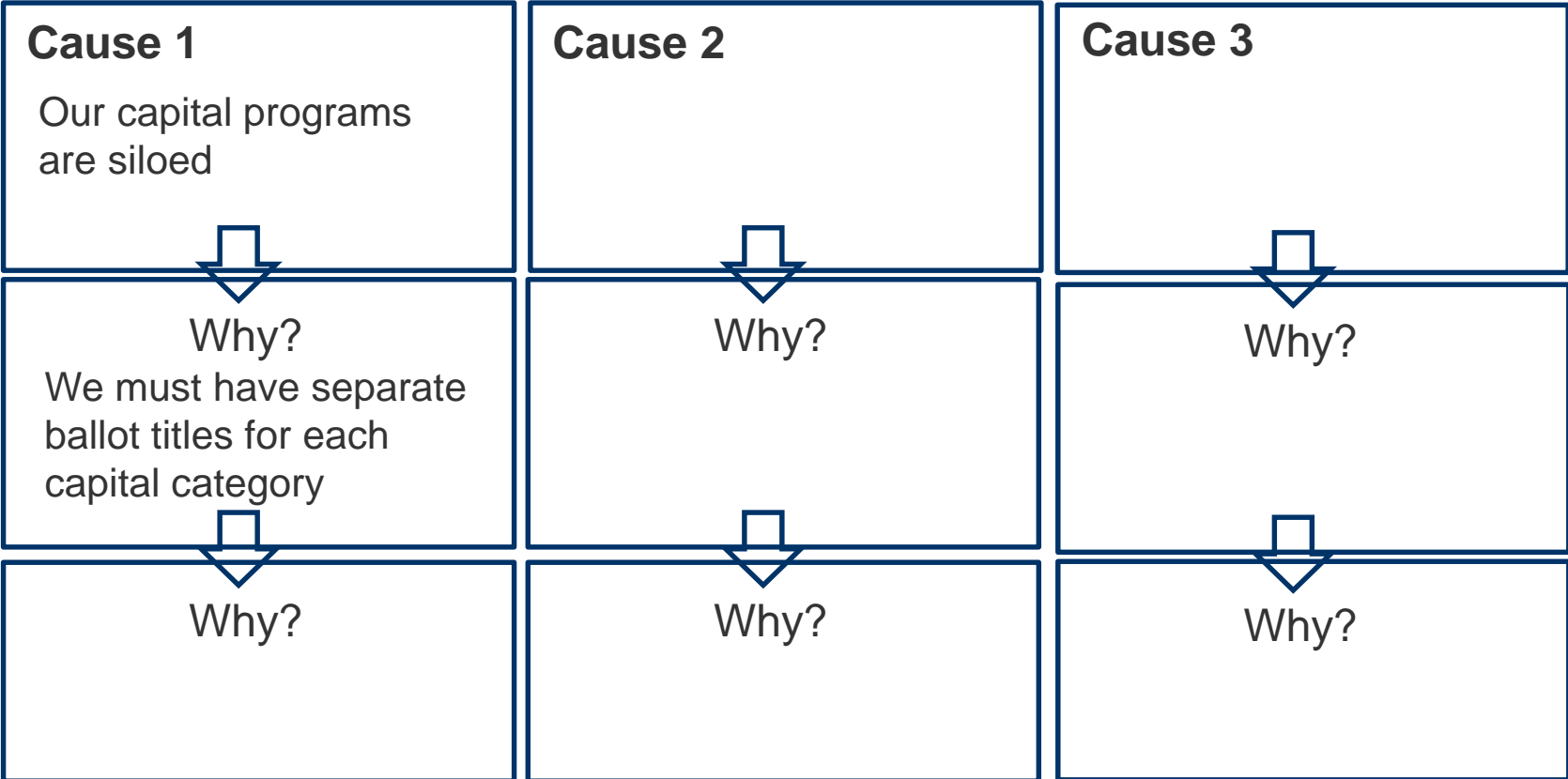


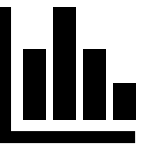
# Defining the Problem



What is the right-sized problem?

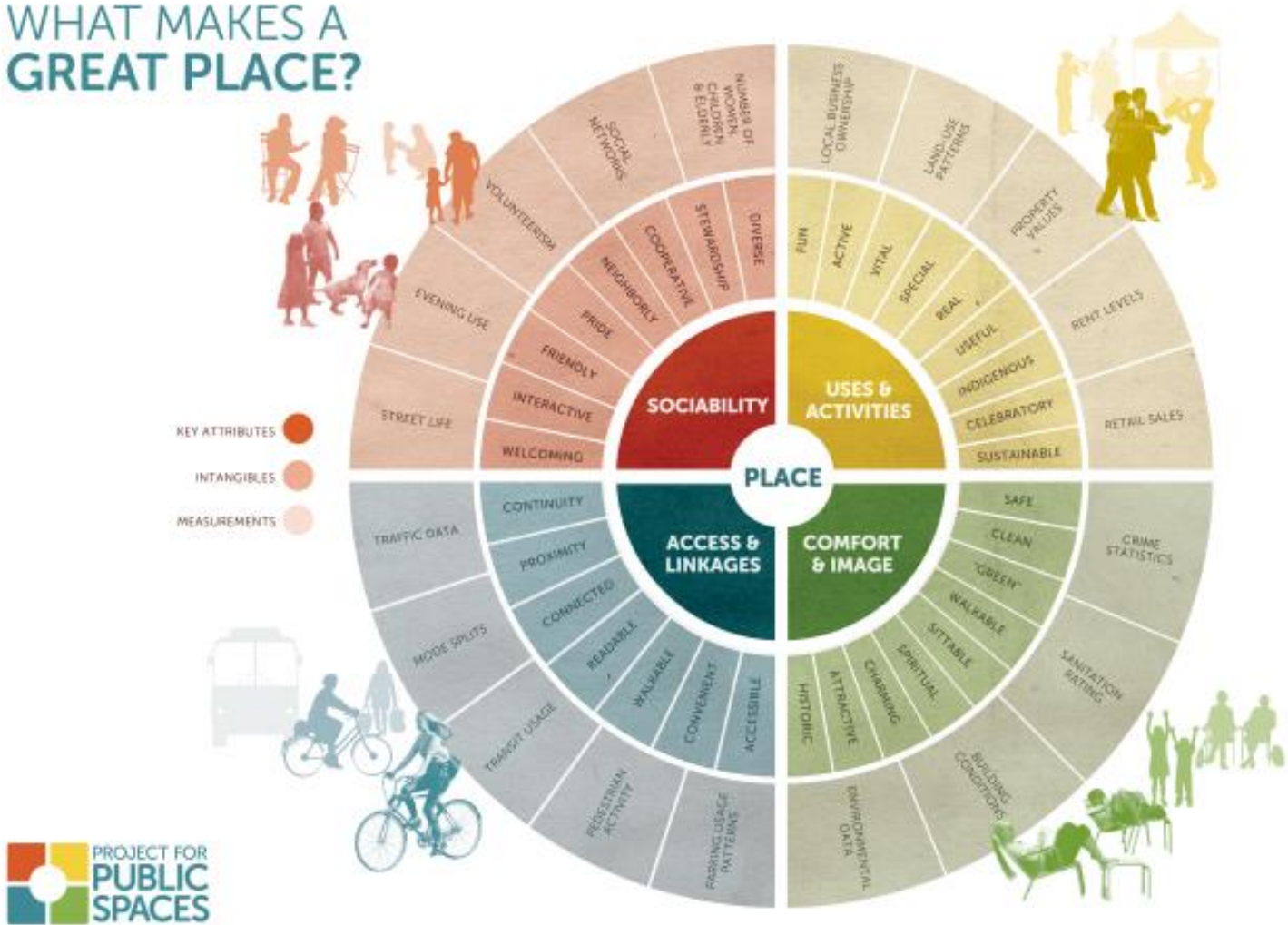
We don't leverage our investments to enhance placemaking.

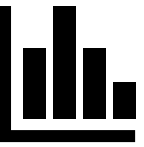




# Measurement Framework

How can we measure success?





# What Makes a Great Place?

## Sociability

Number of Women,  
Children, Elderly

Volunteerism

Evening Use

Street Life

Social Networks

## Uses & Activities

Local Business  
Ownership

Land Use Patterns

Property Values

Rent Levels

Retail Sales

## Comfort & Image

Crime Statistics

Building  
Conditions

Environmental  
Data

## Access & Linkages

Traffic Data

Mode Splits

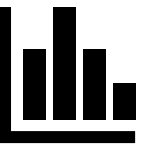
Transit Usage

Pedestrian Activity

Parking Usage  
Patterns



# NYC 21<sup>st</sup> Century Street Overall Metrics



**Table 1: Potential Metrics for Project Goals**

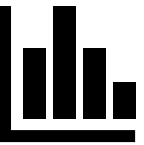
Goal	Potential Metrics
Safety	<ul style="list-style-type: none"><li>Crashes and injuries for motorists, pedestrians, and cyclists</li><li>Traffic speeds</li></ul>
Access/ Mobility	<ul style="list-style-type: none"><li>Volume of vehicles, bus passengers, bicycle riders and users of public space</li><li>Efficiency in parking/loading</li><li>Traffic speeds</li></ul>
Economic Vitality	<ul style="list-style-type: none"><li>Number of businesses; employment</li><li>Retail sales; visitor spending</li></ul>
Public Health	<ul style="list-style-type: none"><li>Minutes of physical activity per day</li><li>Rates of obesity, asthma, diabetes, etc.</li></ul>
Environmental Quality	<ul style="list-style-type: none"><li>Air quality; water quality</li><li>Urban heat island; energy use</li></ul>
Livability/ Quality of Life	<ul style="list-style-type: none"><li>User satisfaction</li><li>Public space usage</li></ul>

Source: <http://www.nyc.gov/html/dot/downloads/pdf/dot-economic-benefits-of-sustainable-streets.pdf>





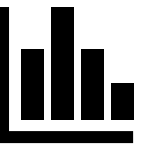
# NYC 21<sup>st</sup> Century Street Economic Metrics



**Table 2: Economic Data Sources Considered for Analysis**

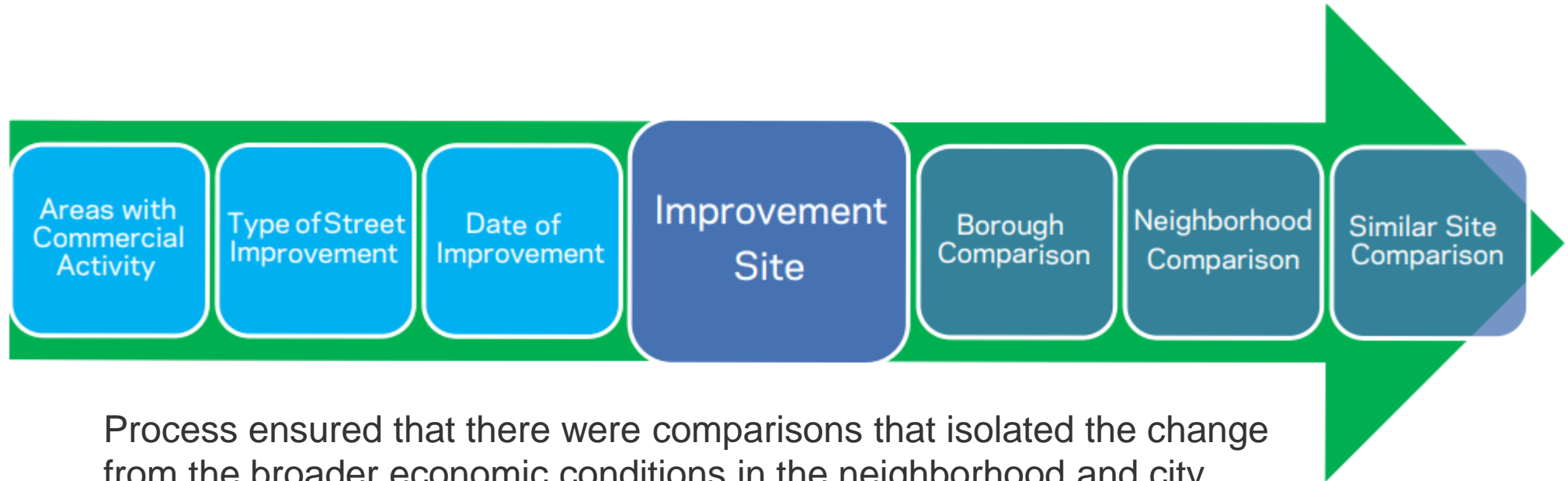
Data Source	Selected for Analysis	Pros	Cons	Source Strength
Retail Sales Tax Filings	Yes (Full)	<ul style="list-style-type: none"> <li>Strong, direct indicator of business vitality</li> <li>Data available at the individual business level</li> <li>Good proxy for overall neighborhood economy</li> </ul>	<ul style="list-style-type: none"> <li>Multiple variables affect retail sales</li> <li>Confidentiality limitations reduce data availability</li> <li>Privacy restrictions require significant data cleaning</li> </ul>	Strong
Commercial Leases & Rents	Yes (Limited)	<ul style="list-style-type: none"> <li>Retail rents are strong indicator</li> <li>Good proxy for overall neighborhood economy</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient sample sizes</li> <li>Limited availability (3rd party firms)</li> <li>Historic data difficult to obtain</li> </ul>	Moderate
City-Assessed Market Value	Yes (Limited)	<ul style="list-style-type: none"> <li>Moderate indicator</li> <li>Readily available data</li> <li>Data contains market value for most properties</li> </ul>	<ul style="list-style-type: none"> <li>Obscure methodology</li> <li>Infrequently updated</li> </ul>	Moderate
Real Estate Transactions & Market Sales	No	<ul style="list-style-type: none"> <li>Data includes sale price and date</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient sample size over short time period</li> </ul>	Weak
Business Establishment Creation/Loss *Local	No	<ul style="list-style-type: none"> <li>Moderate indicator</li> </ul>	<ul style="list-style-type: none"> <li>Poor availability of data due to time lag</li> <li>Insufficient sample size</li> </ul>	Weak
Business Establishment Creation/Loss *Federal	No	<ul style="list-style-type: none"> <li>Moderate indicator</li> </ul>	<ul style="list-style-type: none"> <li>Data not available at granular level</li> </ul>	Weak
Employment	No	<ul style="list-style-type: none"> <li>Moderate indicator</li> </ul>	<ul style="list-style-type: none"> <li>Data difficult to obtain at the neighborhood level</li> </ul>	Weak
Building Permits	No	<ul style="list-style-type: none"> <li>Readily available data</li> <li>Large and multifaceted data source</li> </ul>	<ul style="list-style-type: none"> <li>Weak indicator</li> <li>Data cleaning is too onerous for this type of study</li> </ul>	Weak





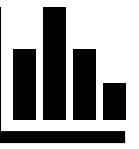
# Analysis Process

## New York City Department of Transportation



Process ensured that there were comparisons that isolated the change from the broader economic conditions in the neighborhood and city.

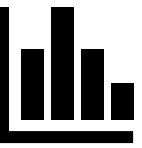




## Case Study 1: Vanderbilt Avenue (Plaza Street to Dean Street), Brooklyn



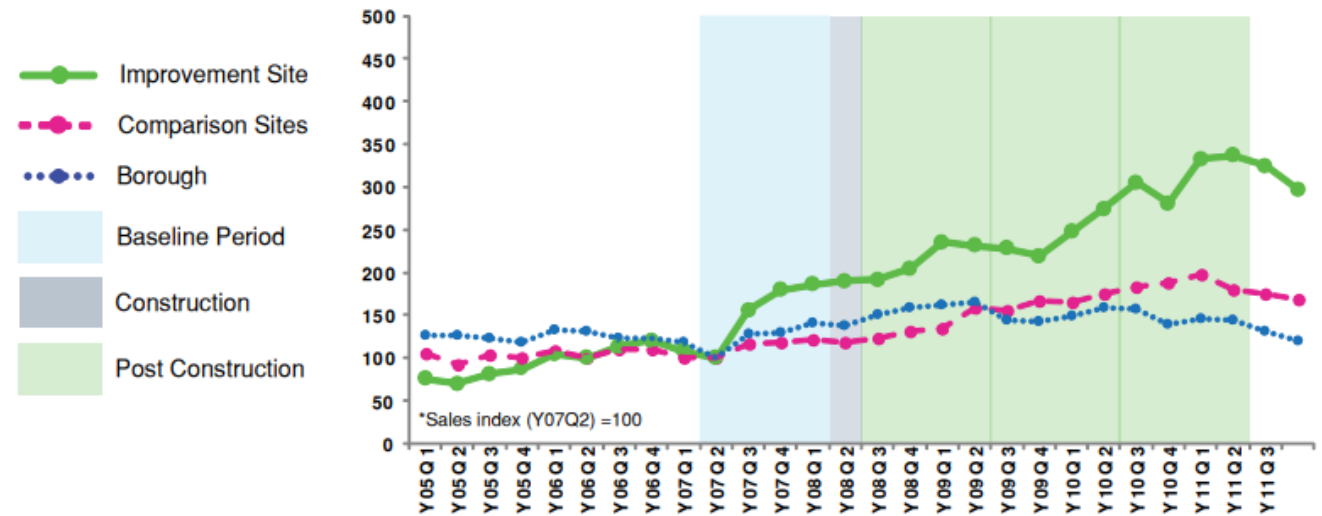
# Before and After Retail Sales Comparison



Improvement Site	Comparison Sites
Vanderbilt Av. (Sterling to Dean)	Flatbush (Sterling to Bergen)
	7th Ave. (Union to Flatbush)
	Washington (Dean to Lincoln)

Area	Baseline Quarterly Sales	Δ Sales Post-Improvement		
Improvement Site		1st Year	2nd Year	3rd Year
<b>Vanderbilt</b>	\$ 894,673	39%	56%	102%
<b>Borough</b>				
<b>Brooklyn</b>	\$ 982,413,239	27%	19%	18%
<b>Neighborhood Comparisons</b>				
<b>Average</b>	\$ 1,713,174	19%	46%	64%
<b>Flatbush</b>	\$ 2,191,880	27%	32%	51%
<b>7th Ave</b>	\$ 2,176,027	12%	35%	21%
<b>Washington</b>	\$ 771,616	19%	70%	120%

Combined Sales : Improvement Sites vs. Comparisons Sites - Vanderbilt Avenue



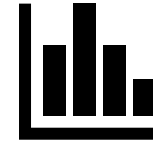
# Related AIM Plan Strategies & Actions

## B. Strategy: Improve transit connectivity between housing jobs and services

Actions	City Role	Community Partner	Responsible Department	Expected Completion
Create incentives for location-efficient housing near BRT	Lead	INCOG	Planning and Development	Ongoing
Create land-use incentives and tools to support walkable and connected businesses, social services and higher denser residential development around BRT corridors	Lead	INCOG	Planning and Development	Ongoing
Identify and map existing and future high-employment corridors to ensure alignment with transit route planning efforts	Collaborate	Tulsa Transit	MOED, Planning	12/31/18
Support Comprehensive Operations Analysis of transit system	Support	MTTA	Planning and Development	12/31/18
Conduct land use study for proposed Route 66 BRT to align transportation and land-use recommendations for best return on investment for public and private stakeholders	Collaborate	MTTA	MOED, Planning and Development	12/31/18



# Measurement Framework



How can we measure ultimate success?

How can we measure incremental progress?

What does the AIM Plan say? Strategy Metrics & Targets?

