TulStat
Destination Districts

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

May 25, 2018
1. Creating Destination Districts & Measuring Success (Dawn)

2. Report on Work since April Meeting (Theron)

3. Results of Mapping Exercise (Theron)

4. Reaction, Thoughts, Next Steps (Dawn)
The Process

1. Problem Definition and Context
2. Defining Success
3. Measurement Framework
4. Possible Solutions
5. Action Plan
Feedback from Previous TulStat Meeting – 4/27/18

Destination Districts TulStat April 27, 2018

- Good use of time: 100%
- Action steps: 92%
- Collaborative discussion: 100%
- Data presented to understand problem: 85%
- Clear way to measure success: 85%
- Problem clearly stated: 100%
- Meeting Purpose communicated: 100%
Defining the Problem

What is the right-sized problem?

We lack a disciplined system and measurement framework for implementing and maintaining improvements recommended by Destination District programs (includes Small Area Plans, Neighborhood Assessments, and Placemaking).
A Framework for Placemaking Investment

**Where should we invest?**
- Ecosystem of Uses
- An Identity
- Committed people
- Growth Potential

**How much should we invest?**
- % of CIP Implemented
- # of Small Area Plan Recommendations Implemented

**How do we measure success?**
- Property value changes
- Measuring how people use public space

Ultimate Goal: Increase Population Density
## Destination Districts & AIM Plan

<table>
<thead>
<tr>
<th>AIM</th>
<th>CPI</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation (p.7)</td>
<td>% of population w/in 30-minute transit access &lt;br&gt; % of population commuting to work via public transportation</td>
<td>• Increase frequent bus availability &lt;br&gt; • Improve transit connectivity between housing jobs and services &lt;br&gt; • Ensure that City transportation infrastructure and policies can support evolving mobility options.</td>
</tr>
<tr>
<td>Population growth (p.9)</td>
<td>City population &lt;br&gt; Population density</td>
<td>• Conduct small area planning to encourage infill development in underdeveloped areas &lt;br&gt; • Align city processes and policies…housing &lt;br&gt; • Support and sustain the growth of Tulsa’s immigrant population…</td>
</tr>
<tr>
<td>Quality transportation (p.23)</td>
<td>Pavement Condition Index</td>
<td>• Deliver road projects on time and within budget &lt;br&gt; • Strategically fund transportation network capital needs &lt;br&gt; • Align capital improvement funding with the comprehensive plan</td>
</tr>
</tbody>
</table>
Tools available for Destination Districts

Capital Projects
- Street rehab or widening
- Streetscaping
- Bike lanes & sidewalk improvements
- Traffic or Parking improvements
- Floodplain mitigation
- Infrastructure improvements
- Facilities
- Lighting

Policy Changes
- Zoning Changes
- Design guidelines
- Subdivision regulations
- Landscape ordinance
- Funding Mechanisms (e.g. Business Improvement District, TIF)

City Department Programming
- Parks Programs
- WIN Focus on Blight
- WIN Neighborhood
- Main Street Investment
- Parking Enforcement
- Community Policing
- Transit Availability
- Special events permitting
- Micro-capital (e.g. street striping, tactical urbanism)
Destination Districts: What Success Looks Like

a) **Diverse ecosystem of uses** (commercial, residential and retail) that leads to interaction and economic growth. They are not one particular institution, business, or attraction.

b) **Strong sense of identity** – even if that hasn’t been formalized yet. They are not artificially fabricated – they need to be authentic to work.

c) **Committed people** – There are organizations, institutions, neighborhoods, or key individuals committed to their success. They aren’t a creation solely of the City – we’re there to help committed individuals already in place.

d) **Desire and potential for growth** – They may be currently at varying stages of growth: some are well-established; some are emerging as destinations; others are aspirational, or will face greater challenges if additional support isn’t provided.
Diverse Ecosystem – A combination of different uses nearby
1. Park
2. Retail/Office/Restaurants
3. Multifamily
4. Retail/Office/Restaurants
5. Employment Center/Hospital
6. Employment Center/Hotel
7. Hotel & Restaurants
8. Schools
9. Multifamily & Office
1. Access
2. Park
3. Supermarkets
4. Cultural Center (Tulsa Historical Society)
5. Public Garden (Tulsa Rose Garden)
6. Schools
7. Museum
8. Park
9. Established Neighborhood
Selection Approach

**Reactive/Organic**: Champions can approach the City seeking to create a Destination District, and tap into the support we can provide and the resources we’ll develop.

**Proactive/City outreach**: The City will identify key Destination Districts, and work with them to develop a suite of services and growth tools.
Destination Districts: Selection Framework

**Established**: Clearly destinations.

**Emerging**: Some progress towards greatness.

**Catalytic**: Potential for growth but many challenges.
Destination Districts: Prioritization

• Data-driven:
  a) Is it identified as a Regional, Town, or Neighborhood Center in PLANiTULSA?
  b) Is it incorporated into a Small Area Plan (completed or underway)?
  c) Does it have access to alternative transportation (implemented or planned): BRT routes, bus lines, bike share, bike lanes, trails?
  d) Does it have growth potential (vacancy rates)?
  e) Does it face significant challenges (declining population or property values; high neighborhood turnover; in an area with high poverty or low health statistics)?

• Qualitative:
  a) Does the district have a strong sense of identity?
  b) Does it have a commonly recognized name, or is in the process of developing one?
  c) Are there organizations, institutions, or key individuals already committed to its success and growth?
  d) Is there a diversity of land uses? Is there a diverse ecosystem that leads to interaction and growth?
  e) Are there a number of social offerings to attract and engage visitors?
  f) Is it already an attraction?

• Organic:
  a) districts approach us for help and support
### Destination Districts: Scoring Matrix

<table>
<thead>
<tr>
<th>PLANNING/REGULATORY</th>
<th>LAND USE PATTERNS</th>
<th>INFRASTRUCTURE</th>
<th>ACCESS &amp; TRANSPORT</th>
<th>ECONOMIC CONTEXT</th>
<th>POPULATION CHARACTERISTICS</th>
<th>SOCIAL CONTEXT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMPREHENSIVE PLANNING</strong></td>
<td><strong>SITE CONDITIONS</strong></td>
<td><strong>ALT. TRANS.</strong></td>
<td><strong>TREND</strong></td>
<td><strong>TREND</strong></td>
<td><strong>RECOGNITION</strong></td>
<td><strong>BRANDING</strong></td>
</tr>
<tr>
<td>Comp Plan Land Uses</td>
<td>Floodplain</td>
<td>Aerial</td>
<td>Brownfield map/Aerial</td>
<td>FastForward</td>
<td>GO Plan</td>
<td>Property Value GIS Map/ Monitoring Plan/ Property Values</td>
</tr>
<tr>
<td>SAP Map</td>
<td>Aerial</td>
<td>Brownfield map/Aerial</td>
<td>FastForward</td>
<td>GO Plan</td>
<td>Property Value GIS Map/ Monitoring Plan/ Property Values</td>
<td>Generat or Map</td>
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<tr>
<td><strong>DATA-DRIVEN</strong></td>
<td><strong>QUALITATIVE</strong></td>
<td><strong>SOCIAL CONTEXT</strong></td>
<td><strong>MOOD</strong></td>
<td><strong>ATMOSPHERE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>1.2</td>
<td>1.3</td>
<td>2.1</td>
<td>2.2</td>
<td>3.1</td>
<td>4.1</td>
</tr>
<tr>
<td>The site is within or adjacent to a Regional, Town, or Neighborhood Center / Main St or Mixed Use Corridor</td>
<td>The site is incorporated into a Small Area Plan</td>
<td>The site is free of substantial floodplain or other adverse restrictions hampering development potential</td>
<td>The site is on or near abundant and vacant land or marginally developed land.</td>
<td>The site possess potential for either infill or greenfield development.</td>
<td>Current sewer, stormwater, traffic, and parking structures are symmetrical to potential future demand.</td>
<td>The site is near existing or planned high-capacity transit route.</td>
</tr>
<tr>
<td>20</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>5</td>
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</table>
Destination Districts: Mapping Exercise
### Destination Districts: Humans vs Robots

#### Established Districts

<table>
<thead>
<tr>
<th></th>
<th>Total Points</th>
<th>Map Dot Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>14.7</td>
<td>13.1</td>
</tr>
<tr>
<td>Pearl District</td>
<td>12.8</td>
<td>10.8</td>
</tr>
<tr>
<td>Cherry St</td>
<td>12.9</td>
<td>10.2</td>
</tr>
<tr>
<td>Brookside</td>
<td>11.2</td>
<td>9.1</td>
</tr>
<tr>
<td>Utica Square</td>
<td>10.1</td>
<td>7.3</td>
</tr>
</tbody>
</table>
## Destination Districts: Humans vs Robots

### Emerging Districts

<table>
<thead>
<tr>
<th>District</th>
<th>Total Points</th>
<th>Map Dot Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eugene Field (River West)</td>
<td>15.3</td>
<td>13.3</td>
</tr>
<tr>
<td>Red Fork</td>
<td>14.05</td>
<td>12.45</td>
</tr>
<tr>
<td>Around TU</td>
<td>14.3</td>
<td>12.4</td>
</tr>
<tr>
<td>Tulsa Hills/Turkey Mountain</td>
<td>13.8</td>
<td>12</td>
</tr>
<tr>
<td>Gathering Place</td>
<td>13.6</td>
<td>11.6</td>
</tr>
<tr>
<td>91st and Yale (Hunter Park)</td>
<td>11.75</td>
<td>9.75</td>
</tr>
</tbody>
</table>
### Destination Districts: Humans vs Robots

#### Catalytic Districts

<table>
<thead>
<tr>
<th>District</th>
<th>Total Points</th>
<th>Map Dot Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crutchfield</td>
<td>10.7</td>
<td>10.5</td>
</tr>
<tr>
<td>Cathedral District</td>
<td>9.4</td>
<td>9.2</td>
</tr>
<tr>
<td>36th St North/Peoria</td>
<td>9.4</td>
<td>9.2</td>
</tr>
<tr>
<td>Eastgate Metroplex</td>
<td>9.25</td>
<td>8.65</td>
</tr>
<tr>
<td>Riverwood</td>
<td>8.7</td>
<td>8.5</td>
</tr>
<tr>
<td>21st/Garnett</td>
<td>9.05</td>
<td>8.45</td>
</tr>
<tr>
<td>Southroads/Promenade</td>
<td>8.8</td>
<td>8</td>
</tr>
<tr>
<td>11th/Peoria</td>
<td>8.2</td>
<td>7.9</td>
</tr>
<tr>
<td>Pine/MLK</td>
<td>8.05</td>
<td>7.75</td>
</tr>
<tr>
<td>51st/Sheridan</td>
<td>7.7</td>
<td>7.1</td>
</tr>
<tr>
<td>46th St N/Peoria</td>
<td>7.1</td>
<td>6.8</td>
</tr>
<tr>
<td>Berryhill</td>
<td>6.8</td>
<td>6.5</td>
</tr>
<tr>
<td>Apache/Peoria</td>
<td>6.7</td>
<td>6.4</td>
</tr>
<tr>
<td>Dawson</td>
<td>6</td>
<td>5.7</td>
</tr>
<tr>
<td>Owen Park</td>
<td>5.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Country Club Heights</td>
<td>5.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Admiral/Harvard</td>
<td>5.8</td>
<td>5.5</td>
</tr>
<tr>
<td>Fair Oaks</td>
<td>5.8</td>
<td>5.5</td>
</tr>
</tbody>
</table>
Destination District: Big Questions

• Humans, Robots, or Both?

• Return on Public Investment: Established, Emerging, or Catalytic?

• Are we nearing “a disciplined system and measurement framework for implementing and maintaining improvements recommended by Destination District programs? (How could we improve?)

• If we are, are we ready to discuss a plan of action?