Agenda

1) Creating Destination Districts & Measuring Success (Dawn)

2) Report on work since May (Theron)

3) Results of Spatial Analysis (Philip Berry)

4) Placemaking Tools (Dawn)

5) 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

Destination Districts TulStat May 25, 2018

- Good use of time: 92%
- Action steps: 100%
- Collaborative discussion: 100%
- Data presented to understand problem: 83%
- Clear way to measure success: 75%
- Problem clearly stated: 92%
- Meeting Purpose communicated: 100%
## Destination Districts & AIM Plan

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

a) Designing cities for *people*, not just cars and shopping centers.
b) Lively neighborhoods and inviting public spaces
c) A **people-centered approach** to the planning, design and management of public spaces.
d) Placemaking is a process that fosters the creation of vital public destinations—the kind of places where people feel a strong stake in their communities and commitment to making things better.
Where will Placemaking Succeed?

a) **Diverse ecosystem of uses** – Places where employment, residential, parks and retail are clustered in a way that creates the potential for 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.
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.
Where should we do Placemaking?

a) Potential categories for Destination Districts:
   1. Established Destination Districts (Brookside) – Building upon success
   2. Emerging Destination Districts (Kendall Whittier) – Fostering strong efforts
   3. Catalytic Destination Districts (LOTS of Places) – Places that, in time and with proper planning and investment, can thrive. Particular emphasis on equity and social justice.

b) So many choices; how do we prioritize?
   1. People? Dot exercise or similar
   2. Robots? Spatial analysis: data from plans, census, etc.
## Destination Districts: Criteria

### DATA-DRIVEN

<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>ECOSYSTEM</strong></td>
<td><strong>OPPORTUNITY</strong></td>
<td><strong>TREND</strong></td>
</tr>
<tr>
<td>Comp Plan Land Uses</td>
<td>Floodplain</td>
<td>Aerial</td>
<td>Eng Atlas</td>
<td>Property Value GIS Map/ Monitizing Plan</td>
<td>Generat Map</td>
<td>RMSS (in Future)</td>
</tr>
<tr>
<td>SAP Map</td>
<td>Brownfield map/Aerial</td>
<td>FastForward</td>
<td>GO Plan</td>
<td></td>
<td></td>
<td></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 substantive 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 possesses potential for either infill or greenfield development</td>
<td>The site is near an existing or planned high-capacity transit route</td>
<td>Bike lanes and sidewalk improvements are planned near the site</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>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>
</tbody>
</table>

### QUALITATIVE

- **1.1**  
  - The site is within or adjacent to a Regional, Town, or Neighborhood Center / Main St or Mixed Use Corridor

- **1.2**  
  - The site is incorporated into a Small Area Plan

- **1.3**  
  - The site is free of substantive floodplain or other adverse restrictions hampering development potential

- **2.1**  
  - The site is on or near abundant and vacant land or marginally developed land

- **2.2**  
  - The site possesses potential for either infill or greenfield development

- **3.1**  
  - Current sewer, stormwater, traffic, and parking structures are symmetrical to potential future demand

- **4.1**  
  - The site is near an existing or planned high-capacity transit route

- **4.2**  
  - Bike lanes and sidewalk improvements are planned near the site

- **5.1**  
  - The destination is or is adjacent to properties of increasing value

- **5.2**  
  - There exists a high concentration of housing, employers, or traffic generators nearby

- **5.3**  
  - There are other attractions present in the area that are not covered by other criteria

- **5.4**  
  - The destination is or is adjacent to properties of increasing value

- **6.1**  
  - Poverty around the destination is minimal

- **6.2**  
  - Public health around the destination is positive

- **6.3**  
  - There is low neighborhood turnover around the destination

- **6.4**  
  - The destination is widely known, and possesses durable and/or cultural/historic significance

- **6.5**  
  - The area has a strong and widely known identity

- **6.6**  
  - Organizations, institutions, or key individual are committed to the area’s success

- **6.7**  
  - Area residents and property owners are comfortable with growth and expansion

- **6.8**  
  - There are social offerings or events that have the ability to attract and engage visitors.
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** – Should we prioritize with the map?
### Established Districts

<table>
<thead>
<tr>
<th>Map Dot</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>9</td>
</tr>
<tr>
<td>Brookside</td>
<td>8</td>
</tr>
<tr>
<td>Cherry St</td>
<td>7</td>
</tr>
<tr>
<td>Utica Square</td>
<td>3</td>
</tr>
<tr>
<td>Pearl District</td>
<td>2</td>
</tr>
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</table>

### Emerging Districts

<table>
<thead>
<tr>
<th>Map Dot</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gathering Place</td>
<td>10</td>
</tr>
<tr>
<td>Eugene Field (River West)</td>
<td>7</td>
</tr>
<tr>
<td>Around TU</td>
<td>4</td>
</tr>
<tr>
<td>Red Fork</td>
<td>3</td>
</tr>
<tr>
<td>Tulsa Hills/Turkey Mountain</td>
<td>3</td>
</tr>
<tr>
<td>91st and Yale (Hunter Park)</td>
<td>2</td>
</tr>
</tbody>
</table>

### Map Dots by Catalytic Districts

<table>
<thead>
<tr>
<th>Catalytic District</th>
<th>Map Dot Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>21st/Garnett</td>
<td>8</td>
</tr>
<tr>
<td>Crutchfield</td>
<td>6</td>
</tr>
<tr>
<td>Riverwood</td>
<td>2</td>
</tr>
<tr>
<td>Cathedral District</td>
<td>1</td>
</tr>
<tr>
<td>Eastgate Metroplex</td>
<td>1</td>
</tr>
<tr>
<td>Southroads/Promenade</td>
<td>1</td>
</tr>
<tr>
<td>11th/Peoria</td>
<td>1</td>
</tr>
<tr>
<td>Pine/MLK</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Catalytic District</th>
<th>Map Dot Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>51st/Sheridan</td>
<td>1</td>
</tr>
<tr>
<td>46th St N/Peoria</td>
<td>1</td>
</tr>
<tr>
<td>Berryhill</td>
<td>1</td>
</tr>
<tr>
<td>Apache/Peoria</td>
<td>1</td>
</tr>
<tr>
<td>Dawson</td>
<td>1</td>
</tr>
<tr>
<td>Owen Park</td>
<td>1</td>
</tr>
<tr>
<td>Country Club Heights</td>
<td>1</td>
</tr>
<tr>
<td>Admiral/Harvard</td>
<td>1</td>
</tr>
<tr>
<td>Fair Oaks</td>
<td>1</td>
</tr>
</tbody>
</table>
Robot: Destination Districts
## ArcMap - Data Overlay and Analysis

<table>
<thead>
<tr>
<th>Site Conditions</th>
<th>Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future Land Use</td>
<td>Population Density</td>
</tr>
<tr>
<td>Floodplain</td>
<td>Job Density</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Access and Transportation</th>
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</thead>
<tbody>
<tr>
<td>Road Density</td>
</tr>
<tr>
<td>Highway Access</td>
</tr>
<tr>
<td>Walk Score</td>
</tr>
<tr>
<td>BRT Stations</td>
</tr>
</tbody>
</table>

Each data set was normalized to a value of one and combined into a weighted overlay.
Downtown and Surrounding Areas

- Downtown
- Pearl District
- Crutchfield
- Cherry St
Yale

Emerging
Tulsa Hills
Emerging
Woodland Hills
Emerging
21st and Garnett
Emerging
Pine & Peoria
Emerging
River West
Catalytic
RT 66 Corridors.

Catalytic
Robot: Destination Districts
A Framework for Placemaking Investment

**Where should we invest?**

- Ecosystem of Uses
- An Identity
- Committed people
- Potential to Increase Density
- Access to Transit

**How much should we invest?**

**OKC Commercial District Revitalization Program**

- Management - $18-25K/yr./district GF
- Streetscaping - $4M mile GO or ST

**How do we measure success?**

- Property value changes
- Increase in Housing Units nearby
- Measuring how people use public space
- Increases in transit ridership at local Stops

Ultimate Goal: Increase Population Density
Streetscaping - $4 M/mile
Suburban Retrofit - $50M infra/$68M TIF
(Boca Raton Regional Mall retrofit)
Tools available for Destination Districts

**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)

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

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

<table>
<thead>
<tr>
<th>Tools</th>
<th>Capital (streetscaping = $4 M/mi.)</th>
<th>Maintenance</th>
<th>Management (Marketing, Promotion, Property Owner Relationships)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>Unlikely</td>
<td>Unlikely</td>
<td>Yes(^1,2)</td>
</tr>
<tr>
<td>Business Improvement District</td>
<td>Not possible</td>
<td>Yes(^1,2)</td>
<td>Yes(^1,2)</td>
</tr>
<tr>
<td>Business Assn.</td>
<td>Unlikely</td>
<td>Yes(^2)</td>
<td>Yes(^2)</td>
</tr>
<tr>
<td>Special Assessment District</td>
<td>Possible</td>
<td>Possible</td>
<td>Possible</td>
</tr>
<tr>
<td>TIF (in blighted areas)</td>
<td>Yes(^1,2)</td>
<td>Not possible</td>
<td>Not possible</td>
</tr>
<tr>
<td>GO Bond and Sales Tax</td>
<td>Yes(^2)</td>
<td>Possible?</td>
<td>Not possible</td>
</tr>
</tbody>
</table>

1 Tulsa
2 OKC
Destination Districts: Next Steps

a) Formal program approval
b) Outreach to pilot districts (21st/Garnett, 11th/Peoria, 11th/Lewis, 36th Street N, 61st and Riverside) to see if there is enough support
c) Determine needs/connect resources
d) Develop concept and cost estimates for implementation
e) Align with CIP project list with Engineering and any other available funding sources (CDBG, TIF, Special, BID, etc.)