TulStat
Destination Districts

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

August 24, 2018
Agenda

a) OKC key findings
b) Upcoming Title V meetings - engagement strategy
c) Program Proposal (Program Guide)
d) Intake Application – Addison Spradlin
e) Rollout – Updated timeline
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 July 27, 2018

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

<table>
<thead>
<tr>
<th>AIM</th>
<th>CPI</th>
<th>Strategy</th>
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</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>
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<tr>
<td></td>
<td>• % of population commuting to work via public transportation</td>
<td>• Improve transit connectivity between housing jobs and services</td>
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<td></td>
<td></td>
<td>• Ensure that City transportation infrastructure and policies can support evolving mobility options.</td>
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<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>
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<td></td>
<td></td>
<td>• Support and sustain the growth of Tulsa’s immigrant population…</td>
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<tr>
<td><strong>Quality transportation (p.23)</strong></td>
<td>• Pavement Condition Index</td>
<td>• Deliver road projects on time and within budget</td>
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<tr>
<td></td>
<td></td>
<td>• Strategically fund transportation network capital needs</td>
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<td></td>
<td></td>
<td>• Align capital improvement funding with the comprehensive plan</td>
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</table>
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).
Response: Destination Districts

A new program that:

1. Focuses on commercial revitalization of key corridors and commerce centers
2. Involves *Placemaking* - Capital investment in streets and civic spaces designed to attract visitors
3. Requires *Place Management* – District-level stakeholder participation in the management of an area
4. Produces measurable results
5. Results in firm and confident commitments
What is Placemaking?

1. Designing cities for *people*, not just cars and shopping centers.
2. Lively neighborhoods and inviting public spaces
3. A **people-centered approach** to the planning, design and management of public spaces.
4. 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.
What is Place Management?

Local participation, organizational and financial, in the:
1. Maintenance of capital improvements
2. Marketing and promotion of the District
3. Event planning and organization
4. Property owner relationships
5. (OKC) Strategic planning – Establishing and fulfilling annual objectives
Where will Destination Districts 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.
Oklahoma City Site Visit – Key Findings

1. Selection doesn’t have to involve winners and losers.

<table>
<thead>
<tr>
<th>Unorganized and enthusiastic</th>
<th>Volunteer group</th>
<th>Formal, member-supported organization</th>
<th>Staffed organization with place management capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical assistance in organization and outreach</td>
<td>Goal setting and strategic planning</td>
<td>Capacity-building small projects $</td>
<td>Major capital investments in civic spaces $$$</td>
</tr>
</tbody>
</table>

Assist | Challenge | Invest

Applicant is here!
# Scoping of Services

<table>
<thead>
<tr>
<th>Status of Organization</th>
<th>Assistance Type</th>
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<tbody>
<tr>
<td></td>
<td>Outreach &amp; Engagement</td>
</tr>
<tr>
<td>General interest but not organized</td>
<td>X</td>
</tr>
<tr>
<td>Informal org. with some governance structure</td>
<td>X</td>
</tr>
<tr>
<td>Registered volunteer neighborhood or business association</td>
<td>X</td>
</tr>
<tr>
<td>Must:</td>
<td></td>
</tr>
<tr>
<td>- Have bylaws in place</td>
<td></td>
</tr>
<tr>
<td>- Have regular meetings</td>
<td></td>
</tr>
<tr>
<td>- Have property-owner relations</td>
<td></td>
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<tr>
<td>Staffed Business assoc. or 501(c)(6) Chamber, 501(c)(3), Economic or Community Development Corp, Main Street Program</td>
<td>X(^1)</td>
</tr>
<tr>
<td>Must:</td>
<td></td>
</tr>
<tr>
<td>- Have bylaws in place</td>
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<tr>
<td>- Have property-owner relations</td>
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<tr>
<td>- Be full or part-time staffed</td>
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<td>- Be area-focused (not citywide)</td>
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<tr>
<td>- Have the capacity to form agreements with City for maintenance, staffing, etc.</td>
<td></td>
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<tr>
<td>Business Improvement/Assessment District</td>
<td>X(^1)</td>
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</table>
1. Outreach and engagement limited to current program, policy, and capital activities     |                 |                   |                   |                            |                 |
2. Initial City capital projects possible via agreement; possibly smaller in scale         |                 |                   |                   |                            |                 |
3. Needs-based, transitional support for organizations; finite resources available         |                 |                   |                   |                            |                 |
If there are no losers, can/should we still prioritize?

GIS analysis identifies
1. Access to transit
2. Land available for future growth/regrowth
3. Potential to build on other efforts

Public engagement
1. Identifies the sentiment for growth
2. Gives people a direct hand in shaping growth
2. Always have a scope of work

- Annual work programs are a requirement
- Boards should develop and work from a strategic plan
- Builds capacity
- Generates interest and support
- Helps carry them to the next level
- Use cooperation agreements (when they have the capacity)
3. Build towards a Business Improvement District

- People have little interest in taxing themselves until they begin to see what they can get
- Accomplishing objectives has internal benefit, and also serves to recruit others to the cause
Oklahoma City Site Visit – Key Findings

4. Place management staff is important

- It’s a service with value, introduces problem-solving and capabilities that aren’t otherwise possible
- Volunteer groups are not as consistent
- Student interns are often first staff…then part-time, then full-time
- It’s essential for the program, but it’s also the best marketing (see “Building towards a BID”)
- OKC helps fund place management

Ed Sharrer, Kendall-Whittier Main Street Coordinator. Place manager.
Oklahoma City Site Visit – Key Findings

5. Money is the chief metric

• They track sales tax within the districts (for multi-site, they just divide by the number of stores)
• They track property tax changes
• Straightforward way to justify expenditures on
  • GO Bond for street enhancements
  • Gen fund for staff
Forthcoming Title V Presentations: Engagement Strategy

Not a lot of time (generally 10 mins)
- What, where, when, who, why, how
- Listen
- Refine
Program Guide

- Work continues
- Still a Program Proposal
- Incorporating OKC findings (trove)

EXECUTIVE SUMMARY
Background
Findings
Framework
INTERNAL PREPARATION
Internal Research
External Research
Staffing
Funding
Benchmarking
PROPOSED FRAMEWORK
PHASE 0: PROGRAM DEVELOPMENT
1. Reorganization
2. Data Management

PHASE 1: CAPACITY BUILDING
1. PPIS Intake
2. Screening
3. Consultation

PHASE 2: DISTRICT DEVELOPMENT
1. Guidance
2. Implementation

PHASE 3: ONGOING SUPPORT
1. Follow-Up
2. Monitoring
3. Programmatic Funding

APPENDICES
Appendix I – Planning Program Interest Survey
Appendix II - Destination District Assessment Form
Survey and Assessment Flow Chart

Step #1: INITIATE

Step #2: ENGAGE

Step #3: SURVEY

Step #4: REVIEW

Step #5: ASSESSMENT

Step #5: SELECTION
Applications (Interest Survey and Assessment Form)
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?**
- 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
Destination Districts: Next Steps

a) Title V meeting feedback
b) Program guide
c) Applications open