

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



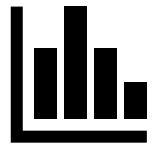
The Process



1. Problem Definition and Context



2. Defining Success



3. Measurement Framework



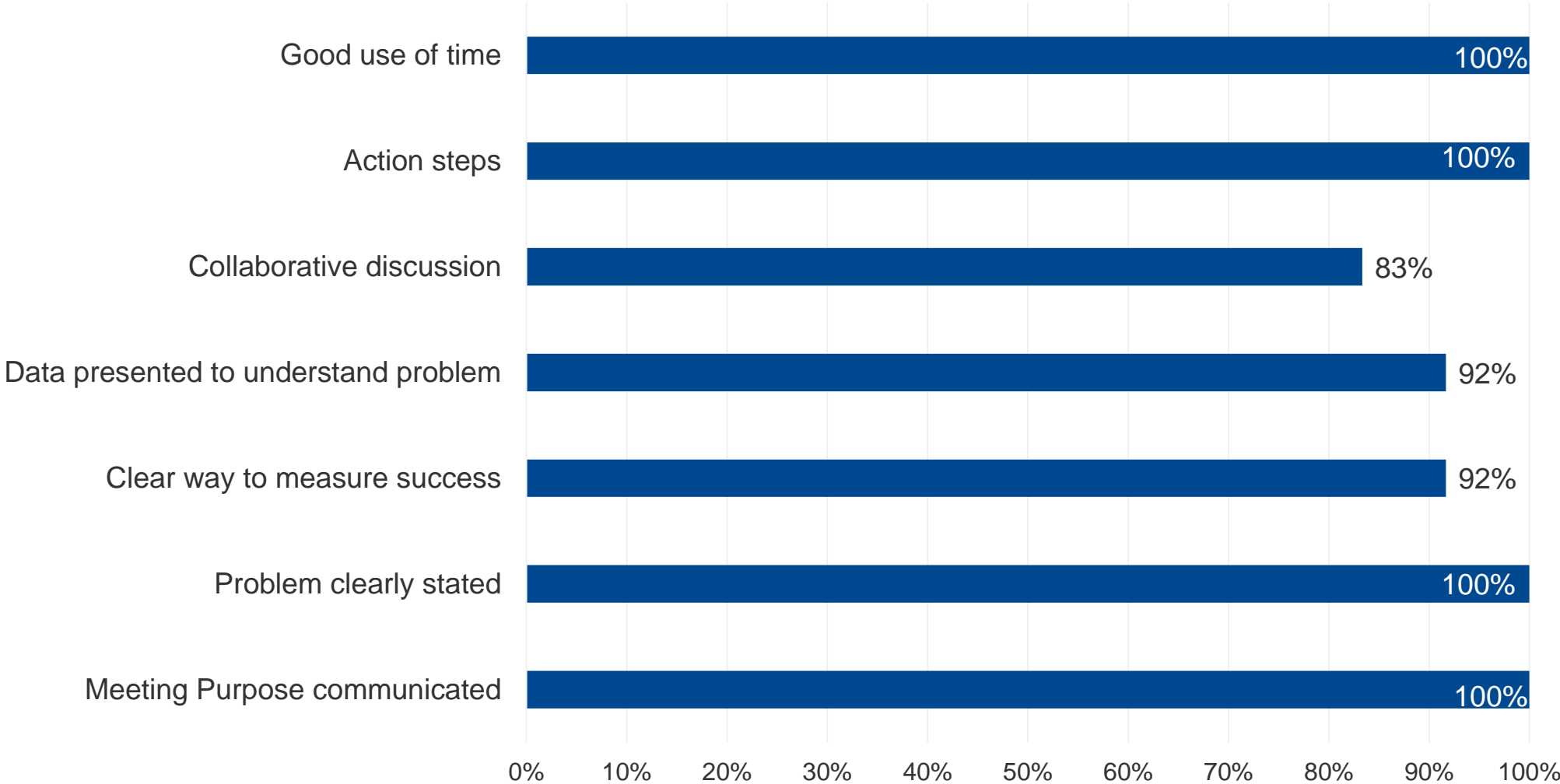
4. Possible Solutions



5. Action Plan

Feedback from Previous TulStat Meeting

Destination Districts TulStat July 27, 2018



Destination Districts & AIM Plan

AIM	CPI	Strategy
Transportation (p.7)	<ul style="list-style-type: none"> • % of population w/in 30-minute transit access • % of population commuting to work via public transportation 	<ul style="list-style-type: none"> • Increase frequent bus availability • Improve transit connectivity between housing jobs and services • Ensure that City transportation infrastructure and policies can support evolving mobility options.
Population growth (p.9)	<ul style="list-style-type: none"> • City population • Population density 	<ul style="list-style-type: none"> • Conduct small area planning to encourage infill development in underdeveloped areas • Align city processes and policies...housing • Support and sustain the growth of Tulsa's immigrant population...
Quality transportation (p.23)	<ul style="list-style-type: none"> • Pavement Condition Index 	<ul style="list-style-type: none"> • Deliver road projects on time and within budget • Strategically fund transportation network capital needs • Align capital improvement funding with the comprehensive plan



Defining the Problem



What is the right-sized problem?

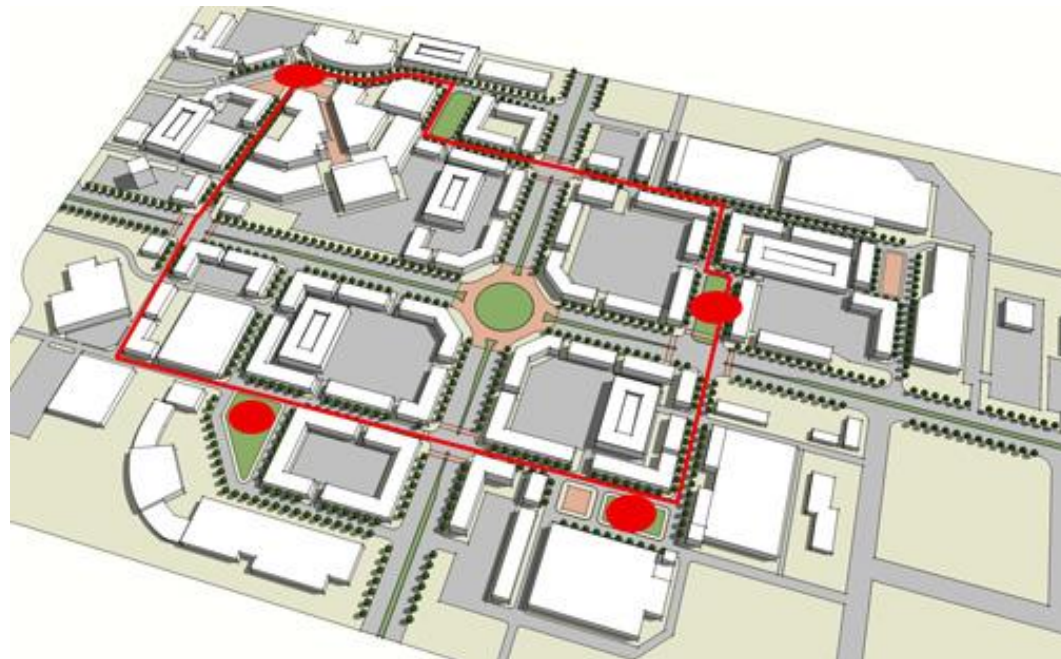
We lack a disciplined system and measurement framework for implementing and maintaining improvements recommended by Destination District programs (includes Small Area Plans, Neighborhood Assessments, and Placemaking).



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?

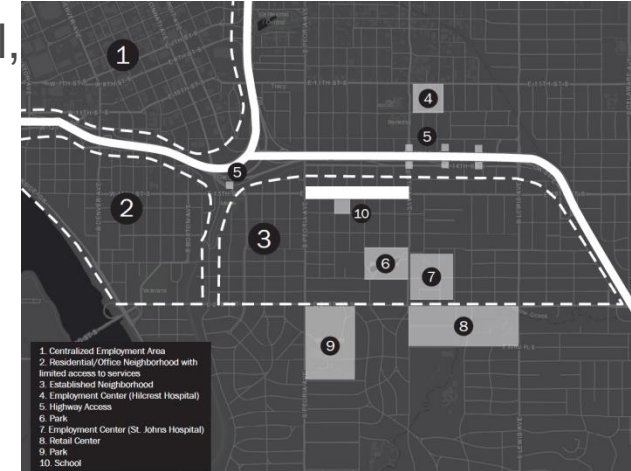
Local participation, organizational and financial, in the:

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



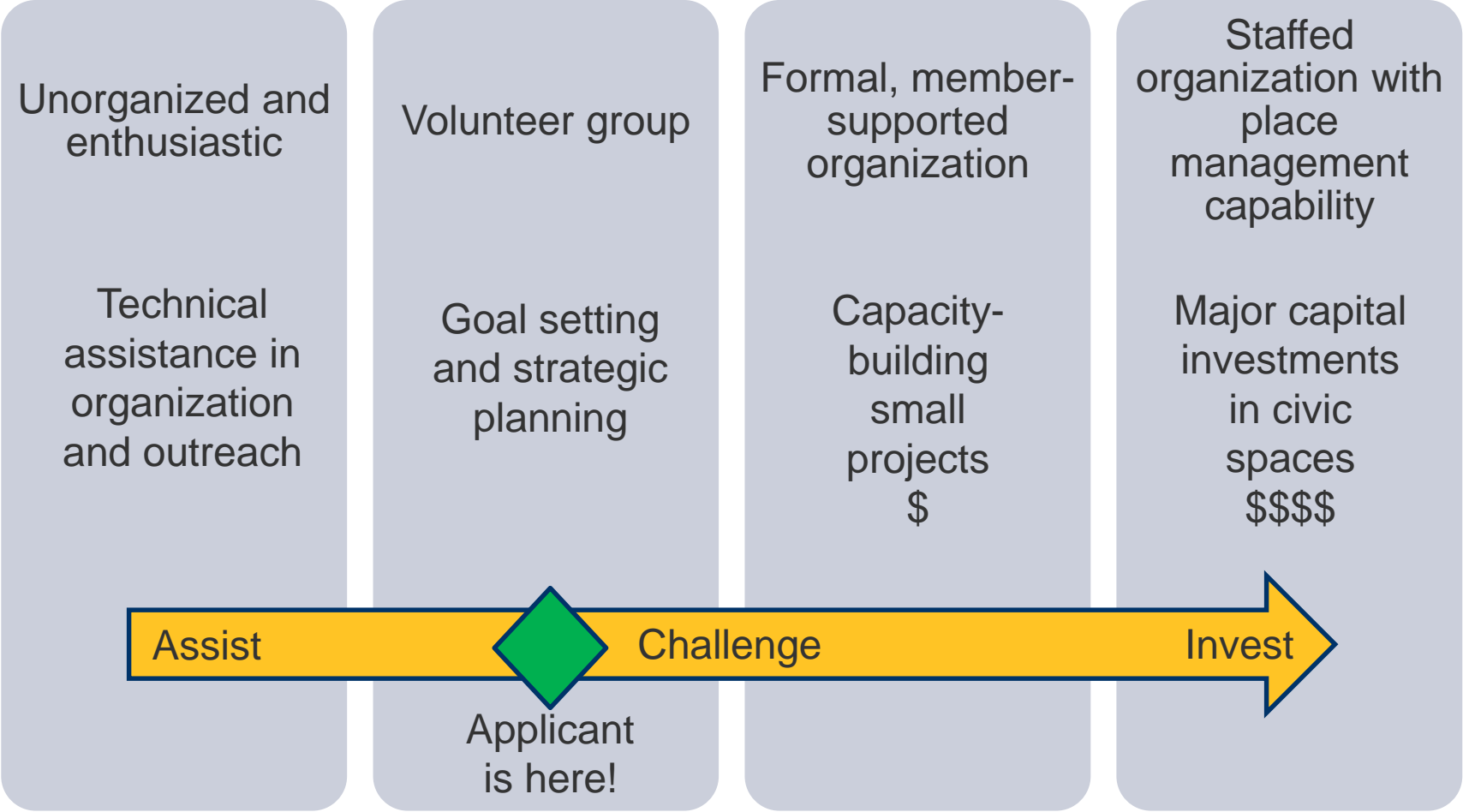
Where will Destination Districts Succeed?

- 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.



Scoping of Services

Status of Organization	Assistance Type				
	Outreach & Engagement	Access City Resources	Policy & Regulatory	Organizational Financial Support	Capital Projects
General interest but not organized	X				
Informal org. with some governance structure	X	X			
Registered volunteer neighborhood or business association Must: - Have bylaws in place - Have regular meetings - Have property-owner relations	X	X	X		
Staffed Business assoc. or 501(c)(6) Chamber, 501(c)(3), Economic or Community Development Corp, Main Street Program Must: - Have bylaws in place - Have Regular meetings - Have property-owner relations - Be full or part-time staffed - Be area-focused (not citywide) - Have the capacity to form agreements with City for maintenance, staffing, etc.	X ¹	X	X	X ³	X ²
Business Improvement/Assessment District	X ¹	X	X	X ³	X

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



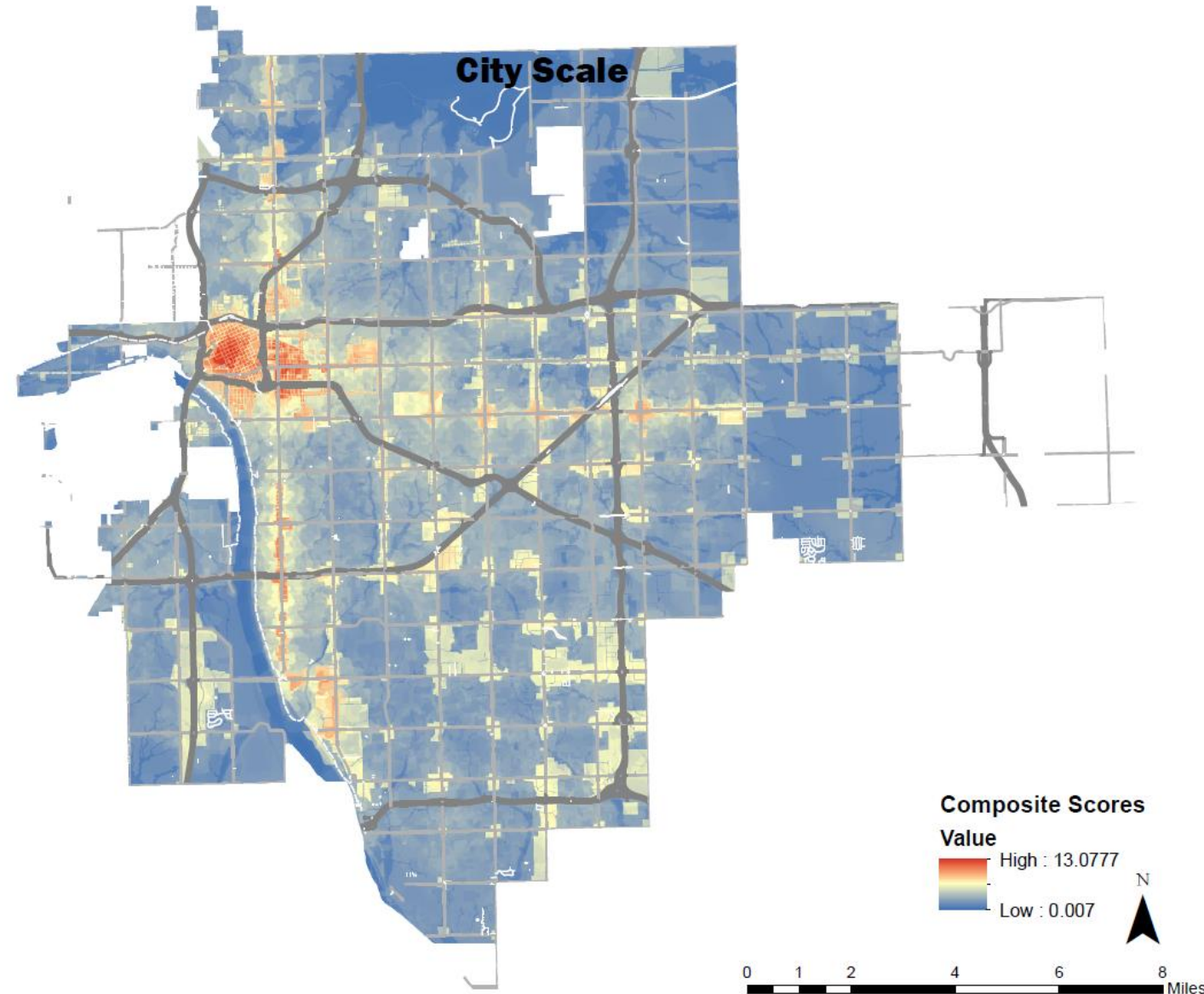
If there are no losers, can/should we still prioritize?

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



Oklahoma City Site Visit – Key Findings

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)



Oklahoma City Site Visit – Key Findings

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

Destination Districts Program

A Program Overview to the
Mayor's Commission on the Status of Women

Friday, September 7, 2018



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

Executive Summary

Background

Mayor GT Sydnor's 2018 **Action and Implementation (A&I) Plan** strengthens BLANDALL'S population density strategy with several actions and measurable goals to:

- "...conduct small area planning to encourage infill development in underdeveloped areas"
- "...add jobs and grow the workforce"
- "...develop and promote **Destination Districts** across the city to increase length of stay of tourists"

To help meet these common goals, the Planning Department proposes a **Destination District Program (the Program)** to facilitate the transformative development of commercial areas in Tulsa. The Destination Districts Program represents a new service within a reorganization of existing Planning Department efforts. Implementing it can be achieved with resources already available within the Planning Department.

Findings

Across the US, storefronts are closing, urban living opportunities are inaccessible, and sustainable living remains challenging. Tulsa, with its overabundance of retail space and unhealthy infrastructure network, is not currently positioned to capitalize on changes affecting the economy.

Changes in the global economy should pose opportunities, not just threats. Like many other mid-sized US cities, Tulsa has a rich history and vibrant culture on which it can build the amenities it needs to succeed. Tulsa's architecture and layout combine with its people to provide many chances for the developments that a world-class city requires.

The Planning Department is fortunate to have at its disposal a framework onto which it can help facilitate Destination Districts. Some of an intensive community engagement process, 2019's **PLAN TULSA**, the city's Comprehensive Plan, identifies many activity centers and corridors where our growth goals are possible. These anchors of economic growth have differences, but all have potential to efficiently grow Tulsa's economy and population without overburdening the city's existing infrastructure network.

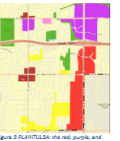
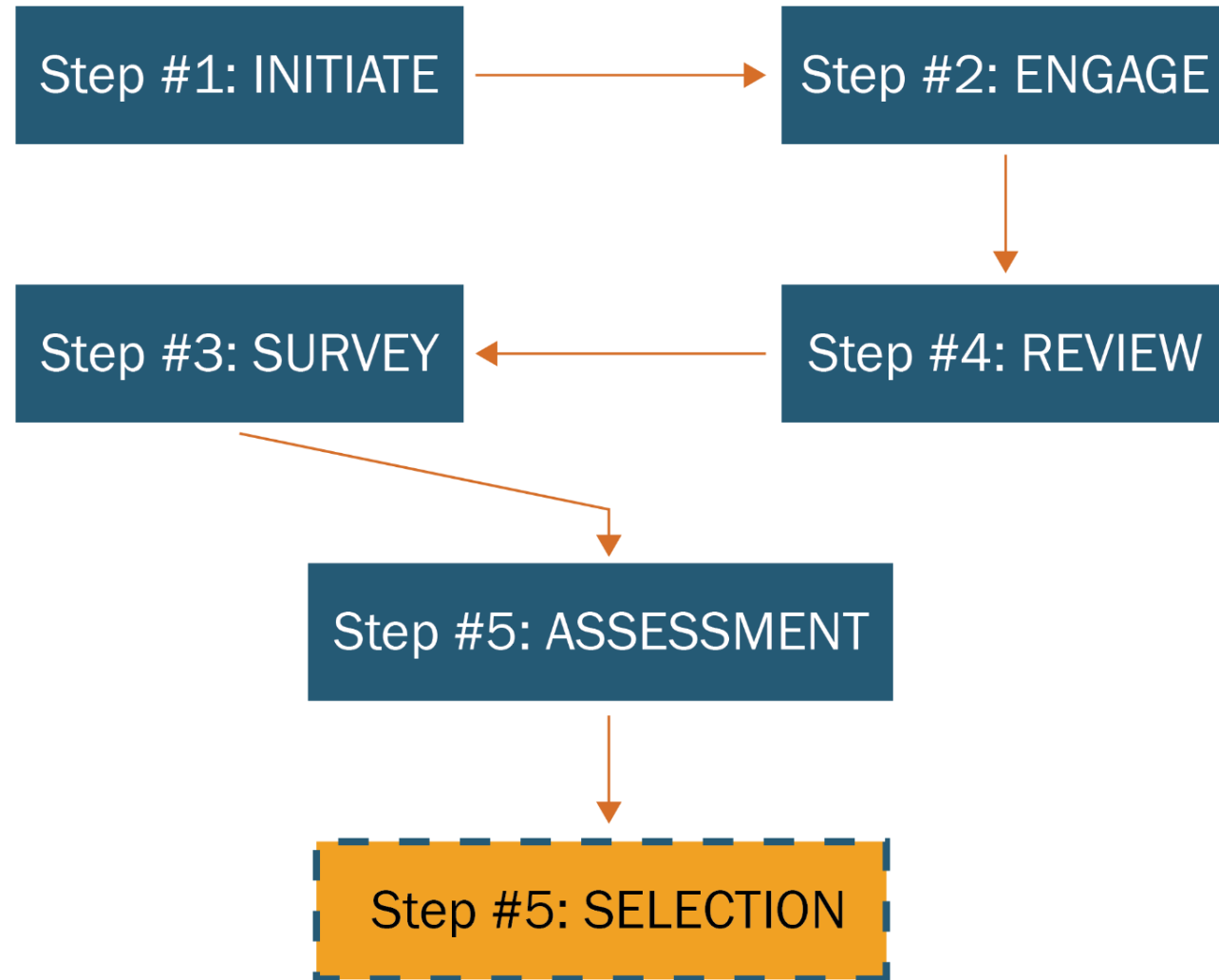


Figure 2 PLAN TULSA: the red, orange, and yellow zones across Tulsa, and the green zones where growth and renewal is possible.



Survey and Assessment Flow Chart



Applications (Interest Survey and Assessment Form)

PLANNING PROGRAM INTEREST SURVEY



PLANNING DEPARTMENT
CITY OF TULSA

DESIRED PLANNING PROGRAM: Please Circle

Neighborhood Action Plan | Land Use Plan | Small Area Plan | Destination District

SECTION 1: Applicant Information

Applicant Name: _____

Phone: _____ Email: _____

Mailing Address: _____

City: _____ State: _____ Zip: _____

DATE
RECEIVED

SECTION 2: District/Neighborhood Organization

District/Neighborhood Name: _____

Key Contact Name: _____

Size of Organization: _____ Organization Email: _____

Organization Website: _____

SECTION 3: District/Neighborhood Boundary

District/Neighborhood Name: _____

Description of Boundary (Streets):

North Boundary: _____

East Boundary: _____

South Boundary: _____

West Boundary: _____

Please include a map of your district/neighborhood's boundary.

Interest Survey Number

DESTINATION DISTRICTS ASSESSMENT FORM



DESTINATION DISTRICTS
CITY OF TULSA

SECTION 1: Applicant Information

Applicant Name: _____

Phone: _____ Email: _____

Mailing Address: _____

City: _____ State: _____ Zip: _____

SECTION 2: District Organization

District Name: _____

Key Contact Name: _____

Size of Organization: _____ Organization Email: _____

Organization Website: _____

Status of District Organization:

General Interest But Not Organized

Informal With Some Organization and Structure

Registered Volunteer Neighborhood or Business Association

Staffed Business Association

501(c)(8) Chamber or 501(c)(3)

Economic or Community Development Corporation

Main Street Program

Business Improvement/Assessment District

Other: _____

FOR INTERNAL USE ONLY

Date of Contact: _____

Date Interest Survey Received: _____ Staff: _____

Interest Survey Number: _____

DATE
RECEIVED

Assessment Number



A Framework for Placemaking Investment

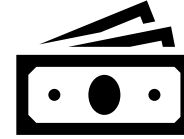


Where should we invest?

Today

Data

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



How much should we invest?

Data

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



How do we measure success?

Data

- 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

