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TO: Smart Growth America; Christopher Zimmerman, John Robert Smith

FROM: Dawn T. Warrick, AICP, Planning Director 

SUBJECT: City of Tulsa, Progress Report #2

The following is the second progress report regarding the recommendations set forth by Smart Growth American in the City of Tulsa's 2017 Smart Growth American report.

One year ago, Tulsa hosted the SGA Planning for Economic and Fiscal Health community workshop which included The Fiscal Implications of Development Patterns analysis and presentation. In the months that followed, the City has made efforts to advance the principles of Smart Growth and more specifically the recommendations from our technical assistance grant programs.

At an enterprise-wide level, our relatively new Mayor's administration team, along with the City Council developed a near-term (2 year) strategic plan, the AIM Plan.

Mayor's Action and Implementation Management Plan (AIM Plan): The AIM Plan is a tool created to communicate the priorities and goals of Elected Officials and Senior Leadership within the City of Tulsa. The Plan is broken out into 4 AIM areas established by the Mayor and City Council. The four areas are Opportunity, Well Being, The City Experience, and Inside City Hall. The AIM Plan will guide the Planning Department and other City departments on how to allocate resources and how to create more detailed action plans to achieve city-wide strategic goals. The desired outcomes for each area are as follows:

1. **Opportunity**

- a. Education – Foster and encourage the completion of education necessary to succeed in a skilled labor market
- b. Jobs – Add jobs and grow the workforce
- c. Transportation – Provide access to jobs with accessible transportation options
- d. Grow Tulsa's Population

2. **Well-Being**

- a. Resiliency – Improve community resiliency with a focus on racial equality
- b. Physical Health – Improve Tulsans' overall health with a focus on reducing health disparities
- c. Mental Health – Address mental health issues for Tulsa's residents

3. **The City Experience**

- a. Decrease traffic fatalities and injury crashes

- b. Reduce and prevent violent crimes
- c. Create and facilitate quality entertainment options
- d. Increase tourism
- e. Provide a quality transportation network of streets and sidewalks
- f. Quality Core Services – Deliver high-quality core services that citizens expect from municipal government

4. Inside City Hall

- a. Foster a culture that promotes positive morale for employees
- b. Deliver quality world-class services that meet the needs of Tulsans
- c. Responsibly manage resources through continuous improvement and collaborative partnerships

The AIM Plan has established an organizing structure to the work of the City. Most specifically in the AIM Areas of *Opportunity* (transportation, population growth) and *The City Experience* (tourism) the Planning Department has advanced a work program that advances SGA recommendations in a meaningful way.

Recommendations:

Several general recommendations were identified after the technical assistance workshop. Following each recommendation is an update on actions occurring in accordance with the Smart Growth America Recommendations.

1. Continue to invest in downtown Tulsa even as a future vision for the focus areas discussed in the workshop is refined and implemented.
 - a. Seek to redevelop existing surface parking lots as infill
 - i. *Tulsa Performing Arts Center Parking Lot*. In September the Tulsa Performing Arts Center Trust signed an agreement selling its parking lot for a downtown development that will include a grocery store, apartments, and other retail space.
 1. *UPDATE*: Flaherty & Collins, an Indianapolis based company, plans to build The Annex. The Annex will include 240 luxury apartment homes and resort-style amenity spaces including a pool, fitness center, aqua lounge, outdoor grilling stations, and bike storage spaces. The Annex will also include a 35,000 square foot grocery with an additional 7,000 square feet of retail space. TIF funding will be included in the financial package making this development possible.
 - ii. *4th and Main Parking Garage*. In September, construction began on a mixed-use development at 4th and Main. This development will include a parking garage with some retail space on the ground floor.
 1. *UPDATE*: Currently, construction crews are working on the below ground elements of the garage and establishing a structural base for the garage/development. Incentive funds administered through a local sales tax initiative were used to ensure this development included pedestrian-oriented, walkable space on the street level.

- iii. *Tulsa Arts District Holiday Inn Express*. In December, Promise Hotels and Ross Group broke ground for the new Holiday Inn Express located near ONEOK Field. This hotel will include 115 guest rooms, a business center, meeting rooms, and more.
 - 1. *UPDATE*: The Holiday Inn Express is currently under construction.
- iv. *Hotel Indigo*. In June, construction began on a boutique hotel in the Santa Fe Square parking lot on Elgin Avenue. This hotel will include 106 rooms and an upscale restaurant on the ground floor.
 - 1. *UPDATE*: Hotel Indigo is expected to open in August.
- v. *The Tulsa Club*. Renovation began on the Tulsa Club building at the NW corner of 5th and Cincinnati in the fall of 2017. This project will provide a boutique hotel, restaurant and retail space and put a beloved Art Deco building back into service after being vacant for more than two decades.
 - 1. *UPDATE*: The Tulsa Club is scheduled to open in late 2018.
- vi. *Valley National Bank in Greenwood District*. The Valley National Bank will move its executive offices and open a new downtown branch. The building will be located on an undeveloped vacant lot immediately west of ONEOK Field and will bring additional tenants including a restaurant. The first story will provide retail commercial space and each floor will have a balcony overlooking the baseball stadium.
- vii. *Greenwood and Archer Mixed-Use Project*. On the southeast corner of Archer Street and Greenwood Avenue, GreenArch, LLC will start construction at the end of 2018 on a five-story, mixed-use development that will feature ground floor retail with office space on the upper levels. The project is expected to be completed in 2020.
- viii. *TCC Metro Campus Master Plan*. The downtown campus of Tulsa Community College is preparing to undergo a master planning effort. This will help this large land owner determine how to best use the property and facilities they occupy on the south side of downtown Tulsa. We are currently preparing an alignment document for the college to understand what current landuse plans and policies are in place to guide their efforts. This project may unlock one or more surface parking lots for redevelopment in the coming years.

b. Midtown Circulator/Downtown Circulator

- i. A planned circulator is proposed to begin operation in the coming months (summer/fall 2018) to connect downtown Tulsa with employment centers (such as the medical corridor between St. John and Hillcrest medical centers), commercial districts, neighborhoods and a new waterfront park (currently under construction), all located in Midtown Tulsa. Funding for this new service will come from a dedicated transportation tax that was passed as a part of the Vision Tulsa sales tax initiative approved by voters in 2016.

c. Pedestrian and bicycle infrastructure and connections

The City, Downtown Coordinating Council and Regional Chamber of Commerce commissioned Speck & Associates LLC to conduct a walkability analysis of the entire downtown (bounded by the inner-dispersal loop of interstate highways) in 2017. This work was completed in the spring of 2018 and will soon be adopted formally as a guide to implementing changes to the downtown street network to improve safety for walkers and cyclists as well as motor vehicles.

- i. *West 5th Street*. In November, construction began on 5th Street between Denver Avenue and Cheyenne Avenue to replace the storm sewer and waterlines. The project will also create new extra-wide sidewalks with brick pavers, landscaping, pedestrian lighting and new traffic signals. The road will also be converted from one-way to two-way traffic. Following the completion of this section, crews will move to 5th Street between Cheyenne Avenue and Boulder Avenue. 5th Street is listed on the GO Plan as a recommended bike lane street.
 1. *UPDATE*: The section of West 5th Street between Cheyenne Avenue and Denver Avenue is complete. Currently crews are working to complete the section of West 5th Street between Boulder Avenue and Cheyenne Avenue.
- ii. *Lane striping*. Changes to lane striping downtown will be installed to reflect recommendations from a Walkability Assessment as well as the GO Plan in the coming months. The Walkability Assessment is being finalized at this time.
 1. *UPDATE*: Crews have been striping new crosswalks downtown for the last few months. Efforts are continuing to complete the rest Downtown.

d. Placemaking and streetscaping efforts

- i. *Arena District Master Plan*. City staff and stakeholders interviewed potential firms to create the Arena District Master Plan in October. Recently, contracts were finalized selecting MKSK to complete this plan. This plan will focus on the area around the BOK Center and the Cox Convention Center and will establish a vision for the future of the area. This plan will address the following:
 1. *An economic analysis of the Arena District's existing market conditions and service gaps.*
 2. *Connecting the district to the other downtown districts and areas of activity*
 3. *Land Use planning focused on public spaces and facilities, transportation systems, place-making, and environmental conditions*
 4. *Branding, marketing, and wayfinding opportunities in the district*
 5. *UPDATE*: The Arena District Master Planning effort, anticipated to be completed in September is currently examining preliminary concepts and strategies to foster re-development within the project area. The project has a robust project engagement strategy. On May 9, 2018 the project team held a

workshop to update the public on the process and gain input on the work up to that point. The workshop also featured a dot exercise that had participants place dots on areas that are working well, not working well, and areas that should be focused on. A second community workshop will be conducted on July 24, 2018. In early July, the project team facilitated an urban hike with over 30 citizens throughout the project area to solicit feedback on impediments to pedestrian flow and identify issues with the City's non-motorized transportation infrastructure. It is the City's intent the master plan provides actionable guidance and a clear path forward in developing the district based upon its key assets; the plan will provide direction to:

- a. Strengthen connectivity, both within the district and to neighboring downtown districts
 - b. Develop a greater sense of place through unique development and branding
 - c. Facilitate growth opportunities that complement greater downtown Tulsa's existing economy while serving the unique clients of the arena and convention center.
- ii. **USA BMX Facility.** The City of Tulsa and the BMX racing organization signed a 30-year agreement with the potential for two 10-year extensions. This agreement will turn the former Evans-Fintube site into the home site for BMX. In the first five years, the facility will host more than 100 local, state and national events, generating nearly \$11 million in economic activity.
 - iii. **Destination Districts:** The Planning Department is working with the Mayor's office to establish a Destination Districts program. The program will use quantitative measures to identify areas of the city with existing and potential capacities for growth. This program will establish "destination districts" in areas that have a diverse ecosystem of uses, an identity, committed people, and the potential for growth. The goal of this program is to provide a basis for where the city should invest and ultimately increase population density. The program will use connectivity, land uses, demographics, and economics to evaluate areas of the city.

2. Invest in the redevelopment of the Pine and Peoria corridor as a catalyst for future redevelopment of the other focus areas as well as other locations within Tulsa.
 - a. **Pine and Peoria QuikTrip.** A QuikTrip will soon be located in the Pine and Peoria Area. This convenience store will take the place of the recently closed Fiesta Mart and Sinclair Gas Station.
 - i. **UPDATE:** The Fiesta Mart that previously occupied the site has been demolished. The new QuikTrip is expected to open in December 2018.
 - b. **Voluntary Mixed use Rezoning program.** The City initiated a voluntary mixed use rezoning program for property located in the vicinity of planned station areas along the Peoria Bus Rapid Transit corridor. This intersection offers

sector of the Pine and Peoria Intersection. The Pearl District is also undergoing a Small Area Plan Update as well as a sector plan. The third Sector Plan is being developed for the Crosbie Heights Neighborhood west of downtown. The Land Use Plan currently under development is for the Berryhill Neighborhood which will soon be bisected by the Gilcrease Expressway extension. The Land Use Plan will prepare this area for future development anticipated to follow the Gilcrease Expressway.

4. Ensure the redevelopment focus areas include Complete Street Principles.
 - a. *Small Area Plans' Street Projects*. In November the Planning Department and Engineering Services worked together to prioritize street projects for inclusion in project lists for an upcoming funding (bond) package that are located within Small Area Plan boundaries. This prioritization includes the Pine and Peoria area as well as 23rd and Southwest Boulevard.
 - i. *UPDATE*: The Planning Department is still working with Engineering Services to prioritize street projects. The administration is referring to this as PCI + to reflect the new methodology of prioritizing street projects that now includes consideration of small area plans, economic development opportunities and community investment in addition to PCI (pavement condition index). The Planning Department is also continuing to review capital street projects and provide recommendations geared towards complete streets.

5. Create an implementation committee to move these recommendations forward – or assign/change Tulsa Economic Development Commission and/or Vision Steering Committee with this responsibility.
 - a. *Commercial Revitalization Program*. This program will provide for a Citywide Strategic Commercial Revitalization Plan as well as funding for implementation and a dedicated business liaison in the Planning Department. This program will also create a Retail Development Fund. The fund will target the revitalization of shopping centers that are at least two acres in size and at least 20 years old.
 - i. *Retail Market Study*. The city is currently in the process of selecting a firm to lead the Retail Market Study and Strategy. The goal is to have a team selected by the end of the month and soon after begin development of the study. The Retail Market Study will include the following:
 1. *A market study that will review the city's retail industry and economic conditions that effect retail revenue*
 2. *An assessment of existing retail districts*
 3. *A review of the emergence of small box retail stores*
 4. *An analysis of the city's "cash economy"*
 5. *A forecast for growth of the market segments of the retail, dining, entertainment, personal and professional services, and the corporate and professional office markets*
 6. *A market-based development strategy*

- ii. **UPDATE:** The Tulsa Retail Market Study/Strategy is currently in progress under consultation of Place Dynamics, LLC out of Milwaukee, Wisconsin. The steering committee and project team recently selected 13 districts or “sample-market areas” for in-depth assessments. The market assessment of each district will help identify any existing gaps and opportunities for future commercial revitalization. The project also features a public survey, to learn about the experiences and needs of patrons who frequent Tulsa’s retail shopping and dining areas. The survey generated over 800 responses during two weeks of deployment.

Oversight/Steering Committee. Staff will work with the Mayor’s office to determine the best way to incorporate implementation efforts into the ongoing work of the City. The Economic Development Committee, Vision Steering Committee and Retail Study Steering Committee are all groups that may be appropriate to provide oversight and support for these efforts without needing to create another committee or commission. This will be reviewed during the next several weeks, prior to the next status report.

1. **UPDATE:** Staff reports regularly to different committees regarding the progress of this implementation effort. Reporting is not centralized, but it remains coordinated through the Planning Department.
 - a. Destination Districts – monthly reports to TulStat (monitors AIM Plan implementation)
 - b. Retail Market Study – periodic status updates provided to EDC, City Council and project steering committee
 - c. Small Area Plans – periodic updates to Planning Commission, citizen advisory team
 - d. Sector Plans – periodic updates to Tulsa Development Authority and Planning Commission, citizen advisory team
 - e. CIP Coordination (capital improvement program) – internal working team of admin and department directors preparing slate of projects to begin reviewing with elected officials in coming months, in advance of public information meetings and preparing ballot language for city-wide vote in fall 2019

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