



2016

Tulsa Comprehensive Plan **PROGRESS REPORT**



PLANiTULSA is funded by City of Tulsa, Tulsa County,
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Contents

Introduction	2
Land Use	5
Transportation	10
Economic Development	14
Housing	18
Parks, Trails, and Open Space	22
Strategic Plan Implementation	26
Next Steps	30



To determine what Tulsans want for the city's future, **PLANiTULSA gathered public input in workshops, interviews with key groups, and surveys.** Tulsans want:

- A vibrant and dynamic economy;
- The ability to attract and retain young people;
- An effective transportation system;
- A range of housing choices;
- Emphasis on preserving the environment and increasing sustainability;
- A commitment to transparent, equitable decision-making.

Introduction

Background and Purpose

From 2008 to 2010, thousands of Tulsa citizens participated in the PLANiTULSA process, creating an ambitious *Our Vision for Tulsa* for 2030. Overall, Tulsans are looking for strategic change — in the form of revitalization, expanded housing choices, a diverse and strong economy, and more transportation options. To achieve this new vision for Tulsa, City Council adopted the PLANiTULSA *Comprehensive Plan* in 2010. The Plan summarizes where the City was in 2005, how the City wants to look by 2030, and what the City needs to do to get there.

The PLANiTULSA *Comprehensive Plan* contains long-term implementation priorities, goals, and policies for development within the City of Tulsa based on a set of guiding principles. These goals and policies guide future decisions regarding land use, transportation, economic development, housing, parks and open space, and the environment. The document includes 296 policies to be implemented over the life of the Plan. The Priorities, Goals, and Policies may be amended as needed to reflect changing conditions.

In addition to the *Comprehensive Plan*, the *Tulsa Strategic Plan* was developed to provide an outline of short-term actions to meet goals and benchmarks established by the vision. Included within the *Strategic Plan* are detailed actions for specific priorities that were pursued in the first one to five years.

Tulsa 2030 Goals

The *Tulsa 2030 Goals* are benchmarks established in the Comprehensive Plan that aspire to substantially outperform growth patterns predicted by the baseline scenario captured during the planning process. In an effort to track these benchmarks, a *Monitoring Program* will follow a systematic process for evaluation using defined boundaries for comparison, a baseline number for evaluation, and 2030 benchmarks established by the Plan.

With the *Tulsa 2030 Goals* as targets, the *Monitoring Program* will allow Tulsans to regularly review quantifiable measures and track the city's progress toward achieving our shared goals. The *Monitoring Program*

uses common indicators such as population and housing growth, transit ridership, and job growth to provide a periodic snapshot of Tulsa's progress. While some impacts are noticeable in the short-term, many are subtle, and will have cumulative effects over time.

This *Progress Report* provides an inventory of current action items used to implement the plan, considers changes to priorities, and outlines successes and lessons learned from preceding activities. It will use local and regional indicators to measure progress every five years towards achieving *Our Vision for Tulsa*.



Action Item Status and Accomplishments

Implementation of the PLANiTULSA *Comprehensive Plan* requires coordination and involvement by many departments and entities throughout the City to address the 296 Policies in the *Comprehensive Plan* and five strategies in the *Strategic Plan*.



Figure 1: PLANiTULSA *Comprehensive Plan* was developed by thousands of people who participated in public workshops, stakeholder interviews, and through public surveys.

Priorities are the big idea topical areas that address the guiding principles. Priorities capture big picture changes that must occur to implement the Comprehensive Plan.

Goals establish specific, measurable, attainable, and realistic objectives that guide plan implementation by ensuring that the community and stakeholders have a clear awareness of what must happen to move Tulsa toward the Vision.

Policies delineate the steps needed to achieve the goals.

Progress Report

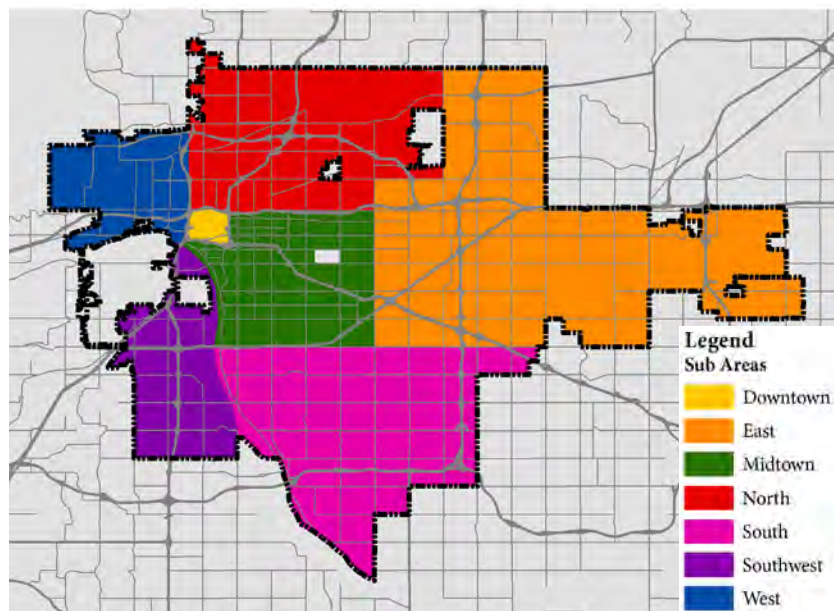
Introduction

Each Policy has been assigned one of four specific status indicators, defined as follows:

- *Not Initiated* items have received no attention to date, due to lack of funding, lack of relevance, or other reason.
- *In Process* items have been initiated but have not been fully implemented.
- *Complete* applies to items that have a specific result or deliverable that has been met.
- *Ongoing* items have been initiated and are ongoing as part of the responsible agency's mission or function.

As of the end of 2015, 219 Action Items are identified as In Process, Ongoing or Complete indicating that some action has occurred. **This means 74% of PLANiTULSA's implementation is underway!**

Figure 2: Subareas in the City of Tulsa



Subareas

Our Vision for Tulsa identifies target areas throughout the City that can benefit from reinvestment and capitalize on previous infrastructure improvements. In an effort to track trends and benchmarks associated with these target areas, Tulsa has been divided into seven subareas. At this level, the City can annually monitor development and transportation at key geographic locations and evaluate how policies and strategies have influenced the quality of growth and investment as described in *Our Vision for Tulsa*.

Review of Activity through 2015

The following section of this *Progress Report* - organized according to the five components representing chapters of the Comprehensive Plan - combines information and data to help the reader quickly assess the Plan's progress. Specific accomplishments, activities, and relevant data for indicators are also provided. This report contains three appendices:

- Appendix 1: City of Tulsa Profile including select demographic, employment, income and housing characteristics from the U.S. Census American Community Survey Summary Data from 2010-2014.
- Appendix 2: Action Matrix listing the status of PLANiTULSA's policies and actions for achieving the plan's priorities and goals.
- Appendix 3: *Monitoring Program* provides the baseline data on the key indicators that will be used to measure whether or not the goals of the plan are being met. Some of these indicators are included in the body of this report to illustrate the City's current conditions.

Land Use

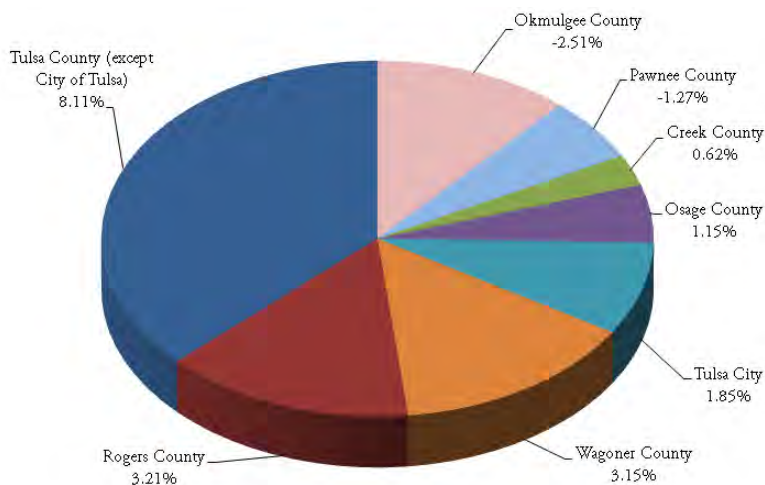
The Land Use component of the Comprehensive Plan is structured around priorities, goals, and policies. The purpose of this component is to guide the design of the city's regulatory and policy systems, including the zoning code, subdivision regulations, and the coordination of land use with transportation and economic development.

Indicators

Population Growth

The total population is a measurement used to establish the amount of land needed to sustain future development. Population change is a key indicator in determining the health of a city. The *Tulsa 2030 Goal* assumes that the City of Tulsa would capture around 40% of the total growth or 102,458 new residents in the Metropolitan Statistical Area (MSA). From 2010 to 2014, the total population for the Tulsa MSA grew 3.12% while the City of Tulsa only grew by only 1.85% or 7,000 new residents. Even though population growth has not been at the same rate as other areas, the City of Tulsa has maintained a 41% share of the total 2014 MSA population.

Figure 3: Tulsa MSA Percent Growth 2010-2014



Source: U.S. Census Population Estimates

Land Use Priorities

1. Make land use decisions that contribute to Tulsa's fiscal stability and move the City towards the citizen's vision.
2. Put procedures, processes and tools in place to effectively and equitably implement PLANiTULSA.
3. Focus redevelopment, revitalization and enhancement programs in areas that have been severely economically disadvantaged.
4. Maintain, stabilize and strengthen existing neighborhoods, making them places where new residents are attracted to live.
5. Ensure that areas of growth benefit from high quality sustainable development.
6. Preserve and enhance environmental assets.
7. Establish a mechanism and process to monitor movement towards the vision.

Total Goals - 20

Total Policies - 73

Total Not Initiated - 18

Total In Process - 7

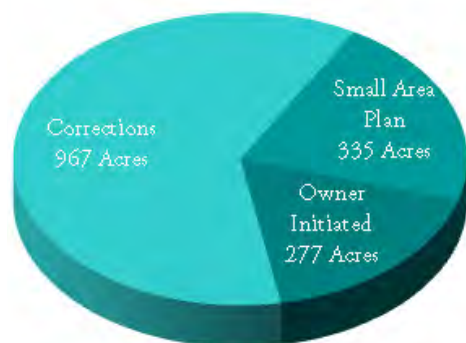
Total Completed - 3

Total Ongoing - 45

Land Use

Comprehensive Plan Land Use

Between 2010 and 2014, land use designations have changed only 1% (1,579.89 acres) of land area within the City of Tulsa.



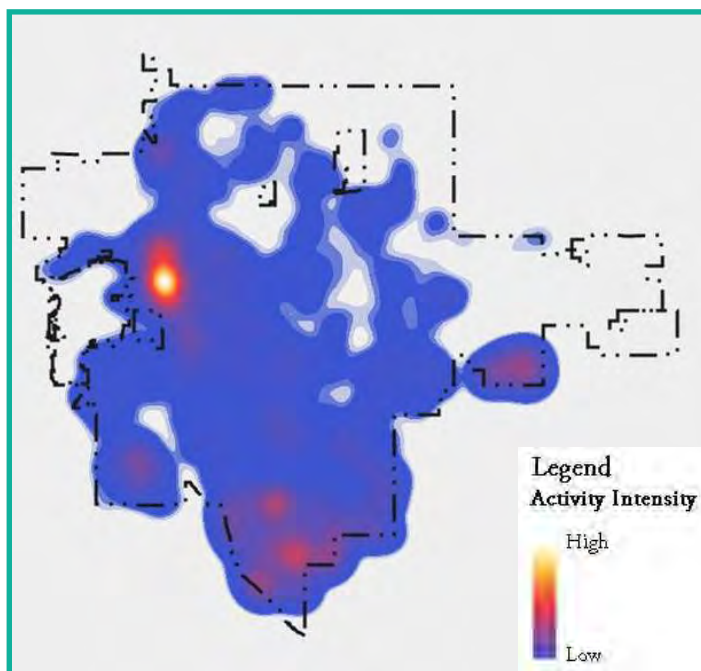
New Development

Our Vision for Tulsa planned for population growth at three times the then-current level. This would mean an increase of 102,463 residents by 2030. To achieve this goal, the number of new housing units and jobs will also have to significantly increase. Commercial and Residential permit information can aid in tracking the amount of new development and redevelopment. In 2010, the effect of the recession was evident in the number of building permits finalized compared to previous years. Since 2010, the number of permits increased 11% for a total of 1,027 permits finalized in 2014, though still less than the prerecession numbers. In 2014, 64 plats (1,706 lots) were filed with the Tulsa County Assessor, representing the largest number of plats filed since the recession in 2008.

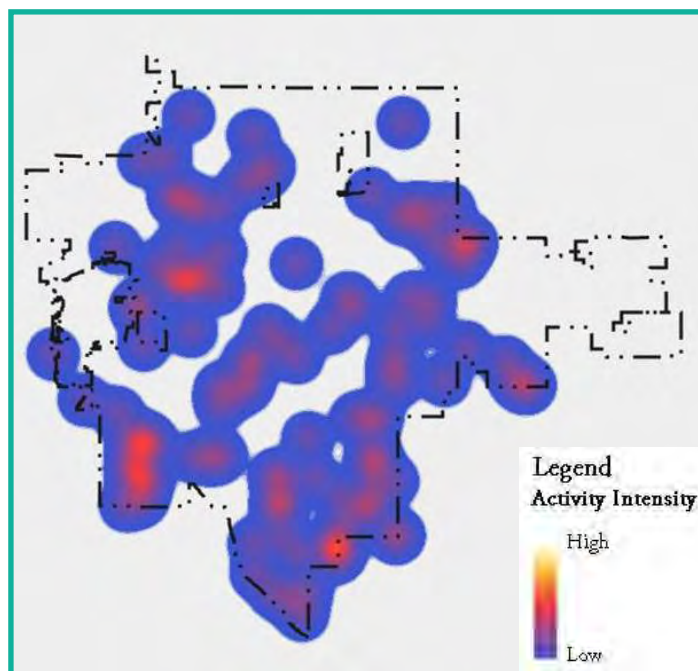
The heat maps in Figures 4 and 5, below, show where development has been occurring since 2010 based on building permit data and where development will potentially be occurring reflecting plats that have been filed within the City limits.

Figure 4: Heat Maps of City of Tulsa Building Permits from 2010-2015

Figure 5: Heat Map of Tulsa County Plats Filed from 2010-2015



Source: City of Tulsa Building Permits



Source: Tulsa County Assessor's Office

Figure 6: New Housing Projects in Tulsa



New Housing Units

The *Comprehensive Plan* separates the city into seven subareas (Figure 2) to identify where and how much change is envisioned within sections of the City. The Plan also defines areas of Stability and Growth. Areas of Growth are parts of the city where investment, targeted development, and select redevelopment will lead to increased economic activity, housing options, and access for current and future residents.

From 2005 to 2014, over 6,500 housing units were constructed or rehabilitated. While the majority of all new units in the City of Tulsa have been built in the East and South subareas, Downtown and Southwest subareas have seen the greatest change in their total number of units. North, Midtown, and West Tulsa subareas have seen the least change in total number of new units. *Tulsa 2030 Goal* projected that 19% of the total housing units would be built in the North subarea, but only 4% of the new housing units have been built there. Of the new and rehabilitated housing units constructed since 2005, 50% were built in designated growth areas, while the other half occurred in areas of stability. Of the new housing units, 38% are infill developments.

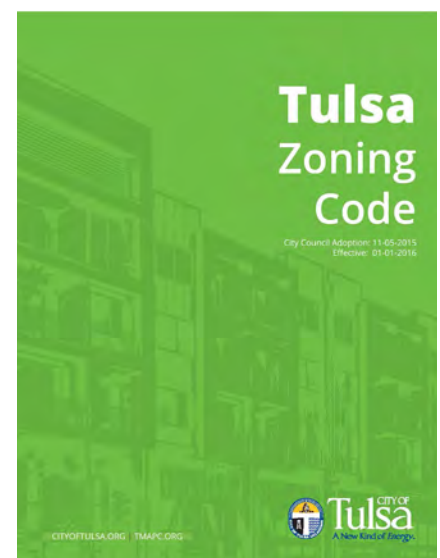
Accomplishments

Zoning Code Update

Thanks to the dedication of City of Tulsa and INCOG staff, members of the Tulsa community, and other invaluable organizations the new *City of Tulsa Zoning Code* took effect January 1, 2016. Updating the zoning code is a strategy in the Strategic Plan, to guide the land use and development concepts of the *Tulsa Comprehensive Plan*. A few of the major changes that will occur as a result of the implementation of a new zoning code include:

- accommodating density,
- increasing the range of housing types,
- encouraging mixed-use development,
- reducing minimum parking requirements,
- context sensitive regulations,
- new tools to aid unique development projects, and
- improved efficiency measures.

These changes and additions to the Zoning Code were developed in response to the *Vision* outlined in the *Tulsa Comprehensive Plan* that encourages a variety of land use choices.



Progress Report

Land Use

Monitoring

All long-range plans need to be monitored over time and periodically reviewed to determine their effectiveness and relevancy. The City of Tulsa planning staff is charged with monitoring and updating all long-range land use planning documents developed in the City. As part of the development of this *Progress Report*, a monitoring program was created to regularly review quantifiable measures and track the City's progress toward achieving the *Tulsa 2030 Goals* identified in the *Comprehensive Plan*. The monitoring program uses common indicators such as population and housing growth, transit ridership, and job growth to provide a periodic snapshot of Tulsa's progress. In addition, all Small Area Plans completed prior to and after 2010, are reviewed and monitored for their conformance with the *Comprehensive Plan*.

Small Area Planning

The Small Area Planning process is the prescribed method for stakeholders in focused areas of the community to formulate strategies for future development and land use. Since 2010, Tulsa's Planning Commission and City Council have adopted and approved six new Small Area Plans as amendments to the *Comprehensive Plan*. Small Area Planning is a key implementation strategy of the *Comprehensive Plan*.

Small Area Plans can be initiated by either public or private entities to develop a future land use plan for specific areas of Tulsa. The goal of a Small Area Plan is to bring stakeholders from the area together to create a consensus about a vision for future development. The Small Area Plan is developed based on that vision.

Figure 8: Stakeholders Participation in the Small Area Planning Process



Figure 7: Small Area Plan Process

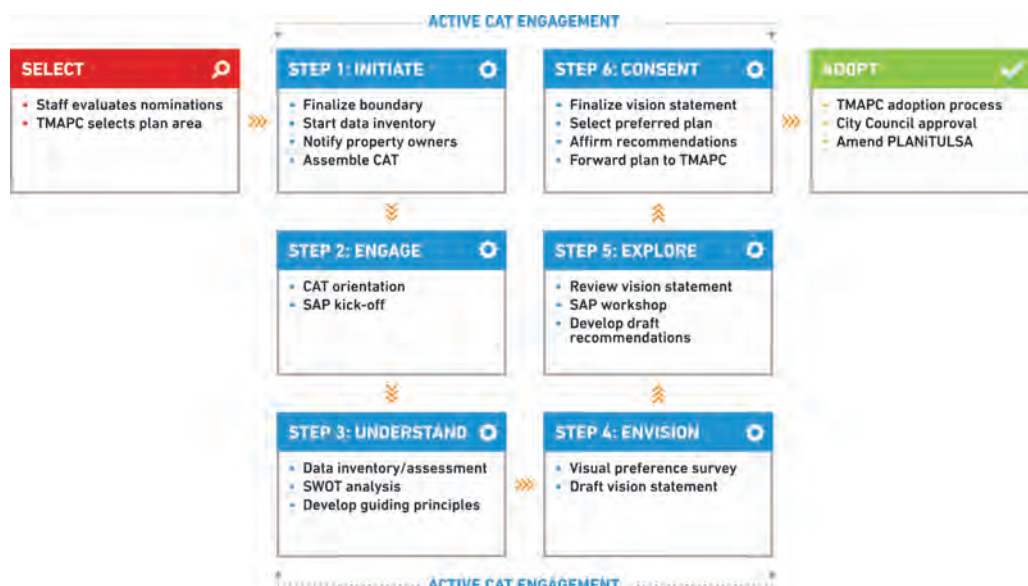
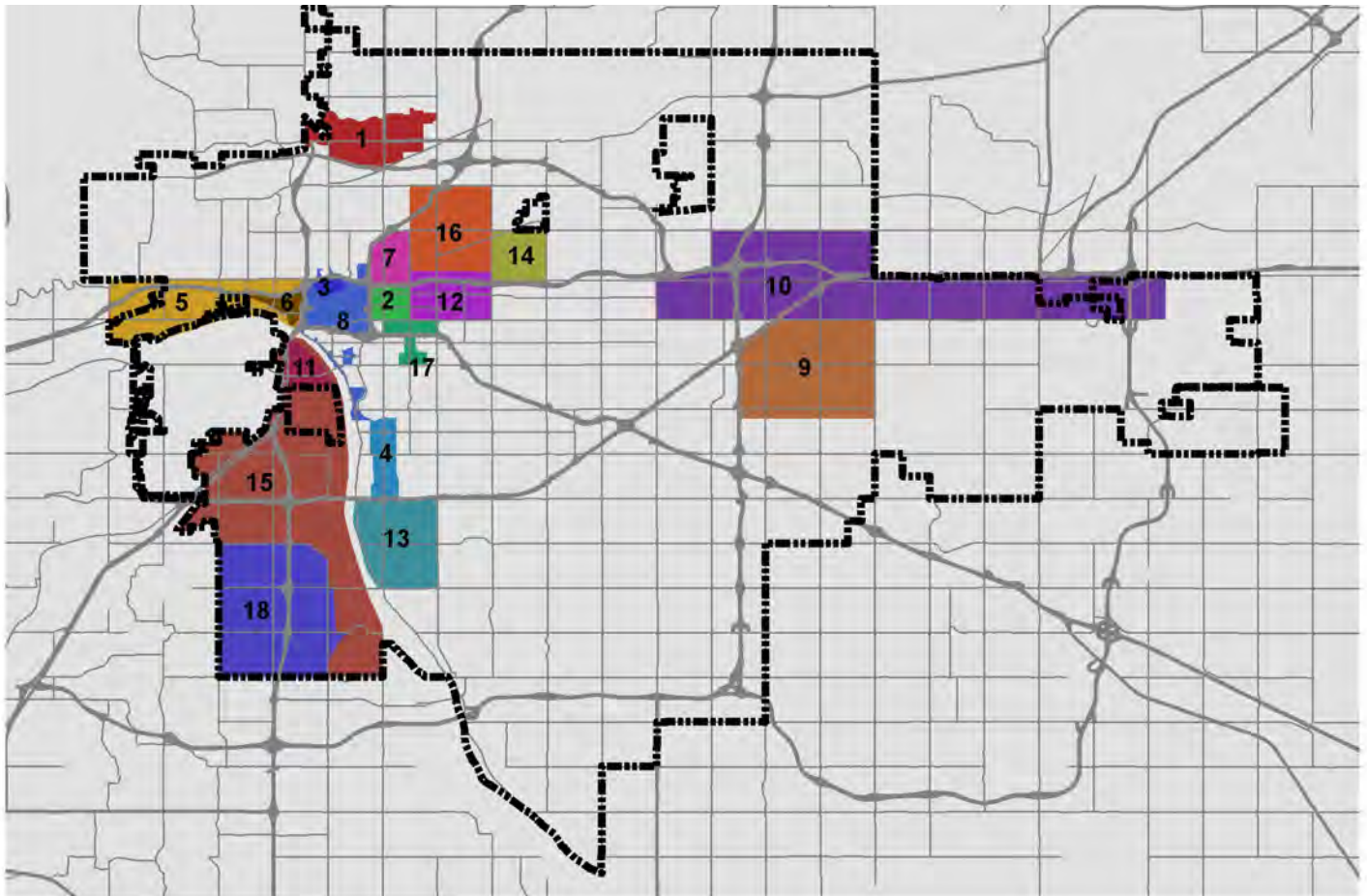


Figure 9: Small Area Plans in the City of Tulsa



Legend

Small Area Plans

1 36th Street North	8 Downtown Area Master Plan	15 SW Tulsa Neighborhood Plan *
2 6th Street Infill Plan *	9 East Tulsa Phase 1 Plan *	16 Springdale Development Area *
3 Brady Village	10 East Tulsa Phase 2 Plan *	17 Utica Midtown
4 Brookside Infill Plan *	11 Eugene Field	18 West Highlands Tulsa Hills
5 Charles Page Boulevard *	12 Kendall - Whittier Plan *	
6 Crosbie Heights	13 Riverwood Neighborhood Plan *	
7 Crutchfield Neighborhood Plan *	14 Sequoyah Neighborhood Plan *	

* Adopted prior to 2010 Comprehensive Plan

Transportation

Transportation Priorities

1. Provide a wide range of reliable transportation options so every Tulsan can efficiently get where they want to go.
2. Maintain and enhance Tulsa's existing transportation system through strategic investments.
3. Ensure that transportation investments enhance the land uses they serve.
4. Provide multiple transportation choices to all Tulsans.

Total Goals - 14
Total Policies - 47
Total Not Initiated - 11
Total In Process - 15
Total Completed - 2
Total Ongoing - 19

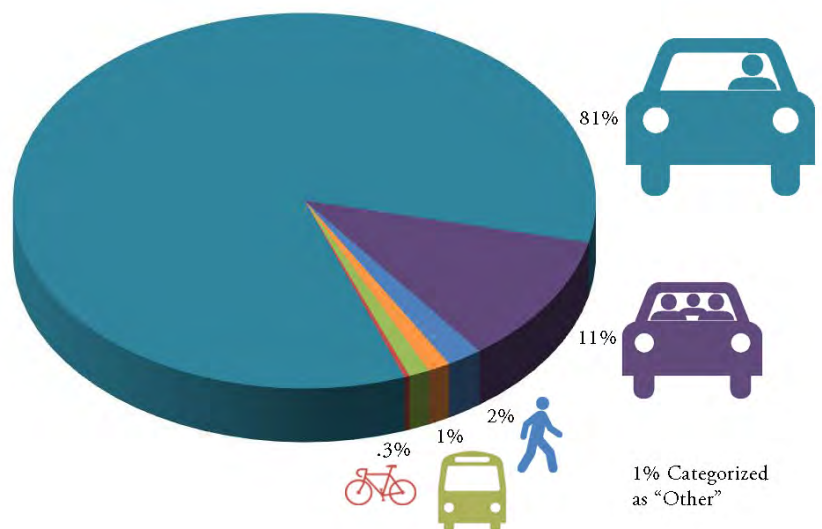
The Transportation component of the Comprehensive Plan is structured around a list of priorities, goals, and policies developed to identify building blocks that will provide mobility choices to a broader group of users, diversify the economy, and aid in building a sustainable community. Tulsa's transportation vision encompasses multiple mobility options, including walking, automobiles, biking, and transit, through a network that connects all parts of the City.

Indicators

Traveling Around the City

It is important to monitor commute mode shares to determine the sustainability of Tulsa's transportation system. Commute mode share is the percentage of travelers using a particular type of transportation to get to work. The *Comprehensive Plan* calls for growth in the share of commute modes that include transit ridership, walking, and biking. Based on the U.S. Census data, the change in commute mode share since 2005 is nominal with no change in bicycling or use of public

Figure 10: Commute Mode Share



Source: U.S. Census ACS Summary Data

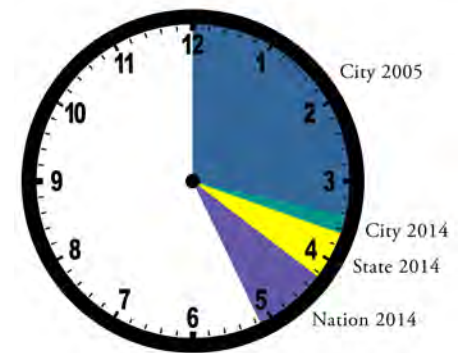
transit, but decreases are seen in carpooling (-.6%) and walking (-.3%). The data also shows a slight increase in people who drive alone.

Since 2006, the Metropolitan Tulsa Transit Authority (MTTA) has modified bus routes to meet ridership needs and increase access. With an additional 194 revenue lane miles, or miles traveled while in service, and recent improvements, the number of households within a half mile of transit increased by over 5,000 units. In addition, ridership along MTTA lines has increased by over 24%, from 2.5 million riders in 2010 to over 3 million in 2014.

Travel Time to Work

Mean travel time to work measures the total number of minutes it usually takes an individual to get from home to work each day during the observed work week. The *Comprehensive Plan* proposes close proximity between homes and jobs, improved transit options, and the use of context sensitive solutions in future roadway designs to reduce traffic congestion, thereby reducing travel time. In turn, this creates more conducive travel conditions for those with long commutes. In the City of Tulsa, travel time to work has continued to increase since 2005 from 17.1 minutes to 18.24 minutes. This is still less than the state (21.2 minutes) and national (25.7 minutes) averages.

Figure 11: Travel Time to Work

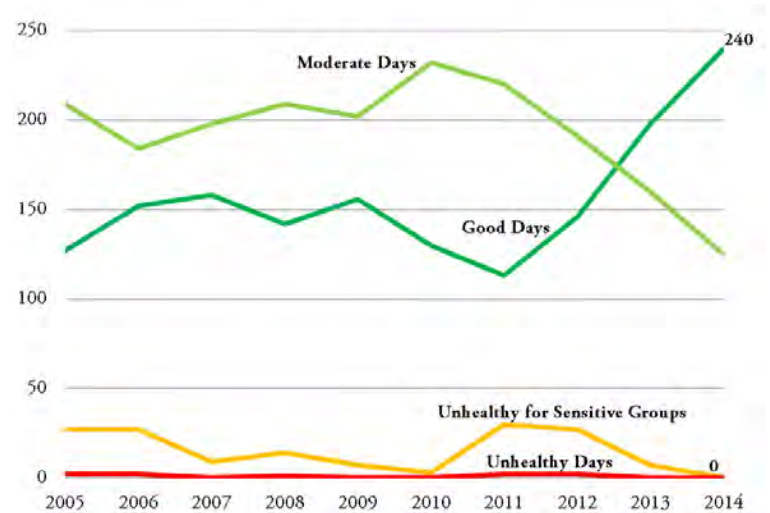


Source: U.S. Census ACS Summary Data

Air Quality Index

The Environmental Protection Agency (EPA) compiles an annual summary of Air Quality Index (AQI) values for geographic areas that focus on an urban place and adjacent areas that are tied by commuting. AQI takes into account all of the air pollutants measured within the areas. As the air pollutant emissions from mobile and stationary sources decrease, the number of Good Days will increase and Unhealthy Days will decrease. Since 2005, the number of Good Days has increased from 127 to 240. Thirty Unhealthy for Sensitive Groups Days were reported in 2011 and none in 2014. The data reveals that the number of Unhealthy Days spikes periodically, and the city could experience a natural period of better air quality. The much higher than normal ozone concentrations in 2011 and 2012 are attributed to two exceptionally hot and dry summers.

Figure 12: Air Quality Index Days for Tulsa



Source: U.S. Environmental Protection Agency

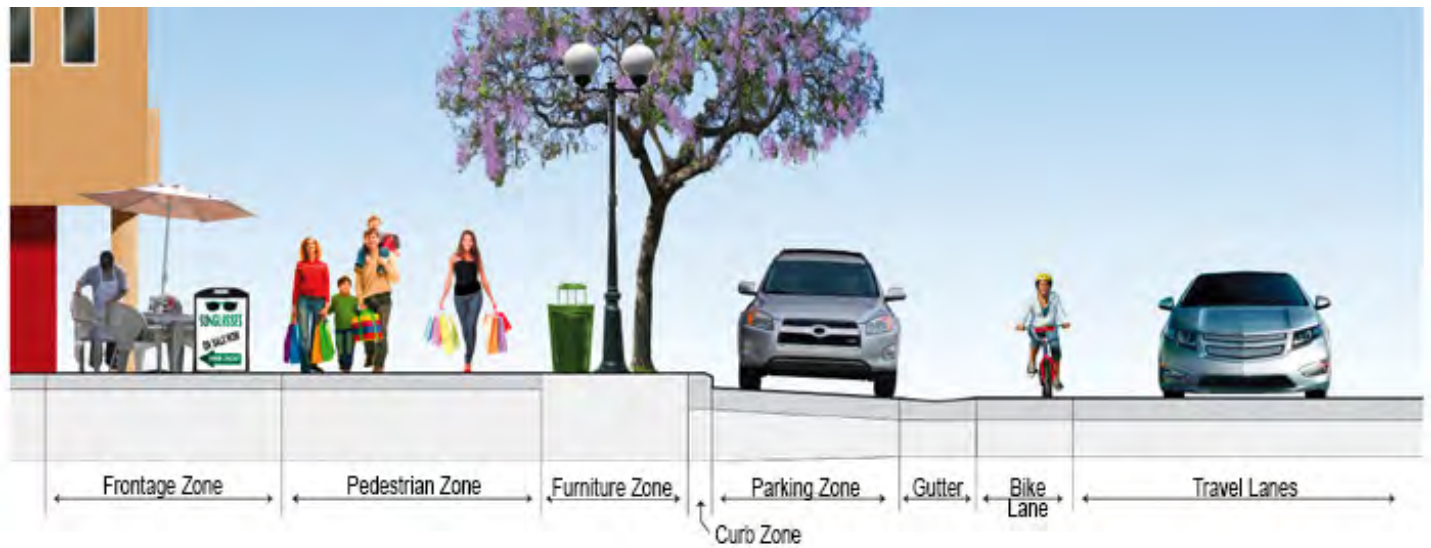
Progress Report

Transportation

Accomplishments

Complete Streets Manual

The *Complete Streets Manual* was adopted in February 2013 to create a Context Sensitive Solutions (CSS) process as recommended in the transportation policies of the *Comprehensive Plan*. CSS is used to bridge the gap from a traditional roadway design to one that considers the pedestrian, bicyclist, and transit design components while planning for transportation improvements. The procedural manual provides an overview on Complete Streets and guidance on corridor planning, conceptual design, engineering design. It includes best practice guidelines for city departments, design professionals, private developers, and community groups.



Regional Transportation Planning

The Indian Nations Council of Governments (INCOG) in cooperation with the Oklahoma Department of Transportation (ODOT) and Metropolitan Tulsa Transit Authority (MTTA), is responsible for the development of regional transportation plans. Since the adoption of the *Comprehensive Plan* in 2010, INCOG's Transportation Policy committee has adopted *Fast Forward* the regional transit plan in 2011, *Connections 2035 Regional Transportation Plan* in 2012, and adopted the *GO Plan*, a regional bicycle and pedestrian plan, in 2015.



Fast Forward, the Regional Transit System Plan, was developed using a comprehensive planning approach that included agency, stakeholder and public involvement, a transportation needs assessment, identification and analysis of high capacity transit corridors, identification of high capacity transit technology, evaluation of the existing bus systems and identification of future bus service improvements. This Plan has led to enhancement of the Tulsa bus system and development of the Peoria Avenue Bus Rapid Transit (BRT) Project.

Travel Demand Model

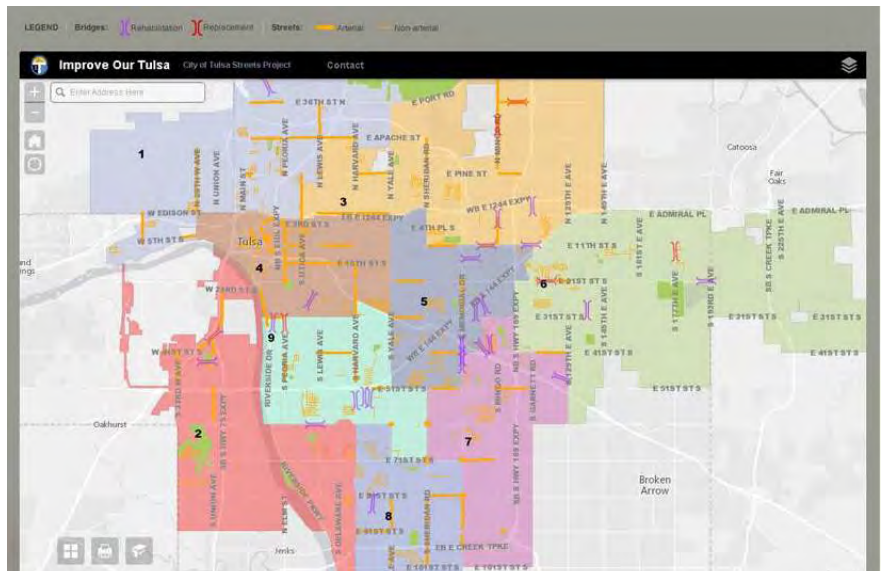
In 2010, INCOG started using the CUBE travel demand model in order to determine future regional traffic volumes. The CUBE model has been used to develop plans such as the long range transportation plan and the recent *GO Plan*. Using the travel demand model helps determine indicators, such as vehicle miles traveled, as population and road variables change.

Currently INCOG is updating the travel demand model with 2015 data, which will establish new projections for road volume capacity. The *Tulsa Comprehensive Plan* identifies scenario building as a means to test the effectiveness and durability of the current transportation system.



IMPROVE OUR TULSA

In 2013, Tulsa voters approved the “Improve Our Tulsa” package authorizing \$355 million in General Obligation Bonds for street projects and a \$563.7 million extension of the 1.1% (third penny) sales tax for street projects and other specific projects to meet the needs of the City of Tulsa.



Economic Development

Economic Development Priorities

1. Spur and support entrepreneurial ventures and small businesses.
2. Connect education and training institutions with private and public sectors.
3. Retain industry clusters that are strong now, and cultivate new clusters.
4. Support aggregation of employers downtown, neighborhood and regional centers, and existing industrial areas.

Total Goals - 9
Total Policies - 33
Total Not Initiated - 10
Total In Process - 3
Total Completed - 0
Total Ongoing - 20

The Economic Development component provides an analysis of the Tulsa economy, including long-term socioeconomic trends, an assessment of key industry clusters, and a look at entrepreneurial activity. Economic development efforts need to be coordinated to expand opportunity and improve Tulsans' quality of life. Efforts include focusing on job creation and retention in Tulsa's strongest employment sectors, like aerospace, energy, and health care. Equally important is support for workforce development and entrepreneurs who will create and grow new industries.

Indicators

Target Industries

From 2008 to 2013, several key industries experienced growth. The highest growth experienced during this time was in Health Care, which grew 11%, creating nearly 5,651 jobs. Advanced Manufacturing experienced the second highest growth with 1,576 jobs added. The most concentrated industry in Tulsa (measured by Location Quotient or LQ) is Aviation and Aerospace indicating that Tulsa has an advantage as compared to the country as a whole, even though it experienced a slight loss of 110 jobs. The Energy industry also has a high concentration of jobs and gained 301 new jobs.

Table 1: Number of Jobs and Location Quotient for Tulsa Industries

	Jobs 2013	LQ 2013	2008-2013 Growth
Advanced Manufacturing	37,420	2.1	4.4%
Aviation and Aerospace	12,799	3.6	-0.9%
Energy	20,312	3.1	1.5%
Health Care	56,234	1	11.2%
Professional Services	57,778	1.02	-9.0%
Transportation Distribution and Logistics	10,834	1.4	-21.4%

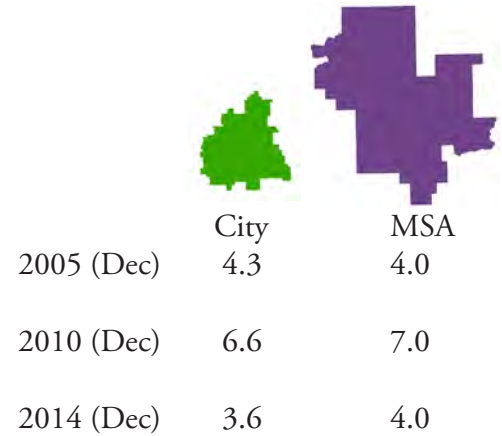
Source: *Workforce Analysis and Education Alignment Strategy*, August 2014

Economic Development

Labor Force

Monitoring the unemployment rate provides important information about the health of the economy. While the unemployment rate has fallen back to pre-recession levels, the overall size of the labor force within the City of Tulsa has continued to decrease steadily over the last ten years from 204,783 in 2005 to 185,488 in 2014. In addition, the City of Tulsa's share of region wide employment has fallen from 46% in 2005 to 42% in 2014.

Figure 13: Unemployment Rate

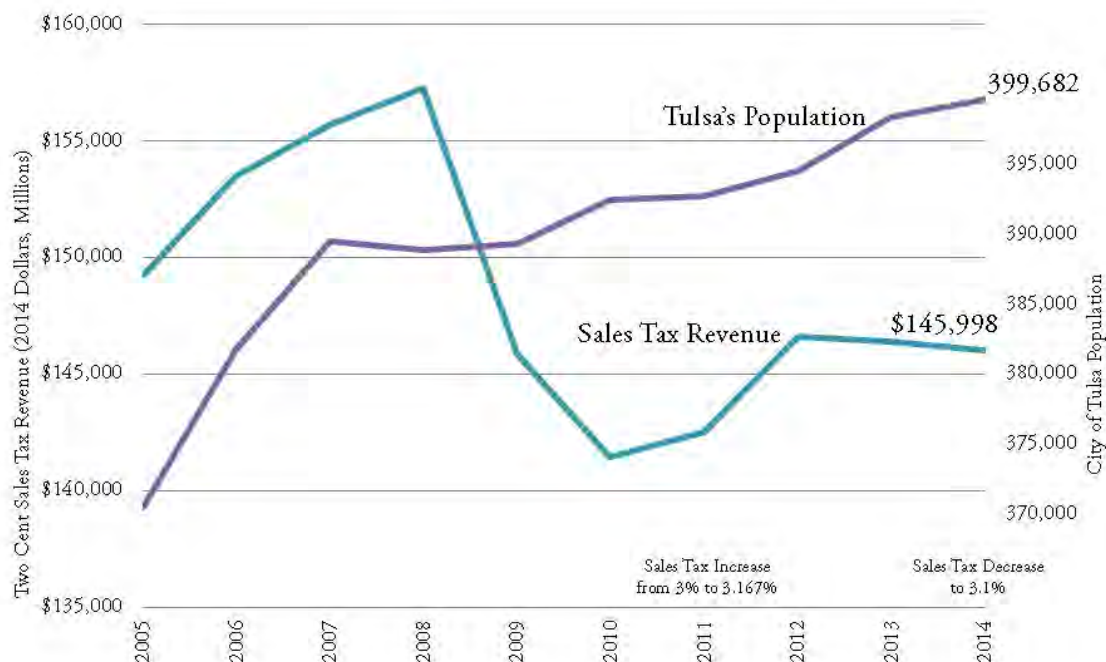


Source: Bureau of Labor Statistics, December 2015

Sales Tax

Sales tax revenue represents an important portion of Tulsa's operational funds and reflects the economic health of the city. Sales tax is especially important for funding capital improvements and other community projects. In addition, sales tax is the only revenue source for the City of Tulsa non-capital general fund expenditures, primarily City wages, salaries, and benefits. The larger the amount of tax revenue generated, the more opportunity the city has to undertake improvement projects. Currently the City of Tulsa allocates 2% of its 3.1% of the sales tax to the General Fund and 1.1% to the Capital Fund. The capital fund amount is the City's "Third Penny" tax that funds a variety of projects throughout the City. Between 2005 and 2014, the City experienced a \$38 (2014 adjusted) decrease in per capita sales tax revenue which corresponds to the 2008 recession that affected the global economy. Since 2010, both total sales tax revenue and per capita sales tax revenues have increased.

Figure 14: City of Tulsa Sales Tax Revenue and Population



Source: City of Tulsa and U.S. Census

Progress Report

Economic Development

Tulsa's Future – Regional Economic Development Plan

Tulsa's Future, a regional economic development plan, is managed by the Tulsa Regional Chamber to enhance the Tulsa metropolitan area's standing as a place for business, residents, visitors, and students. Now on its third phase, *Tulsa's Future II* concluded with almost 29,000 new jobs announced in the Tulsa region since 2011. The plan for *Tulsa's Future II* centered its efforts on target industry sectors with the greatest potential to create new jobs. *Tulsa's Future III* will focus not only on job growth and retention, but also on developing a skilled workforce, fostering an innovative work environment, and creating a livable community.



Entrepreneurship

Figure 15: Entrepreneur Networking



Source: theforgetulsa.com

Recently Tulsa has made great strides toward developing a community that embraces entrepreneurship and innovation. Currently there are resources available for individuals interested in starting, creating or sharing ideas about business opportunities. One such entrepreneurial resource is The Forge. Since 2010, The Forge has provided space, resources, programs and networking opportunities for startup and existing businesses. It works closely with a young professional group dedicated to attracting and retaining young talent in Tulsa.

Another key effort in support of entrepreneurship is access to capital and resources. The TEDC Creative Capital lending program is a sub-recipient of the City of Tulsa Community Development Block Grants (CDBG), with the goal of providing loans to small businesses. This program provides capital to Tulsa small businesses and entrepreneurs to ensure longevity and success. The Small Business Connection, another organization, provides resources and networking opportunities for small businesses with the goal of creating strong foundations for small businesses through empowerment, education and expansion.

Lower Parking Requirements

Evaluating and adjusting parking requirements is a goal seen throughout all components of the *Comprehensive Plan*. Excessive parking requirements in urban areas can limit the best use of land and prevent reuse of existing storefronts and spaces by small businesses, and thus impose barriers for small business development. Tulsa's updated Zoning Code, effective January 1, 2016, reduces the required minimum parking ratios by approximately 25% in specific areas outside of the central business district where no minimum is imposed. The new Zoning Code also authorizes shared parking agreements and establishes bicycle parking as a requirement and an alternative to further reduce parking requirements.

Figure 16: Downtown Bike Rack



New Economic Development Incentives to Spur Development and Revenue

Several new economic development incentives have been created by the City of Tulsa to assist development and increase the local tax base:

- The *Downtown Development and Redevelopment Fund*, which was part of the 2013 *Improve Our Tulsa* funding package, was established to promote high quality development in downtown Tulsa, including mixed-use and/or historic rehabilitation projects. The projects are evaluated for the potential they have to retain and promote new businesses downtown and support infrastructure for private development. To date, six projects have been approved leveraging \$4,000,000 in public investment into \$30,000,000 in new development and redevelopment. The estimated economic impact of the combined projects is over \$183,000,000 and includes residential, retail, office and structured parking projects.

Figure 17: International Harvester Building rehabilitated as office space.



- *Economic Development Public Infrastructure Fund* included in the *Improve Our Tulsa* package (2013) was developed to assist with valid public infrastructure needs related to business retention, expansion, and attraction. The voters approved \$6.0 million over the term of the program toward these efforts based on an annual allocation approved by the Tulsa City Council as part of the City budgeting process. To date two projects have been approved for use of a combined \$950,000: the relocation of Harsco to the shuttered Ford Glass Plant Facility (new road built) and the Unit Corporation World Headquarters Building (intersection improvements).
- The City of Tulsa recognizes that the most effective incentive for economic development is being a livable and vibrant community and as a result has recently created the *Retail Incentive*. It is recognized that Tulsa, like all cities in Oklahoma, is heavily reliant on sales tax revenues to support the City's General Fund. This incentive is intended to support commercial retail businesses with minimum requirements for applicants such as: a stand-alone retailer must have projected annual gross retail sales of \$20 Million by the third year of operation; the retailer has no existing presence in MSA, or new development that is part of a regional retail project of at least 100,000 square feet. Underserved or distressed sites located within an enterprise zone, designated USDA food deserts, adopted City of Tulsa Sector Plans or adopted City of Tulsa Small Area Plans are strongly considered for use of this incentive. There is a maximum \$2,000,000 reimbursement per project for public infrastructure. To date, two projects have been approved: Costco and the Walk at Tulsa Hills.



Housing

Housing Priorities

1. Promote balanced housing across Tulsa.
2. Ensure Housing affordability for all residents.
3. Encourage energy efficient housing across Tulsa.

Total Goals - 10

Total Policies - 29

Total Not Initiated - 12

Total In Process - 8

Total Completed - 1

Total Ongoing - 8

This component of the *Comprehensive Plan* describes Tulsa's current housing inventory, future demographic trends influencing housing needs and goals for the future of housing in Tulsa. The City of Tulsa aims to provide a balance of affordable, energy efficient housing for current and future residents by ensuring housing availability and affordability that will keep people in Tulsa and attract new residents and jobs. In order accomplish this, Tulsa needs to provide a wide range of housing sizes, prices, and types in a variety of locations throughout the City.

Indicators

Housing Affordability

PLANiTULSA's housing recommendations are based on the premise that every household deserves high quality housing that costs less than 30% of their gross income, a national standard. Those that spend more than 30%, are considered "cost burdened." Based on available census information, the percentage of households living with a housing cost burden has not changed since 2005. During those time periods, the percentage of households renting above their affordable income level was double those who own their own home.

Figure 18: Cost Burdened Households

23% of homeowners spend
>30% of income on housing
(20,064 housing units)



48% of renters spend
>30% of income on housing
(34,801 housing units)



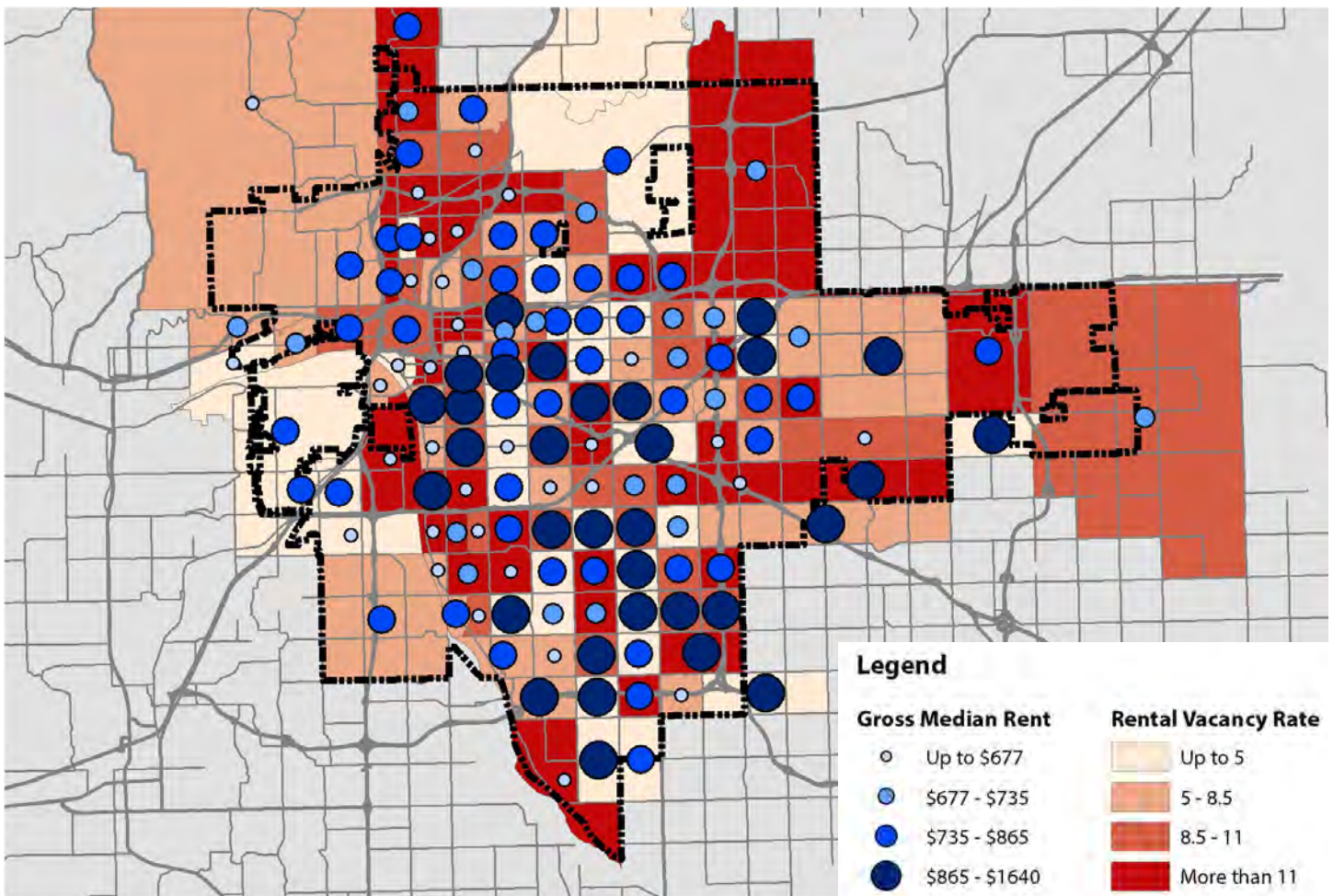
Source: U.S. Census ACS Summary Data

Vacancy

Vacancy rates can be used to predict the health of the housing market and overall economy. Decreasing vacancy rates may indicate housing scarcity or a decrease in housing costs. Increasing vacancy rates can indicate higher property costs and decreased economic activity. While the housing market grew by over 2,500 units since 2005, the overall number of vacant housing units increased by 2,899 units. Unfortunately, over one-third of vacant units fall under the “other vacant” category which is typically used for units that are unoccupied and unavailable (at the owner’s discretion) to rent or buy, according to the U.S. Census.

As seen in Figure 18 below, there are census tracts in the City where the highest median rents and highest vacancy rates occur together. This could mean that either these rentals are priced too high or that many of these units are not available for rent and remain vacant, or are for seasonal or occasional use.

Figure 19: Tulsa Rental Vacancies and Median Gross Rent by Census Tract



Source: U.S. Census ACS Summary Data

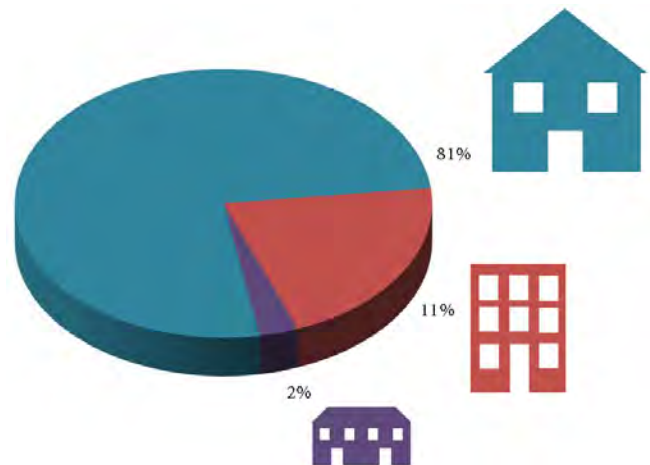
Progress Report

Housing

Mix of Housing Types

The *Comprehensive Plan* aims to increase the diversity of housing opportunities and encourage a mix of housing types within the City of Tulsa. Increasing housing options will provide greater variety in housing costs to meet the needs of current and future residents. Single-family detached homes continue to make up a larger portion of Tulsa's housing than envisioned. Both townhomes and multi-family homes are below the percentages envisioned by PLANiTULSA.

Figure 20: Mix of Housing Types



Source: County Assessor Data, January 2015

Downtown Housing

From 2005-2015, 607 housing units have opened in Downtown Tulsa.

Project Name	District	Year Completed	Capital Investment (Millions)	Units
Philtower Lofts	Deco	2006	\$4.0	25
307 Brady Lofts	Brady Arts & Greenwood	2009	\$1.6	13
Mayo Hotel Lofts	Deco	2009	\$42.0	76
Detroit Lofts	Brady Arts & Greenwood	2010	\$5.5	16
Tribune Lofts	Brady Arts & Greenwood	2010	\$4.0	35
Mayo 420	Deco	2010	\$30.0	67
Metro at Brady	Brady Arts & Greenwood	2011	\$12.0	75
Robinson Packer Lofts	Brady Arts & Greenwood	2012	\$2.0	12
Greenarch	Brady Arts & Greenwood	2013	\$9.0	70
Riverbend Gardens	Route 66	2013	\$5.6	41
100 Boulder Lofts	Deco	2014	\$2.9	18
Vandever Lofts	Deco	2014	\$3.7	40
Coliseum Apartments	East Village	2015	\$3.0	36
East End Village	East Village	2015	\$10.0	83
		TOTAL	\$135.3	607

Source: Tulsa Regional Chamber, amended December 2015

Accomplishments

Downtown Housing

Over 600 housing units have become available in Downtown Tulsa since 2005, with hundreds more currently under construction. These projects include new construction, rehabilitation of existing structures, and adaptive reuse of historic, non-residential structures. Many of these projects received public assistance in the form of grants, low interest loans, tax abatements, or other incentives. These kinds of public funding programs help ensure private investment in downtown's future and create the urban experience envisioned in PLANiTULSA. Some of the projects that have received public support include the Metro at Brady, Vandever Building, Mayo Hotel and Lofts, and the Coliseum Apartments.

Figure 21: New Downtown Housing



Historic Tax Credits

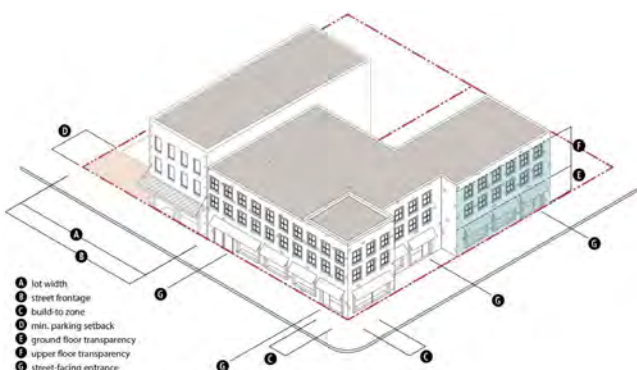
Leveraging historic tax credits for the adaptive re-use and occupancy of downtown historic buildings is a goal identified throughout the *Comprehensive Plan*. Historic downtown buildings provide appealing space for small businesses, start-ups, or new housing. The federal government offers historic tax credits for reuse of historic buildings, and the State of Oklahoma matches these credits. Many Downtown Tulsa developments utilize historic tax credits, which became easier after the completion of a Historic Resource Survey of Downtown Tulsa in 2009 followed by the designation of new historic districts. Since 2005, 15 Projects have been certified for Historic Tax Credits totaling \$153,589,433 in qualified rehabilitation expenses, the majority of which have been used for residential units.

Opportunities for Mixed Use and Other Housing Types

PLANiTULSA recommends policies that promote a more livable, pedestrian-friendly and cost-efficient city. One way zoning can support this objective is to make it easier to increase housing density in appropriate locations such as edges or transition areas between commercial and residential districts. The new Zoning Code allows for:

- Cottage-house developments or “pocket neighborhoods” in the form of small detached houses with common open spaces or communal courtyards;
- Patio houses that allow detached homes to be placed on or near one side property line or to allow for narrower lots while preserving access to the back yard; and

Figure 22: Mixed Use District Lot



- Multi-unit houses that allow three to four small units in a form that is designed to resemble a large, detached, single-family house.

In addition, the Zoning Code includes new mixed-use zoning districts that allow for urban-style developments where commercial and residential uses intermingle. These changes to the Zoning Code will add value to our community by increasing the range of housing choices, supporting neighborhood businesses.

Parks, Trails, and Open Space

Parks, Trails, and Open Space Priorities

1. Ensure a clean and healthy Arkansas River.
2. Strengthen connection to the Arkansas River.
3. Increase Tulsa's tree canopy.
4. Restore ecological function in Tulsa's Natural Areas.
5. Improve access and quality of parks and open space.
6. Improve parks and open space management.

Total Goals - 15
 Total Policies - 114
 Total Not Initiated - 26
 Total In Process - 23
 Total Completed - 2
 Total Ongoing - 63

The Parks, Trails, and Open Space component of the *Comprehensive Plan* is structured around a list of priorities, goals, and policies developed to bring “nature into the city” as described in *Our Vision for Tulsa*. To achieve that vision, Tulsa aims to create a robust and interconnected network of parks, trails, and open space that is accessible to current and future residents and visitors alike. The City's *Parks Master Plan* of 2010 is incorporated into the goals for this component. In addition, this component guides the City in efforts to protect sensitive landscapes threatened by future development, while establishing buffers that complement the relationships between the built and natural environments in regard to new construction, redevelopment, and land use changes.

Indicators

New Parks, Trails, and Open Space

Parks and open space can complement and enhance the natural and built environment of Tulsa. In addition, they provide individuals with passive and active recreation opportunities. New park infrastructure and green spaces improve storm water management, heat island moderation, air filtration, wildlife habitat, and general quality of life. The City of Tulsa has created five new parks (Chapman Green, Mohawk Sports Complex, Route 66 Plaza, Skatenorth, John Hope Franklin) and repurposed a park into a dog park (Joe Station Bark Park) since 2005 for a total increase of 387.5 acres.

Table 2: Parkland within the City of Tulsa

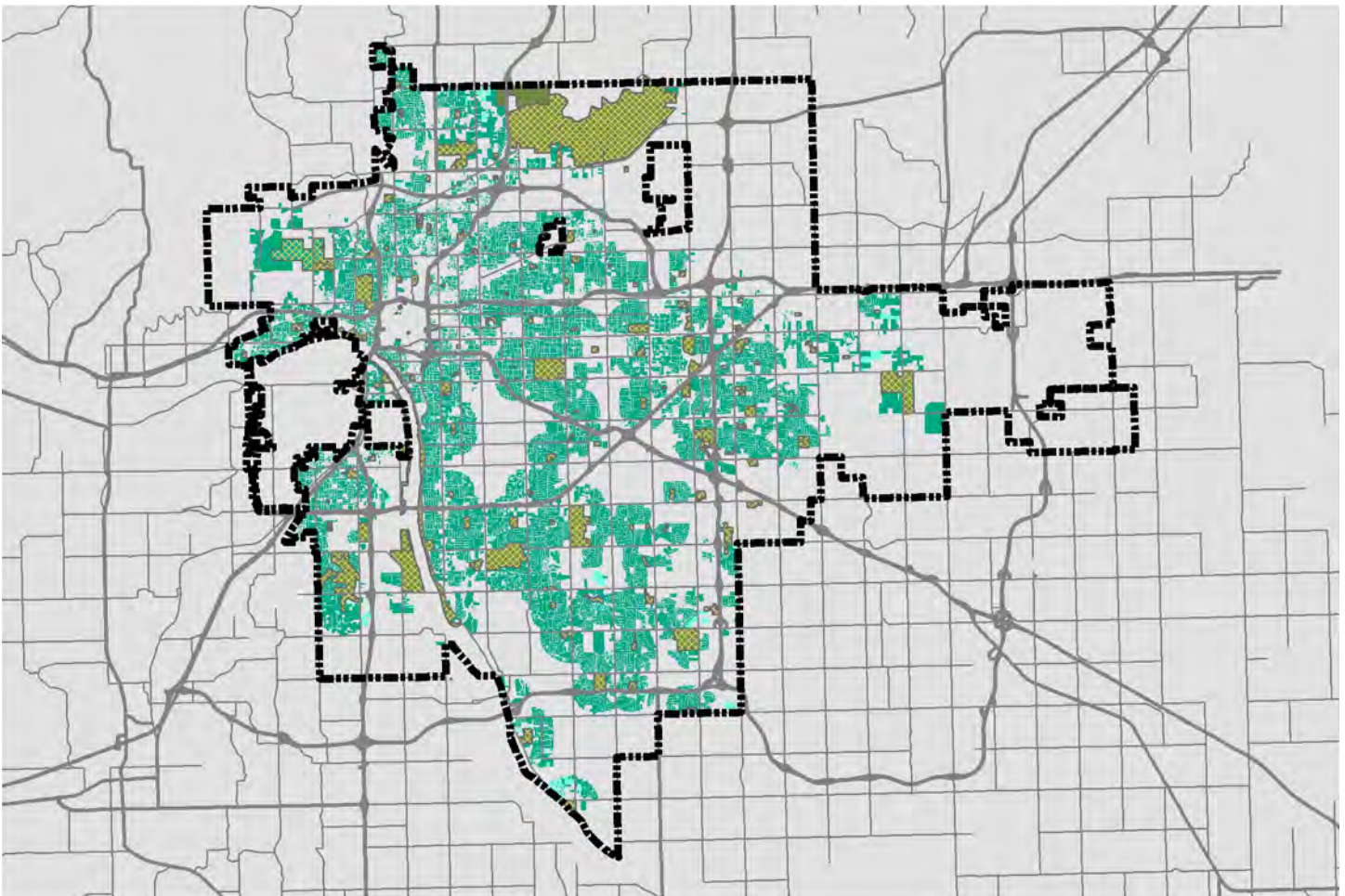
Park Units	Parkland (acres)	Population	Park Units per 10,000 Residents	Acres per 1,000 Residents
143	8,035.7	399,682	3.5	20.11

Source: City of Tulsa Parks and Recreation

Parks, Trails, and Open Space

Since 2005, over 4,000 new housing units have been added within a half mile of a park or open space or a park has been created in the vicinity. Tulsa's homes are generally well served by parks but map analysis reveals areas that do not have any parks or open space within a half mile, a goal of the *Comprehensive Plan*. Large segments of these underserved neighborhoods are in the eastern and southern portions of the City.

Figure 23: Tulsa Homes within 1/2 Mile of Parks



Legend

- Residences within 1/2-mile of Parks in 2005
- New Residences within 1/2-mile of Parks in 2014
- Parks within the City Limits in 2005
- Parks within the City Limits in 2014

Progress Report

Parks, Trails, and Open Space

Stormwater Quality

Urbanization increases the quantity of stormwater, and it can also decrease stormwater quality. Tulsa's stormwater system conveys runoff directly into a variety of creeks and the Arkansas River. There are two components of a stormwater quality program: enforcement and monitoring. Due to the non-point nature of stormwater pollution, water quality checks usually occur at outfalls (where a specific water feature discharges into a larger body of water). The City of Tulsa tests for common pollutants through the Dry Weather Field Screening Program. From 2000 to 2013, the program showed positive results with a decrease from 114 to 8 storm drain outfalls that exceeded Tulsa's accepted standards of pollution.

Accomplishments

Low Impact Development

Low Impact Development (LID) utilizes onsite landscaping, detention, and other construction technologies to minimize stormwater runoff and non-point source pollution. LID can play an important role in improving water quality, minimizing costly consent orders from State and Federal authorities, and lowering the impact on the City's stormwater system. The City has two demonstration LID projects: Fire Training Academy and the West Maintenance Yard. A LID working group with representatives from different departments is working to incorporate LID into City policies and to create a LID Manual.

Partners for A Clean Environment (PACE) is a non-regulatory program that Tulsa uses to recognize entities that exceed environmental protection regulations. PACE specifically deals with wastewater and LID Best Management Policies (BMP). The program assists and recognizes participating companies who take steps to become more environmentally sound. The PACE program is in its early stages but already has 20 individuals signed up for the innovative effort that demonstrates creative approaches to stormwater design through LID. By encouraging BMP's, the City can simultaneously improve water quality and recognize those citizens and businesses that go above and beyond to protect Tulsa's natural resources.

Figure 24: Bioswale at the North Regional Health and Wellness Center



Source: City of Tulsa

Figure 25: Green Roof at TriArch Architecture



Source: City of Tulsa

Parks, Trails, and Open Space

Parks Master Plan Implementation

The Tulsa Parks and Recreation Master Plan offers guidance on how to improve and sustain Tulsa's parks, which provide the City with beautiful green spaces and outdoor recreation opportunities. This plan, adopted in 2010, establishes several recommendations that include updating parks and facilities to address changing needs and desires within the community, updating non-performing obsolete park facilities with modern urban amenities, and ensuring access for all citizens to quality parks.

Since 2010, Tulsa has added shelters, splash pads, water fountains, and benches as part of park amenity upgrades. Tulsa Parks has also included interpretative signage and trail connections in new parks and plans. Park upgrades include sidewalks to increase pedestrian connectivity and provide safe access to nearby neighborhood and schools. Recent renovations in Turner Park include lighting improvements, new trails and a pavilion. Defunct community centers and pools at Manion and Springdale Parks have been replaced with water playgrounds and pavilions. In addition, during the first development phase of the Mohawk Soccer Complex projects, playgrounds and auxiliary structures have been constructed.

Figure 26: New Water Playground in Manion Park



Source: Newson6.com

Guthrie Green

The Guthrie Green, located in the Brady Arts District, has become an important part of downtown Tulsa since it opened in 2012. The park was spearheaded by the George Kaiser Family Foundation and numerous partnerships, including the City of Tulsa. Guthrie Green's stage, pavilion, and lawn host public events including concerts, free exercise classes, and markets weekly. Guthrie Green also provides a green open space for downtown residents, workers, and visitors to enjoy while demonstrating several sustainable technologies from stormwater treatment to solar power and geothermal heating and cooling.

Guthrie Green has been a catalyst for redevelopment of the Brady Arts District. The daily traffic generated by the park's programming has spurred new developments, housing, and retail opportunities.



Source: cityoftulsa.org



Strategic Plan Implementation

In Spring 2010, the *Tulsa Strategic Plan* was created to support implementation of the *Comprehensive Plan*. The *Strategic Plan* includes six main strategies - each with its own action items - as implementation priorities for the first five years following adoption of the PLANiTULSA *Comprehensive Plan*.

1. Revise Tulsa's Zoning and Subdivision Codes

- 1.1. Analyze the City's Current Zoning and Subdivision Regulations for Alignment with Our Vision For Tulsa and the Comprehensive Plan Goals and Policies
- 1.2. Develop Code Amendments and Refinements
- 1.3. Adopt New Code Amendments

In 2011, the City of Tulsa hired Duncan Associates to prepare the new zoning code, help facilitate public involvement efforts, and assist in the adoption process. The consultant along with the City of Tulsa Planning and Development Department, City Legal Department, INCOG Land Development Services Division, and the Mayoral appointed Citizen Advisory Team worked together to create a public review draft that was released in February 2015. The Tulsa Metropolitan Area Planning Commission recommended approval of the new Zoning Code in October 2015 and adopted by the City Council in November 2015, with an effective date of January 1, 2016.

To incentivize development that is consistent with the *Comprehensive Plan*, the new Zoning Code introduces housing development types with greater density, includes provisions for mixed-use districts (i.e., retail/residential, office/residential) not previously permitted, reduced minimum parking requirements in urban and suburban areas, and establishes two new zoning overlay options. The Zoning Code was reorganized to provide more clarity for decision-making and is more user-friendly in its searchable, electronic form. At this time, an internal team has been established to define a scope of work and timeline for an update to the Subdivision Regulations.

2. Conduct Neighborhood and Small Area Planning in Targeted Areas

- 2.1. Develop a Methodology to Review Small Area Plan Requests on an Annual Basis and Prioritize Plans to be Initiated
- 2.2. Assign Staff Person to Oversee Small Area Plans and Create Connections
- 2.3. Update Plans to Conform to Our Vision For Tulsa and the Comprehensive Plan and Standardize All Small Area Plans
- 2.4. Create Targeted New Plans for Identified Areas
- 2.5. Follow the PLANiTULSA Small Area Planning Process as Outlined in the Appendix to Complete Small Area Plans and Align Them with *Our Vision for Tulsa*

This strategy, supported by the *Comprehensive Plan*, identifies a collaborative process through which City planners engage local stakeholders in focused areas of the City to identify local issues and create a vision for the future that

Strategic Plan Implementation

more directly addresses land use challenges in their part of town. When completed, adopted by the TMAPC and approved by City Council, Small Area Plans amend the *Comprehensive Plan* and serve as policy guides for development within those plan areas and support for capital projects.

Completed in early 2016, *A Guide to Small Area Planning* explains the Small Area Planning program and outlines the process, from plan area selection through approval.

Since the adoption of PLANiTULSA in 2010, six Small Area Plans have been adopted, and one is in development. Currently, Planning staff are reviewing plans drafted prior to 2010 to determine status of the goals and recommendations, whether or not the plans are consistent with the Comprehensive Plan, and if they need to be updated.



3. Create a Viable Redevelopment Strategy

- 3.1. Create a Redevelopment Tool Kit
- 3.2. Enhance Tulsa's "One-Stop-Shop" for Development Approvals and Permitting
- 3.3. Designate a Lead Agency with Authority to Coordinate Implementation of Redevelopment Efforts
- 3.4. Coordinate with Regional Partners to Develop Support Programs for Infill Redevelopment
- 3.5. Create and Implement Specific Strategies for Targeted Areas, Including Downtown and Selected Neighborhood/Town Center and Corridor Areas

Several steps and programs are in process to further redevelopment efforts in Downtown and specific areas in the City.

- The Planning Department completed the *36th Street North Small Area Plan* in collaboration with the area stakeholders and adopted and approved as an amendment to the Comprehensive Plan in 2013. Since then, staff has continued to work with stakeholders to implement the vision.
- The Planning Department has been working through an RFP process for disposition of city-owned parcels at Evans- Fintube and the Morton Clinic to spur redevelopment in those areas.
- The City adopted a new Zoning Code, which incorporated changes that support and facilitate redevelopment.
- Tulsa Development Authority is currently leading the update of sector plans for North Tulsa and Kendall Whittier that will identify needs, capital projects and possible incentives for redevelopment.
- Aquired state-owned Laura Dester site in the Pearl District with the goal of positioning the site for redevelopment while also addressing flooding issues within the neighborhood.

The toolkit and partnerships need to be better defined with a focus on specific areas in the City. Currently, the Mayor's Office of Economic Development manages incentive programs for redevelopment efforts. These efforts could be expanded to support a wider range of developments types.

Strategic Plan Implementation

4. Initiate and Complete Several PLANiTULSA Prototype Buildings as Demonstration Projects
 - 4.1. Create a Public-private Partnership, Team Tulsa, to Guide Process
 - 4.2. Create Plan for One Pilot Area
 - 4.3. Identify Three Sites for Prototype Development
 - 4.4. Work Closely with Three Developers to Complete Projects
 - 4.5. Conduct and Publicize Post-development Analysis
 - 4.6. Adopt Regulatory Changes from Analysis of Prototype Development Processes

This item was deferred pending the adoption of the updated Zoning Code which went into affect January 1, 2016. The proposed prototypes should represent the kinds of developments envisioned in the Comprehensive Plan and now permitted through new zoning tools.

5. Draft and Launch a New Transportation Strategy
 - 5.1. Institute Context Sensitive Design Coordinate the Neighborhood Plans, Capital Improvement Program, Construction Standards and INCOG Major Street and Highway Plan.
 - 5.2. Develop a Strategic Transit System Plan
 - 5.3. Improve Travel Demand Modeling Tools
 - 5.4. Refine the City of Tulsa Project Development Process and Coordinate the INCOG Master Transportation Plan, the Transportation Improvement Program and the Capital Improvement Program
 - 5.5. Develop Pedestrian and Bicycle Master Plan

Adopted in 2013, the Complete Streets Manual outlines the Context Sensitive Solutions process for the City of Tulsa. Planning staff is involved in applying the provisions of the Complete Streets Manual when reviewing private and capital infrastructure projects. Planning, Engineering and Transportation teams meet regularly to ensure continued collaboration.

Since the adoption of the *Comprehensive Plan* in 2010, INCOG has adopted *Fast Forward* the regional transit plan in 2011 and *Connections 2035 Regional Transportation Plan* in 2012. In 2011, INCOG created a travel demand modeling system to estimate transit and internal trip capture based on land use. INCOG is currently participating in the 2015 National Household Demand Survey and doing a 1,000-sample add-on for the Tulsa metro. This will provide more robust data on travel patterns to calibrate the model.

In 2015, INCOG adopted the GO Plan, the Tulsa Regional Bicycle & Pedestrian Master Plan that identifies connectivity to the existing regional trail network and a more strategic approach to seek funding for pedestrian and bicycle facilities.. The plan connects 11 cities in the Tulsa Metropolitan Area, all of which collaborated on the project.



Strategic Plan Implementation

6. Organize Planning and Development Functions for Implementation.
 - 6.1. Identify Current Development-related Outcomes of That Funding
 - 6.2. Conduct an Organizational Audit To Define Staffing Requirements and Recommended Organizational Plan
 - 6.3. Collaborate with INCOG to Define a Revised Role for the Agency and Identify City's Support of Regional Planning and Transportation
 - 6.4. Develop a Financial and Staffing Plan to Achieve Reorganization
 - 6.5. Develop a Transition Plan Which Includes Overlap of Services to Ensure That Services Are Not Disrupted

In 2011, with the hiring of the Planning Director, the Mayor's Office created the Planning and Economic Development Department to address this strategy. In 2013, Economic Development functions were reassigned to the Mayor's Office of Economic Development. Since then, the department - renamed Planning and Development Department - has included the Development Services and Planning Divisions.

In lieu of full consolidation of INCOG and City Planning and Development Departments, a cooperative agreement has been executed. This agreement identifies the separation of duties and cooperative work efforts. Staff from both entities continue to work together in a variety of ways. In 2015 a Planning Review Committee consisting of representation from both the City and INCOG was established to review specific types of discretionary requests before they are presented to the Tulsa Metropolitan Area Planning Commission for consideration to discuss potential issues and provide recommendations.



Next Steps

PLANiTULSA *Comprehensive Plan* is a long-range plan, therefore activities will need to be continually monitored and tracked to ensure that we are making progress towards the Vision. This section presents some of the key activities that will be continued from the current *Strategic Plan* and new activities which will be focused on for the years 2016 to 2020, as we continue to implement the *Comprehensive Plan*.

- **Revise Subdivision Regulations** - Strategy 1 of the current *Strategic Plan* includes the review and revisions to Tulsa's subdivision regulations. This will ensure that the regulations are aligned with the new Zoning Code and goals and policies of the *Comprehensive Plan* and allow the desired development. Subdivision Regulations should encourage better connectivity and public amenities, such as pocket parks and bike paths, in new neighborhoods and centers.
- **Conduct Small Area Planning** - Strategy 2 of the current *Strategic Plan* laid the groundwork to create an ongoing Small Area Planning program that will continue to target areas in the City for where significant change is expected or desired. Small area plans translate broad ideas from the comprehensive plan down to the street level, appropriate in scale, for a given neighborhood. These plans should be aligned with PLANiTULSA's concepts and should include strong implementation components.
- **Create a Redevelopment Strategy** - The current *Strategic Plan* outlines the need for a viable Redevelopment Strategy in Strategy 3. This strategy needs to be expanded and continue to restore vacant and underutilized properties to economically productive use while making better use of land and transportation systems. By creating and implementing a redevelopment strategy, the City takes a proactive approach to revitalize key areas and achieve desired outcomes.
- **Coordinate Development Process, Transportation Planning, and Capital Improvement Program**- The development of a transportation strategy was identified in the current *Strategic Plan*. This strategy identifies the need for a methodology to prioritize projects to better deliver the full array of transportation initiatives (streets, public transit, bicycle and pedestrian) and accomplish strategic objectives outlined in the *Comprehensive Plan*. The development of a strategic mobility plan is funded in the *Improve Our Tulsa* package that will provide a methodology for project coordination and ensure the best return on public investments.
- **Enhance Housing Choices** - Tulsa needs a range of housing types at various affordability levels for both renters and owners. The *Comprehensive Plan* identifies a number of policies that have not been initiated. Housing options keep and attract residents who will live, work, and shop within the city limits. Actions could include a housing needs assessment, implementation of affordable housing incentives, development of mixed income housing toolkit, and a plan for the revitalization and rehabilitation of existing housing stock.
- **Launch Commercial Strategy** - The City of Tulsa's fiscal health relies on sales tax as its major source of revenue. With such a heavy reliance on sales tax, it is important for the City to understand the current retail market. To

determine the challenges and identify steps needed to protect and ensure sufficient new or retrofitted space exists to meet future demand, a retail study needs to be conducted. The findings and recommendations will help to create a comprehensive commercial strategy and plan for outdated retail/strip centers and identify where gaps in services are occurring.

- Develop Sustainability Toolkit - Providing and promoting sustainable building practices can increase energy efficiency and protect our natural environment. Some of these tools could include voluntary energy efficient guidelines, criteria and conservation of sensitive environments, and a Low Impact Development (LID) manual. An LID manual provides guidance for the implementation of stormwater quality control measures in new development and redevelopment projects with the intention of improving water quality and mitigating potential water quality impacts.
- Connect Capital Improvement Program (CIP) to Support *Comprehensive Plan* Implementation - The CIP provides a link for the *Comprehensive Plan* and Small Area Plans with the annual budget. Linking the plans with the CIP will assist in the prioritization of infrastructure projects, including transportation services and utilities, that foster the desired development envisioned in targeted areas of the City. This will result in an efficient allocation of public resources.
- Create a PLANiTULSA Implementation Team - In order to continue to implement and track progress on the vision for the *Comprehensive Plan*, it is recommended that a “PLANiTULSA Implementation Team” be created. This team would include representatives from different departments and entities such as engineering services, parks and recreation, planning, INCOG, MTTA, and Tulsa Regional Chamber, whose participation is needed to implement the Plan. This would strengthen coordination of efforts to achieve the goals of the community and streamline activities by different departments and entities.

These are just some of the overarching activities to be implemented over the next five years. The Planning staff will continue to track and monitor the progress of the *Tulsa Comprehensive Plan* implementation annually using the *Monitoring Program* and general housekeeping updates to the *Comprehensive Plan*. A *Progress Report* will be provided every five years to summarize the accomplishments and changes during that time.

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Appendices

Appendix 1: City of Tulsa Profile	2
Appendix 2: Action Matrix	3
Appendix 3: Monitoring Plan	57

Appendix 1: City of Tulsa Profile

Demographic Characteristics

2014 ACS 5-Year Population Estimate	395,599
Male	48%
Female	52%
Median Age	35
Foreign Born Population	40,020

Race and Hispanic Origin

White alone	261,282
Black or African American alone	60,063
American Indian and Alaska Native alone	16,698
Asian alone	10,146
Native Hawaiian and Other Pacific Islander alone	437
Some Other Race alone	18,328
Two or More Races	28,645
Hispanic or Latino (of any race)	58,630
White alone, Not Hispanic or Latino	225,299

Economic Characteristics

Population 16 years and over in Labor Force	202,187
Median Household Income	\$41,957
Percent Households with Food Stamps/Snap	16%
Individuals below poverty level	20%
Educational Attainment: Percent high school graduate or higher	86.80%

Housing Characteristics

Total housing units	186,726
Vacant housing units	12%
Owner-occupied	53%
Renter-occupied	47%

Source: 2014 American Community Survey 5-Year Estimates

Appendix 2: Action Matrix 2015

The Action Matrix provides the status of PLANiTULSA's policies and actions for achieving the plan's priorities and goals. The Matrix is separated by the chapters in the Comprehensive Plan and provides the Goal/Policy number, description, responsible agency(ies), status, and comments from staff.

Responsible Agency(ies)

COT - City of Tulsa

MOSAIC - Tulsa Regional Chamber's diversity business council

MTTA - Metropolitan Tulsa Transit Authority

INCOG - Indian Nations Council of Governments

ODOT - Oklahoma Department of Transportation

OTA - Oklahoma Turnpike Authority

TMAPC - Tulsa Metropolitan Area Planning Commission

Status

Not Initiated items have received no attention to date, due to lack of funding, lack of relevance, or other reason.

In Process items have been initiated but have not been fully implemented.

Complete applies to items that have a specific result or deliverable that has been met.

Ongoing items have been initiated and are ongoing as part of the responsible agency's mission or function.

Progress Report

Land Use Goals and Policies

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1	Tulsa captures a larger proportion of the of the region's future growth. Policies to support this goal include:			
1.1	Ensure that zoning capacity within areas of growth is zoned appropriately for at least 20 years of growth.	INCOG, TMAPC, City Council	Ongoing	Rezoning parcels in areas of growth is an ongoing process, generally based on privately initiated rezoning applications. The new zoning code would offer tools to aid this process.
1.2	Implement adopted small areas plans by city initiation of zoning changes to make land available for desired development.	COT Planning and Development, INCOG, TMAPC, City Council	Ongoing	Since 2010, there have been multiple privately initiated zoning changes to implement small area plans. Planning and INCOG did this with Form Based Code for 6th Street/Pearl SAP with limited success.
1.3	Reassess zoning capacity in relation to this goal every 5 years.	COT Planning and Development, INCOG	In Process	
2	Land use decisions are consistent with the Vision, Land Use and Stability/Growth Maps. Policies to support this goal include:			
2.1	Use the Vision map to provide general guidance for amending the land use plan.	COT Planning and Development, INCOG	Completed	The Vision map was used to develop the Land Use Plan and map that is used to inform development related policy decisions and amendments.
2.2	Use the Vision to inform development related policy decisions using indicators listed in adopted plan. (see pg. LU 76)	COT Planning and Development, INCOG	Completed	See above.
2.3	Use the Land Use Map for policy guidance to implement the vision.	COT Planning and Development, INCOG	Ongoing	Consistently used & updated to implement the vision.
2.4	Use the Land Use Plan categories to set the parameters for zoning districts with more than one zoning district allowed in each category.	COT Planning and Development, INCOG	Ongoing	Land Use Plan categories are used to determine appropriate zoning for applications submitted to TMAPC. Zoning code update will provide new tools that may assist in setting parameters.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
2.5	The Land Use Plan is amended by TMAPC and approved by City Council; amended to conform to zoning plan changes; updated at 5 year intervals with projections toward the future; housekeeping updates and maintenance to reflect development approvals should be made annually.	COT Planning and Development, INCOG	Ongoing	The Land Use Plan is amended and updated regularly with annual housekeeping updates.
2.6	The Comprehensive Plan is a policy guide, not a regulatory document. The Land Use Plan is not intended, nor should it be used, to affect decisions that are permitted by the zoning code by right.	COT Planning and Development, Development Services, INCOG, TMAPC	Ongoing	
2.7	Use the Stability and Growth Map as a guide to where future growth and development will occur. The Stability and Growth map helps establish the implementation priorities for PLANiTULSA in specific geographic areas.	COT Planning and Development, INCOG, TMAPC, City Council	Ongoing	The Stability and Growth Map is consistently used to determine appropriate areas for future growth and development as applications are submitted through TMAPC process. There is room to improve this map and it may be taken to literal.
2.8	Establish criteria for selecting areas of growth, consistent with the vision.	COT Planning and Development, INCOG	Not Initiated	
2.9	Establish criteria for identifying areas of stability.	COT Planning and Development, INCOG	Not Initiated	
3	New development is consistent with the PLANiTULSA building blocks. Policies to support this goal include:			
3.1	Promote pedestrian-friendly streetscapes by designing pedestrian-friendly streetscapes and encouraging new developments to provide pedestrian-oriented amenities and enhancements.	COT Planning and Development, COT Engineering Services, INCOG, TMAPC	Ongoing	Incorporated in the Complete Streets Policy (2012) and Procedural Manual (2013). Incorporated into the GO Plan and aided by the Zoning Code update.
3.2	Encourage a balance of land uses within walking distance of each other.	COT Planning and Development, INCOG, TMAPC	In Process	The Mixed Use Districts and Master Plan Developments proposed in new Zoning Code will help to achieve this.
3.3	Work with utility providers to increase options for street light fixtures that encourage walking and safety, to increase options for trees, and to resolve maintenance issues.	AEP, COT Engineering Services, COT Planning and Development, INCOG	Ongoing	Developed Citywide LED lighting and tree planting standards and specifications, as well as other streetscaping items. This does require additional coordination.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
3.4	Allocate City funds and find other funding to enhance pedestrian amenities on streets in priority areas.	COT Planning and Development, COT Engineering Services, Finance	Ongoing	Transportation Alternatives grants for SRTS, Sidewalk and ADA improvements in Bond/ST funding programs. Based on priorities set within Corridor Plans, Small Area Plans, Major Streets and Highway Plans and others plans and incorporated into the list of Capital Improvement Projects. Need to identify additional funding mechanisms.
3.5	Place buildings adjacent to the street with generous sidewalks; sidewalk cafes, attractive landscaping and pedestrian areas.	COT Planning and Development, INCOG, TMAPC	Ongoing	The Mixed Use Districts and Master Plan developments proposed in new Zoning Code will help to achieve this. Currently the use of PUDs and Corridor Development Plans, aid this design scenario and are often encouraged. Small Area Plans can also encourage this.
3.6	Encourage complementary building height, scale, design and character.	COT Planning and Development, INCOG, TMAPC	Ongoing	New zoning code will aid this effort through the use of PUDs and Corridor Development Plans, building height, scale, design and character are often addressed.
3.7	Enhance visual enjoyment of public spaces and art.	COT Planning and Development, Arts Commission, COT Parks and Recreation	Ongoing	Incorporated into the Parks Master Plan. The Arts Commission encourages and reviews all art installations.
4	The development environment allows Comprehensive Plan implementation to occur through market development. Policies to support this goal include:			
4.1	Promote redevelopment through reductions of parking standards and the expansion of shared parking systems and other parking management tools.	COT Planning and Development, INCOG, TMAPC, BOA	Ongoing	Incorporated into the Zoning Code Update. More tools could be developed over time.
4.2	In order to get existing inventory into productive use, enable historic and older buildings to be adaptively reused through programs like temporary property tax relief.	COT Planning and Development, COT Economic Development	Not Initiated	Property Tax Abatement is currently only provided in Tax Districts, so only those historic and older buildings are eligible.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4.3	Ensure that adequate land to accommodate desired development is zoned and ready for development through implementation of city initiated zoning cases following the adoption of small area plans. City initiated zoning recommendations should be consistent with small area plans.		Not Initiated	Majority of zoning changes are initiated through private parties and city initiated zoning has happened through one small area plan for a Form Based Code.
4.4	Maximize coordination and streamlining of development related activities.	COT Planning and Development, INCOG	Ongoing	City development related departments and INCOG are consistently working to better coordinate and create more efficient processes. Plan Review Committee was formed in 2015.
5	Tulsa's regulatory programs support desired growth, economic development, housing, a variety of transportation modes and quality of life priorities. Policies to support this goal include:			
5.1	Review and revise the zoning code to ensure that a diverse range of uses and building types can be produced by the market place.	COT Planning and Development, INCOG	In Process	Several new uses and building types are introduced in the Zoning Code Update.
5.2	Establish clear and objective standards for land use planning decision and implementation strategies.	COT Planning and Development, INCOG	Ongoing	City departments and INCOG have multiple policies and documents guiding land use planning decisions and implementation strategies. The Zoning Code Update will create more zoning designation options and remove Planned Unit Development Overlays. An administrative approval process for evaluating land use changes that can be authorized by the Planning Director has not been initiated.
5.3	Create a robust and meaningful public involvement process that emphasizes long-term consensus rather than project-by-project evaluation and approval. (Small Area Plan Process)	COT Planning and Development, INCOG	Ongoing	The Small Area Plan Process Guide is being developed based on the experiences from the development of the Small Area Plans to date.
5.4	Modify the existing small area planning process to support the vision and policies.	COT Planning and Development	In Process	All small area plans are currently under review. New small area plans are in line with the vision and policies established in the Comprehensive Plan.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
5.5	Develop Capital Improvement Plans to provide public services necessary for the development depicted on the vision map.	COT Planning and Development, COT Engineering Services, Finance	Not Initiated	The vision map is not currently used to develop CIP. Small Area Plans, GO Plan, Fast Forward, ADA Transition Plan, Arterial Street Widening Prioritization, and Major Streets and Highway Plan are the most likely tools to gain CIP funding.
5.6	Coordinate land use and economic development efforts to achieve the redevelopment and economic goals of the community including job growth and retention, business retention, and the creation of a thriving environment for entrepreneurs.	COT Planning and Development, COT Economic Development, INCOG	Not Initiated	While the efforts exists currently, they are not coordinated.
5.7	Incorporate findings in zoning decisions that demonstrate consistency with the Comprehensive Plan's goals and policies. Findings should guide private development.	INCOG	Ongoing	Findings regarding consistency with the Comprehensive Plan for public and private development are included in all zoning related staff reports to the TMAPC and City Council.
6	The development community is able to efficiently and transparently obtain planning and economic development support and permitting from a "one stop shop". Policies to support this goal include:			
6.1	Ensure that Tulsa's development-related functions are organized to efficiently deliver services to the development community.	Planning and Development, INCOG	Ongoing	A cooperative agreement between the City of Tulsa Planning and Development Department and INCOG Land Development Services Division has been developed clearly outlining development related roles and responsibilities.
6.2	Ensure that Tulsa development-related functions are organized to transparently provide access to development information to interested stakeholders. Make comprehensive plans, zoning ordinances, small area plans and development review materials available on line.	Planning and Development, INCOG	Ongoing	TMAPC and BOA websites have been improved and enhanced to include development related information (including a cases pending map) for stakeholders. These websites also contain comprehensive plans, zoning ordinances and small area plans. Additional cross-referencing between INCOG and City websites is still ongoing; the COT Planning webpages are still transitioning. The goal is info transparent and easily accessible to the public.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
6.3	Consider consolidation of some or all of the following development-related functions into a Community or City Development Department within the City of Tulsa: small area planning, long range planning, capital planning, economic development, community development, zoning administration and development permitting to improve service delivery and to maximize the city's resources allocated to development support.	Planning and Development, INCOG	Complete	In lieu of full consolidation, a cooperative agreement has been developed and signed between the COT Planning and Development Department and INCOG Land Development Services Division.
6.4	Reorganize delivery of development-related services on the theme of "providing efficient service, delivery, and transparency."	Planning and Development, INCOG	Not Initiated	
7	Tulsa citizens, stakeholders, and interest groups all have easy access to development information and PLANiTULSA's Vision, Policy Plan and maps, Strategic Implementation Plan, Monitoring Program, and Small Area Plans. Policies to support this goal include:			
7.1	Make PLANiTULSA elements available on the city's website and make alternative arrangements for those without internet access.	COT Planning and Development, INCOG	Ongoing	The Comprehensive Plan is kept up to date by INCOG staff and posted on the INCOG and TMAPC websites. Additional cross-referencing between INCOG and City websites has been implemented; Additional cross-referencing between INCOG and City websites is still ongoing. A paper copy is available if requested through the COT Planning Department or INCOG.
7.2	Regularly update this information on the website.	INCOG	Ongoing	Comprehensive Plan is kept up to date on the INCOG website and linked from the COT Planning webpage.
7.3	Post development information—summary of processes, schedules, tools, programs, and meetings—on the website.	INCOG	Ongoing	TMAPC and BOA websites have been improved and enhanced to include development related information (including a cases pending map, schedules, etc.) to stakeholders. Small area plans are provided on the COT Planning webpage.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
8	Underutilized land in areas of growth is revitalized through targeted infill and reinvestment. Policies to support this goal include:			
8.1	Create a toolkit to promote desired infill and redevelopment.	COT Planning and Development, COT Economic Development, INCOG	Not Initiated	
8.2	Establish local programs such as temporary property tax relief to promote desired development such as enabling historic or older buildings to be adaptively reused.	COT Planning and Development, COT Economic Development, INCOG	Not Initiated	Property Tax Abatement is currently only provided in Tax Districts, so only those historic and older buildings are eligible.
8.3	Enhance the quality of educational opportunities to provide Tulsa residents with a greater opportunity for economic stability— prepare students for the workforce.	Chamber of Commerce	Ongoing	The Chamber of Commerce provides a variety of workforce development opportunities and incentives.
9	Tulsa North's economy is at least as robust, sustainable and as stable as the remainder of Tulsa's economy. Policies to support this goal include:			
9.1	Focus planning, reinvestment and rehabilitation programs in Goal 8 in the Tulsa North area to provide opportunities for residents and businesses to improve economic stability.	COT Planning and Development, COT Economic Development, COT Finance, TDA	Ongoing	36th Street North Corridor Plan was adopted in an area of North Tulsa. Tulsa Development Authority is currently updating the Sector Plans for all of North Tulsa.
9.2	Enhance the quality of the built and natural environment consistent with the measures outlined in Goal 3.	COT Planning and Development, INCOG, TDA	Ongoing	All measures in Goal 3 apply to North Tulsa as well.
9.3	Develop a tool box targeted to the Tulsa North area.	COT Planning and Development, COT Economic Development, COT Finance, TDA	Not Initiated	
10	The life expectancy levels in Tulsa North are consistent with the regional averages. Policies to support this goal include:			

	Goal/Policy	Responsible Agency(ies)	Status	Comments
10.1	Address access to adequate medical care by providing transit service to medical facilities.	Tulsa County Health Department, MTTA, INCOG	Not Initiated	16 hospitals are currently on transit routes but none are direct from North Tulsa. INCOG provides a directory of community services transportation resources. 36th St N Small Area Plan, with Tisdale Clinic in the boundary, addresses community health.
10.2	Partner with schools and community centers to address health issues and healthy lifestyles.	Tulsa County Health Department, Tulsa Public Schools	Ongoing	
10.3	Create walkable communities and enhance recreational areas to encourage walking and biking.	COT Planning and Development, COT Parks and Recreation, INCOG	Ongoing	The Mixed Use Districts and Master Plan developments proposed in the Zoning Code Update will help to achieve this. Currently the use of PUDs and Corridor Development Plans, aid this design scenario and are often encouraged. Small Area Plans can also encourage this.
11	Residents in established neighborhoods have access to local commercial areas, schools, libraries, parks and open space areas within walking distance of their homes. Policies to support his goal include:			
11.1	Encourage the location of these facilities and services in appropriate areas so they are accessible and enhance neighborhood stability.	COT Planning and Development, INCOG	Ongoing	The Comprehensive Plan encourages the location of these facilities by designating Mixed-Use Corridors, Town Centers and Regional Centers in appropriate areas throughout the city.
12	Residents in established neighborhoods have access to multiple modes of transportation. Policies to support this goal include:			
12.1	Collaborate with school districts to improve accessibility by managing transport demand, and ensuring safe and accessible routes are available that minimize conflicts with traffic.	COT Planning and Development, INCOG	Not Initiated	
12.2	Leverage the benefits of urban design to create walking and biking transportation options in neighborhoods.	COT Planning and Development, INCOG	Ongoing	Through the use of PUDs and Corridor Development Plans, walking and biking is promoted by including the design of sidewalks and/or walking trails in design plan.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
13	Existing neighborhoods are stable and infill development revitalizes, preserves and enhances these urban areas. Policies to support this goal include:			
13.1	Promote the unique characteristics of existing neighborhoods as key to the city's long-term health and vitality.	COT Planning and Development, INCOG	Ongoing	Small area plans help to promote and protect the character of existing neighborhoods in the City. The Zoning Code Update special area and historic district overlays could also help to accomplish this.
13.2	Promote communication with neighborhood associations.	COT Planning and Development, INCOG, COT Working in Neighborhoods	Ongoing	The City has established on-line forums to comment on planning activities; Notification of TMAPC and BOA hearings are distributed to Neighborhood Associations. Working In Neighborhoods provides a monthly neighborhood newsletter.
13.3	Provide residents in distressed neighborhoods access to programs and partners in to improve and stabilize their neighborhood.	COT Planning and Development, INCOG, COT Working in Neighborhoods	Ongoing	Any neighborhood can apply to the Small Area Plan program. Working In Neighborhoods provides WIN university, Neighborhood enhancement teams, and offers assistance to low income property owners.
14	The city's historic resources are protected and programs promote the reuse of this important cultural resource. Policies to support this goal include:			
14.1	Support the Tulsa Strategic Preservation Action Plan preservation objectives and actions.	COT Planning and Development, INCOG, TPC	Ongoing	Document was prepared in 2009.
14.2	Assure that Neighborhood Plans & Small Area Plans support preservation and revitalization objectives.	COT Planning and Development, INCOG, TPC	Ongoing	Neighborhood/Small area plans support preservation and revitalization of historic resources with neighborhoods by recommending future development that will preserve/enhance the historic resources within a neighborhood. Implementation of these plans provide assurance that these objectives are met.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
14.3	Incorporate amendments that support the preservation of historic resources into the zoning and building code.	COT Planning and Development, INCOG, TPC	Ongoing	The International Existing Building Code was adopted in 2014 which supports the preservation of historic resources. Some amendments have been incorporated into the Zoning Code Update.
14.4	Update the preservation criteria and expand the program to protect additional resources.	COT Planning and Development, INCOG, TMPAC, TPC	In Process	TPC has created a committee to discuss creating criteria specific to individual historic resources.
14.5	Maintain, update and promote the online historic inventory.	COT Planning and Development, TPC	Ongoing	The Tulsa Preservation Commission staff maintain a website dedicated to historic preservation in Tulsa where the historic resource inventory is maintained.
14.6	Following TMAPC's review and action on the Downtown Area Master Plan, implement recommendations regarding historic resources.	TMAPC, City Council, COT Planning and Development, INCOG, DCC	Ongoing	Implementation of recommendation will be managed and monitored by multiple City departments, DCC and INCOG
15	Tulsa is a leader in sustainable development. Policies to support this goal include:			
15.1	Promote significant sustainable projects.	COT Planning and Development, INCOG, COT Storm Water Management	Ongoing	The City is promoting low impact development (green roofs, rain gardens, permeable concrete etc..) by recognizing businesses, individuals, and groups that have used low impact development (LID) in the design of their buildings. Zoning Code update is allowing use of permeable paving and other LID techniques. A LID Committee of representatives from different departments has been created to explore developing a LID guide.
15.2	Establish goals for reducing the city's and region's carbon footprint.	Director of Sustainability, Chief Resilience Officer, COT Planning and Development, COT Engineering Services, INCOG	Not Initiated	Zoning Code update is allowing use of permeable paving and other LID techniques. GO Plan could aid this goal.
15.3	Incentivize building practices that maximize energy and water use efficiency.	COT Planning and Development	Not Initiated	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
15.4	Promote reuse of existing structures.	COT Planning and Development, INCOG, TPC, TMAPC	Ongoing	The zoning code update has various tools that can assist in adaptive reuse of buildings. For example, relaxing parking requirements and introduction of new zoning categories to promote mixed uses. Tulsa adopted IEBC for alternative compliance to building code.
15.5	Promote sustainable building practices.	COT Planning and Development, INCOG	Ongoing	Sustainable projects can be promoted by use of PUDs and Corridor Development Plans, through design of buildings and infrastructure. The City is recognizing individuals that utilize low impact development design principles. New zoning tools will promote LID, adaptive reuse (through reduced parking), and infill development.
16	Tulsa is known for its built and natural beauty. Policies to support this goal include:			
16.1	Establish Urban Design Standards.	COT Planning and Development, INCOG, TMAPC	Not Initiated	The Zoning Code Update provides for new zoning tools that allow for creation of standards based on urban design characteristics for specific areas.
17	Tulsa's natural and sensitive areas are protected and conserved. Policies to support this goal include:			
17.1	Establish sensitive area criteria/establish areas of conservation.	COT Planning and Development, INCOG, TMAPC	Not Initiated	Conservation areas are identified in the Comp Plan (Park/Open Space). A description of what constitute this category was added to the Comp Plan as part of the 2014 housekeeping amendments. However criteria to determine and establish areas for conservation has not been initiated.
17.2	Establish buffer zones and protection areas around key ecologically sensitive areas to prevent future development within those boundaries except for recreational facilities.	COT Planning and Development, INCOG, TMAPC	Not Initiated	Conservation areas are established in the Comp Plan (Park/Open Space); however there are no buffer zone requirements or criteria that address development adjacent to those areas.
18	Development on impacted sites or areas is regulated to protect sensitive areas. Policies to support this goal include:			

	Goal/Policy	Responsible Agency(ies)	Status	Comments
18.1	In areas of growth expected to develop, continue to conduct watershed-wide master drainage planning consistent with the citywide master drainage plan, in coordination with small area planning process.	COT Planning and Development, INCOG, COT Storm Water Management	Ongoing	Development projects have to meet City stormwater quality standards before building permits are issued.
18.2	Preserve undeveloped floodplain areas for storm water conveyance.	COT Planning and Development, INCOG, COT Storm Water Management	Ongoing	
18.3	Investigate compensation programs or zoning measures to allow transfer of development rights from environmentally constrained areas to unconstrained areas.	COT Planning and Development, INCOG	Not Initiated	
18.4	Continue to use best management practices for development within floodplain areas.	COT Planning and Development, INCOG, COT Storm Water Management	Ongoing	
19	Planning and development of parks and trails are coordinated with the comprehensive plan and parks plan.			See Parks, Trails and Open Space Goals
20	Tulsa citizens are able to monitor change in a systematic way. Policies to support this goal include:			
20.1	Report on progress annually.	COT Planning, INCOG	In Process	Progress Report will be presented to City Council and the TMAPC and made available online.
20.2	Establish a land use and development monitoring program.	COT Planning, INCOG	In Process	The Monitoring Plan will be made available online.

Transportation Goals and Policies

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1	All Tulsans have a variety of transportation options for getting around the city. Policies to support this goal include:			
1.1	Coordinate closely with MTTA to provide for transit-supportive enhancements in the high frequency bus, bus rapid transit, streetcar, light rail and commuter rail corridors.	MTTA, COT and INCOG	In Process	The Peoria Ave. BRT was funded as part of Improve Our Tulsa and a plan for its operations is to be completed.
1.2	In coordination with INCOG, establish a grant program to fund small area and neighborhood transit-oriented development planning efforts.	INCOG	In Process	INCOG'S Transportation Alternatives Program now funds small projects (<\$75,000) to encourage smaller road diet type projects. Surface Transportation Program could be an option for this in the future. Currently the funds are dedicated to the Gilcrease Expwy per agreement between COT and INCOG.
1.3	Prioritize infrastructure investments for high capacity transit corridors.	COT Engineering Services	Ongoing	The Fast Forward Plan (Oct. 2011) includes priorities for transit investment at the regional level. It also includes a Bus Operations Plan that defines priorities for the existing bus system. Engineering Services has projects on schedule to do improvements on Peoria.
2	Tulsa has a sustainable network of roadways, trails and transit infrastructure that is well maintained and not a burden on future generations to operate. Policies to support this goal include:			
2.1	Adopt a network approach to transportation projects that focuses on connecting people to places - ultimately allowing places to become more intense center of economic development.	INCOG	Ongoing	The Fast Forward Regional Transit Plan and the GO Plan both take a network approach to regional transportation planning. Multimodal Mobility Studies also address the transportation needs of all users and support the vision of a fully connected city.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
3	The city's transportation system is cost-effective and adequate to meet the need of the current and projected population. Policies to support this goal include:			
3.1	Develop transportation projects using a context sensitive solutions process that involves stakeholders early in the process.	COT Engineering Services, INCOG	Ongoing	The Complete Streets Procedural Manual outlines the CSS process for COT and was adopted in 2013.
3.2	Use a mixture of quantitative and qualitative measures to prioritize transportation infrastructure projects and monitor the system for operational and maintenance issues.	COT Engineering Services, INCOG	Ongoing	Multi Modal Level of Service (MMLOS) was implemented with the adoption of the Complete Streets Procedural Manual. Arterial Street Widening Prioritization is used to determine what streets are to be funded for widening needs. ADA Transition Plan and Sidewalk Inventory of Needs are used to prioritize sidewalks and curb ramp installation. Pavement Condition Index is used for evaluating street maintenance needs.
3.3	In coordination with INCOG, create a robust region-wide travel demand modeling system that estimates transit and internal trip capture based upon land use sensitivities.	COT Engineering Services, INCOG	Complete	This was completed in 2011
3.4	In coordination with INCOG, calibrate the region-wide travel demand model with a periodic travel survey that provides detailed travel information for motorists, transit users, pedestrians, and cyclists.	COT Engineering Services, INCOG	Ongoing	INCOG is participating in the 2015 National Household Demand Survey and doing a 1,000 sample add-on for the Tulsa metro. This will give us more robust data on travel patterns so we can calibrate the model.
3.5	Develop a survey-based system to prioritize and track the city's street pavement program performance.	COT Engineering Services, INCOG	Not Initiated	
3.6	Investigate optimization and intelligent transportation options prior to capacity improvements	COT Engineering Services, INCOG	Not Initiated	
3.7	Work with INCOG and adjacent cities and counties and the state to maintain and/or expand the transportation system in ways that are plan-driven, user-friendly and fiscally sustainable.	COT Engineering Services, INCOG	Ongoing	In 2011 we adopted the Fast Forward Regional Transit System Plan.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4	Tulsa has high performance operations for all modes of travel; this is achieved by preserving and optimizing the current transportation system using the latest technology and programs. Policies to support this goal include:			
4.1	Prioritize transportation system optimization, transportation demand management and transit enhancements over roadway widening.	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	MMLOS considers all available lane configuration to determine best outcome. Planning and Development will implement Sustainable Return on Investment.
4.2	Create a transportation demand management program that promotes travel choices using a business to business outreach model that is incentivized with a means of organizing businesses and individuals within the community.	COT Engineering Services, INCOG	Not Initiated	
4.3	Conduct traffic and transit modeling to compare capacity additions to system optimization measures and prioritize projects accordingly, relying less on engineering judgment and programmatic prioritizations methods.	COT Planning and Development, COT Engineering Services, INCOG	In Process	Engineering now employs MMLOS analysis on corridors where different lane configurations are considered.
4.4	In coordination with INCOG, invest in a transportation operations center to serve the region with intelligent transportation system tools and report traffic and transit conditions in real-time	COT Streets and Stormwater, COT Engineering Services, INCOG	Ongoing	In 2015, the Traffic Operations Center was put into operation.
5	The allocation of transportation funds is modernized to align with vision. Policies to support this goal include:			
5.1	In partnership with INCOG, develop a program that will administer new federal grants aimed at sustainable development and livable communities.	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	This coordination is done currently during the TIGER grant cycle.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
5.2	Leverage new federal funds with private investment to achieve a positive land use-transportation connection, which will improve mobility, enhance air quality, support economic growth, and ensure the financial stability of the transportation system.	COT Engineering Services, INCOG, RiverParks	Ongoing	The Gathering Place is an example of a public-private partnership that will address this goal.
5.3	Explore transportation funding sources including user fees, development impact fees and public-private partnerships. Review best practices from other locales.	COT Engineering Services, INCOG, MTTA	In Process	The Transit Funding & Governance Task Force which began meeting in January 2015 is looking at alternative funding options for transit
6	The amount of taxable land is increased and the burden of providing parking on a parcel by parcel basis is reduced. Policies to support this goal include:			
6.1	Establish off-street parking standards to reflect actual parking demand.	COT Planning and Development, INCOG, Tulsa Parking Authority	Ongoing	Zoning Code update establishes/reduces parking standards that more accurately reflect parking demand. Overall reductions with potential for further reductions with shared parking, bike parking, and more.
7	Transportation facilities fit their physical setting preserve scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. Policies to support this goal include:			
7.1	Enhance Tulsa's transportation right-of-ways so they both serve as great public places and promote multi-modal travel. (see pg TR 38)	COT Engineering Services, INCOG	Ongoing	The Peoria BRT project will enhance public ROW along Peoria to include bus stations. The Complete Streets Procedural Manual was adopted in 2013.
7.2	Consider aesthetic needs as an equal to vehicular capacity demands when planning and designing transportation right-of-ways.	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	As a part of the MMLOS studies, Planning is looking at aesthetics to ensure they are addressed in planned projects.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
7.3	Institute a context sensitive solutions approach to transportation infrastructure by recognizing the flexibility in project development and design is necessary to balance safety, mobility, economic development, and environmental issues for new and redesigned urban transportation facilities. (see pg TR 39)	COT Engineering Services, INCOG	Complete	The Complete Streets Procedural Manual outlines the CSS process for COT and was adopted in 2013.
8	Traffic safety and mobility are improved. Policies to support this goal include:			
8.1	Adopt an access management policy for major thoroughfares and create a traffic safety review panel that will identify recommendations for accident-prone areas.	COT Planning and Development, COT Engineering Services, INCOG	In Process	Currently researching and developing an enhanced access management policy. The City also asked the GO Plan consultants include an appendix containing a summary of access management policies for cities in which they have worked. This is to be a work program task for next year. The application of such a policy to certain MMLOS studies (e.g. – S. Peoria Avenue) was used with a City consultant and the results of which showed favorable if put in use.
9	Disentangle freight and local traffic to improve safety and mobility for all users. Policies to support this goal include:			
9.1	Address freight movements from both the land use and transportation perspectives and actively manage them for superior operation and safety.	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	The Gilcrease Expressway is being designed as a heavy haul route to take freight to and from the Port of Catoosa for West Tulsa.
9.2	Conduct a freight movement study and identify bottlenecks and critical local destinations.	COT Planning and Development, COT Engineering Services, INCOG	Not Initiated	
9.3	Plan and seek partners to develop an air, rail, land and sea intermodal facility.	COT Planning and Development, INCOG	In Process	Intermodal facility planned near the airport, not funded at this time.
9.4	Design future major highway right-of-ways to accommodate freight rail, if feasible, and seek a bypass of the current downtown route.	COT Planning and Development, INCOG, ODOT	Not Initiated	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
10	Gilcrease Expressway is completed as an important element to the future economic growth and development of north and east Tulsa. Policies to support this goal include:			
10.1	Make it a priority to complete the expressway immediately and focus on assisting with the economic growth it will bring in nearby areas.	ODOT, OTA, COT Engineering Services, COT Planning and Development, INCOG	In Process	In 2013, zoning changes were adopted for recently annexed areas along Gilcrease Expressway in west Tulsa to facilitate economic development. Under design currently. Seeking additional OTA funding.
10.2	Ensure that this area will be made more accessible by the Gilcrease Expressway	COT Engineering Services, COT Planning and Development, INCOG, OTA, ODOT	Ongoing	Under design currently
10.3	Prepare the area for development with plans that incorporate PlaniTulsa concepts and building blocks, through small area plans, master development plans or other types of plans as appropriate, to direct orderly, fiscally-sustainable growth.	COT Planning and Development, INCOG	Not Initiated	A Comprehensive Planning effort still needs to occur on the recently annexed property along the Gilcrease Expressway in west Tulsa. The city spends 100% of its Surface Transportation Program federal dollars (Approx \$7.5 million/year) on the Gilcrease Expwy.
11	Streets contribute to the urban environment. Policies to support this goal include:			
11.1	Adopt a coordinated access management policy.	COT Planning and Development, COT Engineering Services, INCOG	In Process	See 8.1
11.2	Expand funding for maintaining and reconstructing existing infrastructure needed for both Areas of Growth and Area of Stability.	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	Improve Our Tulsa, approved in 2013 by the taxpayers, will accomplish some of these projects.
11.3	Pursue main street, residential and multi-modal enhancements using a context sensitive solutions process on the following catalyst corridors: Main St, Cherry ST, Harvard Ave, 6th St, Pine St, Peoria St, 21st St	COT Planning and Development, COT Engineering Services, INCOG	Ongoing	Planning for enhancements for Peoria as well as all other streets referenced has started.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
11.4	Revise the Regional ITS Architecture and focus resources on corridors programmed of transit integration, specifically Peoria Avenue, 21st Street, 91st Street, Yale Avenue and Garnett Road, as depicted on Transportation Vision Map	COT Engineering Services, INCOG	In Process	INCOG maintains the regional ITS architecture.
11.5	Provide assistance to local community organizations and business groups to form local improvement districts and business improvement districts to ensure adequate funding for construction and maintenance of streetscaping and other infrastructure	COT Planning and Development, COT Engineering Services, COT Finance	Not Initiated	
11.6	Ensure annual funding through CIP and Transportation Improvement Program processes, coordinated with INCOG, MTTA and ODOT.	COT Engineering Services, COT Finance, INCOG, MTTA, ODOT	Ongoing	CIP process in cooperation with other entities in in place.
12	Tulsans can rely on a variety of transit options to take them to jobs, shopping and entertainment. Policies to support this goal include:			
12.1	Consistently support the improvement of the system with additional local funding and continue identification and application for State and Federal dollars	COT Planning and Development, COT Engineering Services, COT Finance, INCOG, MTTA	Ongoing	Continually apply for available grants. Program CIP funds for transit as needed.
12.2	Enhance bus transit services with high frequency bus service, improved stations/stops and priorities for intelligent transportation systems (ITS) investments (including bus priority signalization) on the Big T route, which includes Peoria Avenue and 21st Street as portrayed in the Vision Map	COT Engineering Services, MTTA	In Process	Peoria BRT currently in design phase. Expected completion January 2021.
12.3	Establish a timed transfer point at Utica and 21st streets and promote transit oriented development and park-ounce districts.	COT Planning and Development, INCOG, COT Engineering Services, MTTA	Not Initiated	When location of East-West line is established, a transfer point can be established.
12.4	Design and Re-design the following roads for accommodating BRT: Garnett, 91st, Yale	COT Planning and Development, INCOG, COT Engineering Services, MTTA	Not Initiated	Future improvements..

	Goal/Policy	Responsible Agency(ies)	Status	Comments
12.5	Develop a transit-oriented development program incentives, including: promotion of shared parking; creation of new zone districts and/or overlays that allow for reduced parking requirements and support a mix of transit-supportive land uses; and development of dedicated funding to "land bank" key land parcels near stations to preserve future development opportunities.	COT Planning and Development, INCOG	In Process	Zoning Code update addresses parking standards and created new mixed use zoning districts.
12.6	Develop a development-oriented transit program to explore public-private partnerships to create transit programs that do not currently meet the Federal Transit authorities program funding.	COT Planning and Development, INCOG, COT Engineering Services, MTTA	Not Initiated	
13	Pedestrians have easy access to jobs, shopping and recreation. Policies to support this goal include:			
13.1	Support the ADA Transportation Plan objective to perform a calculated sidewalk inventory of key civic and private destination and neighborhoods and expand and include information to develop a Pedestrian Master Plan for the entire city.	COT Engineering Services	In Process	The first five years of the priorities contained in the ADA Transition Plan were funded as part of Improve Our Tulsa. Coordination with small area plans and roadway plans needs to be emphasized and examined. GO Plan funding approved in Improve Our Tulsa.
13.2	Revise the city's current sidewalk maintenance policy. Currently, adjacent property owners are responsible for sidewalk improvements. A new policy needs to be developed concerning the extent of the city's involvement in and funding for maintaining the enhancing sidewalks. This should include developing a dedicated funding source for sidewalk maintenance and enhancement, and/or the use of local improvements districts to fund streetscape improvements (including sidewalks, street furniture, trees, and other amenities).	COT Engineering Services	Not Initiated	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
13.3	Coordination with MTTA, INCOG and ODOT and adjacent municipalities to invest in pedestrian infrastructure to support transit ridership in expanded transit corridors.	COT Planning and Development, INCOG, COT Engineering Services, MTTA, ODOT	In Process	ADA funding supports sidewalk and curb ramp connections to transit stops. Go Plan completed now identifies areas to invest in sidewalk funding in Improve Our Tulsa.
13.4	Ensure the continued development of sidewalk improvement with other improvements on major arterial corridors where opportunities to enhance the pedestrian environment exist.	COT Planning and Development, INCOG, COT Engineering Services	In Process	Engineering's standard practice now is to place sidewalks on at least one side of every arterial reconstruction. This sometimes includes street rehab projects. Sidewalk reconstruction was funded as part of Improve Our Tulsa. Subdivision regulations require sidewalks to be built with new developments. Need to ensure coordination between small area plans (all plans) and Engineering Services sidewalk priority list and Engineerings roadway construction project list.
14	Tulsans safely and efficiently use bicycles to go to work, shop and recreation areas. Policies to support this goal include:			
14.1	Develop a Bicycle Master Plan and revise the Trails Master Plan as necessary to focus on connecting neighborhoods with destinations, such as employment, shopping and recreation.	INCOG, COT Planning and Development, COT Engineering Services	In Process	GO Plan finalized and in approval stage.

Economic Development Goals and Policies

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1	Businesses have easy access to full range of economic development assistance. Policies to support this goal include:			
1.1	Establish a one-stop shop within the city where businesses can access information on all economic development programs and redevelopment tools.	COT Planning and Development, Mayor's Office for Economic Development, INCOG, Tulsa Regional Chamber of Commerce	Not Initiated	City of Tulsa and the Regional Chamber have websites with information.
1.2	Provide an economic development tool kit that identifies all available city, state and federal programs including loans, grants and technical assistance programs available to businesses.	COT Planning and Development, Mayor's Office for Economic Development, INCOG, Tulsa Regional Chamber of Commerce	Ongoing	City of Tulsa and the Regional Chamber provide incentive information.
1.3	Streamline the permitting process to improve efficiency of doing business with the city. Businesses looking to relocate, or expand in Tulsa, and entrepreneurs interested in starting a new business must overcome a number of hurdles. The city should examine the wide range of services provided to businesses and entrepreneurs (design review, licenses, etc.) to ensure the process is as efficient and user friendly as possible.	COT Planning and Development, INCOG	Ongoing	A cooperative agreement has been developed and signed between the COT Planning and Development Department and INCOG Land Development Services Division to ensure an efficient and user friendly process.
1.4	Provide economic development training for elected officials and key city staff members to ensure city leaders are knowledgeable about economic development issues, trends, and tools.	COT Planning and Development, Mayor's Office for Economic Development, INCOG, Tulsa Regional Chamber of Commerce	Not Initiated	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1.5	Eliminate existing barriers to small business development found in the zoning code. These barriers include high parking requirements in dense urban areas, which limit the utility of the land and prevent reuse of existing storefronts and business space by small entrepreneur with limited time and resources.	COT Planning and Development, INCOG	Ongoing	Zoning Code update addresses parking standards and creates new mixed use zoning districts.
2	Entrepreneurs have thriving businesses and contribute to the local economy. Policies to support this goal include:			
2.1	Expand revolving loan funds and technical assistance for small and micro business start-ups.	COT Economic Development, INCOG, Tulsa Regional Chamber of Commerce	Not Initiated	Some assistance exists: TEDC Creative Capital, OK Business Incentives and Tax Guide
2.2	Collaborate with non-profits that provide assistance to entrepreneurs and innovators through incubation facilities, trainings, support services.	Tulsa Regional Chamber of Commerce	Ongoing	A Guide for Entrepreneurs, Tulsa Small Business Connection
2.3	Ensure local universities and community colleges provide adequate training for aspiring entrepreneurs and the workforce skills their emerging companies will need.	Tulsa Regional Chamber of Commerce	Ongoing	Tulsa Regional STEM Alliance
3	The city, local chambers of commerce, and other privately funded economic development organizations work closely with institutions of higher education to collaborate on economic development policies and implementation. Policies to support this goal include:			

	Goal/Policy	Responsible Agency(ies)	Status	Comments
3.1	Develop and refine pertinent programs and curricula to better address job skills required for employment in target industry clusters including priority targets such as aviation and aerospace; health care; professional services and regional headquarters; energy; machinery and electrical equipment manufacturing; and transportation, distribution and logistics. Emerging targets include information security, entertainment and tourism. Curricula should also stress leadership and entrepreneurial skills that will benefit students, regardless of which industry sector they choose to work in.	Tulsa Regional Chamber of Commerce	Ongoing	Tulsa Regional STEM Alliance
3.2	Establish/expand internship opportunities with local businesses and public agencies for high school, trade school and college/ university students.	Tulsa Regional Chamber of Commerce	Ongoing	
3.3	Collaborate with colleges and universities, the public school system and other large public agencies to adopt procurement policies that more strongly support local businesses particularly those owned by minorities and women, as well as those which are newly emerging.	COT Management Review Office, Tulsa Regional Chamber	Ongoing	
4	Investment strategies support existing and emerging industry clusters. Policies to support this goal include:			
4.1	Work with industry leaders in target clusters to identify public and private actions and investments to strengthen competitive advantages of the region.	Mayor's Office for Economic Development, Tulsa Regional Chamber of Commerce	Ongoing	
4.2	Prioritize infrastructure projects that support retention and expansion of businesses in target clusters.	COT Engineering Services, COT Finance, COT Planning & Development, Mayor's Office for Economic Development	Ongoing	Context Sensitive Solutions design accounts for this in design. Widening criteria includes points for economic development areas.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4.3	Utilize land within the city effectively by taking advantage of existing infrastructure, assistance programs and tools to help existing clusters expand and nourish the next generation of clusters.	COT Engineering Services, COT Finance, COT Planning & Development, Mayor's Office for Economic Development	In Process	
4.4	Partner with health care and educational institutions to develop plans and implementation strategies for the creation of medical, hospital or educational districts that can accommodate growing needs of medical facilities, the supply high quality housing and supporting businesses and services for employees and clients.	INCOG, COT Planning and Development, Tulsa Regional Chamber	Ongoing	Mixed Use Institutional zoning district (MX-I) was adopted in 2014 to facilitate the development and expansion of health care institutions.
4.5	Encourage health care and educational institutions to continue to define their space and operating requirements through campus plans, to share campus plans with the city and campus neighbors and to ensure the boundaries will interface well with the surrounding district. This can be accomplished through small area plans, planned unit developments, campus district zone changes, or similar processes that include robust public involvement.	INCOG, Planning and Development	Ongoing	Utica Midtown Corridor Plan was adopted in 2014 to address many of these issues. An implementation tool that came out of the plan was the adoption of the MX-I zoning district. Mixed Use Institutional zoning district (MX-I) was adopted in 2014 to facilitate the development and expansion of health care institutions.
4.6	The city should leverage the economic activity generated by health care and educational institutions such as demand for housing, services, retail, lodging and office uses nearby, as part of or in coordination with campus planning efforts.	Mayor's Office for Economic Development, COT Planning and Development, INCOG	Ongoing	
4.7	Coordinate campus district planning with transit planning and investments.	COT Planning and Development, INCOG, MTTA	Not Initiated	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4.8	Promote the continued growth and development of industry clusters and sectors, as key components in the quality of life of all Tulsa's citizens while recognizing that all parts of the city benefit from the continued growth and development of industry clusters and sectors.	Mayor's Office for Economic Development, Tulsa Regional Chamber	Ongoing	
5	New development supports vibrant, sustainable, transit-oriented communities. Policies to support this goal include:			
5.1	Revise City code to encourage infill development, and provide developers with guidelines and design prototypes for attractive, quality, in-fill development. Examples include adding mixed-use zoning districts, and creating a parking overlay district (in combination with reduced parking requirements).	INCOG, Planning and Development	Ongoing	Zoning Code update addresses parking standards and created new mixed use zoning districts. New housing types are also identified.
5.2	Release a small number of RFQs for demonstration projects that exemplify the desired sustainable in-fill development types on publicly-owned parcels.	Planning and Development	Not Initiated	
5.3	Develop a phased approach and financing plan for multi-modal transportation infrastructure that includes bikes, streetcar, bus rapid transit and light rail.	INCOG, Planning and Development	Not Initiated	
6	Downtown Tulsa is the core of the regional economy. Policies to support this goal include:			
6.1	Expand the development tool kit to enable adaptive re-use and occupancy of historic and viable older buildings downtown that are currently vacant. This should include designation of National Register districts in downtown, enlarging the tax increment area to incorporate the entire downtown, and offering property tax freezes historic buildings to further encourage this adaptive re-use.	TPC, Mayor's Office for Economic Development, COT Planning and Development	Ongoing	Refer to LU Goal 14.6

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
6.2	Enter into partnerships and provide appropriate tools that will bring about more new, sustainable mixed-use, and residential development on vacant or underutilized sites owned by the private sector, public agencies and religious institutions.	Planning and Development related Departments, INCOG	In Process	The zoning code update has various tools that can assist in sustainable mixed-use and residential development on vacant or underutilized sites. For example the Code relaxes parking requirements and introduces new zoning categories such as mixed-use districts to promote development of underutilized land. Need to develop partnerships.
6.3	Examine and apply alternative way to utilize the City's parking authority so that it can become a more effective vehicle in stimulating adaptive re-use and new mixed-use development.	INCOG, COT Planning and Development, COT Asset Management, Parking Authority	Ongoing	Zoning Code update addresses parking standards and created new mixed use zoning districts.
7	Ensure the region maintains an adequate supply of land to accommodate long-term demand for industrial development, in collaboration with privately funded economic development organizations. Policies to support this goal include:			
7.1	Maintain a database of shovel-ready industrial sites with adequate infrastructure to rapidly respond to potential industrial development.	COT Asset Management , COT Planning and Development, Tulsa Regional Chamber	In Process	"Tulsa Industrial Land Study" completed 2014
7.2	Capture Tulsa's share of industrial development through aggressive marketing, application of Enterprise Zones and other economic development tools. This will support higher job-density in the City, and a more efficient development pattern that takes advantage of vacant sites within the City, and existing infrastructure.	Mayor's Office for Economic Development, Tulsa Regional Chamber	Ongoing	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
7.3	Assemble industrial site under public ownership where appropriate (through the Port and/or redevelopment authority) so they can be prepared, marketed and disposed of to industries that meet city and regional goals such as targeted industries and/or quality jobs.	COT Planning and Development, COT Asset Management, Mayor's Office for Economic Development, Tulsa Regional Chamber, Tulsa Industrial Authority and Tulsa Development Authority	Ongoing	
8	Tulsa's industrial development efforts focus on target clusters. Policies to support this goal include:			
8.1	Offer tax credits, land assembly assistance, or other incentives for industrial development in target cluster industries that emerge locally or are attracted to the city with the potential to support existing businesses in target clusters.	COT Planning and Development, COT Asset Management, Mayor's Office for Economic Development, Tulsa Regional Chamber, Tulsa Industrial Authority and Tulsa Development Authority	Ongoing	
8.2	Bolster the database of shovel-ready industrial sites, with information on site characteristics that would be desirable for target clusters. For example, describe connections and proximity to assets and infrastructure, e.g., sites near the Tulsa International Airport to attract firms in the Aviation and Aerospace cluster, or distance to major freeways to attract firms in the Transportation, Distribution, and Logistics cluster.	COT Planning and Development, COT Asset Management, Mayor's Office for Economic Development, Tulsa Regional Chamber, Tulsa Industrial Authority and Tulsa Development Authority	Not Initiated	
9	The City's labor force has the education and skills to support industrial firms. Policies to support this goal include:			

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
9.1	Work with local unions, guilds, labor organizations, and trade schools to encourage increased participation and membership from Tulsa's young adults, and others entering the work force. Look for ways to expand apprenticeships and other educational opportunities for individuals from diverse socioeconomic backgrounds.	Tulsa Young Professionals (TYPRO's), MOSAIC, Tulsa Regional Chamber of Commerce, COT	Not Initiated	
9.2	Collaborate with labor organizations and higher education institutions to provide educational opportunities for older workers that need to adapt their skills to new careers.	MOSAIC, Tulsa Regional Chamber of Commerce, COT	Not Initiated	
9.3	The City should collaborate with schools, and higher education institutions to ensure curricula provide students with the education and skills to be successful in the work force. This should include skills to succeed in industrial sectors that are strong today, and/or expected to grow in the future.	COT, Tulsa Regional Chamber of Commerce	Not Initiated	

Housing Goals and Policies

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1	A robust mix of housing types and sizes are developed and provided in all parts of the city. Policies to support this goal include:			
1.1	Establish land use and zoning designations that permit the creation of single-family homes on small and medium sized lots, attached townhomes, and cottage or courtyard style housing. These housing types should be permitted in new and existing residential neighborhoods where appropriate	COT Planning and Development, INCOG, TMAPC	In Process	Zoning Code update has expanded housing types in Residential Districts to include Townhouse and Cottage/ Duplexes. Narrow lot (RS-5) single-family district proposed; cottage home building type, zero-lot line, and multi-unit houses permitted by right in RS-5. The Land Use Map encourages townhomes and cottage style housing in designated Neighborhood Centers, and Town Centers.
1.2	Establish land use and zoning designations that permit the construction of mixed-use condominiums, apartments, and live-work lofts along corridors, downtown, and in new centers.	COT Planning and Development, INCOG, TMAPC	In Process	Mixed Use Districts proposed in new Zoning Code will help to achieve this by accommodating commercial/retail and some residential uses. The Land Use map currently designates Mixed-Use Corridors in areas throughout the City.
1.3	Establish land use and zoning designations that permit higher density mixed-use housing along transit lines and near station areas.	COT Planning and Development, INCOG, TMAPC	In Process	Zoning Code update has established a mixed-use district the allows a variety of residential uses and building types. Transit lines and station areas are identified and prioritized.
1.4	Work with the development community and other stake holders to plan, design and build one or more catalytic mixed-use projects based on the PlaniTulsa innovative building model prototypes.		Not Initiated	
1.5	Encourage adaptive reuse of historic building as a key strategy to ensure a diverse housing mix.	COT Planning and Development, INCOG, TMAPC, TPC	Ongoing	Zoning Code update addresses parking standards and creates a new mixed use zoning districts. This will help to promote adaptive reuse of historic buildings.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
2	Tulsa maintains an adequate supply of land with appropriate zoning designations to meet anticipated housing demand. Policies to support this goal include:			
2.1	Establish and maintain a forecast of housing type needs, and set periodic goals for housing production.	COT Planning and Development	Not Initiated	
2.2	Monitor housing development activity, developable land supply, residential zoning capacity and owner-occupancy rates to inform progress toward housing goals and to enable midcourse adjustments.	COT Planning and Development	In Process	The Comprehensive Progress Report and Monitoring Plan will look at some of this data. Need a better way to monitor development more accurately.
2.3	When engaging in a small area planning process, as defined in the land use chapter, ensure that the mix of housing types provided for in the plan reflect citywide needs	COT Planning and Development	Ongoing	
3	Downtown Tulsa offers expanded opportunities in which to live. Policies to support this goal include:			
3.1	Develop and execute an action plan to expand the range of housing options downtown, including retrofitting existing office buildings such as condominiums or apartments and building new multi-family buildings	COT Planning and Development, COT Economic Development, DCC	Not Initiated	COT funds "gap" financing funds available. Refer to Housing Goal 1.5 above, historic tax credits,
3.2	Collaborate with area philanthropic foundations and other institutions to develop incentives, leverage historic tax credits, and other programs to support catalytic downtown projects.	COT Planning and Development, COT Economic Development, DCC	Not Initiated	
3.3	Develop and utilize an infill and revitalization toolkit to help facilitate housing development downtown	COT Planning and Development, COT Economic Development, DCC	Not Initiated	
3.4	Pursue creating National register districts downtown in order to preserve its architectural heritage while leveraging tax credits.	COT Planning and Development, TPC	Complete	Downtown Historic Resource Survey was completed in 2009 and Four NR Districts have been designated in Downtown with additional potentially eligible.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4	A healthy city-wide balance between jobs and housing is maintained. Policies to support this goal include:			
4.1	Work to coordinate its business retention, recruitment and other economic development activities with housing development programs.	COT Planning and Development, COT Economic Development, Chamber of Commerce	Not Initiated	
4.2	Coordinate with Tulsa businesses to create employer assisted housing programs, including down payment assistance, low-interest loans or rent assistance	COT, Chamber of Commerce	Not Initiated	
5	Tulsa's existing housing inventory is revitalized, preserved and maintained. Policies to support this goal include:			
5.1	Utilize the area of growth and stability map to focus large-scale development into area that can support new development (areas of growth) without being detrimental to existing neighborhoods (areas of stability).	COT Planning and Development, INCOG, TMAPC, City Council	Ongoing	Stability and Growth Map is consistently used to determine appropriate areas for future growth and development as applications are submitted through TMAPC process.
5.2	Maintain and expand incentives for revitalization and rehabilitation of existing housing into good condition in targeted areas.	COT Planning and Development, COT Economic Development, COT Working in Neighborhoods	Ongoing	Working in Neighborhoods currently offers loans to low income property owners for emergency repairs and rehabilitation.
5.3	Create a set of sample revitalization and renovation plans, which could be approved through a stream lined permitting process. These plans could be promoted via city- supported low cost loans and modest rehabilitation subsidies	COT Planning and Development, COT Economic Development, COT Working in Neighborhoods	Not Initiated	
5.4	Preserve housing that has been designated as historic by creating and expanding historic designations and refining and updating design review criteria.	COT Planning and Development, TPC, INCOG, TMAPC	Ongoing	
5.5	Conduct additional surveys of historic buildings and work to preserve additional historic housing by expanding the number of National Register listings.	COT Planning and Development, TPC	Ongoing	New buildings are added to the National Register every year, however this does not ensure their preservation.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
5.6	Create and encourage the use of an infill and revitalization toolkit to help facilitate housing development in existing residential neighborhoods where appropriate and desired.	COT Planning and Development	Not Initiated	
6	Employee housing options in medical centers, hospital areas, and educational campuses are enhanced through collaboration between the city, the medical and educational communities and other stakeholders. Policies to support this goal include:			
6.1	Partner with local health care and educational institutions to encourage the development of attractive, high quality housing and supporting businesses and services that support and are supported by higher education, medical, or hospital districts.	INCOG, COT Planning and Development	Ongoing	Mixed Use Institutional zoning district (MX-I) was adopted in 2014 to facilitate the development and expansion of health care institutions.
7	Low-income and workforce affordable housing is available in neighborhoods across the city. Policies to support this goal include:			
7.1	Work with for- profit and non-profit developers to encourage new mixed-income developments across the city.	COT Planning and Development, INCOG, TMAPC, Tulsa Housing Authority, Finance	Not Initiated	Zoning Code update has expanded housing types in Residential Districts to include Townhouse and Cottage/ Duplexes. Need to identify opportunities to incentivize affordable housing outside of concentrated areas of poverty.
7.2	Ensure that land use and zoning regulations allow a mix of housing types, including single family homes, cottage homes, townhomes, condominiums and apartments that serve people at a variety of income levels.	COT Planning and Development, INCOG, TMAPC	In Process	Zoning Code update has expanded housing types in Residential Districts to include Elderly/Retirement housing, Townhouses and Cottage/Duplexes. These will allow a mixture of housing types to serve people at every income level.
8	The combined cost of housing and transportation to Tulsa's residents is reduced. Policies to support this goal include:			

	Goal/Policy	Responsible Agency(ies)	Status	Comments
8.1	Coordinate planning of housing and public transportation with the goal of helping residents reduce housing and transportation costs to less than 48% of gross income.	COT Planning and Development, INCOG, TMAPC, Tulsa Housing Authority, Finance	Not Initiated	
9	Tulsa promotes the use of energy conservation and sustainability strategies in existing and new housing. Policies to support this goal include:			
9.1	Promote energy efficiency programs in order to reduce both residents energy usage and cost	AEP, ONG	Ongoing	PSO/AEP and OK natural gas all have energy efficiency programs.
9.2	Work with developers and stakeholders to promote the development of more "green" projects, based on a performance standard or building efficiency and sustainability rating program. The performance standard should be based on a widely accepted and measurable methodology.	COT Planning and Development, INCOG	In Process	The City is promoting low impact development (green roofs, rain gardens, permeable concrete etc..) by recognizing businesses, individuals, and groups that have used low impact development in the design of their buildings. A performance standard has not been created, but could be a part of a future LID Manual.
9.3	Encourage the development of unit types and sizes, including multi-family units and townhomes, which have lower energy use per unit than single-family homes.	COT Planning and Development, INCOG	In Process	Zoning Code update has expanded housing types in Residential Districts to include, Elderly/Retirement housing, Townhouses and Cottage/Duplexes. This should help to encourage lower energy housing in the City.
10	Housing planning is coordinated with transportation planning to maximize the benefits of transportation investments. Policies to support this goal include:			
10.1	Coordinate land use and transportation planning to ensure that new housing is easily accessible to multiple transportation options, including walking, bicycling, and public transportation.	COT Planning and Development, INCOG	In Process	PUDs and Corridor Plans are used to encourage multiple transportation options mainly through pedestrian and vehicular connectivity. GO Plan is also being developed to address accessibility.
10.2	Work with developers to create transit oriented projects in prime areas that include key corridors and the downtown.	COT Planning and Development, INCOG	Not Initiated	

Parks, Trails and Open Space Goals and Policies

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1	Stormwater is captured and cleaned through Landscape design, downspout disconnection, and other environmentally friendly techniques. Policies to support this goal include:			
1.1	Partner with businesses, city departments, and property owners to implement innovative stormwater solutions as demonstration projects. These projects can demonstrate creative approaches to stormwater management at highly constrained sites, showcase creative design, and provide much needed additional capacity for the City's sewer system.	COT Stormwater Quality, COT Stormwater Engineering, COT Planning and Development, INCOG	Ongoing	The City is promoting low impact development (green roofs, rain gardens, permeable concrete etc..) by recognizing businesses, individuals, and groups that have used low impact development in the design of their buildings. This can help showcase creative design solutions to storm water management. Recently reshaped PACE (Partners for a Clean Environment) Program has incorporated LID recognition program and hopefully this will allow networking of creative approaches to stormwater management. Tulsa has signed up 10 participants for the PACE program which demonstrates creative approaches to stormwater design. There is also a permeable pavement demonstration site at the West Yard and at the Fire Training Academy.
1.2	Address pollution at its source through innovative waste reduction and source control measures.	COT Stormwater Quality	Ongoing	Best Management Practices have been implemented and distributed to address pollution control.
1.3	Implement a program to implement green infrastructure improvements, starting with problematic streets that contribute the most runoff volume and pollutants to the stormwater system.	COT Stormwater Quality, COT Stormwater Engineering, COT Planning and Development, INCOG	Not Initiated	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1.4	Conduct an evaluation of upland sources of contamination to the City stormwater conveyance system. The evaluation should lead to identification of parties responsible for contamination. The City should work with these parties to prevent future recontamination.	COT Stormwater Quality	Ongoing	The Dry Weather Field Screening Program has been in place for many years and has been critical in locating illicit discharges. The Watershed Characterization Program will assist in this effort but on a broader scale. A Comprehensive Report of the Watershed Program will be available in late 2016.
1.5	Identify areas critical for regional groundwater recharge and consider the use of overlay zoning to limit the types of uses and activities, as well as require better treatment of stormwater in these areas.		Not Initiated	
1.6	Continue to work closely with the Indian Nations Council of Governments (INCOG) to implement new standards for Integrated Storm Water Quality Management (ISWM).	COT Stormwater Quality	In Process	INCOG and the COT SWQ group work very closely together. The City is also a member of the Green Country Stormwater Alliance.
1.7	Provide leadership to other governments within the region by adopting new stormwater standards that adequately mitigate the potential impact of new development on existing development, the stormwater system and on the natural environment.	COT Stormwater Quality, COT Engineering Services, COT Planning and Development, INCOG	In Process	Recent efforts have been made to research a LID Specifications Manual
1.8	Develop regulations and stormwater management standards for alternative methods of development that retain natural site drainage and reduce impervious coverage. Standards will address stormwater quality treatment and stormwater conveyance/detention.	COT Stormwater Quality, COT Stormwater Engineering, COT Planning and Development, INCOG	In Process	Recent efforts have been made to research a LID Specifications Manual
1.9	Develop landscaping standards to appropriately manage run-off created by impervious surfaces.	COT Planning and Development, INCOG, COT Stormwater Quality, COT Engineering Services,	In Process	Zoning Code update is addressing improved landscaping standards. Recent efforts have been made to research a LID Specifications Manual

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
1.10	Establish standards to limit the amount of impervious surface that can result from development activity, as part of a comprehensive stormwater management strategy. Such standards should consider the range of conditions that might be relevant in denser, redevelopment areas as well new development areas.	COT Planning and Development, INCOG, COT Stormwater Quality, COT Engineering Services	In Process	Discussions about this have been started.
1.11	Promote low impact development strategies and designs as a way to manage stormwater runoff, including techniques such as vegetated swales, bio filters, eco-roofs, green streets, pervious pavement and other methods that mimic natural processes.	COT Stormwater Quality	In Process	Work is being done at a city-wide level to create a more comprehensive approach to the promotion of LID. COT SWQ has promoted low impact development (LID) at numerous public events and in particular at predevelopment meetings with developers
1.12	Consider shared parking and other parking reduction strategies to more effectively minimize paved areas.	COT Planning and Development, INCOG	Ongoing	Zoning Code update addresses reducing off-street parking requirements and establishes maximum parking limits for large retailers.
1.13	Develop alternative street designs and standards which allow for narrower streets and associated infrastructure, resulting in less pavement.	COT Planning and Development, INCOG, COT Engineering Services	In Process	Multimodal Mobility Studies are showing that less pavement can make roads safer. Could be addressed in the Subdivision Regulations update and the LID Manual.
1.14	Develop alternative street designs and standards that allow for greater filtration and more appropriate stormwater conveyance.	COT Planning and Development, INCOG, COT Engineering Services	In Process	Could be addressed in the Subdivision Regulations update and the LID Manual.
2	Non-point pollution is reduced through low impact development principles, creative building practices, and smart site design that can retain and treat stormwater generated on-site. Policies to support this goal include:			
2.1	Recognize the relationship between upland watershed conditions and river and stream health when planning and designing development.	COT Engineering Services, COT Planning and Development, INCOG	Not Initiated	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
2.2	Transform redevelopment and infrastructure projects into opportunities to improve watershed conditions through creative building and site design and use of innovative materials and techniques.	COT Engineering Services, COT Planning and Development, INCOG	Not Initiated	
2.3	Through education, incentives, and regulation, promote low impact development principles that emulate natural water flow, minimize land disturbance, and incorporate natural landscape features into the built environment.	COT Stormwater Quality, COT Engineering Services, COT Planning and Development, INCOG	Ongoing	The City is promoting low impact development (green roofs, rain gardens, permeable concrete etc..) by recognizing businesses, individuals, and groups that have used low impact development in the design of their buildings. Discussion of incentives has occurred, progress is on-going.
2.4	Promote the use of alternative landscaping that is native or climate tolerant and erosion resistant.	COT Planning and Development, COT Engineering Services, INCOG	In Process	Zoning Code update is addressing some new landscaping standards.
2.5	Through education and outreach, promote the use of and where feasible require non-phosphorus fertilizer and other environmentally safe lawn products in buffer areas, along riparian corridors and in floodplains.	COT Stormwater Quality	Ongoing	Education has been done on this but no requirements are in place
2.6	Limit the use of pesticides and harmful herbicides in natural areas and open space managed or maintained by the City of Tulsa.	COT Stormwater Quality	Ongoing	Education has been for applicators on how to spray. No discussions have been raised about limiting the area sprayed
3	Maintain a strong connection between the City and the Arkansas River. Policies to support this goal include:			
3.1	Support implementation of the Arkansas River Corridor Master Plan to establish better connections with the riverfront area.	COT Engineering Services, COT Planning and Development, INCOG	Ongoing	
3.2	Expand, maintain, and enhance an interconnected system of parks, trails, and open spaces along the Arkansas River and nearby watersheds.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	Development of the Gathering Place, Arkansas River Corridor Master Plan, River Design Overlay
3.3	Provide ample, safe connections for pedestrians and bicyclists between neighborhoods and the water's edge.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
3.4	Using a variety of tools over time, develop a continuous trail along both sides of the Arkansas River that complements the existing and planned riverfront uses and recognizes the vital contribution to Tulsa's economy made by industries located along the river.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	
3.5	Integrate results of INCOG's Arkansas River Corridor Master Plan discussion into river plan and corresponding greenway ordinances to protect public access, recreational uses and provide a natural buffer between development and the riverfront.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	
3.6	Foster partnerships among the City, public agencies, schools, community organizations, and businesses to enhance coordination of river-related efforts and maximize the impact of investments.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	
3.7	Expand public awareness of river-related issues through education and outreach, stewardship activities, and community celebrations.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	
3.8	Seek funds from other public agencies, foundations, and business sponsors to support river projects and programs.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	
4	Promote the Arkansas River as a centerpiece of life in Tulsa. Policies to support this goal include:			
4.1	Orient new development within riverfront areas towards the river.	COT Planning and Development, INCOG	In Process	A river task force has been established to develop design guidelines for development along the river.
4.2	Act to enhance the Arkansas River as Tulsa's centerpiece by shaping the city's urban form, industrial development, environmental health, public spaces, river communities, and neighborhoods towards the river.	COT Planning and Development, INCOG	In Process	Possibly will be part of the development of the River Design Guidelines.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
4.3	Consider the history and special qualities of the Arkansas River when designing buildings, landscaping, streets, parks, and public art in waterfront districts.	COT Planning and Development, INCOG	In Process	Possibly will be part of the development of the River Design Guidelines.
4.4	Create and enhance community gathering places such as parks, residential districts, or retail districts near the Arkansas River.	COT Planning and Development, INCOG	In Process	Possibly will be part of the development of the River Design Guidelines.
4.5	Ensure that any future reconfiguration of major transportation thoroughfares through downtown will enable improved access between neighborhoods and the river and address the needs of freight, rail, and automobile traffic to and through downtown.	COT Planning and Development, INCOG, ODOT	In Process	
4.6	Develop a comprehensive plan package that includes plans for riverfront communities, a river greenway plan, design guidelines, and recommendations for natural resource restoration.	COT Planning and Development, INCOG	In Process	A river task force has been established to develop design guideline fore development along the river.
5	Improve recreational opportunities along the Arkansas River. Policies to support this goal include:			
5.1	Enhance non-motorized transportation connections to the riverfront.	River Parks Authority	Ongoing	
5.2	Create a variety of settings to accommodate a diverse range of river-related recreational opportunities.	River Parks Authority	Ongoing	
5.3	Expand opportunities of boating, fishing, and other recreational activities.	River Parks Authority	Ongoing	
5.4	Incorporate public art, viewpoints, and educational displays about Tulsa's history, and natural environment into the design of the trail and open space system.	River Parks Authority, COT Arts Commission	Ongoing	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
5.5	Conduct a study of Arkansas River water-based recreation needs and river facilities.	INCOG, River Parks Authority	Not Initiated	
5.6	Continue to expand and support annual riverfront festivals and cultural events, music festivals, and holiday celebrations to encourage community interaction and civic pride in the waterfront.	COT, INCOG, River Parks Authority	Ongoing	
6	A healthy and diverse tree canopy is protected and restored to enhance neighborhood livability, provide habitat for wildlife, and improve air and water quality. Policies to support this goal include:			
6.1	Develop an Urban Forestry Master Plan to guide overall management and preservation of the tree canopy throughout the city. This plan will include a Street Tree Master Plan to guide planting trees during development and redevelopment and to designate appropriate trees for plantings along major roads and corridors.	COT, Up With Trees	In Process	Up With Trees is leading this effort.
6.2	Determine Tulsa's baseline tree canopy coverage and establish a monitoring program to be updated regularly.		Not Initiated	
6.3	Set annual targets for increasing the tree canopy coverage in concert with population and development density increases.		Not Initiated	
6.4	Work to achieve a sustainable urban forest that contains a diverse mix of tree species and ages in order to use the forest's abilities to reduce stormwater runoff and pollution, absorb air pollutants, provide wildlife habitat, absorb carbon dioxide, provide shade, stabilize soil, and increase property values. Develop a list of preferred species to guide private property owners in choosing locally appropriate trees.		Not Initiated	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
6.5	Develop additional regulatory tools to preserve tree canopy based on an analysis of the existing tree canopy and identification of priority areas.		Not Initiated	
6.6	Implement tree planting requirements for new developments, including parking lots and building setback areas.	COT Planning and Development, INCOG	In Process	The Zoning Code update will address improved landscape standards. In addition design guidelines may add enhanced standards for landscaping and building setbacks. LID Manual and Subdivision Regulations update could address this.
6.7	Develop a program to facilitate greening of streets and sidewalks by property owners in collaboration with organizations such as "Up With Trees," the local public and private school systems and private entities.		Not Initiated	
7	Watersheds are protected and enhanced. Policies to support this goal include:			
7.1	Update and improve City programs to protect, conserve and restore significant natural resources and habitats as part of a comprehensive watershed management strategy including education, incentives, regulation, and technical assistance.	COT Stormwater Quality, COT Engineering Services, COT Planning and Development, INCOG	In Process	Programs are in place to protect and conserve watersheds as natural resources specifically using education and regulation.
7.2	Establish ecologically viable corridors for fish and birds and other wildlife through habitat protection and restoration.	COT Planning and Development, INCOG	Not Initiated	
7.3	Avoid development in floodplains and wetland areas.	COT Planning and Development, INCOG	Ongoing	
7.4	Utilize best management practices such as native plant restoration, natural discharge and onsite filtration, and other innovative, dynamic solutions to restore ecological function of Tulsa's natural areas.	COT Stormwater Quality, COT Engineering Services, COT Planning and Development, INCOG	Ongoing	
8	Ecologically sensitive areas are identified and prioritized. Policies to support this goal include:			

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
8.1	Update and/or create maps to clearly delineate the boundaries of sensitive areas and floodplains. Identify and map areas of potential citywide significance to minimize conflicts with development.	COT Engineering Services, COT Planning and Development, INCOG	Ongoing	
8.2	Establish a system for designating ecologically sensitive areas worthy of protection.	COT Planning and Development, INCOG	Not Initiated	
8.3	Particularly in riparian areas, establish standardized buffer widths based on resource type and adjacent topography.	COT Planning and Development, INCOG	Not Initiated	
8.4	For riparian areas, base buffer widths on water quality function and wildlife habitat needs. Establishing standardized buffers may require that precise boundaries be delineated prior to environmental review for new development, particularly in riparian areas.	COT Planning and Development, INCOG	Not Initiated	
8.5	Identify key natural landmarks and scenic views.	COT Planning and Development, INCOG	Not Initiated	
8.6	Evaluate connectivity between open spaces and natural areas.	COT Planning and Development, INCOG	Not Initiated	
8.7	Require environmental review of projects occurring within ecologically sensitive areas, with a priority of reviewing impacts on floodplains, riparian areas and areas with slopes exceeding 12 percent.	COT Planning and Development, INCOG	Ongoing	

	Goal/Policy	Responsible Agency(ies)	Status	Comments
8.8	To minimize land condemnation, target willing sellers of properties that are vacant and otherwise available for public acquisition to increase public open space, particularly those properties within the designated buffer zone, riparian areas and floodplain. Special attention and priority will be given to those areas with low economic value unsuitable for development. In addition, evaluate the responsibility of managing newly acquired lands, the potential for restoration of these lands, and potential and need for public access. Comprehensively evaluate the multiple values of open space for wildlife habitat, recreation and trails, stormwater conveyance, and protection of scenic views.	COT Stormwater Quality, COT Engineering Services, COT Planning and Development, INCOG	Not Initiated	
9	Natural and sensitive areas are protected and preserved. Policies to support this goal include:			
9.1	Establish sensitive area criteria; use criteria to establish areas of conservation.	COT Planning and Development, INCOG	Not Initiated	See Policy 8.2 above
9.2	Prioritize programs to protect key resources by obtaining and maintaining a comprehensive data base.	COT Planning and Development, INCOG	Not Initiated	
9.3	Establish a system to designate specific areas as ecologically sensitive and worthy of protection.	COT Planning and Development, INCOG	Not Initiated	See Policy 8.2 above
9.4	Establish buffer zones and protection areas around key ecologically sensitive areas to prevent future development within those boundaries except for recreational facilities.	COT Planning and Development, INCOG	Not Initiated	See Policy 8.4 above
9.5	Particularly in riparian areas, establish minimum buffer widths based on resource type and adjacent topography. For riparian areas, buffer widths should be based on water quality function and wildlife habitat needs.	COT Planning and Development, INCOG	Not Initiated	See Policy 8.4 above

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
10	Sensitive areas are protected by regulating development on affected sites. Policies to support this goal include:			
10.1	In areas of growth, continue to conduct watershed-wide master drainage planning consistent with the citywide drainage master plan and in coordination with the small area planning process.	COT Planning and Development, INCOG, COT Engineering Services	Ongoing	
10.2	Preserve undeveloped floodplain areas for stormwater conveyance.	COT Planning and Development, INCOG, COT Engineering Services	Not Initiated	
10.3	Investigate compensation programs or zoning measures to allow transfer of development rights from environmentally constrained areas to constrained areas.	COT Planning and Development, INCOG	Not Initiated	
10.4	Continue to update and use best management practices for development within or near floodplain and watershed areas.	COT Stormwater Quality	Ongoing	Best management practices are utilized the same whether in floodplains or not
11	Open space is protected. Policies to support this goal include:			
11.1	Develop a comprehensive strategy for open space protection to include such tools as greenbelts, open space zoning, conservation easements and density transfers to restrict urban development in environmentally sensitive areas.	COT Planning and Development, INCOG	Ongoing	Conservation areas established in the Comprehensive Plan (Park/Open Space) help restrict development in environmentally sensitive areas; however there are no buffer zone requirements or criteria that address development adjacent to those areas.
11.2	Evaluate the potential effectiveness of methods to regulate development in environmentally sensitive areas to protect the ecology and to prevent incompatible development.	COT Planning and Development, INCOG	Not Initiated	
11.3	Restrict development within the floodplain. Where alternatives are not feasible, require balanced cut and fill to prevent loss of flood storage capacity and appropriate mitigation to prevent loss of ecological values.	COT Planning and Development, INCOG, COT Engineering Services	Ongoing	The City of Tulsa has established ordinances, resolutions and design requirements for development in floodplains.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
12	Neighborhoods have adequate access to parks and open space areas. Policies to support this goal include:			
12.1	Work with other government agencies and community partners to improve walkable access to parks and recreation opportunities throughout Tulsa.	INCOG, Tulsa County Parks, River Parks Authority, COT Parks and Recreation	Ongoing	INCOG is currently updating the Regional Trails Master Plan. The COT Parks Master Plan identifies this as a goal.
12.2	Make parks desirable destinations for walking by providing comfort and convenience facilities, especially restrooms and drinking fountains, wherever possible and feasible.	COT Parks and Recreation	Ongoing	Most park renovations projects include shelters, benches, sidewalks and water fountains to provide a better park experience for patrons.
12.3	Partner with schools, libraries and other public places to provide amenities close to homes.	Tulsa Public School, Tulsa County Library, COT Parks and Recreation	Ongoing	Tulsa Parks currently has a good partnership with the Kendall- Whittier School, and the University of Tulsa for Kendall-Whittier Park. Also in place is the partnership with Tulsa Parks and the Children's Museum for Owen Park.
12.4	Look for opportunities for trails in areas that currently have few or none and connect these areas to existing trails.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	Included in the Tulsa (City) Parks Master Plan. Trails have been upgraded and new interpretative signage included. Cousins Park is being designed with a looped interpretive trail that connects to the future River Parks trail alignment. The proposed Cousins Park trail will have a boardwalk spur that directs patrons over the river levy and down the bank to a viewing platform. The platform will be positioned to view existing nesting eagles and provide a buffer to background city noise. Looking at the feasibility of connecting the B.C. Franklin Park trail with the Osage Trail in the future. Tulsa Parks worked closely with the Trail Committee as it related to recommendations to the master plan.
12.5	Provide trails and loop walks within existing parks.	INCOG, River Parks Authority, COT Parks and Recreation	Ongoing	See Above
12.6	Develop partnerships with utility companies for trail corridors.	COT Parks and Recreation, AEP/ PSO	Not Initiated	

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
12.7	Work with public agencies and community groups to ensure safe pedestrian corridors.	COT Police Department, COT Engineering Services, River Parks Authority, COT Parks and Recreation	Ongoing	Public work signage has been put in place to reduce parking on the street while using the Torchia-Oliver Soccer Complex. Parks and Recreation are currently working with the Engineering Department to reduce the speed limit and put up crosswalks in front of the Mohawk Sports Complex. All renovation projects that are undertaken take into account access to different amenities within the park. Tulsa Parks is continually implementing designs to make areas more accessible.
12.8	Provide trail links to specific destinations like schools.	Tulsa Public School, COT Parks and Recreation	Ongoing	Vining Park improvements recently linked school sidewalks with park amenities.
12.9	Add and improve sidewalks through a sidewalk improvement program; prioritize areas based on adjacency to schools and community centers.	COT Engineering Services, COT Streets and Stormwater	Ongoing	All new park projects go under review for sidewalk accessibility to park amenities.
12.10	Connect existing undeveloped areas in parks with developed park lands.	COT Parks and Recreation	Ongoing	Included in the Tulsa (City) Parks Master Plan, Oxley, Mohawk, Redbud Valley, Cousins, and Carl Smith have been integrated. Park trails are continually updated. Recent trail upgrades include Lubell, Langenheim, Turner, and Braden Parks. New interpretive trails with signs are under design for Cousins Park.
12.11	Convert parts of existing parks to more natural conditions and features.	COT Parks and Recreation	Ongoing	Included in the Tulsa (City) Parks Master Plan, Cousins Park to add an elevated boardwalk. The City of Tulsa has several examples of underdeveloped park areas integrated to a developed park. These include Oxley, Mohawk, Redbud Valley, Mohawk Sports Complex, Carl Smith and Cousins Park.
12.12	Create a series of Local Destination Parks throughout Tulsa.	COT Planning and Development, INCOG, COT Parks and Recreation	Ongoing	Destination parks are parks where users can go and spend the whole day in the park. The City has Destination Parks including the Zoo and Mohawk Sports Complex. The Gathering Place is currently in the early stages of construction; this project will help encourage the development of destination parks in the City.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
12.13	Achieve appropriate levels of parks services for all parts of Tulsa.	COT Parks and Recreation	Ongoing	
12.14	Maintain existing facilities as appropriate.	COT Parks and Recreation	Ongoing	Tulsa Parks has a comprehensive approach regarding maintenance of existing facilities. Park staff identify park amenities such as playgrounds, shelters, benches, etc., that are in need of repair and replacement. If funds are not available to complete repairs, and the amenity is a safety concern, the amenity may be removed and placed on a future CIP package.
12.15	Provide additional components in areas with relatively low levels of service.	COT Parks and Recreation	Ongoing	Partnering with Jackson Elementary School, and with donated funding, Tulsa Parks transformed an old tennis court into a multi-use sports court, which sits in Ute Park next to the school. In addition, two soccer goals were placed on school grounds. Vining Park was also enhanced with a new playground, sports court and pavilion through CDBG grant funding. In Midtown Tulsa, we have partnered with Tulsa University and the Kaiser Foundation for the Kendall-Whittier improvements. The Kaiser Foundation paid for the improvements within the park and Tulsa University agreed to maintain the park with little or no cost to the citizens of Tulsa. Cousins Park, located in south Tulsa is being utilized through donated land and city funds to develop a pioneer farm reflecting life in the late 1800's. This park will be developed with an old schoolhouse, plantings, age appropriate costumes, etc. Oxley Nature Center board has adopted the park and will assist with the design as well as staffing once complete.
12.16	Provide new parks and components as warranted by population growth and changing demographics.	COT Parks and Recreation	Ongoing	With the current budget restraints, the Park and Recreation department cannot provide additional funding for new parks in East Tulsa. However, two adult soccer fields are going to be developed and built in Wright Park to address the lack of adult soccer fields in the community. In addition, a new shelter and bike rack was recently added to Jingle Feldman Park which makes the park more attractive to visitors.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
13	Partnerships and collaborative efforts support the management and provision of parks and open space. Policies to support this goal include:			
13.1	Strategically increase partnerships and collaborative efforts.	COT Parks and Recreation	Ongoing	
13.2	Investigate partnerships with medical and health organizations.	COT Parks and Recreation	Ongoing	Tulsa Parks received a donation from the Oklahoma Surgical Hospital Foundation to build an outdoor fitness center at Manion Park. There will be 12 fitness stations that will serve ages 14 and older. Project was completed in August 2014.
13.3	Create new and formalize existing partnerships with equity agreements.	COT Parks and Recreation	Ongoing	There are equity agreements in place with organizations such as the Children's Museum, Crossover Community, Quarter Midgets, and Sports Commissions.
13.4	Strengthen intergovernmental agreements with schools.	COT Parks and Recreation, Tulsa Public Schools	Ongoing	Tulsa Parks has a reciprocating agreement in place with Tulsa Public Schools. Tulsa Public Schools utilize the City's golf and tennis courts for practices. The City utilizes school buildings for neighborhood meeting and large sports tournaments. Tulsa Parks also collaborates with Union Public Schools and the use of Hicks Park.
13.5	Consider an "adopt-a-park" program by civic organizations and school groups to help with park maintenance, beautification, and civic pride.	COT Parks and Recreation	Ongoing	The Adopt-A-Spot program has helped clean up neighborhood parks through large volunteer groups from the business and church communities.
13.6	Explore neighborhood work days to promote community caretaking of city parks.	COT Parks and Recreation, COT Working in Neighborhoods	Ongoing	The My Backyard program has transitioned into the Adopt-a-Spot program in 2012 to communicate volunteer opportunities and provide consistency in volunteer opportunities.
13.7	Explore murals of historic significance on park facilities.	COT Parks and Recreation, Arts Commission	In Process	Needs to be reworded- there are no historic murals existing. A policy is being created for new murals on park facilities. Once the policy is vetted and approved, they will seek local artists.
13.8	Explore implementation of a "workreation" program for children to participate in the maintenance of park facilities by completing simple tasks in place of paying admission fees.	COT Parks and Recreation	Ongoing	A "Work-To-Swim" program is in place. Each summer, youth can earn free swim passes by completing work tasks. Needs to be expanded.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
13.9	Create a "Park Ambassador" program where residents living adjacent to parks are trained to perform regular inspections in exchange for a small stipend or free park admission, contributing to park oversight and cultivating neighborhood investment.	COT Parks and Recreation, Tulsa Public Schools, COT Working in Neighborhoods	Ongoing	There are 13 backyard partners. Adopted sites are Admiral, Benedict, Braden, Centennial, Dawson, East Park Tract, HA Chapman Green, Leake, Plaza de Americas, Sequoyah, Terrace, Veterans, Zink and Kendall-Whittier Parks.
13.10	Maximize and manage potential partnerships and alliances with public and private schools, neighborhood organizations, foundations, and volunteers.	COT Parks and Recreation, Tulsa Public Schools, COT Working in Neighborhoods	Ongoing	See 13.5 "Adopt A Spot" program.
14	Parks and recreational facilities are updated to address changing needs and desires. Policies to support this goal include:			
14.1	Add comfort and convenience features to parks.	COT Parks and Recreation	Ongoing	The Park Department requests the addition of new park benches, shade structures, trees, drinking fountains and signage on every new project. Staff is currently developing a policy for donated benches that are and will continue to be installed as memorial features. The Department has and will continue to accept donated trees through the Up with Trees Program, local businesses and citizens. Park staff is developing a comprehensive list of parks that need updated convenience features. As funding becomes available, the park list of needs will be considered for replacement.
14.2	Identify park components that need to be updated or replaced and develop a schedule, budget, and methodology to complete improvements.	COT Parks and Recreation	Ongoing	Park staff is developing a comprehensive list of parks that need updated convenience features. If the repair/ replacement is over \$100K, it is placed on the capital improvement list. Projects are identified, scored and prioritized for construction. Tulsa Parks uses the Master Plan CIP list as a guide to new park amenities.
14.3	Evaluate existing pools to determine those that are functional, need repairs, or should be decommissioned and removed. Formulate plan to take appropriate action for each pool.	COT Parks and Recreation	Ongoing	Tulsa Parks is implementing the recommendations from the Aquatic Facilities Audit completed in 2009.

Progress Report

	Goal/Policy	Responsible Agency(ies)	Status	Comments
14.4	Identify parks throughout the City for upgrade and develop an action plan to accomplish upgrades.	COT Parks and Recreation	Complete	Park staff is developing a comprehensive list of parks that need updated convenience features. If the repair/ replacement is over \$100K, it is placed on the capital improvement list.
14.5	Use design charrettes to develop concepts for each park, reflecting the character and context of each facility's unique surroundings.	COT Parks and Recreation	Ongoing	Tulsa Parks holds several public meetings with neighborhood organizations when major changes are proposed for a particular park. Groups were given a pallet of amenity options to choose from along with a budget to work within.
14.6	Involve the community in the creation and design of local destination parks to reflect the community's history and diversity.	COT Parks and Recreation	Ongoing	Tulsa Parks works with groups within neighborhoods so that projects reflects the communities interest and request, as well as meet the standards established by the park department.
14.7	Coordinate Parks and Recreation Department's existing and future Capital Improvement Program (CIP) projects with City's Finance and Public Works Departments programs.	COT Parks and Recreation, COT Finance	Ongoing	The CIP is updated on an annual basis. New projects are identified and the proposed list is populated with the project and the project budget. Input is gathered through public meetings, City Councilors and the Park Board. Public meetings are held to get input on the creation of new parks. Meetings are also held on a regular basis to discuss park CIP projects with internal city departments to ensure project operations are managed efficiently.
14.8	Work to ensure inclusion of parks projects within the City's CIP at appropriate levels.	COT Parks and Recreation	Ongoing	See Above
15	Planning and development of parks and trails is coordinated with the Comprehensive Plan and Parks Master Plan. Policies to support this goal include:			
15.1	Consider combining the existing City Parks and Recreation Department with the River Parks Authority and the Tulsa County Parks Department.	INCOG, Tulsa County Parks, River Parks Authority, COT Parks and Recreation	In Process	A task force has been formed and a consultant selected to study combining the entities. It is a three phase process. 1. Findings 2. Feasibility 3. Implementation. In Phase 2 currently.

	Goal/Policy	Responsible Agency(ies)	Status	Comments
15.2	Appoint a task force to fully explore the programmatic advantages, financial benefits and resource savings associated with combining the Park entities.	Tulsa County Parks, River Parks Authority, COT Parks and Recreation	Complete	A task force has been appointed and is evaluating and analyzing the impacts.
15.3	Evaluate and manage existing partnerships to ensure benefit is appropriate to the city's expenditures.	COT Parks and Recreation	In Process	
15.4	Analyze existing partnerships based upon values to the City.	COT Parks and Recreation	In Process	
15.5	Maximize recreation program management.	COT Parks and Recreation	In Process	
15.6	Establish service objectives and a system to measure the needs and effectiveness of programs and activities.	COT Parks and Recreation	Ongoing	The "Lifecycle of a Program" form was established and implemented to measure how park staff can determine if a class needs to continue, be adjusted or discontinued. In 2014, 9 programs were eliminated to make room for new and innovative program ideas.
15.7	Create and implement cost recovery policies.	COT Parks and Recreation, COT Finance	Ongoing	Programs are monitored each season. In 2013, classes achieved on average a score of 76% which means that staff may need to make program adjustments for the program to continue. A life cycle score of 70% and up means that there is still value in the program offering.
15.8	Create Task Force for strategic planning, finance, and development.	COT Parks and Recreation, COT Finance, COT Planning and Development	Ongoing	A Finance group of citizen volunteers was developed in 2010.
15.9	Pursue alternative funding sources to implement the plan.	COT Parks and Recreation	Ongoing	

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Appendix 3: Monitoring Plan

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