



Planning Department

Strategic Business Plan

Effective Date: July 1, 2015

Oklahoma City Vision

Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified and welcoming community.

Oklahoma City Mission

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

Department Mission

The mission of the Planning Department is to provide comprehensive community planning and development services to current and future Oklahoma City residents and businesses so they can live and work in a vibrant and sustainable city.

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Issues, Strategies, and Results

Issue 1: Community Development

Poverty, homelessness, lack of quality affordable housing, decreasing community involvement in neighborhood schools, and declining community vitality, if not adequately addressed, will result in:

- Increased crime and decreased perception of public safety
- Continued decline in public health
- Reduced ability to meet demand for public services
- Decreased property values and neighborhood decline
- Reduced ability to attract economic development
- Reduced ability to be able to improve education outcomes
- Increased cost burden for low and moderate income households

Strategies

- Stabilize at-risk neighborhoods through the Strong Neighborhood Initiative.
- Implement the Neighborhood Stabilization Program to purchase and rehabilitate foreclosed single-family vacant bank-owned properties for the benefit of low/moderate/medium income families.
- Strengthen existing programs that contribute to the enhancement of our community's appearance as follows:
 - Continue providing professional development workshops to increase the design review capacity of Board and Commission members.
 - Continue providing permanent supportive housing for homeless families and individuals.

Strategic Results

Annually, through 2018, the Planning Department will address homelessness, community vitality and lack of quality affordable housing for low and moderate income persons as evidenced by:

- 70% of community development resources will be concentrated in target revitalization areas for economic development, housing activities and public facilities for low and moderate income populations.
- 65% of citizens surveyed will be satisfied with each attribute in response to the following question:
 - Please rate your satisfaction with the following attributes of your neighborhood:
 - Safety
 - Appearance
 - Property Maintenance
 - Sense of Community
 - Amenities (parks, sidewalks, street trees)
 - Overall Quality
- 85% of homeless in permanent supportive housing will remain housed for more than six months.

Issue 2: Urban Revitalization

The last few decades of development focused on the outer perimeter of the City has left our inner loop vulnerable and in decline; failure to revitalize these areas will result in:

- A lack of quality, affordable central city neighborhoods driving population to outlying areas with better public education
- Higher costs to the City to provide services for residents and businesses
- The inability to generate optimal tax revenue to pay for essential City services
- Continued deterioration of aging commercial districts and neighborhoods
- Inadequate number of quality, affordable residential products
- Underutilization of existing properties and infrastructure
- Inadequate system of public spaces
- Reduced connectivity and compatibility of new development
- Lost opportunities for economic development

Strategies

Urban redevelopment will focus on implementation of the numerous plans and studies developed over the last several years:

- Core to Shore
- Downtown Strategic Initiative
- Bricktown Parking
- Bricktown Strategic Plan
- Downtown Housing Study
- Medical Business District

Additional strategies include:

- Target Brownfields' resources to assist with implementation of MAPS 3, Core to Shore and other major public initiatives.
- Strengthen capacity of commercial districts to deliver more meaningful social, economic, and aesthetic results through Commercial District Revitalization Program.
- Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhoods Initiative to reverse decline early and leverage private investment and support.
- Target downtown planning and implementation projects to deliver maximum economic and community benefits.
- 100% of participating Commercial District Revitalization Program districts will have a completed Capital Improvements Plan to be considered for inclusion in the next General Obligation Bond Authorization.

Strategic Results

The Planning Department will influence revitalization and redevelopment within the urbanized areas of the city as evidenced by:

- By the end of FY 2020, 100% of participating Commercial District Revitalization Program districts will maintain or increase sales tax revenue.
- Annually through 2017, the Planning Department will influence increased business and residential activity in the downtown area, as evidenced by a rate of growth of property values in the downtown Business Improvement District area at least 6% higher than the previous year.

Issue 3: Sustainable Growth

Development that does not incorporate sustainability principles that promote a balance among economic growth, environmental health, socio-economic and financial considerations, will result in:

- Increased costs to provide public services
- Lower level of City services
- Diminished neighborhood stability and durability
- Exacerbation of public health issues
- Continued stress on capacity of public schools to improve educational outcomes
- Reduced functionality of the multi-modal transportation system and capacity to support it
- Reduction in quality, accessibility, and availability of natural resources (air, water, natural areas)
- Less sustainable built environment
- Increased number of vacant, abandoned and dilapidated buildings and properties
- Diminished options for access to community services and employment opportunities
- Increased infrastructure construction and maintenance costs for taxpayers
- Failure to meet federal air quality standards leading to a loss of federal funding and inability to support new or expanding industry
- Diminished attractiveness for economic development
- Increased economic and social disparity
- Diminished ability to meet community demand for quality of life services and amenities

Strategies

- New Comprehensive Plan
- Develop, adopt and implement the Sustainability Plan.
- Complete studies and surveys funded through HUD Sustainable Communities Grant.
- Initiate and complete Phase 3: Policy Development of the public input process.
- Coordinate with City departments in the development of policies and implementation framework.
- Gather data and complete an analysis on real costs of City infrastructure and services to serve as a basis for development of an impact fee structure.
- Establish a full-time Urban Forester position to:
 - Develop and manage an Urban Forestry Management and Reforestation Plan
 - Utilize grants, leverage community resources, and form public/private partnerships to assist with tree planting, care, and maintenance

- Provide internal assistance in coordinating any type of emergency service that impacts trees in the event of an ice storm, tornado, wildfires, or any other natural disaster
- Develop policies and strategies to increase mixed market housing development.
- Promote inner-city development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.
- Implement top ten priority recommendations of the Green Infrastructure Task Force.
- Modify codes, regulations and policies to further sustainable growth.
- Establish a program to put vacant and abandoned buildings back into productive use.

Strategic Results

By 2018, the Planning Department will help to ensure that OKC's future development will achieve a balance among economic growth, environmental health, socio-economic and financial considerations as evidenced by:

- 100% of departments will commit to implement assigned comprehensive plan action items
- 20% of development/redevelopment will be in the inner-loop annually
- 100% of rezoning applications approved by Council will be consistent with the Comprehensive Plan
- Improved Wellness Score (as measured & updated every 3 years jointly by the Oklahoma City-County Health Dept and the City of Oklahoma City) in the 20% of zip codes with the lowest scores

Issue 4: Inter-Departmental and Agency Collaboration

Inadequate coordination between all City departments and agencies in the development and implementation of the City's projects, plans, policies and goals, if not addressed, will result in:

- Inefficient use of City resources
- Inefficient and unsustainable growth
- Poor execution of City policies, plans and Council priorities
- Increased project costs, delays and diminished citizen confidence

Strategies

- Identify and recruit interested and involved stakeholders to participate on implementation teams.
- Establish and solidify agreements committing resources and staff with departments to assist with implementing initiatives that have cross-departmental issues.
- Involve City departments in the development of actions in the Comprehensive Plan, and obtain a commitment to assign a liaison to communicate progress toward implementing action items with Planning staff.
- Establish a methodology to ensure participation in the development and implementation of adopted plans.

Strategic Results

By 2017 the Planning Department will help facilitate better participation and support from other City departments, school systems and other agencies as evidenced by:

- 100% of affected departments will participate in planning initiatives where cross-departmental issues have been identified
- 100% of City departments develop an interdepartmental coordination process for City projects, plans, programs and policies

Accomplishments

- Utilized \$5+ million in Neighborhood Stabilization Program (NSP) funds and \$1.3 million in Brownfields funding to leverage the \$35,000,000 mixed use development (The Steel Yard) in East Bricktown.
- Provided environmental evaluation for MAPS 3 lower park properties prior to acquisition.
- Contributed funding to leverage two mixed income housing developments in the Culbertson East Highland neighborhood, a 13 unit affordable housing project, and 7 market value units.
- Provided down payment and closing cost assistance to 74 eligible home buyers.
- Invested in and completed the rehabilitation of 16 owner-occupied properties, and the exterior improvement of 46 additional residential properties.
- Funded construction of 21 new homes.
- Created a complete inventory of public art and its condition for The City.
- Developed Collection Care Plan for care and maintenance of public art owned by The City.
- Completed Public Arts Master Plan.
- Adopted new Comprehensive Plan (planokc).
- Installed Lincoln Golf Course Clubhouse 1% for Arts work.
- Installed Arts District Parking Garage 1% for Arts work.
- Adopted Downtown Development Framework.
- Completed the Park Avenue Retail Study.
- Adopted criteria for evaluating proposed demolitions in design districts.
- Updated Bricktown Design District guidelines.
- Completed Commercial District Revitalization Program studies.
 - Uptown 23rd
 - Physical Environment Framework
 - Plaza District Parking Analysis
 - Paseo Access Management Study (ADA)
- Coordinated first annual Open Streets event.
- Coordinated 10th Annual Bike to Work Day.
- Developed North East Renaissance Blight Study.
- Assisted with the establishment of TIF #9.
- Approved the first preservation easement for the Skirvin Hilton Hotel.
- Recommended National Register Nominations.
 - Mager Mortgage Company Building (231 NW 10th St.)
 - Wesley Hospital (300 NW 12th St.)
 - Oklahoma City Ford Motor Company Assembly Plant
 - Kelley Club (Kelly and NE 23rd St.)
 - Miller's Boulevard Historic District
 - Main Street Arcade (629 W. Main)
 - Town House Hotel (627 NW 5th St.)
 - Oklahoma City National Memorial
- Completed the Culbertson's East Highland/Truman School Redevelopment Analysis.
- Completed Penn Square Redevelopment Analysis.
- Completed Analysis to Impediments to Fair Housing.
- Adopted Five Year Consolidated Plan.
- Administered Section 108 Loan for 21c Hotel.



- Assisted with development of Convention Center District Concept Plan.
- Established Disaster Recovery Grants and Programs.
- Developed Business Improvement District Manual.
- Coordinated NeighborWoods Projects for Classen-Ten-Penn Neighborhood.
- Completed Point in Time Count for Homeless populations.
- Initiated redevelopment of NW 10th Street Corridor.
- Reviewed 504 Design District Applications.
- Organized 13th Annual Mayor's Development Round Table.
- Completed Climate in the Heartland Study.
- Completed Heat and Extreme Weather Impact Report.
- Expended Air Quality Awareness grant funds for: 72 bicycle racks, four bicycle repair stations and eight continental crosswalks in business districts and two elementary schools.
- Installed five additional recycling stations in the Central Business District.
- Conducted elementary school walkshed special studies.
- Issued \$74,272 in Energy Efficiency Conservation Block Grant funds for energy efficiency retrofits.
- Co-hosted 9th Annual Beautification Station tour of sustainable development projects.
- Conducted outreach about sustainability programs and practices to more than 800 people at 30 events.
- Collaborated with 19 cities to use Oklahoma City Sustainable Purchasing Policy as case study of municipal procurement practices in national best practices guidebook.

Lines of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program
- Arts and Cultural Affairs Program
- Grant and Financial Management Program
- Office of Sustainability

Community Development Line of Business

- Community Services Program
- Neighborhood Revitalization Program

Current Planning and Urban Design Line of Business

- Current Planning Program
- Urban Design and Community Appearance Program

Planning and Redevelopment Line of Business

- Comprehensive Planning Program
- Urban Redevelopment Program

Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

Programs and Key Measures

Executive Leadership Program

 % of key measures achieved


Arts and Cultural Affairs Program

 % change in public art investment (as evidenced by permits annually)

Grant and Financial Management Program

 % of grant awards that are in compliance with the terms of their agreement

Office of Sustainability Program

 % of residents surveyed that agree Oklahoma City pursues economic prosperity, environmental quality and social equity in a way that protects the ability for future generations to thrive

Executive Leadership Program

The purpose of the Executive Leadership Program is to provide planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.


Program Manager: Aubrey Hammontree

Program Budget: \$1,101,318 (FY16)

Program Services:

- Agenda Items / Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
 - Ad Hoc Reports
 - City Manager Reports
 - Performance Reports
 - Special Project Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analyses
- Open Record Responses
- Personnel Transactions
- Plans (i.e. Master, Strategic Business Plans)
- Policies and Procedures
- Presentations
- Project and Financial Impact Analyses
- Union Negotiations and Recommendations

Family of Measures

Results	 % of key measures achieved
	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year
	% of performance evaluations completed by the review date
	% of terminations submitted to Personnel Department within 3 days of the termination date
Outputs	\$ amount of operating expenditures managed
	# of full-time employees supported

Arts and Cultural Affairs Program

The purpose of the Arts and Cultural Affairs Program is to provide liaison services for public art initiatives, advance arts and cultural awareness and coordination in the community, and administer the City's 1% for the Arts Program for departments, citizens and artists so they can generate direct economic benefit, enhanced quality of life, improved health and educational enrichment.


Program Manager: Robbie Kienzle

Program Budget: \$153,559 (FY16)

Program Services:

- Artist Support Services
- Collaboration Amongst Local Arts Agencies
- Consultant Selection, Contracting and Oversight
- Cultural Issues Facilitation
- Cultural Planning and Implementation
- Grants Funding Applications
- Local Arts Community Advocacy
- Meetings and Agendas
- Navigation Services for Zoning, Design Review and Permitting of Public Art and Murals
- Oklahoma City Arts Commission
- Ordinance Amendments
- Policies and Procedures
- Public Art Collections Management
- Public Art Consultations, Research and Project Recommendations
- Public Art Contract Negotiations
- Public Art Project Oversight
- Public Art Selections
- Public Engagement, Outreach and Education
- Strategic Funding Acquisition

Family of Measures

Results	 % change in public art investment (as evidenced by permits annually)
	% of public art projects reviewed by the Arts Commission that result in final installation within 12 months
Outputs	# of artists submissions for City arts projects
	# of attendees at public art meetings
	# of projects installed

Grant and Financial Management Program

The purpose of the Grant and Financial Management Program is to provide program and fiscal administration services to the Mayor, Council, City Manager, and granting organizations so they can receive and/or disburse grant and loan funds in compliance with relevant rules and regulations.


Program Manager: Steve Rhodes

Program Budget: \$13,229 (FY16)

Program Services:

- Contracts/Agreements
 - Federal Regulation Compliance Determinations
 - Grant Allocation Recommendations
 - Grant Fund Disbursements
 - Grant Funding Applications
 - Grantee Technical Assistance Consultations
 - Monitoring Reports
 - Status Reports
-

Family of Measures

Results	 % of grant awards that are in compliance with the terms of their agreement
Outputs	\$ amount of grants disbursed
Demands	\$ amount of grants available for disbursement

Office of Sustainability Program


The purpose of the Office of Sustainability Program is to provide sustainability planning, technical recommendations, and outreach services to City departments and Oklahoma City residents and visitors so they can integrate sustainability into decision making for improved economic, environmental and social health.

Program Manager: T.O. Bowman

Program Budget: (New Program in FY17)

Program Services:

- Code and Ordinance Review and Recommendations
- Grant Funding Applications
- Outreach and Educational Events and Campaigns
- Peer City Consultations
- Recycling Programs
- Residential Energy Efficiency Loans
- Sustainability and Resilience Reports, Studies and Plans
- Sustainable Purchasing Training Sessions


Family of Measures	
Results	 % of residents surveyed that agree Oklahoma City pursues economic prosperity, environmental quality and social equity in a way that protects the ability for future generations to thrive
Output	# of outreach and education events held
	# of outreach and education event participants
	\$ of residential energy efficiency loans closed
	# of residential energy efficiency loans closed
Demands	# of Green Home Loan contacts received

Community Development Line of Business


The purpose of the Community Development Line of Business is to provide neighborhood revitalization, financial, technical, and community support services to policy makers and program beneficiaries so they can receive and disburse financial resources to improve neighborhoods and increase housing opportunities.

Programs and Key Measures

Community Services Program

 % of homeless in permanent supportive housing that remain housed for more than six months

Neighborhood Revitalization Program

 % of Community Development resources concentrated in target revitalization areas for economic development, housing activities and public facilities for low moderate income populations

Community Services Program

The purpose of the Community Services Program is to provide stable housing, employment opportunities, and supportive services to homeless and low or moderate income persons so they can increase their income and obtain or remain in permanent housing.


Program Manager: Jerod Shadid

Program Budget: \$19,373,628 (FY16)

Program Services:

- 2-1-1 Oklahoma-Centralized Resources for Housing & Services Hotline
 - Bus Passes and Taxi Vouchers
 - Community Social Services
 - Health Care Services for Homeless
 - Homeless Census
 - Housing Units (Emergency Shelter Beds, Transitional or Permanent Supportive Housing)
 - Job Training/Employment Sessions for Homeless
 - Mental Health Services
 - Specialized Services and Housing for Persons with HIV/AIDS
-

Family of Measures

Results	 % of homeless in permanent supportive housing that remain housed for more than six months
Outputs	# of homeless persons housed
Demands	# of homeless persons in Oklahoma City

Neighborhood Revitalization Program

The purpose of the Neighborhood Revitalization Program is to provide needed resources to enable current and prospective residents in distressed areas to live in stable, attractive and well maintained neighborhoods.

Program Manager: Chris Varga

Program Budget: \$8,922,779 (FY16)

Program Services:

- After-School Programs
- Code Compliance Assistance
- Down Payment Assistance Loans
- Emergency Home Repairs
- Hazardous Tree Removals
- Homebuyer Education and Advocacy Activities
- Housing Rehabilitations
- Neighborhood Capacity Building Initiatives
- New Homes
- Outreach and Public Awareness Activities
- Property Title Legal Assistance
- Public Facilities and Infrastructure Improvements
- Small Business Training Referrals / Classes
- Strategic Neighborhood Plans
- Tree Plantings

Family of Measures


Results	 % of Community Development resources concentrated in target revitalization areas for economic development, housing activities and public facilities for low and moderate income populations
	\$ value of non-City investment per \$ value of City investment
	% change in property values in Strong Neighborhood Initiative Areas
	% change in vacant properties in Strong Neighborhood Initiative Areas
Outputs	# of down payment assistances provided
	# of households assisted in Strong Neighborhood Initiative Areas
	# of housing units assisted or built
Demands	# of housing units in Strong Neighborhood Initiative Areas
	# of low/moderate income households in Oklahoma City
	# of vacant lots in Strong Neighborhood Initiative Areas

Current Planning and Urban Design Line of Business


The purpose of the Current Planning and Urban Design Line of Business is to provide code related studies and development review studies to decision makers and the community so they can make informed decisions regarding growth and development, and experience a vibrant, attractive community.

Programs and Key Measures

Current Planning Program

-  % of rezoning applications approved by City Council that are consistent with the comprehensive plan

Urban Design and Community Appearance Program

-  % of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community

Current Planning Program

The purpose of the Current Planning Program is to recommend policies and regulations and to provide reviews and studies to the City Council and Planning Commission so they can make informed decisions regarding growth and development that implement the Comprehensive Plan.

Program Manager: Randy Entz

Program Budget: \$338,376 (FY16)

Program Services:

- Code Amendments
- Code Studies
- Corporate Boundary Recommendations
- Development Consultations
- Grant Funding Applications
- Legislative Amendments
- Multi-Modal Initiatives
- Subdivision Regulation Amendments
- Traffic Impact Analysis Reviews and Recommendations
- Zoning Ordinance Amendments Zoning Overlays
- Zoning Studies

Family of Measures

Results	 % of rezoning applications approved by City Council that are consistent with the comprehensive plan
	% of Planning Commission decisions on Comprehensive Plan amendments that are consistent with staff recommendations
Outputs	# of rezoning applications reviewed by staff

Urban Design and Community Appearance Program

The purpose of the Urban Design and Community Appearance Program is to provide design ordinance implementation, evaluation, and advice services to residents, property owners, developers, and visitors, so they can experience a vibrant, attractive community and realize improved property values.


Program Manager: Lisa Chronister

Program Budget: \$472,737 (FY16)

Program Services:

- Architectural Reviews
- Certificates of Appropriateness
- Certificates of Approval
- Commission/Board/Council Actions
- Design Review Committee Meetings and Agendas
- Development Consultations
- Grant Funding Applications
- Historic Preservation Guidelines
- Historic Surveys
- Landscape Resource Guides
- National Register Nominations
- Preservation Plans
- Special District Evaluations and Determinations
- Tree Giveaways
- Urban Design Guidelines

Family of Measures

Results	 % of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community
	% change in property values within all Design Districts
Outputs	# of buildings in design districts
	# of applications reviewed in design districts

Planning and Redevelopment Line of Business



The purpose of the Planning and Redevelopment Line of Business is to develop and implement plans, studies and design services for policy makers, residents, community groups and development interests so they can have information to make planning, development, and investment decisions that promote a vibrant, attractive, and functional community.

Programs and Key Measures

Comprehensive Planning Program

-  % of departments committed to implementing assigned Comprehensive Plan action items
-  % of new development and redevelopment that occurs in the inner-loop

Urban Redevelopment Program

-  % of CDRP districts that have a completed Capital Improvement Plan for consideration in the next General Obligation Bond Authorization
-  % of CDRP districts that maintain or increase sales tax revenue

Comprehensive Planning Program

The purpose of the Comprehensive Planning Program is to provide plans and studies to policy makers, community groups, and the development sector so they can implement the vision of the community as established in the Comprehensive Plan.

Program Manager: Dennis Blind

Program Budget: \$575,658 (FY16)

Program Services:

- Annexations and Deannexations
 - Area Plans
 - CIP Evaluations Comprehensive Plan
 - Comprehensive Plan Amendments
 - Comprehensive Plan Annual Reports
 - Corridor Plans
 - Demographic Studies
 - Economic Studies
 - Educational Presentations
 - Environmental Inventories, Databases and Studies
 - Functional Plans
 - Grant Funding Applications
 - Housing Studies
 - Land Use Studies
 - Neighborhood Plans
 - Sector Plans
 - Transportation Plans
 - Transportation Studies
-

Family of Measures

Results	 % of departments committed to implementing assigned Comprehensive Plan action items
	 % of new development and redevelopment that occurs in the inner-loop
	% Comprehensive Plan policies implemented
Outputs	# of Comprehensive Plan policies implemented each year
	# of square feet of development city wide
Demands	# of Comprehensive Plan policies

Urban Redevelopment Program

The purpose of the Urban Redevelopment Program is to develop and implement initiatives and services for policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment.



Program Manager: Dennis Blind

Program Budget: \$1,756,843 (FY16)

Program Services:

- Business Improvement District and Special Improvement District Facilitations
 - Commercial District Facilitation, Funding and Technical Assistance
 - Economic Development Consultations
 - Outreach and Education
 - Plans and Studies
 - Policy Research, Analysis and Recommendations
 - Project Coordination and Meeting Facilitation
 - Site Selections
 - Stakeholder Recruitments
-

Family of Measures

Results	 % of CDRP districts that have a completed Capital Improvement Plan for consideration in the next General Obligation Bond Authorization
	 % of CDRP districts that maintain or increase sales tax revenue
	% change in property values downtown
	% change in property values in the Downtown Business Improvement District
Outputs	# of CDRP districts that maintain or increase sales tax revenue