



# Planning Department

## Strategic Business Plan

Effective Date: July 1, 2018

### **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 guide the city's growth and development so that current and future Oklahoma City residents and businesses can thrive 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, concerns about the quality of education, 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 improve education outcomes;
- Increased cost burden for low and moderate-income households; and
- Decreased satisfaction in community appearance.

#### Strategies

- Stabilize neighborhoods through the Strong Neighborhoods Initiative.
- Strengthen at-risk neighborhoods through the use of community development and social services programs.
- Strengthen relationships with partners, including the Public School Districts and the Oklahoma Department of Mental Health and Substance Abuse Services, to develop programs and strategies targeted to the specific needs of the community.
- Enhance community appearance through improving design and development regulations and facilitating public art projects.
- Seek additional partners and resources to increase permanent supportive housing and emergency shelters for homeless families and individuals.
- Concentrate community development resources in target revitalization areas for economic development, housing activities and public facilities for low and moderate-income populations.

#### Strategic Results

Annually, the Planning Department will address homelessness and concerns about community vitality as evidenced by:

- 85% of formerly homeless people who remain in permanent housing for more than six months.
- The percent of residents that say they are satisfied or very satisfied with the appearance of the city is above the national average, as reported by the annual Citizen Survey.
- The percent of residents that say they are satisfied or very satisfied with their feeling of safety is above the national average, as reported by the annual Citizen Survey.

## Issue 2: Urban Revitalization

If not addressed, older districts and neighborhoods will continue to experience increased vulnerability and decline, as evidenced by:

- 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;
- A lack of transportation options; and
- Lost opportunities for economic development.

### Strategies

- Guide the allocation of resources including grant funds and capital expenditures as stated in **planokc**.
- Focus Planning Department capacity and technical assistance on revitalization areas.
- Strengthen capacity of commercial districts to deliver more meaningful social, economic, and aesthetic results through the Commercial District Revitalization Program.
- Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhoods Initiative areas to reverse decline and leverage private investment and support.

### Strategic Results

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

- 100% of participating Commercial District Revitalization Program districts will maintain or increase total property value.
- 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

### Issue 3: Sustainable Growth

Failure to guide the city's growth in a way that promotes quality of life, efficient service provision, and human, environmental, and economic health 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 & capacity to support it;
- Reduction in quality, accessibility, and availability of natural resources (air, water, natural areas);
- 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 will impact federal funding, efficiency of transportation infrastructure projects, and the ability to support new or expanding industry;
- Diminished attractiveness for economic development;
- Increased economic and social disparity; and
- Diminished ability to meet community demand for quality of life services and amenities.

#### Strategies

- Implement Comprehensive Plan (plan**okc**);
- Develop, adopt and implement the Sustainability Plan.
  - 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; and 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, strategies, and incentives to increase the variety of housing types and affordability.
- Promote inner-city development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.
- Modify codes, regulations and policies to ensure consistency with the comprehensive plan (plan**okc**).
- Promote the implementation of a multi-modal transportation system.

#### Strategic Results

The Planning Department will use plan**okc** to guide the city's growth in a way that promotes quality of life, efficiency of service provision, and human, environmental, and economic health as evidenced by:

- Annually, 20% of development/redevelopment will be in the inner-loop annually.
- Annually, 100% of rezoning decisions by Council will be consistent with the Comprehensive Plan.
- Increase the percentage of commute trips made by walking, bicycling, or public transportation from 2.13% to 2.16% by 2024.

#### **Issue 4: Effective Collaboration and Coordination**

Inadequate coordination between all City departments and partner 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; and
- Increased project costs, delays and diminished citizen confidence.

#### **Strategies**

- Build and maintain strong relationships with Public School Districts, Association of Central Oklahoma Governments, Local Art Agencies, City Departments, and others.
- Identify and recruit interested and involved stakeholders to participate on planning and implementation teams.
- Establish and solidify agreements committing resources and staff with departments to assist with implementing initiatives that have cross-departmental issues.

#### **Strategic Results**

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.

## Accomplishments

### Administration

- Received the American Planning Association's Daniel Burnham Award for a Comprehensive Plan for **planokc**.
- Provided support for the Community and Neighborhood Enhancement Advisory Board and recommended streetscape, bicycle facility, sidewalk and trail projects funded by the "Better Streets, Safer City" sales tax program.
- Initiated an Affordable Housing Program, funded through the 2017 General Obligation Limited Tax Bond, and adopted a Policy with the Alliance for Economic Development and other partners.
- Supported the development of an Innovation District and Capitol Environs Land Use and Strategic Development Plan with the Alliance for Economic Development and other entities as partners.
- Supported the Oklahoma City Public School District's process for developing a Long Range Facilities Master Plan by providing demographic data, analysis, projections, scoping, review and selection of consultant.
- Initiated multi-jurisdictional initiative with the cities of Bethany, Warr Acres, and Yukon to redevelop and revitalize a portion of the Route 66 corridor.
- Supported the establishment and ground floor work establishing Oklahoma City census tracts as "Opportunity Zones."

### Office of Arts and Cultural Affairs

- Completed five 1% for Art Projects.
- Provided technical assistance for 17 privately funded and completed public art projects.
- Completed 2<sup>nd</sup> year of fully funded Community Arts Bridging Strategy for Arts Education in Oklahoma City Public Schools.
- Partnered with the Oklahoma Arts Council to host its 2018 statewide Arts Conference in Oklahoma City in October 2018.
- Completed three restorations of public art in the City's collection.

### Office of Sustainability

- Completed EPA Greening America's Communities technical assistance grant project.
- Coordinated review and adoption of electric vehicle parking ordinance.
- Engaged more than 500 participants through 15 outreach events, speaking engagements, and presentations.

### Housing and Community Development

- Provided funding to CDBG subrecipients, CHDOs, and the Continuum of Care and social services contracts to:

- Support the City's most needy by providing homelessness prevention and re-housing services;
- Provide Down Payment Assistance funds for approximately 40 low to moderate income homebuyers;
- Repair 38 storm damaged homes; install 48 storm shelters; complete 51 exterior rehab projects and 25 whole house rehabs;
- Provide emergency home repairs on 101 houses through the Community Action Agency;

### **Homelessness Program**

- Conducted the 2018 Point in Time (PIT) count to assess the number of homeless in Oklahoma City.
- Implemented new coordinated intake process and developed policies and training to improve speed and efficiency of client housing and case management services.

### **Brownfields Projects**

- Completed 33 Phase I Environmental Site Assessments (ESA), 15 Asbestos surveys, and 10 Phase II ESAs for inner core redevelopment projects.
- Performed cleanup planning for 3 properties proposed for redevelopment including the First National Center (FNC) city block; increased the FNC loan to \$1,800,000 and oversaw asbestos abatement efforts.
- Provided resources to remediate and install the liner for the lake at Scissortail Park.
- Applied for and was awarded \$800,000 from EPA for RLF funding for environmental cleanup.

### **Current Planning and Urban Design**

- Reviewed 145 applications for rezoning, Planned Unit Developments, or Simplified Planned Units Developments, and reviewed 18 Preliminary Plats.
- Issued 303 Design District Certificates of Approval, 318 Historic Preservation Certificates of Appropriateness.
- Adopted updated ordinances for alcoholic beverage sales and consumption to be compliant with State law changes.
- Adopted new Urban Design Overlay District for the Lincoln Boulevard Corridor.
- Completed Historic Landmark Designation for the Freedom Center, 2609 N Martin Luther King Ave.
- Held fourth annual Design Review Commission/Committee member training workshop, and extended the invitation to the Arts Commission, Board of Adjustment, and Planning Commission.

### **Plan Development and Implementation**

#### **Comprehensive Planning Program**

- Completed the first update to planokc.
- Completed the Downtown/Bricktown Wayfinding Plan and began installation of signs.



- Processed and analyzed 6 comprehensive plan amendment proposals.

#### **Neighborhood and Commercial District Revitalization Program**

- Began working in two new Strong Neighborhood Initiative areas - Capitol Hill and Capitol View and authorized a 2-year extension for Culbertson's East Highland.
- Built affordable and market housing on infill lots through agreements with Neighborhood Housing Services, Positively Paseo, and Jefferson Park CHDOs, and with OCURA.
- Planted 30 trees and removed approximately 25 hazardous trees from SNI areas, installed additional sidewalks in Classen Ten Penn, completed improvements in McKinley and JFK Parks.
- Funded and coordinated STEAM afterschool program in Moon and Eugene Field elementary schools.
- Developed 7 affordable houses in the Culbertson's Neighborhood.
- Created the 2nd Generation of the Western Avenue Business Improvement District and successful annual renewals for BIDs in Stockyards City, Adventure District, and Capitol Hill.
- Managed 13 Commercial District Revitalization Program (CDRP) and BID contracts with district steward organizations.
- Facilitated the creation of two new emerging CDRP organizations for the Asian District and Old Britton areas.

#### **Transportation Planning Program**

- Completed and adopted the Bicycle & Pedestrian Master Plan, bikewalkokc.
- Worked with Public Works and ODOT to finalize plans for the bicycle demonstration corridors.
- Gained approval for funding methodology change that provides more opportunity for Oklahoma City to receive a greater allocation of federal regional Surface Transportation Program funds.

## 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**

- Homelessness Services Program
- Community Development 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
- Neighborhood and Commercial District Revitalization Program
- Transportation Planning 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 investment in public art

Grant and Financial Management Program

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

Office of Sustainability Program

 % of identified sustainability measures meeting or exceeding target

## 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.

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Program Manager: Aubrey McDermid

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Program Budget: \$890,682 (FY19)

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### 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

### 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 expand the community's arts and cultural opportunities so the community can experience direct economic, social, physical, and educational enrichment.

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Program Manager: Robbie Kienzle

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Program Budget: \$229,226 (FY19)

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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
  - Technical Assistance for Zoning, Design Review and Permitting of Public Art and Murals
  - Ordinance Amendments
  - Policies and Procedures
  - Public Art Collections Management
  - Public Art Maintenance Surveys and Recommendations
  - 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 investment in public art
Output	# of public art projects installed
	# of City funded 1% for Art projects installed
	# of 1% for Art projects in progress
	# of new art and cultural projects managed
	# of City owned public art assets
Demand	# of 1% for Art projects funded
	# of new arts and cultural projects requested

## Grant and Financial Management Program

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

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Program Manager:	Matt Gabrielson
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Program Budget:	\$270 (FY19)
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Program Services:

<ul style="list-style-type: none"> <li>▪ Audit Documentation Responses</li> <li>▪ Contracts/Agreements</li> <li>▪ Federal Regulation Compliance Determinations</li> <li>▪ Grant Allocation Recommendations</li> <li>▪ Grant Fund Disbursements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grant Funding Applications</li> <li>▪ Grantee Technical Assistance Consultations</li> <li>▪ Financial Management Services</li> <li>▪ Loan Servicing</li> <li>▪ Monitoring Reports</li> <li>▪ Status Reports</li> </ul>
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Family of Measures	
Results	 % of grant awards that are in compliance with the terms of their agreement
Outputs	# of grant sub-recipient agreements managed

## Office of Sustainability Program

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

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Program Manager: T.O. Bowman


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Program Budget: \$190,515 (FY19)

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Program Services:

- Code and Ordinance Review and Recommendations
  - Grant Funding Applications
  - Outreach, Training, Educational Events and Campaigns
  - Peer City Consultations
  - Residential Energy Efficiency Loans
  - Reports, Studies and Plans
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Family of Measures	
Results	 % of identified sustainability measures meeting or exceeding target
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 residential energy efficiency loan contacts received

## Community Development Line of Business

The purpose of the Community Development Line of Business is to provide resources to low- and moderate-income persons so they can have decent housing (as defined by the U.S. Department of Housing and Urban Development), a suitable living environment, and expanded economic opportunities.

### Programs and Key Measures

#### Homelessness Services Program

 % of formerly homeless people who remain in permanent housing for more than six months

#### Community Development Program


 \$ value of non-City investment per \$ value of City investment



## Homelessness Services Program

The purpose of the Homelessness Services Program is to provide stable housing, employment opportunities, and supportive services to people who are homeless or those at risk of homelessness so they can increase their income and obtain or remain in permanent housing.

Program Manager:	Jerod Shadid
Program Budget:	\$12,949,493 (FY19)
Program Services:	<ul style="list-style-type: none"> <li>▪ 2-1-1 Oklahoma-Centralized Resources for Housing &amp; Services Hotline</li> <li>▪ Bus Passes and Taxi Vouchers</li> <li>▪ Health Care Services for Homeless</li> <li>▪ Homeless Census</li> <li>▪ Homeless Supportive and Housing Services</li> <li>▪ Homeless Outreach Services (Youth Outreach)</li> <li>▪ Housing Units (Emergency Shelter Beds or Permanent Supportive Housing)</li> <li>▪ Job Training/Employment Sessions for Homeless</li> <li>▪ Mental Health Services</li> <li>▪ Specialized Services and Housing for Persons with HIV/AIDS</li> </ul>

Family of Measures	
Results	 % of formerly homeless people who remain in permanent housing for more than six months
Outputs	# of People who were formerly homeless housed through the Continuum of Care Program
Demands	# of people who are homeless in Oklahoma City according to the Point in Time Count

## Community Development Program

The purpose of the Community Development Program is to provide needed resources principally for low- and moderate-income persons so they can have decent housing, a suitable living environment, and expanded economic opportunities.

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Program Manager: Chris Varga

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Program Budget: \$13,831,360 (FY19)

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### Program Services:

- Emergency Home Repairs
- Environmental Assessments
- Environmental Clean Ups
- Environmental Reviews
- Graffiti Removals
- Fair Housing Education and Advocacy Activities
- Housing Inspections
- Grants and Loans
  - Brownfields
  - Down Payment Assistance
  - Economic Development
  - Housing Rehabilitation
  - Small Business Assistance
- New Housing
- Public Engagement Activities
- Property Title Legal Assistance
- Public Art
- Public Facilities and Infrastructure Improvements
- Small Business Training Referrals / Classes

### Family of Measures

Results	 <b>\$ value of non-City investment per \$ value of City investment</b>
	% increase in residents that describe their perceptions of safety and security in their neighborhoods as safe or very safe in the City's annual Citizen Survey
	% increase in residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey
Outputs	# of down payment assistances provided
	# of housing units assisted or built through all program services
	# of housing rehabilitations completed
	# of new housing units constructed

## Current Planning and Urban Design Line of Business


The purpose of the Current Planning and Urban Design Line of Business is to provide development review and Design District ordinance implementation 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 decisions 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 implement the Comprehensive Plan by providing development consultations, evaluating development proposals, and recommending policies and regulations to decision makers and the community so they can make informed decisions regarding growth and development.

Program Manager:	Sarah Welch
Program Budget:	\$341,773 (FY19)
Program Services:	<ul style="list-style-type: none"> <li>▪ Code Amendments</li> <li>▪ Development Consultations</li> <li>▪ Planning Commission Study Sessions</li> <li>▪ Planning Commission Workshops</li> <li>▪ Planning Commission Urban Development Committee Meetings</li> <li>▪ Subdivision Regulation Amendments</li> <li>▪ Special Studies</li> <li>▪ Development Reviews and Recommendations</li> </ul>

Family of Measures	
Results	 % of rezoning decisions by City Council that are consistent with the comprehensive plan
Outputs	# of rezoning applications reviewed by staff
	# of board of adjustment applications reviewed
	# of preliminary plats 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, and historic preservation services to residents, property owners, developers, and other City departments so everyone can experience a vibrant, attractive community and realize improved property values.

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Program Manager: Lisa Chronister

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Program Budget: \$642,525 (FY19)

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### Program Services:

- Architectural Reviews
  - Certificates of Appropriateness
  - Certificates of Approval
  - Design Review Committee and Commission Meetings and Agendas
  - Development Consultations
  - Grant Funding Applications and Reports
  - Historic Preservation Landmark Designations
  - Historic Preservation Easements
  - Historic Preservation Guidelines
  - Historic Surveys
  - National Register of Historic Places Nominations
  - Preservation Plans
  - Public Education Workshops
  - Special District Evaluations and Determinations
  - Urban Design Guidelines
  - Committee/Commission Training Sessions and Workshops
  - Zoning Ordinance Amendments
- 

### Family of Measures

Results	 <b>% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community</b>
	% change in property values within all Design Districts
Outputs	# of applications reviewed in design districts
	# of Historic Landmark Designations approved
	# of National Register Nominations reviewed

## Plan Development and Implementation Line of Business


The purpose of the Plan Development and Implementation Line of Business is to develop and implement plans, conduct studies, and provide design coordination services for policy makers, residents, community groups, development interests, external agencies, and other City departments 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 new development and redevelopment that occurs in the inner-loop

#### Neighborhood and Commercial District Revitalization Program

 % of commercial properties in each Commercial District in the Commercial District Revitalization Program (CDRP) that have maintained or increased in market value from one year to the next according to the Oklahoma County Assessor

 % change in new construction and building remodels in the Strong Neighborhoods Initiative (SNI) neighborhoods

#### Transportation Planning Program

 % of commute trips made by walking, bicycling, and public transportation

## Comprehensive Planning Program

The purpose of the Comprehensive Planning Program is to provide plans, studies and recommendations to policy makers, the development sector, partner organizations, and the community so they can implement the Comprehensive Plan.

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Program Manager: Kelly Driscoll

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Program Budget: \$338,449 (FY19)

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### Program Services:

- Annexations and De-annexations
  - Capital Planning Services
  - Comprehensive Plan Amendments
  - Comprehensive Plan Reports
  - Outreach, Training, Educational Events and Campaigns
  - Plans
    - Comprehensive
    - Functional
    - Strategic
    - Master Development
    - Special Area
  - Studies
    - Demographic
    - Economic
    - Environmental
    - Housing
    - Land Use
    - Public Health
  - Grant Funding Applications
  - Manuals, Reports, and Guidelines
- 

Family of Measures	
Results	 % of new development and redevelopment that occurs in the inner-loop
	% Comprehensive Plan policies in progress or completed
Outputs	# of Comprehensive Plan policies in progress or completed each year
	# of square feet of development city wide

## Neighborhood and Commercial District Revitalization Program

The purpose of the Neighborhood and Commercial District Revitalization Program is to provide revitalization support services to residents, community stakeholders, and business and property owners so they can create and maintain successful, unique, and vibrant neighborhoods and urban places.

Program Manager:	Kim Cooper-Hart and Shannon Entz
Program Budget:	\$855,104 (FY19)
Program Services:	<ul style="list-style-type: none"> <li>▪ After-School Programs</li> <li>▪ Business Improvement Districts</li> <li>▪ Commercial District Development, Funding and Technical Assistance Services</li> <li>▪ Consultant and Contract Management Services</li> <li>▪ Hazardous Tree Removals</li> <li>▪ Neighborhood Revitalization Funding and Technical Assistance Services</li> <li>▪ Neighborhood Grants</li> <li>▪ Neighborhood Organizing and Capacity Building Services</li> <li>▪ Plans, Studies, and Reports</li> <li>▪ Policy Research, Analysis and Recommendations</li> <li>▪ Project Coordination and Facilitations</li> <li>▪ Redevelopment and Revitalization Consultations</li> <li>▪ Strategic Neighborhood Plans</li> <li>▪ Small Business Loans</li> <li>▪ Outreach, Training, and Education Events</li> <li>▪ Tax Increment Financing (TIF) Development and Support Services</li> <li>▪ Tree Plantings</li> </ul>

Family of Measures	
Results	% of commercial properties in each Commercial District in the Commercial District Revitalization Program (CDRP) that have maintained or increased in market value from one year to the next according to the Oklahoma County Property Assessor
	% change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods
	% change in new construction and building remodels in CDRP, TIF, and BIDs
Outputs	# of events sponsored by the Districts in the CDRP Program



## **Transportation Planning Program**

The purpose of the Transportation Planning Program is to provide transportation plans, studies, and recommendations to policy makers, the development sector, and partner organizations so they can promote and facilitate better planning, design and construction of complete streets, sidewalks, and trails to become a more pedestrian and cyclist friendly community and increase various means of mobility.


Program Manager: Lakesha Dunbar

Program Budget: New for FY20

Program Services:

- Plans, Studies, and Reports
- Policy Research, Analyses and Recommendations
- Grant Applications
- Transportation Planning Liaison Services
- Capital Project Coordination
- Capital Project Recommendations

### Family of Measures

Results	 % of commute trips made by walking, bicycling, or public transportation
Outputs	# of miles of sidewalk built
	# of miles bicycle facilities built