

City of Tuttle Economic Development 2011 Strategic Plan

Draft #2

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This Strategic Plan would not be possible without the valued contributions of the numerous Tuttle residents, businesses, organizations and City staff who participated in the planning process. The volunteers' input, suggestions and direction were critical to establishing a vision for Economic Development in Tuttle and a guiding document decision-makers can support.

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INTRODUCTION

BACKGROUND

The City of Tuttle is committed to creating a fertile economic development climate and encouraging the orderly growth of Tuttle and Northeast Grady County. With its proximity to the Oklahoma City metropolitan area, excellent highway network, abundance of open, developable land, championship-level athletic programs, and excellent school systems, Tuttle is attracting new residential growth. At the same time, Tuttle's proximity to Mustang, Newcastle, Moore, Norman, and other metropolitan communities has created some challenges Tuttle must overcome.

On April 11, 2011, the City Council approved forming a group of community leaders, business leaders, and residents to create a plan focused on economic development. This plan was to focus on "planting the seeds" for economic growth for the next 2 to 5 years.

The first meeting of this group, the Economic Development Strategic Plan Steering Committee, was held on June 7, 2011. Meeting every two weeks, the Steering Committee focused on identifying issues that are hindering economic development growth in the Tuttle.

An analysis of the strengths, weaknesses, assets, and threats (commonly referred to as a SWAT analysis) was conducted amongst the members of the Steering Committee. The general public was invited to participate by taking a community survey. Together, these instruments were reviewed and studied by the Steering Committee as a part of the planning process.

The Steering Committee, being careful to include ideas and visions identified through the planning process, then developed a mission statement, goals, objectives, and action steps to be incorporated into the EDSP.

After the draft Economic Development Strategic Plan was completed by the Steering Committee, it was distributed to the community for review. A Town Hall Meeting was held to receive comments from the public. Written comments were also accepted. After the public comment period was concluded, the Steering Committee reviewed the comments, and incorporated them into the Final Draft.

The Final Draft was submitted to the City Council for final adoption of the Economic Development Strategic Plan on November 14, 2011.

HOW SHOULD THE PLAN BE USED?

The Economic Development Strategic Plan is a guide to action. It is not, itself, an implementation tool. By ensuring that individual actions are consistent with the goals and objectives of the Economic Development Strategic Plan, the City can effectively achieve the vision specified in the mission statement. The Economic Development Strategic Plan also recommends action steps that will help achieve the goals and objectives of the Plan.

The Plan is intended to complement the overarching vision established in Tuttle's Comprehensive Plan – Tuttle 2020. The Plan should also be compatible with other plans addressing other areas of focus. It is necessary for the Plan to be a dynamic document, subject to periodic amendment when conditions within the City change significantly. Periodic updates of the Plan will be needed to ensure that it continues to meet the needs of City businesses and residents.

COORDINATION WITH OTHER JURISDICTIONS

Many problems and issues faced by local governments, including economic development, are regional in nature. Issues such as population growth, growth patterns, and the adequacy of public facilities and services often transcend local, neighborhood or city boundaries. This Plan strongly supports partnerships between Tuttle and other agencies. Through effective coordination, residents and business owners will enjoy the benefits of more cost-effective service provision and a more stable, sustainable region.

In other communities, lack of intergovernmental coordination has resulted in the loss of population and economic development. Such losses undermine the stability of neighborhoods and businesses within the City, and reduce public facility and service efficiencies, thereby making it more costly for both City residents and county residents. This makes the City less attractive for major economic development that would benefit the entire area and the region, and generates a need for more expansive roads and highways to transport workers longer distances to their jobs.

WHO IMPLEMENTS THE PLAN?

The policies and strategies of the Plan must be implemented in a timely manner in order to ensure that the vision of the Economic Development Strategic Plan becomes a reality. Who should be charged with the implementation of the goals, policies and strategies? It should be a joint effort of the City Council, the City staff, the Tuttle Area Chamber of Commerce, the private sector and other appropriate agencies. Action steps are identified to ensure that the vision becomes a reality. The schedule establishes priorities for public action and also guides decisions that support Plan priorities.

Airports - Will Rogers World Airport, the primary passenger airport for the metropolitan area is 20 minutes from the intersection of SH-4 and SH-37.

Rail – The Stillwater Central Railroad provides freight rail service from Oklahoma City to Lawton, connecting to other major interstate railroads.

The corporate boundaries of Tuttle encompass an area of about 30 square miles, 9 miles across from east to west. The original town area is focused on the west side of Tuttle, whereas most of the new growth is focused near the east boundary. This has created two very distinct community areas. The housing densities in the original town area are more typical for an urban or suburban area, while the housing developments to the east are comprised of larger exurban-type lots.

POPULATION

Tuttle was incorporated in 1902. The 1910 Census was the first time Tuttle was delineated as an official place. With the 2010 Census numbers, we now have 100 years worth of historic Census data for Tuttle. The growth rate in the 1990's and 2000's was substantial, with population growing by 53% from 1990 to 2000, and population growing 40% from 2000 to 2010.

Year	Tuttle	Tuttle Census County Division ¹	Grady County	OKC Metropolitan Statistical Area	State of Oklahoma
1980	3,051	-	39,490	834,088	3,205,266
1990	2,807	-	41,747	958,839	3,145,585
2000	4,294	10,575	45,516	1,083,346	3,450,654
2010	6,019	15,076	52,431	1,322,459	3,751,351

Source: US Census Bureau

According to Oklahoma Department of Commerce population projections, Tuttle has surpassed the growth rate projected for 2010, and even for 2020. This indicates that Tuttle is growing at an even faster rate than predicted, and surpassing the rate of growth for Grady County, the Oklahoma City MSA and even the state of Oklahoma.

The 2010 census shows that the predominant race in Tuttle is white (92%) and this is expected to remain constant through the time horizon of this document. Native Americans make up the largest minority group in Tuttle and account for nearly 8.8% of the population.

The 2010 census data shows that the largest age group in Tuttle is the 45-64 group, representing 29.4% of the total population. The second largest group is Under 18, representing 26.7% of the total. University of Oklahoma data from 2004 shows that Tuttle has a much higher percentage of children and persons aged 45-64 compared to the OKC MSA. These statistics illustrate the family nature of Tuttle. 2010 census data shows that the median age in Tuttle is 38.9 years, nearly 2 years older than the median age of the OKC MSA.

¹ Census County Division (CCD) began with the 2000 Census.

The City of Tuttle is a family oriented community. Sixty-nine percent of the population over the age of 15 years is married according to the latest census data available.

The median household income for Tuttle in 1999, the latest information that is available until the 2010 detailed census statistics are released, was \$28,165, which was far greater than the median income of Grady County, the OKC MSA, and the State of Oklahoma.

The unemployment rate in Tuttle was one of the lowest in the State of Oklahoma in 2000, 1.13%. The largest employment sectors for Tuttle are Education, Health and Social Servicing, and Manufacturing.

COMMERCE

Most of Tuttle's commerce is focused near the original town area. At the same time, much of the new growth, including the Bridge Creek area, is focused about 5 miles east. Unfortunately, the original town area is out of the way for most residents living east.

Most of the basic services available in Tuttle are found in the original town area. Infrastructure necessary for commercial development is available here. Commerce available in the original town area includes:

- One apparel store
- One athletic center
- One bank
- Two convenience stores
- One dollar store
- One dry cleaner
- One eye care clinic
- Two fast-food restaurants
- Two florists
- One funeral home
- Gift shops
- One small grocery store
- One hardware store
- One motorcycle shop
- Four local restaurants
- One lumber store
- One medical clinic
- Personal services
- Small offices
- One video store
- Small warehousing

As the east portion of Tuttle continues to experience residential growth, a limited amount of commerce is now available in the area. Water was brought to this area 3 years ago. However, plans to bring sewer to the SH-4 corridor area are still under development, creating one of many obstacles to commercial and office growth. Businesses that can be found in the east portion of Tuttle include:

- One auto repair shop
- One athletic center
- Two banks
- Child care centers
- Two convenience stores
- Three dentists
- Two dry cleaners
- One food stand
- One liquor store
- Two medical clinics
- Small offices
- Personal services
- One pharmacy
- One restaurant
- One saddle shop
- One skating rink
- One tractor dealership
- One trailer sales shop
- One used car dealership
- Small warehousing

Some businesses are also located between the east side of Tuttle and the original town area. Businesses include:

- Four auto repair shops
- One child care center
- Two convenience stores
- One donut shop
- Personal services
- Small offices

SWAT ANALYSIS RESULTS

An inventory of strengths, weaknesses, assets/opportunity, and threats (SWAT) was conducted by the members of the Steering Committee. The results of the inventory are listed below. The items/issues **bolded** reflect those that were identified on multiple inventories.

Strengths:

- **Proximity to Oklahoma City**
- Friendly family-oriented people
- Clean
- **Schools**
- Excellent police and fire
- Wide open spaces
- Infrastructure
- Access to rail (added at meeting)
- Ambulance service

Weaknesses:

- Not enough affordable housing
- Not enough businesses
- No cable service
- High cost of water
- **Lack of retail development at SH-4 and SH-37**
- Community mindset is anti-growth
- The financial strength of public sector
- Weak infrastructure
- Bedroom community
- Lack of jobs/jobs creation (added at meeting)
- Pessimism (added at meeting)
- Lack of effective media outlet for communications (added at meeting)

Assets/Opportunities:

- Available utilities
- Lots of land
- Quality of life
- Jason White
- Braum's Dairy
- Tiger Safari (added at meeting)
- Canadian River (added at meeting)
- Chisholm Trail heritage (added at meeting)

Threats:

- **No sales tax base**
- Newcastle and Mustang are way ahead of us
- Residents who live on outskirts not a part of the community
- Lifers vs. Move in mentality
- Infrastructure lacking
- Willingness of land owners to actually sell land for development
- Complacent

COMMUNITY SURVEY

A community profile survey was conducted during July, 2011. The survey was mailed to all Tuttle Public Works Authority (TPWA) utility customers. Notification was also given to the general public through the Tuttle Times, the City's website (www.cityoftuttle.com), and the City's Facebook page (www.facebook.com/cityoftuttle/). Surveys were available in paper and online through the City's website.

Below are the summarized results of the question portion of the community profile survey. The group on these most frequently mentioned items. The actual survey can be found in Appendix A, and the raw data is included from the survey can be found in Appendix B.

Survey participants were also asked to rate "What is good about your community?" The results are shown on the next table

Question #4 - In your opinion, what are the biggest strengths or advantages in Tuttle, which could lead to future growth?

- **Small town feel/environment**
- **Schools/School Sports**
- **People**
- **Road network/highways/light traffic**

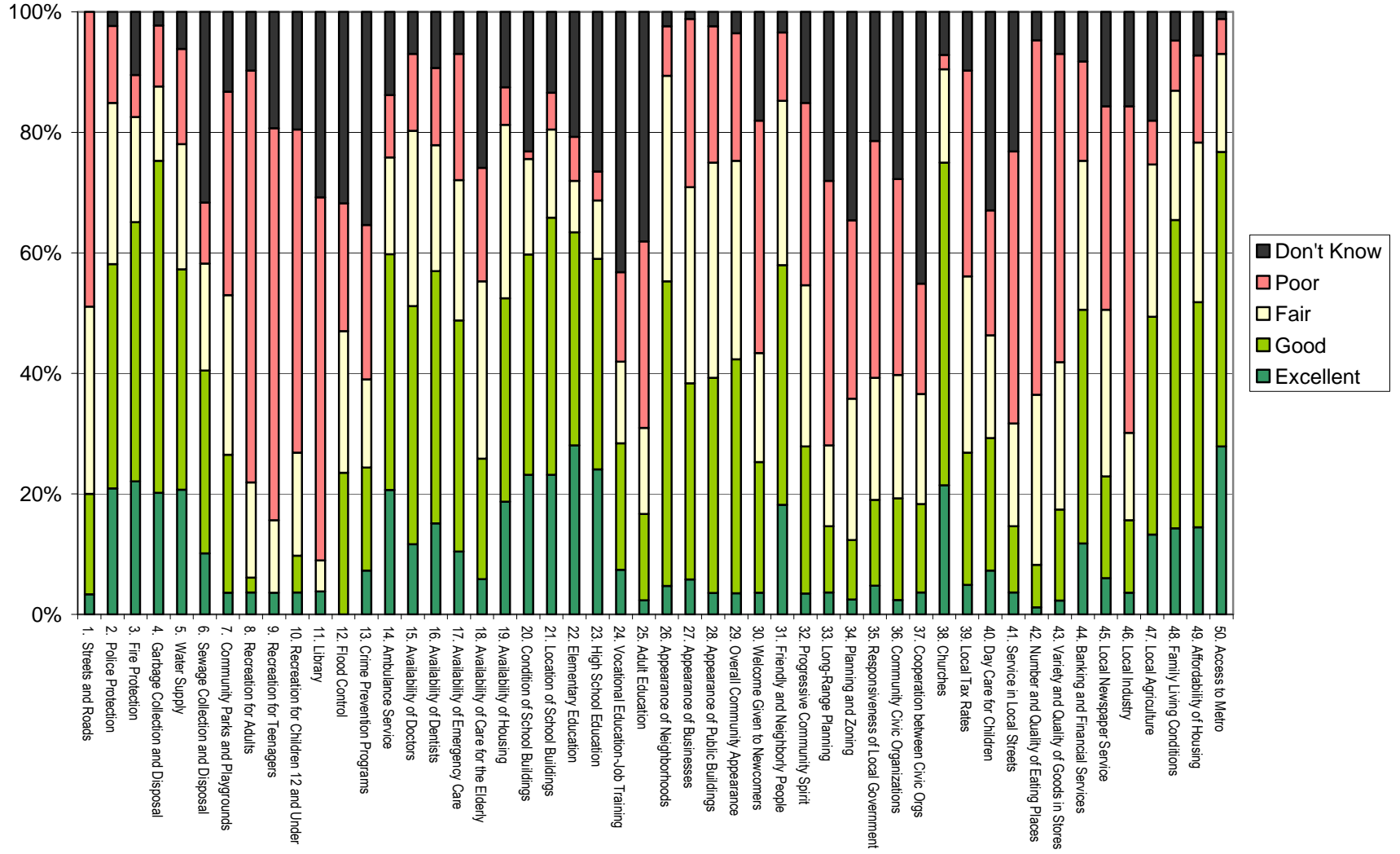
Question #5 - What would you say are some of the biggest problems and obstacles faced by Tuttle for the future growth of the area?

- **Small town politics/leadership**
- **Lack of shopping/eating opportunities**
- **Lack of better grocery store**
- **Poor streets/drainage**
- **Poor/lack of infrastructure (utilities)**
- **Lack of recreation/library/events**
- **Citizen attitudes - dislike change, do not want to grow, lack of continuity**

Question #6 - Do you have any other ideas or ways to improve the quality of life in Tuttle?

- **Offer incentives for business development/recruit**
- **New recreation facilities (swimming pool, library, etc)**
- **Improve streets**

WHAT'S GOOD ABOUT YOUR COMMUNITY?



MISSION STATEMENT

Strengthen sense of community pride with small-town charm and hospitality by promoting commerce and economic opportunities creating an affordable place to live, shop, work, dine and visit.

GOALS AND OBJECTIVES

After weeks of discussion, the Steering Committee developed the following goals and objectives. These goals and objectives are intended to help in the decision making regarding future economic development decisions.

G1: Promote commerce and economic development

O1A: Focus on infrastructure necessary for development

O1B: Work with Chamber of Commerce to be the lead organization for commerce development and interests

O1C: Promote opportunities for business retention, expansion, and attraction

G2: Improve quality of life in Tuttle that makes the area more attractive and affordable to everyone, including young people, families, and retirees

O2A: Focus on improving and expanding recreational opportunities

O2B: Develop affordable housing strategies

G3: Encourage community involvement and pride

O3A: Develop, enhance, and promote Tuttle festivals, events, and activities

O3B: Develop and promote Tuttle as a place to shop, dine, and visit

ACTION STEPS

The Steering Committee has established the following action steps. These action steps, all supported by the Goals and Objectives established earlier, should be implemented by the identified parties during the first 5 years after the adoption of this plan.

AS1: Find and develop a method to communicate information from the City of Tuttle, local institutions, and local businesses to the Tuttle community.

Supports Objective: O3B

Primary Responsibility: Administration, Chamber of Commerce

AS2: Coordinate with the Chamber of Commerce and downtown businesses to develop a strategy for businesses in the central business district.

Supports Objective: O1B

Primary Responsibility: Economic Development, Chamber of Commerce

AS3: Retain and redevelop existing shopping nodes along highways and corridors by using flexible zoning standards and upgrading/extending necessary infrastructure.

Supports Objective: O1A; O1B

Primary Responsibility: Planning Commission, Public Works

AS4: Emphasize the provision and delivery of quality municipal services as the City of Tuttle/Tuttle Public Works Authority's primary contribution to the community's economic development effort.

Supports Objective: O1A

Primary Responsibility: Public Works

AS5: The City should partner with the Chamber of Commerce to employ a full-time economic development professional.

Supports Objective: O1B; O1C

Primary Responsibility: Administration, Economic Development, Chamber of Commerce

AS6: Encourage partnerships, development agreements and joint public/private development to improve economic development opportunities.

Supports Objective: O1C

Primary Responsibility: Economic Development

- AS7: A variety of flexible incentives should be provided to encourage economic development,.
- Supports Objective: O1C
- Primary Responsibility: Planning Commission, Economic Development
- AS8: Examine partnership with the Oklahoma Housing Finance Agency (OHFA) and Rural Enterprises, Inc. (REI) to encourage public and private incentives for affordable housing.
- Supports Objective: O2B
- Primary Responsibility: Economic Development
- AS9: Develop plans for the extension/improvement of necessary infrastructure to serve the SH-4 corridor.
- Supports Objective: O1A
- Primary Responsibility: Planning Commission, Economic Development
- AS10: Develop plan for providing high speed Internet and cable television services to the Tuttle community.
- Supports Objective: O3A; O3B
- Primary Responsibility: Administration
- AS11: Develop a campaign to encourage patronage at Tuttle shops and businesses.
- Supports Objective: O1C; O2A; O3A; O3B
- Primary Responsibility: Chamber of Commerce
- AS12: Attract anchor-like businesses and other traffic generators to anchor new shopping centers near the Central Business District and SH-4 corridor.
- Supports Objective: O3B
- Primary Responsibility: Economic Development
- AS13: Expand and promote the Ice Cream Festival and Tuttle Rodeo as the annual crown events for the Tuttle area
- Supports Objective: O2A; O3A
- Primary Responsibility: Chamber of Commerce

AS14: Create a “Discover Tuttle” campaign promoting the Tuttle area heritage and attractions

Supports Objective: O2A; O3A, O3B

Primary Responsibility: Chamber of Commerce, Economic Development

AS15: Attract small office tenants and other professionals, i.e. insurance agents, attorneys, accountants, doctors, etc., in existing and identified future business areas.

Supports Objective: O1C; O3B

Primary Responsibility: Economic Development

AS16: Create and communicate more Tuttle-based volunteer/involvement opportunities for residents

Supports Objective: O3B

Primary Responsibility: Administration, Chamber of Commerce, Parks and Recreation, Ministerial Alliance, Schools

AS17: Create a plan to expand and improve recreation opportunities.

Supports Objective: O2A

Primary Responsibility: Parks & Rec

APPENDIX A – COMMUNITY PROFILE SURVEY



CITY OF TUTTLE COMMUNITY PROFILE SURVEY

Introduction

What are the strengths and weaknesses of Tuttle? Your answers to this survey will assist in the development of the Economic Development Strategy for Tuttle. Our objective is to identify the needs we have in Tuttle and to find out what you feel should be done to make this town a better place to live, work, rear children, do business, and enjoy life. Please be as candid and as specific as possible in your answers (each survey is confidential).

Important Direction

The questionnaire should be filled out by an adult member of a household. Please try to answer all the questions completely. Filling out the questionnaire is entirely voluntary. However, a high participation rate is necessary and very important for a valid study, and we hope that you will answer as many questions as you can.

If you choose to fill out this paper survey, you can return it with your utility bill, or bring it to City Hall at 301 W. Main St. The survey period will end on July 25, 2011. Feel free to encourage other residents to take this survey.

Please contact City Hall at 405-381-2335 or lkelly@cityoftuttle.com if you have any questions regarding the questionnaire.

NOTE: The City of Tuttle takes every step to safeguard your privacy and the information you provide.

1. Do you live within the Tuttle municipal boundary (city limit)?

____ Yes ____ No

2. How long have you been living in the Tuttle area? _____ Years

3. Which subdivision do you live in or which major intersection do you live near? (i.e. Castle Heights or Czech Hall Rd & Tyler Rd)

A. In your opinion, what are the biggest strengths or advantages in Tuttle, which could lead to future growth?

1. _____

2. _____

3. _____

B. What would you say are some of the biggest problems and obstacles faced by Tuttle for the future growth of the area? (Note in order of importance)

1. _____ 4. _____

2. _____ 5. _____

3. _____ 6. _____

C. Do you have any other ideas or ways to improve the quality of life in Tuttle?

1. _____

2. _____

3. _____

Comments: _____

WHAT'S GOOD ABOUT YOUR COMMUNITY

Here is a list of things that are important to a town. Be absolutely honest, how do you rate your town? In answering the questions on the back, please make a check mark in the appropriate column.

	EXCELLENT	GOOD	FAIR	POOR	DON'T KNOW
1. Streets and Roads					
2. Police Protection					
3. Fire Protection					
4. Garbage Collection and Disposal					
5. Water Supply					
6. Sewage Collection and Disposal					
7. Community Parks and Playgrounds					
8. Recreation for Adults					
9. Recreation for Teenagers					
10. Recreation for Children 12 and under					
11. Library					
12. Flood Control					
13. Crime Prevention Programs					
14. Ambulance Service					
15. Availability of Doctors					
16. Availability of Dentists					
17. Availability of Emergency Care					
18. Availability of Care for the Elderly					
19. Availability of Housing					
20. Condition of School Building					
21. Location of School Building					
22. Elementary Education					
23. High School Education					
24. Vocational Education-Job Training					
25. Adult education					
26. Appearance of Neighborhoods					
27. Appearance of Business					
28. Appearance of Public Buildings					
29. Overall Community Appearance					
30. Welcome Given to Newcomers					
31. Friendly and neighborly People					
32. Progressive Community Spirit					
33. Long-range Planning					
34. Planning and Zoning					
35. Responsiveness of Local Government					
36. Community Civic Organizations					
37. Cooperation between Community Clubs and Groups					
38. Churches					
39. Local Tax Rates					
40. Day Care for Children					
41. Service in Local Streets					
42. Number and Quality of Eating Places					
43. Variety and Quality of Goods in Stores					
44. Banking and Financing Service					
45. Local Newspaper Service					
46. Local Industry					
47. Local Agriculture					
48. Family Living Conditions					
49. Availability of Housing					
50. Access to Metro Area					

APPENDIX B – COMMUNITY ASSETS SURVEY RAW DATA