

TULSA METROPOLITAN AREA PLANNING COMMISSION
Meeting No. 2729
September 7, 2016, 1:30 PM
175 East 2nd Street, 2nd Level, One Technology Center
Tulsa City Council Chamber

CONSIDER, DISCUSS AND/OR TAKE ACTION ON:

Call to Order:

REPORTS:

Chairman's Report:

Worksession Report:

Director's Report:

Review TMAPC Receipts for the month of July 2016

1. Minutes of August 17, 2016, Meeting No. 2728

CONSENT AGENDA:

All matters under "Consent" are considered by the Planning Commission to be routine and will be enacted by one motion. Any Planning Commission member may, however, remove an item by request.

2. **LC-807** (Lot-Combination) (CD 6) – Location: Northwest corner of East 14th Street South and South 161st East Avenue
3. **LS-20909** (Lot-Split) (CD 8) – Location: North of the northwest corner of East 66th Street South and South Indianapolis Avenue (Related to: LC-808)
4. **LC-808** (Lot-Combination) (CD 8) – Location: North of the northwest corner of East 66th Street South and South Indianapolis Avenue (Related to: LS-20909)
5. **LS-20911** (Lot-Split) (CD 3) – Location: East of the northeast corner of East 4th Place South and South Memorial Drive (Related to: LC-809)
6. **LC-809** (Lot-Combination) (CD 3) – Location: North and east of the northeast corner of East 4th Place South and South Memorial Drive (Related to: LS-20911)
7. **71 at Tulsa Hills** Final Plat, Location: South of southwest corner of West 71st Street South and South Elwood Avenue, (CD 2)

8. **Reinstatement of Plat** Sunset Hills II, Location: East of the southwest corner of East 41st Street and South 161st East Avenue, (CD 6)
9. **Change of Access** Location: Northeast corner of East 71st Street South and South Canton Avenue, Lot 1, Block 3, Burning Hills, (CD 9)
10. **PUD-196-5 Kevin Vanover-** (CD 8) Location: South and west of the southwest corner East 71st Street South and South Memorial Drive, **PUD Minor Amendment** to modify Development Area C and update the Development Standards to meet current Zoning Code. (Continued from August 17 2016)
11. **Z-7343-a Roger Strickland-** (CD 9) Location: West of the northwest corner of South Peoria Avenue and East Skelly Drive **ODP Minor Amendment** to support a multi level self storage facility.

CONSIDERATION OF ITEMS REMOVED FROM THE CONSENT AGENDA:

COMPREHENSIVE PLAN PUBLIC HEARINGS:

12. **CPA-51** Consider adoption of the 36th Street North Corridor Plan amendments, amending the Tulsa Comprehensive Plan by modifying the boundary and text of the 36th Street North Corridor Plan and the Land Use and Areas of Stability Maps
13. **CPA-52** Consider adoption of the Kendall Whittier Sector Plan, amending the Tulsa Comprehensive Plan by adopting an Executive Summary, Implementation Matrix and recommended Land Use and Areas of Stability and Growth Maps for the Kendall Whittier Sector Plan (continued from August 17, 2016)
14. **CPA-53** Consider adoption of the Greenwood Heritage Neighborhoods Sector Plan, amending the Tulsa Comprehensive Plan by adopting an Executive Summary, Implementation Matrix and recommended Land Use and Areas of Stability and Growth Maps for the Greenwood Heritage Neighborhoods Sector Plan (continued from August 17, 2016)

PUBLIC HEARINGS:

15. **LS-20908** (Lot-Split) (CD 2) – Location: Southeast corner of West 77th Street South and South Xenophon Avenue
16. **Blue Anchor** Minor Subdivision Plat (staff recommends Preliminary Plat), Location: North of East 46th Street North, and west of North 129th East Avenue, (CD 3)

17. **QuikTrip 0031** Waiver to the Subdivision Regulations for a Sidewalk Waiver, Location: Southwest corner of South Sheridan Road and East 51st Street South, (CD 9)

OTHER BUSINESS

18. **Refund Request** – Coutant Properties/Kevin Coutant, Z-7357 – **City Rezoning with ODP**, Location: 2 West 2nd Street, STE 700 Tulsa, OK 74103 requesting a refund of \$1736.00, Applicant has withdrawn this application (CD 5)

19. **Commissioners' Comments**

ADJOURN

CD = Council District

NOTE: If you require special accommodation pursuant to the Americans with Disabilities Act, please notify INCOG (918) 584-7526. Exhibits, Petitions, Pictures, etc., presented to the Planning Commission may be received and deposited in case files to be maintained at Land Development Services, INCOG. Ringing/sound on all cell phones and paggers must be turned off during the Planning Commission.

Visit our website at www.tmapc.org

email address: esubmit@incog.org

TMAPC Mission Statement: The Mission of the Tulsa Metropolitan Area Planning Commission (TMAPC) is to provide unbiased advice to the City Council and the County Commissioners on development and zoning matters, to provide a public forum that fosters public participation and transparency in land development and planning, to adopt and maintain a comprehensive plan for the metropolitan area, and to provide other planning, zoning and land division services that promote the harmonious development of the Tulsa Metropolitan Area and enhance and preserve the quality of life for the region's current and future residents.

KimS

TMAPC RECEIPTS
Month of July 2016

----- Current Period -----				----- Year To Date -----				
	ITEM	CITY	COUNTY	TOTAL RECEIVED	ITEM	CITY	COUNTY	TOTAL RECEIVED
ZONING								
Zoning Lett	11	\$425.00	\$425.00	\$850.00	11	425	425	\$850.00
Zoning	2	655.00	655.00	1,310.00	2	655	655	1,310.00
Plan Review	20	1,825.00	1,825.00	3,650.00	20	1825	1825	3,650.00
Refunds		0.00	0.00	0.00		0	0	0.00
NSF		0.00	0.00	0.00		0	0	0.00
		<u>\$2,905.00</u>	<u>\$2,905.00</u>	<u>\$5,810.00</u>		<u>\$2,905.00</u>	<u>\$2,905.00</u>	<u>\$5,810.00</u>
LAND DIVISION								
Minor Subdi	0	\$0.00	\$0.00	\$0.00	0	0	0	0.00
Preliminary	2	575.00	575.00	1,150.00	2	575	575	1,150.00
Final Plats	1	379.47	379.47	758.94	1	379	379	758.94
Plat Waviers	0	0.00	0.00	0.00	0	0	0	0.00
Lot Splits	8	340.00	340.00	680.00	8	340	340	680.00
Lot Combin	10	500.00	500.00	1,000.00	10	500	500	1,000.00
Other	1	25.00	25.00	50.00	1	25	25	50.00
NSF		0.00	0.00	0.00		0	0	0.00
Refunds		0.00	0.00	0.00		0	0	0.00
		<u>\$1,819.47</u>	<u>\$1,819.47</u>	<u>\$3,638.94</u>		<u>\$1,819.47</u>	<u>\$1,819.47</u>	<u>\$3,638.94</u>
TMAPC COMP								
Comp Plan A	0	\$0.00	\$0.00	\$0.00	0	0	0	\$0.00
Refund		<u>\$0.00</u>		<u>\$0.00</u>		0	0	\$0.00
		<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>		<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>
BOARDS OF ADJUSTMENT								
Fees	18	\$4,550.00	\$1,600.00	\$6,150.00	18	4550	1600	\$6,150.00
Refunds		0.00	0.00	\$0.00		0	0	0.00
NSF Check		0.00	0.00	\$0.00		0	0	0.00
		<u>\$4,550.00</u>	<u>\$1,600.00</u>	<u>\$6,150.00</u>		<u>\$4,550.00</u>	<u>\$1,600.00</u>	<u>\$6,150.00</u>
TOTAL		\$9,274.47	\$6,324.47	\$15,598.94		\$9,274.47	\$6,324.47	\$15,598.94
LESS WAIVED FEES *		\$0.00		\$0.00		\$0.00		\$0.00
AND TOTALS		<u>\$9,274.47</u>	<u>\$6,324.47</u>	<u>\$15,598.94</u>		<u>\$9,274.47</u>	<u>\$6,324.47</u>	<u>\$15,598.94</u>

* Advertising, Signs & Postage Expenses for City of Tulsa Applications with Fee Waivers.

Final Subdivision Plat

71 at Tulsa Hills - (CD 2)

South of southwest corner of West 71st Street South and South Elwood Avenue

This plat consists of 1 Lot, 1 Block, on 22 acres.

Staff has received release letters for this plat and can recommend **APPROVAL** of the Final Plat.

7.1

8/18/16



AAB Engineering, LLC
PO Box 2136
Sand Springs, OK 74063
Office: 918.514.4283 Fax: 918.514.4288

August 16, 2016

Tulsa Metropolitan Area Planning Commission
c/o INCOG
2 West Second Street, Suite 800
Tulsa, OK 74103

Re: Sunset Hills II Plat Reinstatement

Commissioners,

On October 20, 2014 we submitted the preliminary plat for Sunset Hills II. The property is generally located along the south side of 41st Street between 161st East Ave. and 177th East Ave. This preliminary plat was approved by the Tulsa Metropolitan Area Planning Commission on November 19, 2014.

Subsequent to that meeting we began design and review of the infrastructure plans for the subdivision. Over the next several months plans were prepared submitted and reviewed by the City of Tulsa with final approval occurring in late December of 2015. This timeline extended the final plat preparation time beyond the one year limitation on the approval of the preliminary plat.

Infrastructure construction has progressed and minor easement modifications required by field modification of utilities have occurred. We are now ready to begin requesting utility release letters for the final plat and respectfully request that the commission reinstate the preliminary plat.

Respectfully,

Alan Betchan, P.E., CFM
President
AAB Engineering, LLC
CA# 6318 Exp: June 30, 2018

Change of Access on Recorded Plat TMAPC September 7, 2016

Northeast corner of East 71st Street South and South Canton Avenue

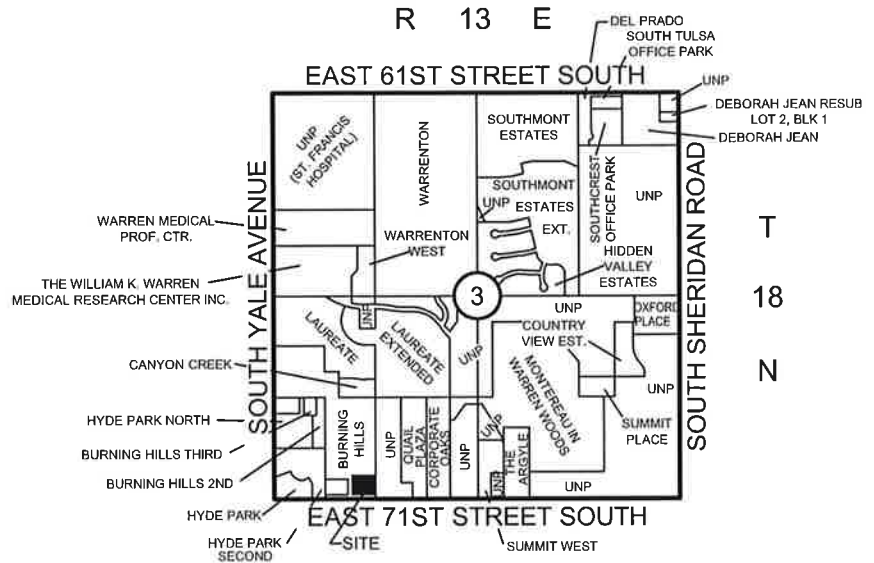
This application is made to allow a change of access to shift an existing access point and limits of no access along East 71st Street. The property is zoned CS.

Staff recommends approval of the change of access. The Traffic Engineer has reviewed and approved the request. Staff recommends **APPROVAL** of the change of access as submitted.

CHANGE OF ACCESS EXHIBIT

Lot 1, Block 3 Burning Hills

City of Tulsa, Tulsa County, OK

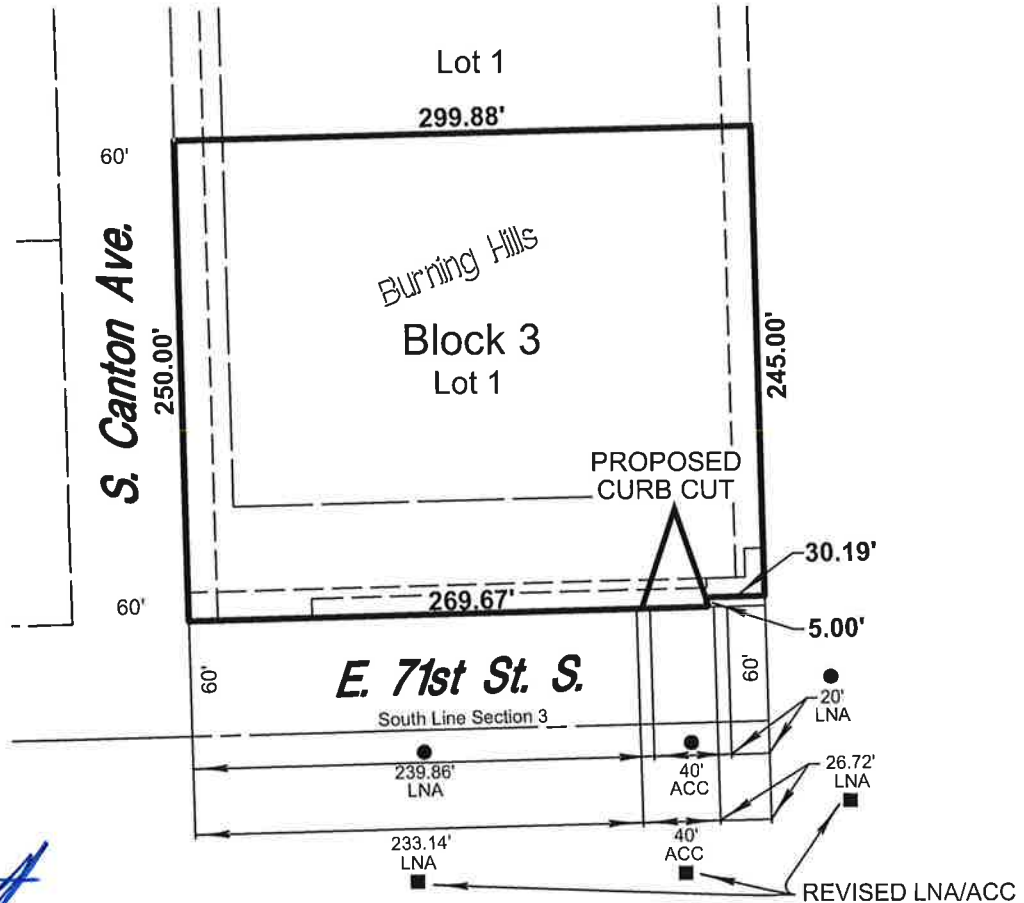


Location Map

Not to Scale



SCALE: 1"=100'



Kurt W. Koff
8-1-16

- REQUESTED ACCESS REVISION
- ORIGINAL ACCESS & LNA AS SHOWN ON EXISTING PLAT OF BURNING HILLS

Legend

- ACC = ACCESS
- LNA = LIMITS OF NO ACCESS



Sisemore Weisz & Associates, Inc.

6111 EAST 32nd PLACE
TULSA, OKLAHOMA 74135
C.A. NO. 2421

PHONE: (918) 665-3600
FAX: (918) 665-8668
EXP. DATE 6/30/17



Case Number: PUD-196-5
Minor Amendment

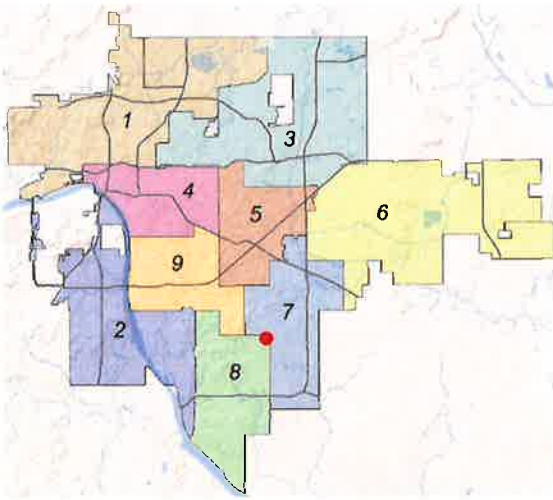
Hearing Date: September 7, 2016
(Continued from August 17, 2016)

Case Report Prepared by:
Jay Hoyt

Owner and Applicant Information:
Applicant: Olsson Associates – Kevin Vanover

Property Owner: M-CO Tulsa LLC

Location Map:
(shown with City Council Districts)



Applicant Proposal:

Concept summary: PUD minor amendment to modify Development Area C and update the Development Standards to meet current Zoning Code.

Gross Land Area: 31 acres

Location: South and west of the southwest corner of E. 71st Street. S. and S. Memorial Dr.

7120 South Memorial Drive

Zoning:
Existing Zoning: CS/OL/RS-3/RM-1/PUD-196
Proposed Zoning: No Change

Comprehensive Plan:
Land Use Map: Regional Center
Growth and Stability Map: Growth

Staff Recommendation:
Staff recommends **approval**.

Staff Data:
TRS: 8311
CZM: 53
Atlas: 1130

City Council District: 8
Councilor Name: Phil Lakin

County Commission District: 3
Commissioner Name: Ron Peters

SECTION I: PUD-196-5 Minor Amendment

STAFF RECOMMENDATION

Amendment Request: Modify the PUD Development Standards to modify Development Area C and update the Development Standards to meet current Zoning Code.

This proposed amendment is intended to adjust the boundaries of the Development Areas of the commercial portion of PUD-196 in order to permit the reconfiguration of the Crossing Oaks Shopping Center. In addition, this proposed amendment is intended to bring the standards of Development Area C into line with the current City of Tulsa Zoning Code. See proposed minor amendment text from the applicant for updated Development Area C standards as well the Conceptual Site Plan for the updated area boundaries within Development Area C.

The minor amendment standards provided by the applicant shall be a condition of approval, unless modified herein:

1. Development Standards:

Minimum Building Setbacks	As required in the CS district.
Signage	Wall signs on the south and west faces of buildings to be non-illuminated.
Landscape Buffer and Screening	Landscape screening shall meet the requirements of the S1 type of screening as defined in Zoning Code section 65.060-C.
Parking Area Landscape Area C-1	Parking rows shall end in a landscaped island a minimum of 600 sf in area. Parking field shall contain a minimum of 70* shade trees with a caliper of at least 3 inches.
Area C-2	Parking rows shall end in a landscaped island a minimum of 600 sf in area. Parking field shall contain a minimum of 25* shade trees with a caliper of at least 3 inches.

Area C-3

Parking rows shall end in a landscaped island a minimum of 600 sf in area. Parking field shall contain a minimum of 10* shade trees with a caliper of at least 3 inches.

Area C-4

Parking rows shall end in a landscaped island a minimum of 600 sf in area. Parking field shall contain a minimum of 50* shade trees with a caliper of at least 3 inches.

* This requirement is in addition to street trees required by the City of Tulsa Zoning Code.

Staff Comment: This request can be considered a Minor Amendment as outlined by Section 30.010.1.2.c(9) of the City of Tulsa Zoning Code.

"Changes in structure heights, building setbacks, yards, open spaces, building coverage and lot widths or frontages, provided the approved PUD development plan, the approved standards and the character of the development are not substantially altered."

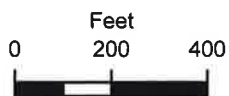
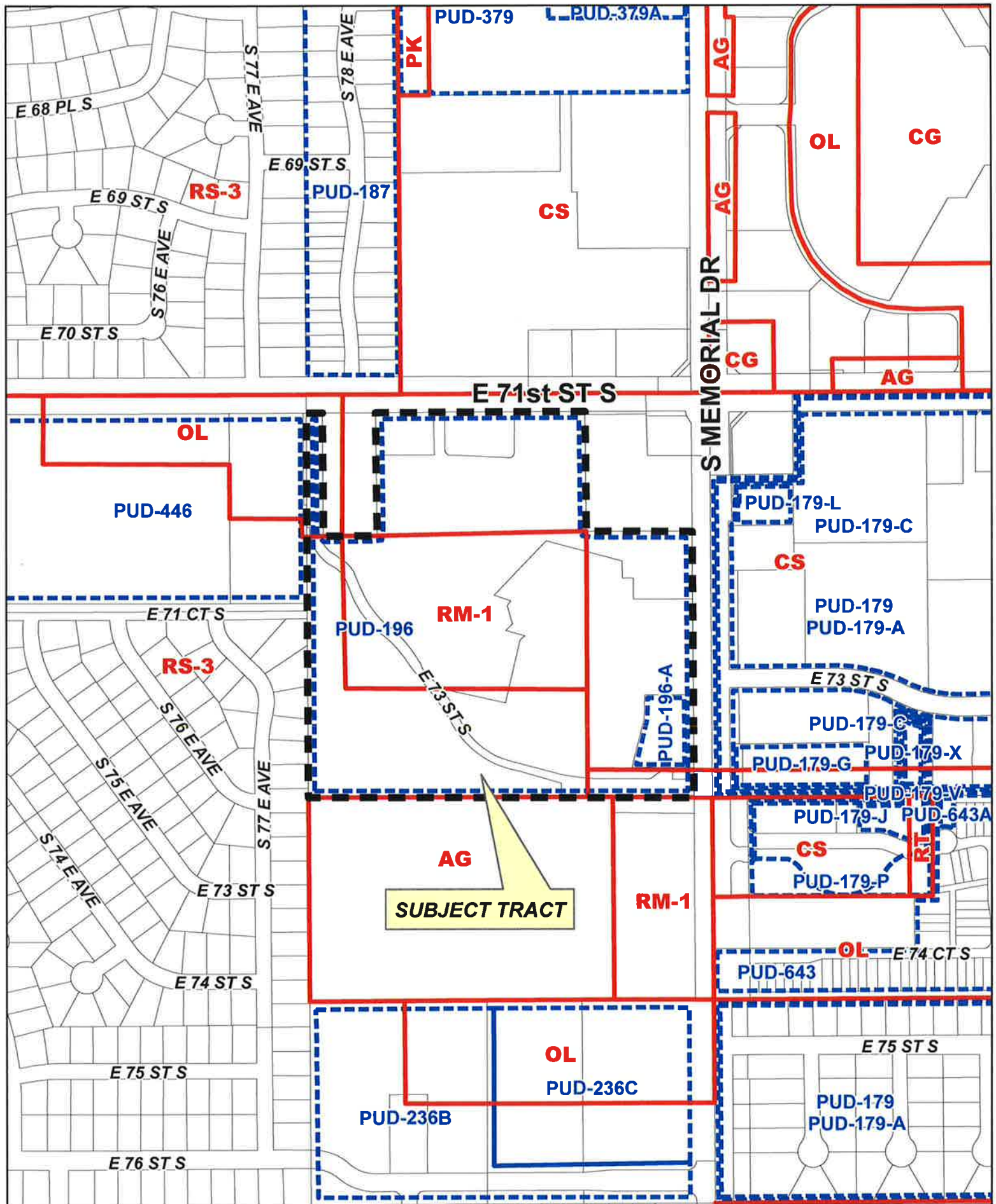
Staff has reviewed the request and determined:

- 1) The requested amendment does not represent a significant departure from the approved development standards in the PUD.
- 2) All remaining development standards defined in PUD-196 and subsequent minor amendments shall remain in effect.

Exhibits included with staff recommendation:

INCOG zoning case map
INCOG aerial photo
Applicant Minor Amendment Text
Applicant Conceptual Site Plan
Applicant Conceptual Building Elevations

With considerations listed above, staff recommends **approval** of the minor amendment request to modify Development Area C and update the Development Standards to meet current Zoning Code.



PUD-196-5

18-13 11

10.4





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Feet



Subject
Tract

PUD-196-5

18-13 11

Note: Graphic c
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isely
und.

Aerial Photo taken February 2016



**Proposed
Minor Amendment**

to

PUD No. 196

(PUD 196-05)

For

A Redevelopment of an Existing Commercial Shopping Center

Crossing Oaks Shopping Center

(Lot 1, Block 1, Raphael Plaza)

Southwest corner of E. 71st Street S. and Memorial Drive

Tulsa, OK



PUD Prepared By:

**Olsson Associates, Inc.
109 N. Birch St. Ste. 200
Owasso, OK 74055**

July 27, 2016

10.6

Index

Development Standards (Overall Development Area C)	
Total Development Area	1
Total Floor Area	1
Minimum Building Setbacks	1
Permitted Uses.....	1
Development Area C-1	
Land Area	1
Permitted Uses.....	1
Minimum Building Setbacks	1
Off-Street Parking	1
Maximum Building Floor Area	1
Maximum Building Height	1
Landscape Areas	1
Development Area C-2	
Land Area	2
Permitted Uses.....	2
Minimum Building Setbacks	2
Off-Street Parking	2
Maximum Building Floor Area	2
Maximum Building Height	2
Landscape Areas	2
Development Area C-3	
Land Area	3
Permitted Uses.....	3
Minimum Building Setbacks	3
Off-Street Parking	3
Maximum Building Floor Area	3
Maximum Building Height	3
Landscape Areas	3
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Minimum Building Setbacks	4
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Maximum Building Floor Area	4
Maximum Building Height	4
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Lighting.....	5
Signs	5
Trash and Mechanical Areas	6
Outside Storage	6

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Pedestrian Access	6
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Utilities	7
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Exhibits

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B – Building Elevations.....	10
C – Aerial View	11
D – Zoning Map.....	12
E – Utility Relocation Plan.....	13

Landscape Buffer and Screening

A minimum 25-foot wide landscape area shall be maintained along the Memorial Drive frontage (expecting points of access) and a minimum 15-foot wide landscape area shall be maintained along the 71st Street frontage. The landscaped areas shall be bermed and/or screened with deciduous or evergreen plant materials and other landscape effects such as turf, shrub beds, flowers, and planters designed to provide a pleasing view from the arterial streets into the shopping area. A detailed landscape plan shall be submitted as a part of the required detailed site plan. The perimeter landscape buffers will count toward the required 10% landscape area for each development area.

The landscaping features within the project will meet or exceed the minimum standards and maintained in the accordance with the requirements of the Landscape Chapter of the Tulsa Zoning Code with the exception of the mid-row parking islands. The parking islands will only be placed at the ends of the parking rows and not intermittently. Likewise, several areas on the west side of the proposed buildings can be utilized to offset required landscape area coverage of each development area. All areas on the west side that are utilized for an off-set area will contain the appropriate tree and shrub volumes per the current City of Tulsa Landscape Ordinance.

Lighting

Light standards shall not exceed 30 foot in height.

All light standards including building mounted shall be hooded (full cut-off) lenses and directed downward and away visibility from the Public Right-of-Way. Shielding of outdoor lighting shall be designed so as to prevent the light producing element or reflector of the light fixture from being visible to a person standing at a ground level in adjacent areas. Consideration of topography must be considered in such calculations.

Signs

Signs, Shopping:

Signs accessory to uses within the shopping development area shall comply with the restrictions of the PUD Ordinance and the following additional restrictions.

Shopping Area Ground Sings

71 st Street Frontage	3
Memorial Drive	3
Heights above ground grade of Abutting Street.....	25 feet

Shopping Area Directional Signage

Directory sign intended to inform the visitor as to the location within the center of a tenant or tenants may be free standing if not exceeding 10 feet in heights and if in the aggregate the display surface area of the directory signs and the frontage signs above described do not exceed the ordinance limitations.

Shopping Area Wall or Canopy Signs

Aggregate Display Surface Area limited to 1-1/2 S.F. per lineal foot of building wall to which the sign or signs are affixed. Wall or canopy signs shall not exceed the height of the building.

Trash and Mechanical Areas

All trash, mechanical and equipment areas (excluding utility service transformers, pedestals or other equipment provided by franchise utility providers), including building mounted, shall be screened from public view in such a manner that the areas cannot be seen by persons standing at ground level. This requirement is for all facilities constructed after 2015.

Trash dumpster areas shall be screened using construction materials similar to the materials used to construct the main project structures. The doors shall be covered with an appropriate covering containing a minimum of 90% opacity on the gate frames. This requirement is for all facilities constructed after 2015.

Dumpster enclosures shall be placed similar to the locations shown on Exhibit A.

Outside Storage

There shall be no outside storage or recycling material, trash or similar materials outside of a screened receptacle on the north or east side of the main building structures in development areas C-1, C-2 or C-4. There shall be no outside storage of recycling material, trash or similar materials outside of a screened receptacle in development area C-3. Nor shall trucks or trailer trucks be parked unless they are actively being loaded or unloaded. Truck trailers and shipping containers shall not be used for storage on the north or east side of the main building structures in development areas C-1, C-2 or C-4. Truck trailers and shipping containers shall not be used for storage on any part of development area C-3.

Vehicular Access and Circulation

Crossing Oaks Shopping Center is located in the southwest corner of E. 71st Street S. and S. Memorial Drive. The site is served by a three drives that feeds into the site from the eastbound lanes of E. 71st Street S. and three drive that provide access from S. Memorial Drive, one limited

access (southbound only) and two full access drives. The internal circulation is sufficient for all fire apparatus and meets the IFC 2009 requirements for access to all buildings.

Pedestrian Access

Sidewalks are already constructed or installed providing pedestrian access from E. 71st Street S. and S. Memorial Drive.

Platting Requirement

The project will not require that a re-plat.

Utilities

The existing site is currently served by all utilities (water, sewer, stormwater, electric, telephone, etc.). The demolition of the existing buildings and construction of the new buildings will require the relocation of the existing water and sanitary sewer systems along the minor modifications to the existing stormwater system. The relocation of the water and sanitary sewer system will require an IDP permit with the City of Tulsa. The stormwater system will continue to utilize the same flow patterns and will not require any changes to the existing collection or detention systems that exist off site.

Site Plan Review

No individual building permit will be issued for any building within Crossing Oaks Shopping Center until a Planned Unit Development Detail Site Plan and Detail Landscape Plan has been submitted for each individual building (or buildings) to the Tulsa Metropolitan Area Planning Commission and approved as being in compliance with the approved Planned Unit Development standards.

Schedule of Development

It is anticipated the re-development within Crossing Oaks Shopping Center will begin within the second half of 2016, or early 2017, after final approval of the amended Planned Unit Development and Detail Site Plan approval.

Legal Description

The legal description of the property is as follows:

The Northeast Quarter of the Northeast Quarter (NE/4, NE/4) of Section 11, Township 18N, Range 13E, Tulsa County, State of Oklahoma, Less and Except the North 455.45 feet of the East 417.4 feet and Less and Except the East 175 feet of the West 255.0 feet of the North 460.0 feet of the NE/4 of the NE/4 of Section 11, Township 18N, Range 13E, Tulsa County, State of Oklahoma.

Development Standards (Development Area C only)

Total Development Area: 937,282 S.F. (21.52 Acres)
Total Floor Area for Development Area C: 283,600 S.F.

Minimum Building Setbacks

North Boundary (E. 71st Street S.): 50 Feet
East Boundary (S. Memorial Drive): 50 Feet
South Boundary: 25 Feet
West Boundary: 25 Feet

Permitted Uses

All uses permitted in the CS District;

Development Area C-1

Land Area

Gross:	10.32 acres	449,319 S.F.
Net Land Area:	10.32 acres	449,319 S.F.

Off-Street Parking

Off-Street parking will be provided at a rate of 3.33 per 1,000 S.F. of floor area for the first 151,600 SF of floor area of all combined buildings with a minimum number of 505 spaces.

Vendor parking is planned for the south and west side of the Furniture Store but no dedicated vendor parking is planned for the smaller 4,200 S.F. and the 8,400 S.F. out parcel buildings. However, consideration will be given for circulation in the event of parcel deliveries to the outparcel buildings.

Maximum Building Floor Area: 151,600 S.F.

Maximum Building Height: 45 Feet

Landscape Areas

A minimum of 10% of the total net area of the lot shall be improved as internal landscape open space in accordance with the provisions of the Landscape Chapter of the Tulsa Zoning Code with the exceptions listed in the Landscape Section below.

Development Area C-2

Land Area

Gross:	3.10 acres	134,914 S.F.
Net Land Area:	3.10 acres	134,914 S.F.

Off-Street Parking

Off-Street parking will be provided at a rate of 3.33 per 1,000 S.F. of floor area for the first 33,000 SF of floor area of all combined buildings with a minimum number of 110 spaces.

Vendor parking is planned for the west side of the Clothing Store building but no dedicated vendor parking is planned for the smaller 6,000 S.F. out parcel building. However, consideration will be given for circulation in the event of parcel deliveries to the outparcel building.

Maximum Building Floor Area: 33,000 S.F.

Maximum Building Height: 45 Feet

Landscape Areas

A minimum of 10% of the total net area of the lot shall be improved as internal landscape open space in accordance with the provisions of the Landscape Chapter of the Tulsa Zoning Code with the exceptions listed in the Landscape Section below.

Development Area C-3

Land Area

Gross:	1.10 acres	47,739 S.F.
Net Land Area:	1.10 acres	47,739 S.F.

Off-Street Parking

Off-Street parking will be provided at a rate of 8.50 per 1,000 S.F. of floor area for the first 2,950 SF of floor area of all combined buildings with a minimum number of 25 spaces.

No Vendor parking is planned however consideration will be given for circulation in the event of parcel deliveries.

Maximum Building Floor Area:	4,000 S.F.
-------------------------------------	------------

Maximum Building Height:	32 Feet
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Landscape Areas

A minimum of 10% of the total net area of the lot shall be improved as internal landscape open space in accordance with the provisions of the Landscape Chapter of the Tulsa Zoning Code with the exceptions listed in the Landscape Section below.

Development Area C-4

Land Area

Gross:	7.00 acres	305,078 S.F.
Net Land Area:	7.00 acres	305,078 S.F.

Off-Street Parking

Off-Street parking will be provided at a rate of 3.33 per 1,000 S.F. of floor area for the first 95,000 SF of floor area of all combined buildings with a minimum number of 283 spaces.

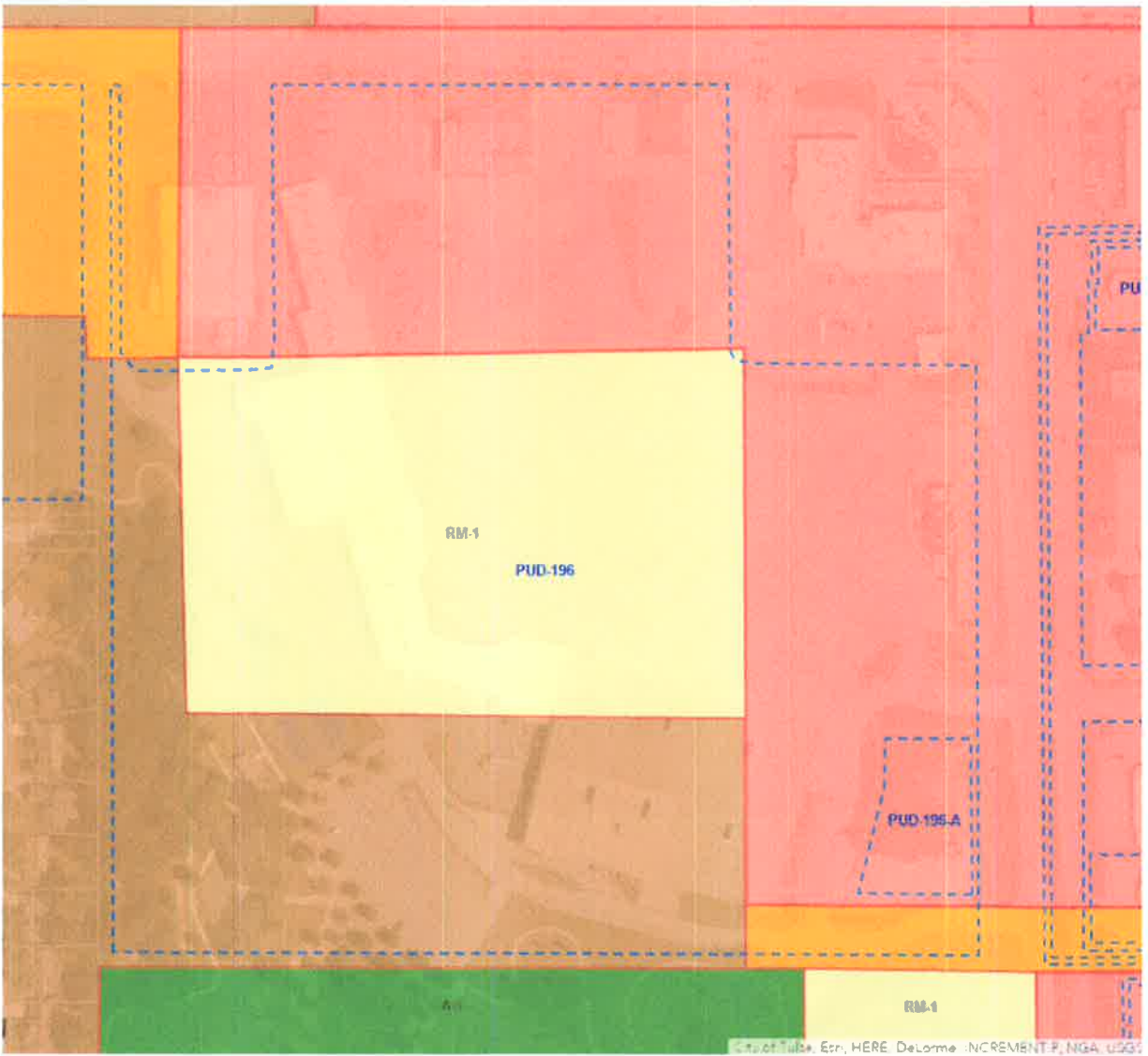
Vendor parking is planned for the west side of the Grocery Store.

Maximum Building Floor Area: 95,000 S.F.

Maximum Building Height: 45 Feet

Landscape Areas

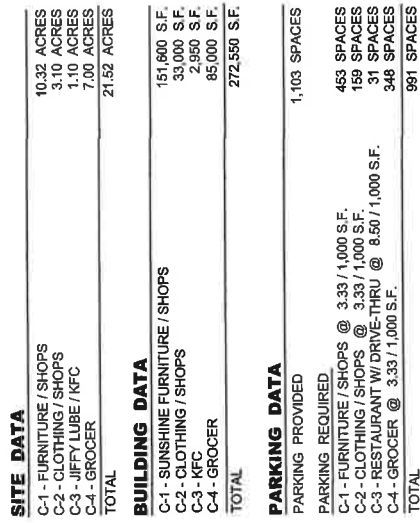
A minimum of 10% of the total net area of the lot shall be improved as internal landscape open space in accordance with the provisions of the Landscape Chapter of the Tulsa Zoning Code with the exceptions listed in the Landscape Section below.



Zoning Map

Appendix C
Project Aerial





wright
 WRIGHT ARCHITECTS, P.C.
 180 PEACHTREE ST., SUITE 500
 ATLANTA, GA 30309 404-607-0222
 email cmr08@wrightarch.com

CROSSING OAKS SHOPPING CENTER
CONCEPTUAL LAYOUT
TULSA, OKLAHOMA

Collett

SITE PLAN PREPARED FOR:

Appendix B
Conceptual Building Elevations

DRAWING
EL-1



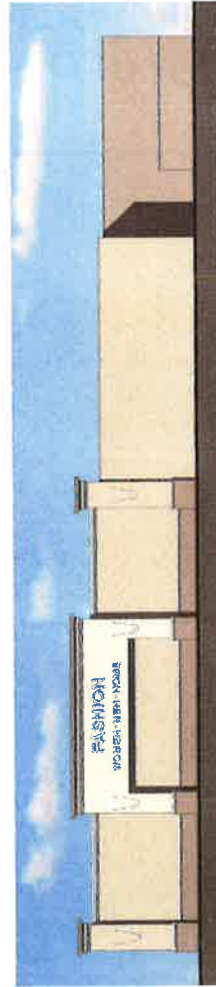
PARTIAL FRONT ELEVATION
SCALE: 3/32" = 1'-0"



PARTIAL FRONT ELEVATION - SHOPS A
SCALE: 3/32" = 1'-0"



PARTIAL FRONT ELEVATION - FASHION TENANT
SCALE: 3/32" = 1'-0"



SIDE ELEVATION - FASHION TENANT
SCALE: 3/32" = 1'-0"



SAMPLE ELEVATION - SHOPS B AND C
SCALE: 3/32" = 1'-0"



PROPOSED SHOPPING CENTER CONCEPT ELEVATIONS

TULSA, OKLAHOMA
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DRAWING PREPARED JULY 18, 2014

10.20

9.20

Case Number: Z-7343-a
Minor Amendment

Hearing Date: September 7, 2016

Case Report Prepared by:
Jay Hoyt

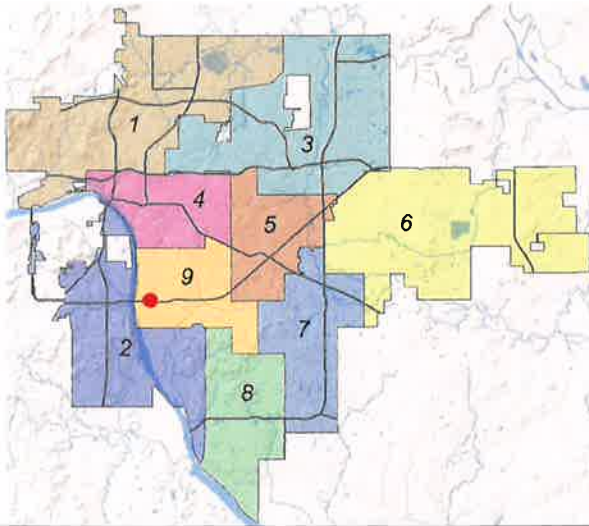
Owner and Applicant Information:

Applicant: Roger Strickland

Property Owner: Oklahoma Central Credit Union

Location Map:

(shown with City Council Districts)



Applicant Proposal:

Concept summary: Modify the Optional Development Plan standards to revise the permitted building material.

Gross Land Area: 2.64

Location: West of the NW/c S. Peoria Ave. and E. Skelly Dr.

Zoning:

Existing Zoning: CH

Proposed Zoning: No Change

Comprehensive Plan:

Land Use Map: Mixed-Use Corridor

Growth and Stability Map: Growth

Staff Recommendation:

Staff recommends **approval**.

Staff Data:

TRS: 9225

CZM: 46

Atlas: 474

City Council District: 9

Councilor Name: G.T. Bynum

County Commission District: 2

Commissioner Name: Karen Keith

SECTION I: Z-7343-a Minor Amendment

STAFF RECOMMENDATION

Amendment Request: Modify the Optional Development Plan standards to revise the permitted building material.

The current Optional Development Plan Standards state "Except where doors and window awnings and other architecture elements may be included in the design, the entire structure will be stone, brick or stucco and similar..."

The applicant is proposing to add CF Tuff Wall by Metal Span or similar product to the allowable building materials. CF Tuff Wall is an insulated metal wall panel system. The exterior of the system is finished with a stucco embossed panel and factory applied finish to give the product the appearance of stucco.

Staff Comment: *This request can be considered a Minor Amendment as outlined by Section 70.0401.1.a of the City of Tulsa Zoning Code.*

"The planning commission is authorized to approve amendments to approved development plans as minor amendments if the planning commission determines that substantial compliance is maintained with the approved development plan. "

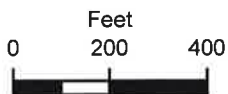
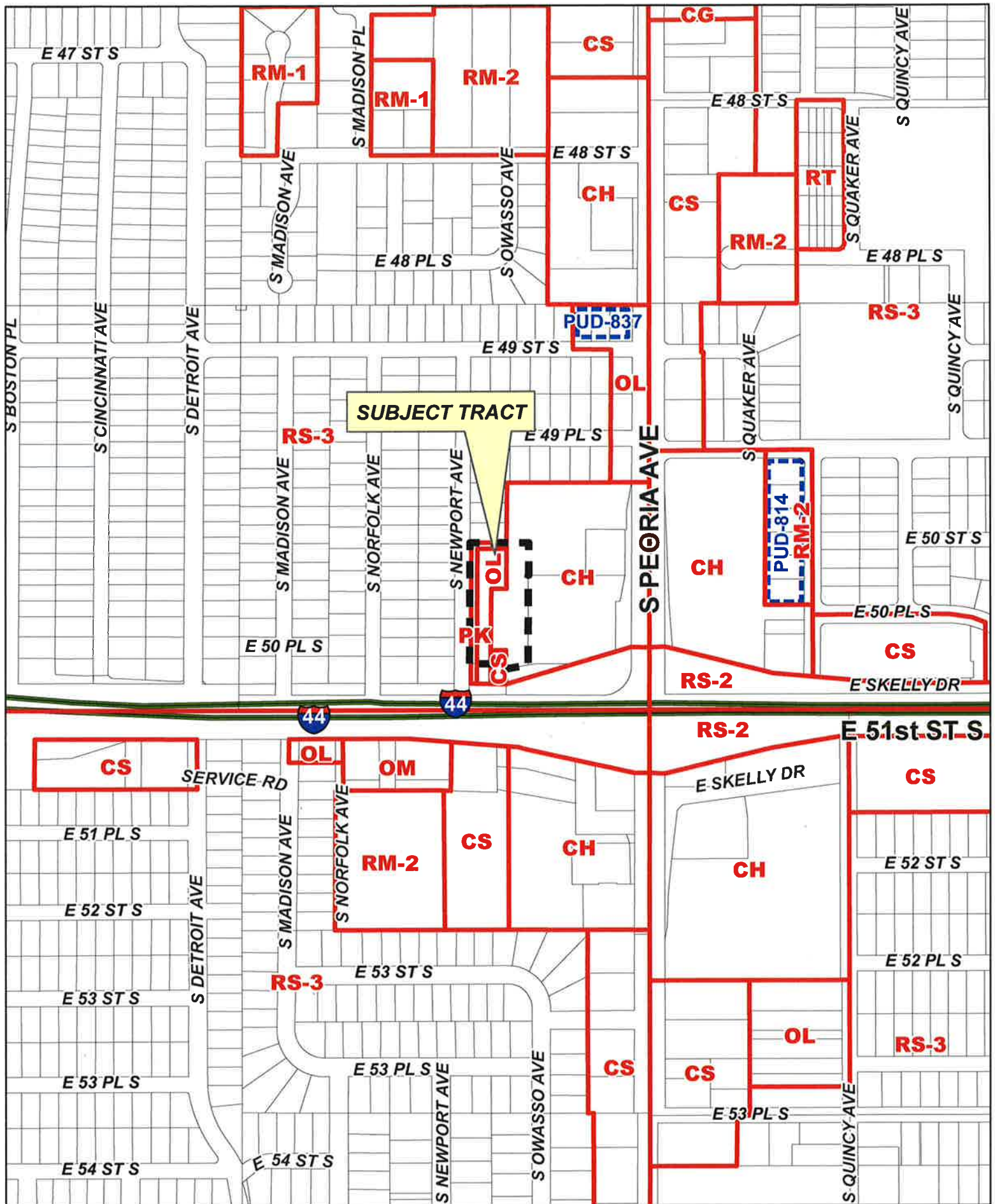
Staff has reviewed the request and determined:

- 1) The requested amendment does not represent a significant departure from the approved development standards in the Optional Development Plan.
- 2) All remaining development standards defined in Z-7343 shall remain in effect.

Exhibits included with staff recommendation:

INCOG zoning case map
INCOG aerial photo
INCOG aerial photo (enlarged)
Applicant Product Information
Applicant Exterior Elevations

With considerations listed above, staff recommends **approval** of the minor amendment request to revise the permitted building material.

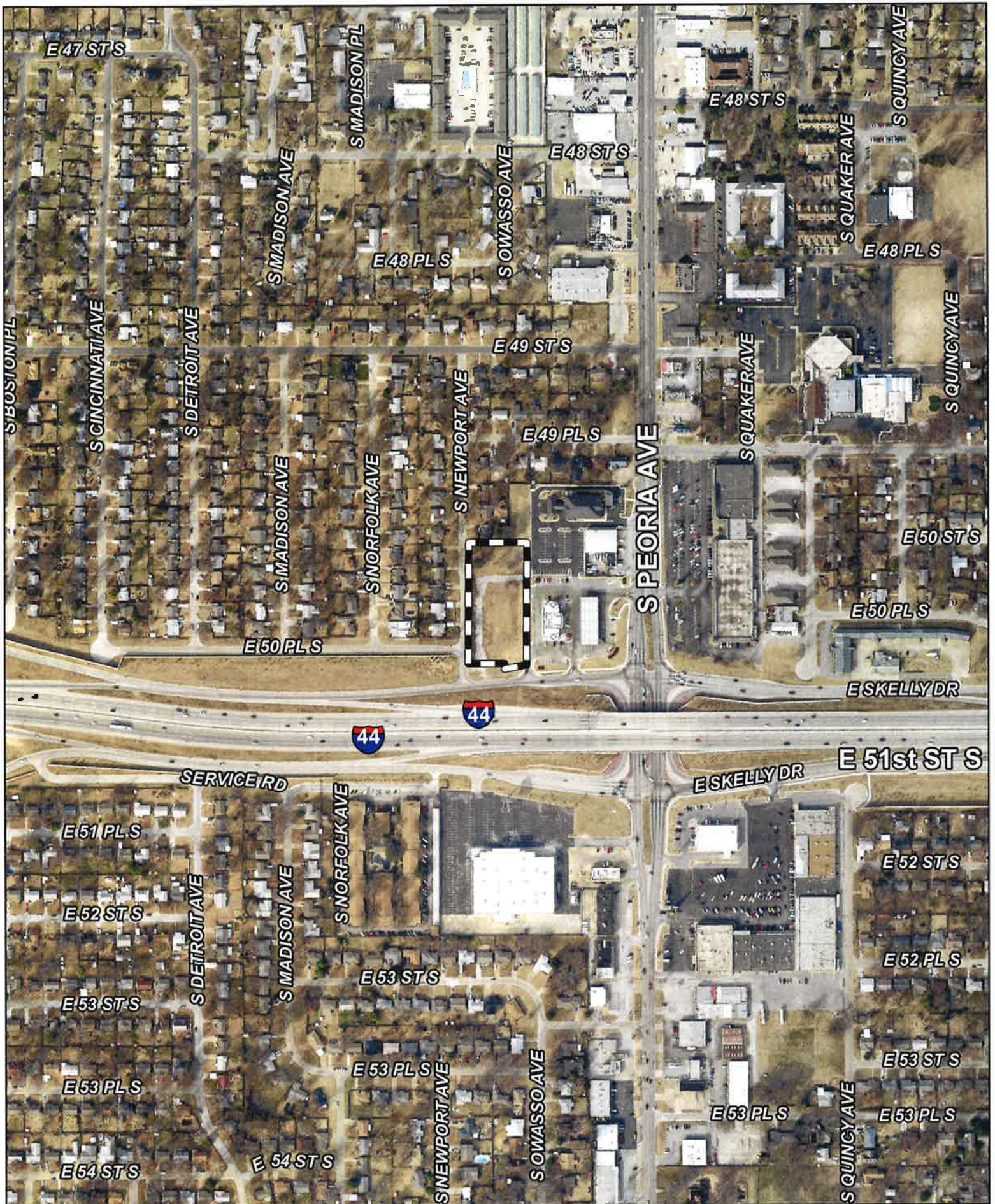


Z-7343-a

19-12 25

11.3





0 200 400
Feet



Subject
Tract

Z-7343-a

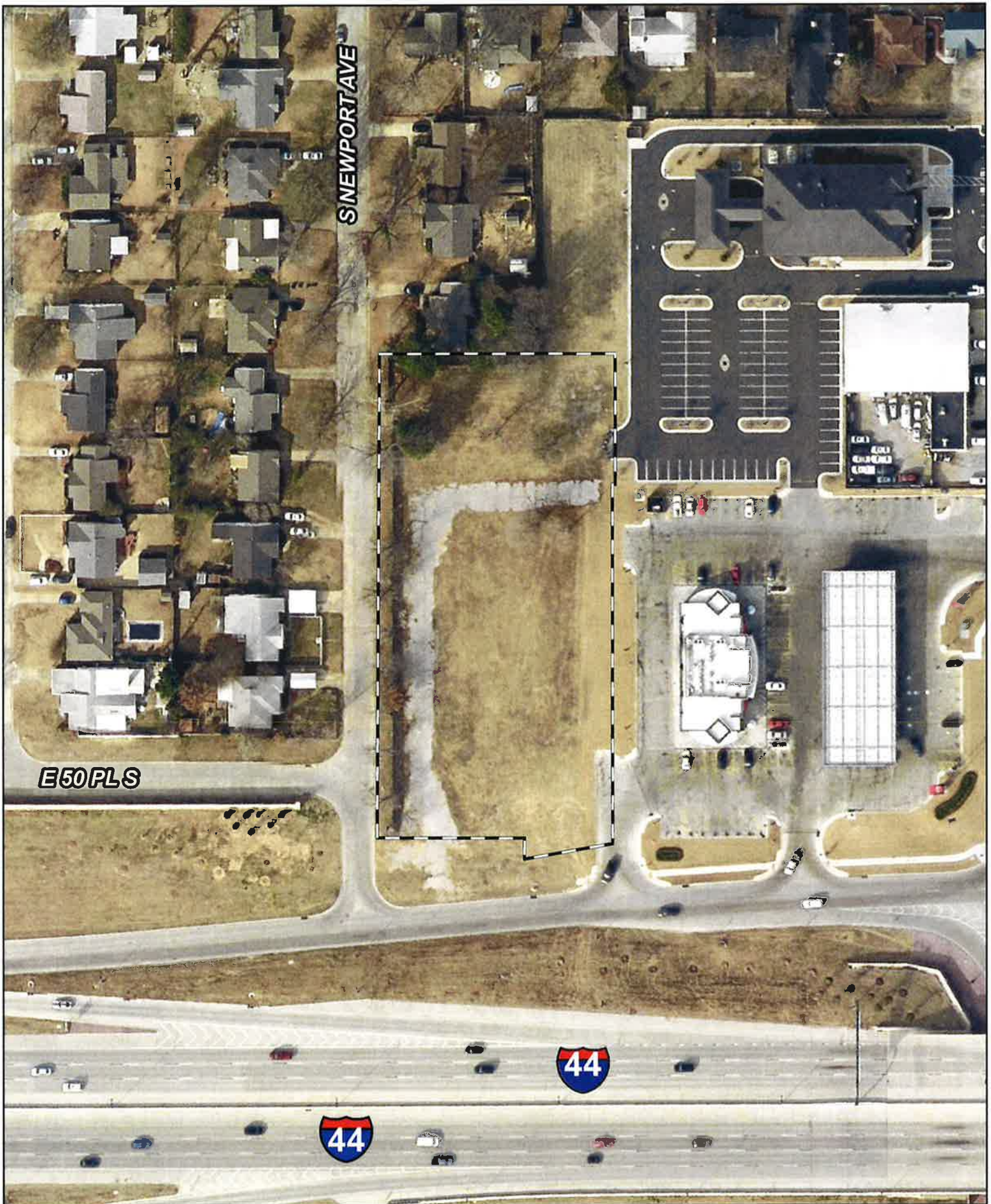
19-12 25

Note: Graphic overlays may not precisely
align with physical features on the ground.

Aerial Photo Date: February 2016



11.4



E 50th PL

S NEWPORT AVE

0 50 100
Feet



Subject
Tract

Z-7343-a

19-12 25

Note: Graphic overlays may not precisely
align with physical features on the ground.

Aerial Photo Date: February 2016



115



CF TUFF WALL

INSULATED METAL WALL PANEL



The Metl-Span CF Tuff Wall is an attractive, stucco-like insulated metal panel that exhibits the natural beauty sought by many designers and owners. The exterior surface of the panel is a hard aggregated, fiber-reinforced polymer coating created with the factory applied Tuff Cote® finish system. Tuff Cote® finish offers an extremely durable, impact and abrasion-resistant coating that can withstand severe weather conditions.

Note: Not intended for exterior walls on cold storage buildings.

PRODUCT SPECIFICATIONS

WIDTH • 36", 42"

THICKNESS • 2", 2½", 3", 4", 5", 6"

LENGTH • 8'-0" to 40'-0"

EXTERIOR FACE • Stucco-embossed, G-90 galvanized and/or AZ-50 aluminum-zinc coated steel in 24 and 22 Ga. with factory-applied Tuff Cote® finish system

INTERIOR FACE • Stucco-embossed, G-90 galvanized and/or AZ-50 aluminum-zinc coated steel in 26, 24 and 22 Ga.

JOINT • Offset double tongue-and-groove with extended metal shelf for positive face fastening

EXTERIOR PROFILE • 2", 2½", 3" and 4" are no profile with Tuff Cote® finish system; 5" and 6" are Mesa nominal ⅛" deep with Tuff Cote® finish system

INTERIOR PROFILE • Light Mesa nominal ⅛" deep

LOCK & GROOVE SYSTEM



PANEL



PANEL PROFILE



CORE • Foamed-in-place, Non-CFC & zero ODP polyurethane, FM Approved Class 1 with no height restrictions

THERMAL VALUES • K-Factor* @ 75° F (24° C) is 0.14, @ 40° F (4° C) is 0.126

EXTERIOR TEXTURE • Tuff Cote® finish system—a hard aggregated fiber-reinforced polymer coating

FASTENINGS • Fastener and clip concealed in the side joint

U-FACTORS AND R-VALUES**

U-FACTOR (BTU/h-ft²·°F)

PANEL WIDTH: 42"

	75°
2"	0.0669
2½"	0.0500
3"	0.0400
4"	0.0307
5"	0.0264
6"	0.0224

R-VALUE (h-ft²·°F/BTU)

PANEL WIDTH: 42"

	75°
2"	14.95
2½"	20.00
3"	25.00
4"	32.57
5"	37.88
6"	44.64

*K-Factor calculations: BTU in/ft²·hr. °F

**Based on ASTM C518, ASTM C1363 and thermal modeling, 75° F core mean temp.

DESIGN FEATURES & BENEFITS

- Look of finished precast concrete with the efficiency of an insulated metal panel
- Field-tested and proven Tuff Cote® technology
- Durable finish that is highly resistant to impact and abrasion

- 10-year limited exterior finish warranty
- Utilizes concealed clips and eliminates thermal short circuits
- Easy and fast installation, with reduced construction labor costs

11.6

Metl-Span: Performance Redefined

1720 Lakepointe Drive, Suite 101, Lewisville, Texas 75057 (p) 877.585.9969 (f) 972.420.9382 metlspan.com

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PART# TWDS0616

TESTING: CF TUFF WALL INSULATED METAL WALL PANEL

TEST/APPROVAL	TEST METHOD	TEST TITLE	RESULTS
Fire US	ASTM E84	Surface Burning Characteristics of Building Materials	Flame spread <25, smoke developed <450
	ASTM E119	Fire Tests of Building Construction Materials	One hour non-load bearing rating with two layers of Type X Gypsum Vertical or horizontal installation
	FM 4880	Class 1 Fire Rating of Insulated Wall, Ceiling and Roof Panels	Product approved Exterior wall requires FM 4881 approval
	NFPA 259	Test Method for Potential Heat of Building Materials	Potential heat of foam plastic insulation contained in the assembly tested in accordance with NFPA 285
	NFPA 285	Evaluation of Fire Propagation Characteristics of Exterior Non-Load Bearing Wall Assemblies	Panel assembly met the requirements of the standard
	NFPA 286	Fire Tests for Evaluating Contribution of Wall and Ceiling Finish to Roof Fire Growth	Test specimen met the criteria of the IBC Section 803.1.2.1
Fire Canada	CAN/ULC S101	Fire Endurance Tests of Building Construction and Materials	One hour non-load bearing fire rating with two layers of Type X Gypsum
	CAN/ULC S101	Fire Endurance Tests of Building Construction and Materials	Meets 15 minute stay-in-place requirements
	CAN/ULC S102	Surface Burning Characteristics of Building Materials and Assemblies	Meets the National Building Code of Canada requirements
	CAN/ULC S134	Fire Test of Exterior Wall Assemblies	Complies with the fire-spread and heat-flux limitations required by the National Building Code of Canada
	CAN/ULC S138	Fire Growth of Insulated Building Panels in a Full-Scale Room Configuration	Met the criteria of the standard
Structural	ASTM E72	Strength Tests of Panels for Building Construction	See Load Chart
	ASTM E1592	Structural Performance of Metal Roof and Siding Systems by Uniform Static Air Pressure Differences	See Load Chart
	FM 4881	Class 1 Exterior Wall Structural Performance	See FM Wall Load Chart
Thermal Performance	ASTM C518	Steady-State Thermal Transmission Properties by Means of the Heat-Flow Meter Apparatus	K-Factor of 0.126 BTU.in/hr.ft ² .°F at 40° F mean core K-Factor of 0.14 BTU.in/hr.ft ² .°F at 75° F mean core
	ASTM C1363	Thermal Performance of Building Materials and Envelope Assemblies	See Thermal Performance Guide
Air Infiltration	ASTM E283	Rate of Air Leakage Through Curtain Walls Under Specified Pressure Differences	<0.01 cfm/ft ² at 20 psf Vertical or horizontal installation
Water Infiltration	ASTM E331	Water Penetration of Exterior Walls by Uniform Static Air Pressure Differences	No uncontrolled leakage when tested to a static pressure of 20 psf Vertical or horizontal installation
Special Approval	Miami-Dade NOA	Product Approval for City of Miami and Dade County	Product has City of Miami and Dade County Notice of Acceptance
	State of Florida	Product Approval for the State of Florida	Product has State of Florida approval

Descriptions and specifications contained herein were in effect at the time this publication was approved for printing. In a continuing effort to refine and improve products, Metl-Span reserves the right to discontinue products at any time or change specifications and/or designs without incurring obligation. To ensure you have the latest information available, please inquire or visit our website at metlspan.com.

11.7



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Metl-Vision® and Envelope Solution

Single-Skin Wall Panels

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TUFF WALL®

COLORS

7.2 Insul-Rib™ Wall Panel

CF Architectural Wall Panel

CF Flute Wall Panel

CF Light Mesa

CF Mesa

CF Partition Wall

HPCI Barrier™ Wall Panel

Santa Fe® Wall Panel

Striated Wall Panel

Tuff-Cast™

Tuff Wall®

Colors

Guide Specifications

Load Span Tables

Material Specifications

Tests & Certifications

CFR Roof Panel

LS-36™ Insulated Roof and Wall Panel

DATA SHEET

VIEW BROCHURE

BID REQUEST

PRODUCT INQUIRY

Colors



Tuff Cote



Antique Bronze

R: 0.26 E: 0.86 SRI: 25

1. All Metl-Span colors are formulated to provide maximum energy-efficiency and solar reflectivity. All standard available Premium I and Premium II colors have been formulated for maximum solar reflectance.
2. Prices vary by color, gauge and quantity of metal. Please contact your Metl-Span representative for complete information.
3. All colors shown here approximate actual finish colors as accurately as possible.
4. Light Stone – Tuff Cote® does not match the Light Stone – Standard SP color offering.

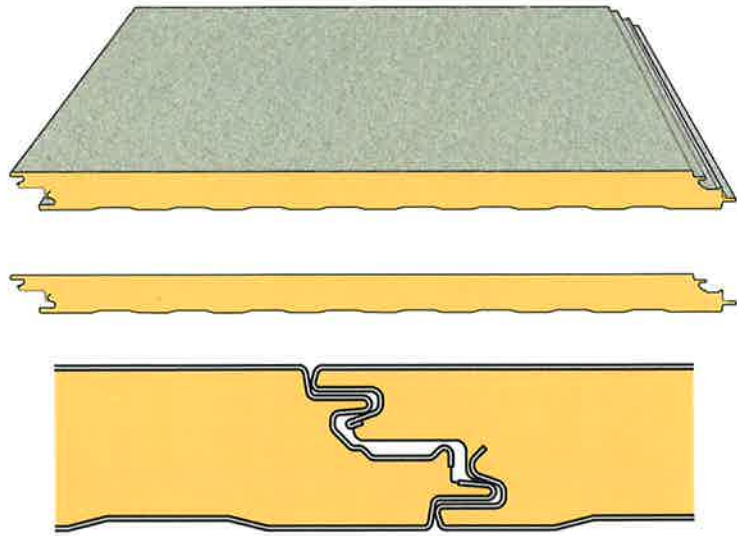
11.8

TUFF WALL® INSULATED METAL WALL PANEL

METL-SPAN INSULATED METAL PANELS



Metl-Span's Tuff Wall® is an exceptionally attractive stucco-like insulated metal wall panel that exhibits the natural beauty that many designers and owners prefer. The exterior stucco-like surface of the panel is a hard aggregated fiber reinforced polymer coating created with the factory applied Tuff Cote® finish system. Tuff Cote finish offers an extremely durable impact and abrasion resistant coating that withstands severe weather conditions.



Unlike field-applied finishes that are vulnerable to damp or cold weather during installation, Tuff Wall panels can be erected in virtually any weather condition. The interior face of the Tuff Wall panel is finished with an attractive Mesa profile and painted with a white polyester coating.

TUFF WALL INSULATED METAL WALL PANEL FEATURES

- The masonry look of stucco with the efficiency of an insulated metal panel
- The field-tested and proven Tuff Cote technology
- A durable finish that is highly resistant to impact and abrasion
- A 10-year limited warranty

Exterior Profile: No profile with Tuff Cote finish system

Interior Profile: Mesa nominal 1/8" deep;

Light Mesa nominal 1/16" deep, *Light Mesa not available for 5- or 6-inch thick panels*

Panel Core: Foamed-in-place, Non-CFC & zero ODP polyurethane, FM Class 1 approval

Thermal Values: K-factor, Btu in/ft² hr. °F @ 75°F (24°C) mean core temperature = 0.140. K-factor, Btu in/ft² hr. °F @ 40°F (4°C) mean core temperature = 0.126

Module Width: 36", 42"

Panel Thickness: 2", 2 1/2", 3", 4", 5", 6"

Panel Lengths: 8'-0" to 40'-0"

Exterior Facings: Stucco embossed, G-90 galvanized and/or AZ-50 aluminum-zinc coated steel in 24 Ga. and 22 Ga. with factory applied Tuff Cote finish system

Exterior Texture: Tuff Cote finish system - a hard aggregated fiber reinforced polymer coating

Interior Facings: Stucco embossed, G-90 galvanized and/or AZ-50 aluminum-zinc coated steel in 26 Ga., 24 Ga. and 22 Ga.

Panel Joint: Offset double tongue and groove with extended metal shelf for positive face fastening

Fastening: Fastener and Clip concealed in the side joint

FM Approved Class 1 with no height restrictions.

COLORS

Available Colors: Medium Beige, Antique Bronze, Surrey Beige, Warm Limestone, Light Stone, Light Gray and Stucco White

METL-SPAN: Pioneering Insulated Metal Panel Technology

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11.9



1 3D View 1



2 3D View 4



3 3D View 2



4 3D View 3



ATTIC STORAGE AT BROOKSIDE
TBD
TULSA, OKLAHOMA



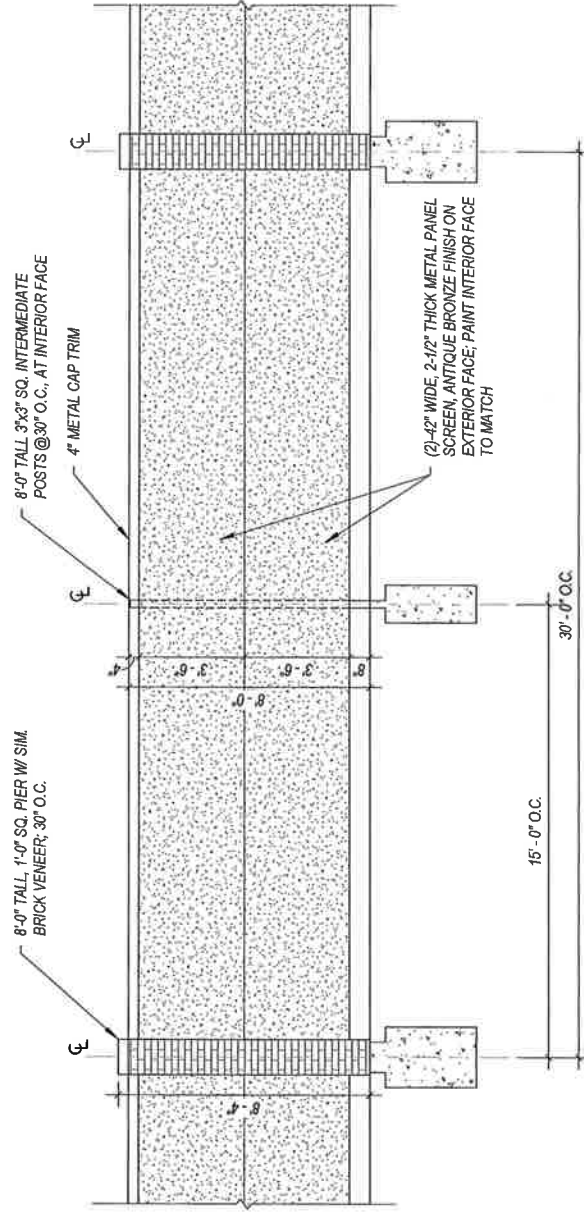
1100 North Wood St.
Tulsa, Oklahoma 74103
Tel: 918.596.1100
Fax: 918.596.1105

EXTERIOR PHOTOGRAPHY
© 2015

Date: 08/27/14
Drawn by: J. NABO
Checked by: S. HENRY
Reviewed:

A3.1

11.10



1 TYP. SCREENING DETAIL

1/4" = 1'-0"

TMAPC Staff Report

September 7, 2016

CPA-51 - Comprehensive Plan Text and Map Amendments to 36th Street North Corridor Small Area Plan for Mohawk Employment Center

Item: Council-initiated text and map amendments to the Comprehensive Plan establishing and defining an Employment Center in an area between 36th Street North and Mohawk Boulevard, and between Peoria Avenue and Lewis Avenue; boundary and text amendments to the 36th Street North Corridor Small Area Plan; and amendments to Land Use and Stability and Growth maps in support of the proposed Employment Center.

- A. Background:** The Tulsa City Council initiated a Comprehensive Plan amendment on July 14, 2016, requesting text and map amendments to accommodate an industrial facility or industrial park within the 196-acre subject area. The subject area remains largely undeveloped and has seen little new growth since the 1970s, though land use recommendations for future growth have intensified over time. The Planning District 25



Figure 1 The 196 acre subject site is mostly undeveloped. Note the established neighborhood to the south.

recommendation from 1976 showed this area as predominantly 'Low Intensity' growth with floodplain portions of the site shown as 'Development Sensitive'. In 2010, PLANiTULSA land use recommendations intensified due in part to two factors, 1) The extension of the Gilcrease Expressway to the south, and 2) Feedback from PLANiTULSA workshops and subarea workshops promoting new focus on economic growth in north Tulsa. The 2013 small area plan for the 36th Street North Corridor further refined the land use map, recommending plans for intensely developed *Town Center* (approx. 50 acs.) or *New*

Neighborhood (90 acs.), and smaller areas of *Existing Neighborhood*, *Mixed Use Corridor*, and *Parks and Open Space*.

In 2014, the George Kaiser Family Foundation began acquisition here and they now control over 90% of the subject area. In 2016, the Vision 2025 Extension vote included \$10,000,000 in capital improvements for development of the Peoria-Mohawk Business Park within the subject area. These changed circumstances prompt a review and potential plan, text, and boundary amendments to the 36th Street North Corridor Small Area Plan, a part of the City of Tulsa Comprehensive Plan.

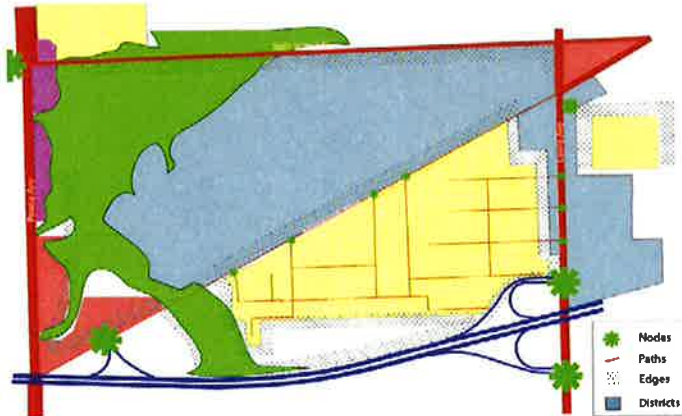


Figure 2 A Working Group participated in an analysis of the proposal. Their input and findings are incorporated into the staff summary of opportunities and issues.

B. Analysis: A Working Group comprised of fronting single-family homeowners, the owner of the subject property, and other people familiar with development in north Tulsa have assisted planners in reviewing the proposal. Their excellent contributions are noted in the staff analysis that follows. In addition to highlighting facts that staff did not foresee, they also provided very clear indications of development preferences and priorities. Issues and

opportunities related to use of the subject site as an Employment Center include:

B1. Opportunity: Economic development is an objective of the 36th Street North SAP and the desire for jobs was affirmed by the Working Group, though some neighbors in the group expressed concerns about the relationship between the site and an established neighborhood to the south. Some members of the Working Group praised the opportunity for *high quality jobs* in this proposal, and noted the potential for these to create secondary jobs and spur growth, furthering other plan objectives.

B2. Issue: Infrastructure needs In addition to on-site infrastructure, the Working Group noted a need for *sidewalks and street illumination* on 36th Street North and Mohawk Boulevard, and the possible need for a *traffic light* at Mohawk Boulevard and Peoria Avenue. While traffic lights require an engineering analysis to determine if they are warranted, staff can affirm that arterial sidewalks will be essential for those workers who will use mass transit, including the Peoria Bus Rapid Transit (BRT), under design now. Additional research reveals that the *bridge over Dirty Butter Creek* on 36th Street North (State Hwy 11) is inadequate and is scheduled for replacement by ODOT in 2018. The subject property owner's representative is aware of this issue, and while ODOT has addressed urgent deficiencies, the bridge replacement is essential for the success of the Employment Center. Finally, Mohawk Boulevard provides an excellent bicycle connection between the Osage bike trail and Mohawk Park and this segment is marked for bicycle improvements in the Bicycle and Pedestrian Master Plan. The Working Group expressed a desire for a side path here, if right-of-way allows.

B3. Issue: Floodplain Approximately 60 acres on the western third of the subject property lies within the 100-year floodplain. Reviewing the Dirty Butter Creek Master Drainage Plan, there are no upstream or downstream flood control facilities that would alter the floodplain. Instead, the plan recommends the floodplain remain undisturbed. The major property owner in the subject area understands this issue and has no plans for significant development within the floodplain. There is some residual land suitable for development

to the west of the floodplain along Peoria Avenue and at the intersection of Peoria and 36th Street North. These sites are relatively shallow and it should be noted that future development proposals here may include minor reshaping of the floodplain, and/or place parking lots below flood level. Small encroachments such as this are to be expected and with proper mitigation, can be done in ways that are consistent with stormwater management best practices.

B4. Issue: Traffic Considerations Mohawk Boulevard will require special consideration in order to avoid conflicting growth objectives. Mohawk Boulevard is designated a collector street on the Major Street and Highway Plan. It had a low traffic volume, 800 vehicles per day (VPD) in 2014, when compared to Peoria Avenue (15,300 VPD), Lewis Avenue (6,500 VPD) and 36th Street North (7,100 VPD). There are twelve homes fronting Mohawk Boulevard between Troost Avenue and 700 feet west of Lewis Avenue. Members of the Working group expressed a desire to avoid directing truck traffic through this portion of the street segment. However, access to Mohawk Boulevard is important for the successful development of the Employment Center. Of particular note, ramps to the Gilcrease Expressway are on Mohawk Boulevard near Peoria. Ideally, Mohawk Boulevard access to site would be placed west of Troost Avenue and east of a point 700 feet west of Lewis Avenue, with no site access offered in between these points. This may sufficiently divert truck and employee traffic on the residential portion of Mohawk Boulevard, though posting truck traffic restrictions for this portion may also be warranted.

B5. Issue: No Train Access It appears that the site will be entirely dependent on truck transport, and while this certainly does not inhibit the site's success, especially since it has excellent highway access, it does underscore some of the Working Group's concerns about the potential negatives impacts of truck traffic.

B6. Issue: Oversized Loads Route While the Working Group recommended traffic calming on Mohawk Boulevard, they also informed us that the street is occasionally used for oversized loads, presumably from the Port of Catoosa. An interview with the Port Operations Manager, Brad Banks, revealed that Mohawk Boulevard is actually an inconvenient detour, trucks are supposed to follow the designated, 36th Street North route. They cannot, however, because the aforementioned bridge at Dirty Butter Creek is not rated for heavy loads. It may be difficult, at least in the short term, to recommend chicanes or other on-street traffic calming devices that could interfere with oversized shipments. But that could change with the bridge replacement on 36th Street North, scheduled for replacement by ODOT in 2018.

B7. Issue: Site Design Considerations The Working Group, which included the representative of the owner of most of the property on the site, as well as property owners that front the site on the south side of Mohawk Boulevard, offered several suggestions that would effectively screen the site from the neighborhood to the south including: A *high berm* such as those used at the north end of the Gathering Place, which provide excellent visual and noise screening; *retention of mature trees* near Mohawk Boulevard where possible; and a preference for having *parking, rather than buildings*,

near Mohawk Boulevard. The owner's representative noted that on-site detention must be located on the northwest corner of the site, which rules out the possibility of using a detention pond as part of a buffer.

C. Comprehensive Plan amendment history:

36th Street North Corridor Small Area Plan, 2013 The majority of the recommendations within this small area plan are for 36th Street North, west of Peoria Avenue, though the plan does cover the majority of the subject area.

D. Staff Recommendation: Staff recommends that the TMAPC adopt the proposed amendments (as attached) to the 36th Street North Corridor Plan.

Attachment 1
CPA-51 - Comprehensive Plan Text Amendments

(Renumbering and repaginating Goals 1 through 28 as needed)

A. 36th Street North Corridor Small Area Plan Text Amendments to the Comprehensive Plan

1) Recommendations, Part I: Page R 75 (add new Priority)

LAND-USE PRIORITY 7

Encourage the compatible growth of a new Employment Center east of Dirty Butter Creek.

Goal 9 -

Support the development of a new industrial facility or park between Dirty Butter Creek and Lewis Avenue, and between 36th Street North and Mohawk Boulevard, while respecting and promoting the future success of neighboring properties.

9.1 Encourage the development of an industrial facility or industrial park at this location that: 1) incorporates shielded lighting and minimizes light pollution, 2) employs best site management practices during construction to avoid dust and erosion, and 3) minimizes encroachment into the floodplain of Dirty Butter Creek.

9.2 To retain the residential character for property on Mohawk Boulevard between Troost Avenue and a point 700 feet west of Lewis Avenue: 1) build a berm to provide visual and noise screening, 2) preserve mature trees where possible to provide screening and shade, 3) do not place ingress and egress points to the industrial site, and 4) place parking areas, rather than buildings, nearer to Mohawk Boulevard.

9.3 A development plan implementing recommendations of Goal 9 and, where applicable, Goal 18 should accompany rezonings related to the Employment Center.

2) Recommendations, Part I: Page R 77 (add new Goal under 'Transportation Priority 3 – Increase circulation and connectivity across the Plan Area')

Goal 18 –

Construct an array of infrastructure improvements in and around the Employment Center east of Dirty Butter Creek that, supportive of both industrial and residential growth.

18.1 On-site improvements promoting good internal circulation and external connectivity for motorized and non-motorized vehicular and pedestrian modes within the Employment Center. Note specific concerns in 18.2.

18.2 Carefully design site access points on Mohawk Boulevard, a collector street, to provide employee and truck access on some portions, while retaining the residential character in the center portion.

18.2.1 In order to preserve the residential character of the neighborhood to the south, no access points between Troost Avenue and a point 700 feet west of Lewis Avenue are recommended. On-site internal circulation and driveway access should bypass or otherwise help to remove the need for employee and truck transit through the neighborhood.

18.2.2 To promote access for employees and shipping, site access to Mohawk Boulevard is recommended to the west of Troost Avenue and to the east of a point 700 feet west of Lewis Avenue. This will enhance connectivity for employees and trucks travelling to and from Peoria Avenue, Lewis Avenue, and multiple highway connections.

18.3 Arterial sidewalks and additional street and pedestrian lighting on 36th Street North and Mohawk Boulevard, enhancing connectivity to transit and nearby residential areas.

18.4 A side path or other bicycle accommodation on Mohawk Boulevard consistent with the Bicycle and Pedestrian Master Plan. Pursue additional right-of-way or easements as needed to implement this recommendation.

18.5 A path through the Dirty Butter Creek floodplain, providing enhanced pedestrian and bicycle connective to the Town Center and Employment Center.

Additions to Part II: Implementation Matrix

Reference #	Page #	Implementation Measure	Phase	Funding Source	Likely Responsible Entity	Cost
LU-9	75* *adjust page no.'s as needed	Support the development of a new industrial facility or park between Dirty Butter Creek and Lewis Avenue, and between 36th Street North and Mohawk Boulevard, while respecting and promoting the future success of neighboring properties.	1-4 years	Vision 2025-Funded (2016), Private	CoT, Property Owner, Tulsa Industrial Authority, George Kaiser Family Foundation	\$10,000,000
9.1	75	Development of Industrial facilities	1-4 years	Private	Property Owner	TBD
9.2	75	Impact mitigation (landscaped berm) on south edge of Mohawk Employment Center	1-4 years	Vision 2025-Funded (2016), Private	CoT, Property Owner, Tulsa Industrial Authority, George Kaiser Family Foundation	\$250,000
9.3	75	Rezoning with development plan	1-4 years	Private	INCOG	
TR-18	76	Construct an array of infrastructure improvements in and around the Employment Center east of Dirty Butter Creek that, supportive of both industrial and residential growth needs.	1-4 years	Vision 2025-Funded (2016), Additional CoT funds,	CoT, Property Owner, Tulsa Industrial Authority	\$10,000,000
18.1	76	On-site infrastructure improvements	1-4 years	Vision 2025 funds	CoT	TBD
18.2	76	Ingress/egress and circulation designed to avoid directing traffic through residential portion of	1-4 years	N/A	Property Owner, CoT, TMAPC site plan review	TBD

10.7

18.3	76	Mohawk Blvd 2 miles Sidewalks and Street Lighting on 36 th St N and Mohawk Blvd (Note: 36 th St N must coincide with bridge replacement)	2-6 years	CoT funds		\$750,000
18.4	76	Bike side-path on Mohawk Blvd between Peoria Av and Lewis Av	2-6 years	CoT funds + Right-of-way	CoT (const.), GKFF or property owner, INCOG (pursue addn'l ROW as needed)	\$790,000
18.5	76	Path through the Dirty Butter Creek floodplain, connecting the Town Center and Employment Center, not including trail bridge.	2-6 years	CoT	CoT	\$15,000
18.6	76	36 th Street N – Replacement of Dirty Butter Creek Bridge	2018	ODOT 8 year Const. Work Plan	ODOT	\$4,446,000

(Renumbering as needed through existing item 28.3)

Justification

The addition of an Employment Center in this area is generally consistent with employment objectives identified in the 36th Street North Corridor Small Area Plan. Further, the introduction of a large number of permanent, high-quality jobs in the area can spur secondary employment and growth, accelerating the implementation and success of many other goals for the 36th Street North corridor. The proposed text amendments support a careful, conscious effort to minimize negative impacts of this land use change, particularly to the neighborhood to the south, and ensure that the benefits of this new Employment Center do not come at the expense of the neighbors.

Attachment 2
CPA-51 - Comprehensive Plan Map Amendments

A. 36th Street North SAP/Tulsa Comprehensive Proposed Map Amendments

- 1) As shown on the attached existing and proposed Land Use Map the proposed land use map amendments are as follows:
 - a) An expansion of the planning boundaries of the 36th Street North Corridor Small Area Plan to include **all properties located between 36th Street North and Mohawk Boulevard, and between Peoria Avenue and Lewis Avenue.**
 - b) **On certain properties located between 36th Street North and Mohawk Boulevard, and between Lewis Avenue and the eastern edge of the Dirty Butter Creek floodplain,** amend the designation on the Land Use Map from *Existing Neighborhood, New Neighborhood, and Mixed-Use Corridor*, to *Employment Center*
 - c) **On certain properties partially or entirely within the Dirty Butter Creek floodplain, for the portions of the properties within the floodplain,** amend the designation on the Land Use Map from *Town Center, Existing Neighborhood, and New Neighborhood*, to *Parks and Open Space*
 - d) **On certain properties located south of the Dirty Butter Creek floodplain, for the portions of the properties outside the floodplain** amend designation on the Land Use Map from *Parks and Open Space and New Neighborhood*, to *Employment Center*.
- 2) As shown on the attached existing and proposed Growth and Stability Map, the proposed Stability and Growth Map amendments are as follows:
 - a) **On certain properties located between 36th Street North and Mohawk Boulevard, and between Peoria Avenue and Lewis Avenue,** amend the designation on the Stability and Growth Map to show all portions of property within the Dirty Butter Creek floodplain as *Stability* and all portions of property outside the floodplain to be *Growth*.

B. Justification:

These designations will support industrial development within the subject area east of Dirty Butter Creek, while retaining opportunities for expanding a Town Center along Peoria Avenue. Highlighting the Dirty Butter Creek floodplain and Parks and Open Space does not prevent development in these areas, but it does highlight developmentally sensitive land as identified in the Dirty Butter Creek Master Drainage Plan.



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Subject Tract

CPA-51

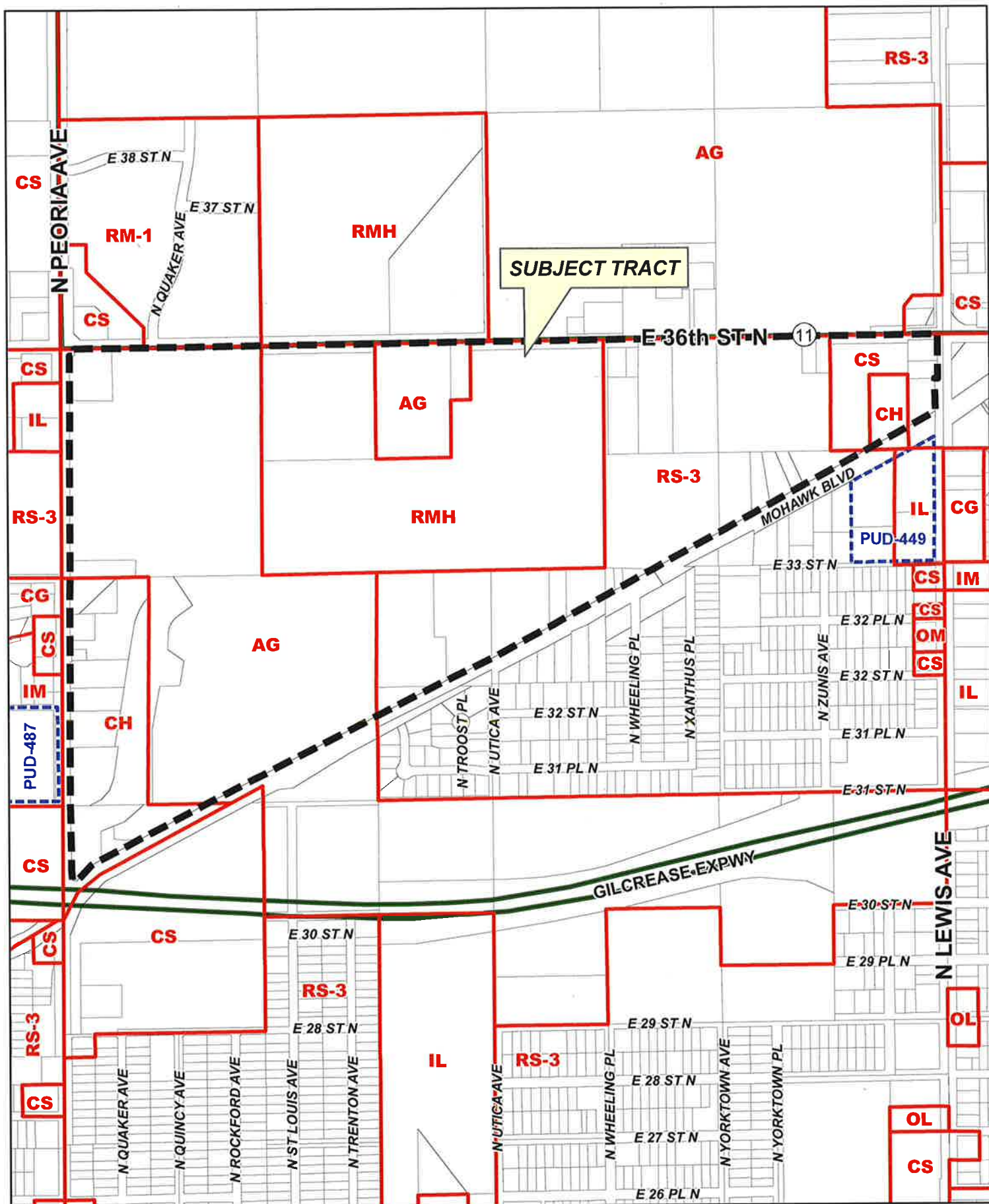
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Note: Graphic overlays may not precisely align with physical features on the ground.

Aerial Photo Date: February 2016



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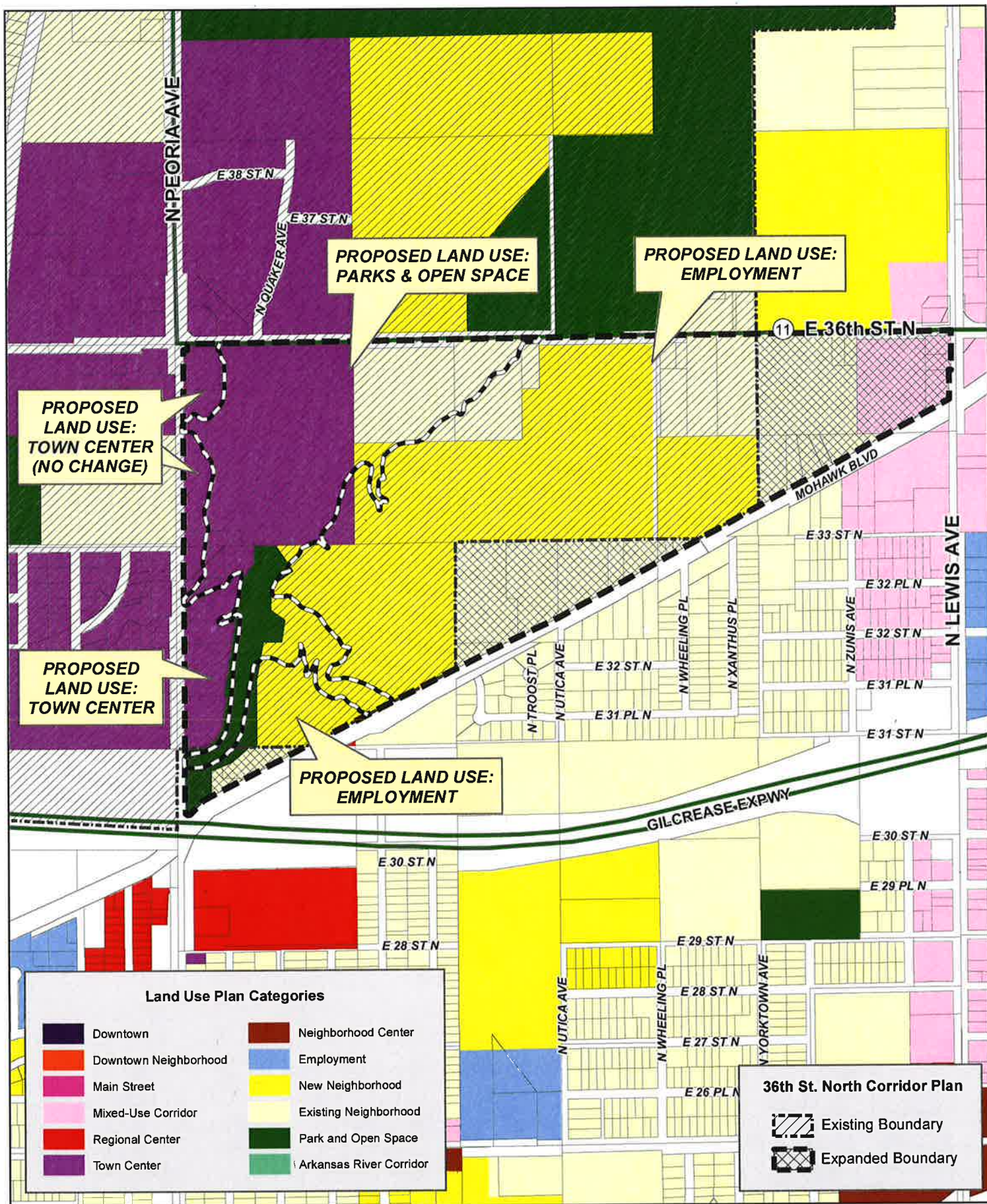


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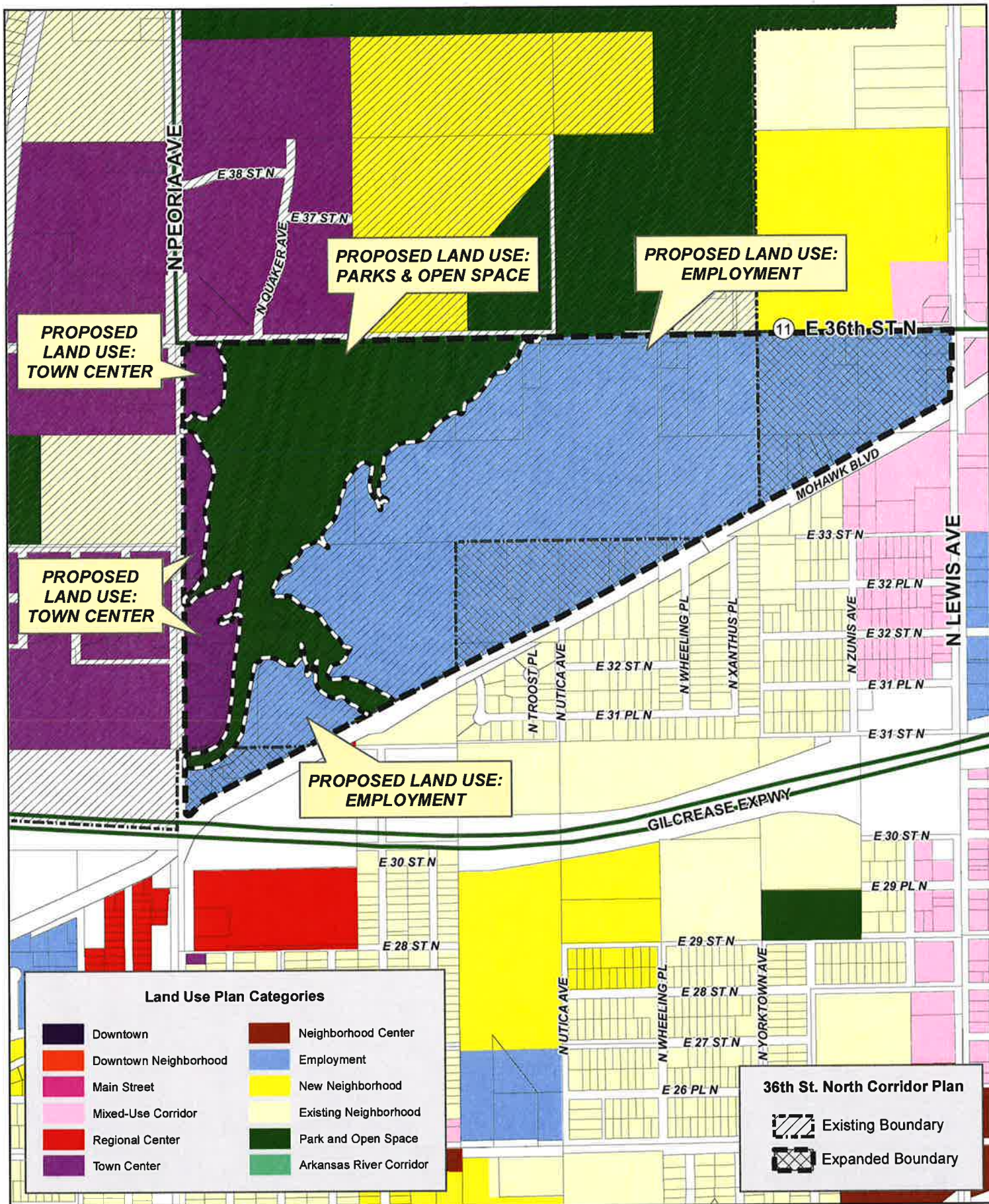
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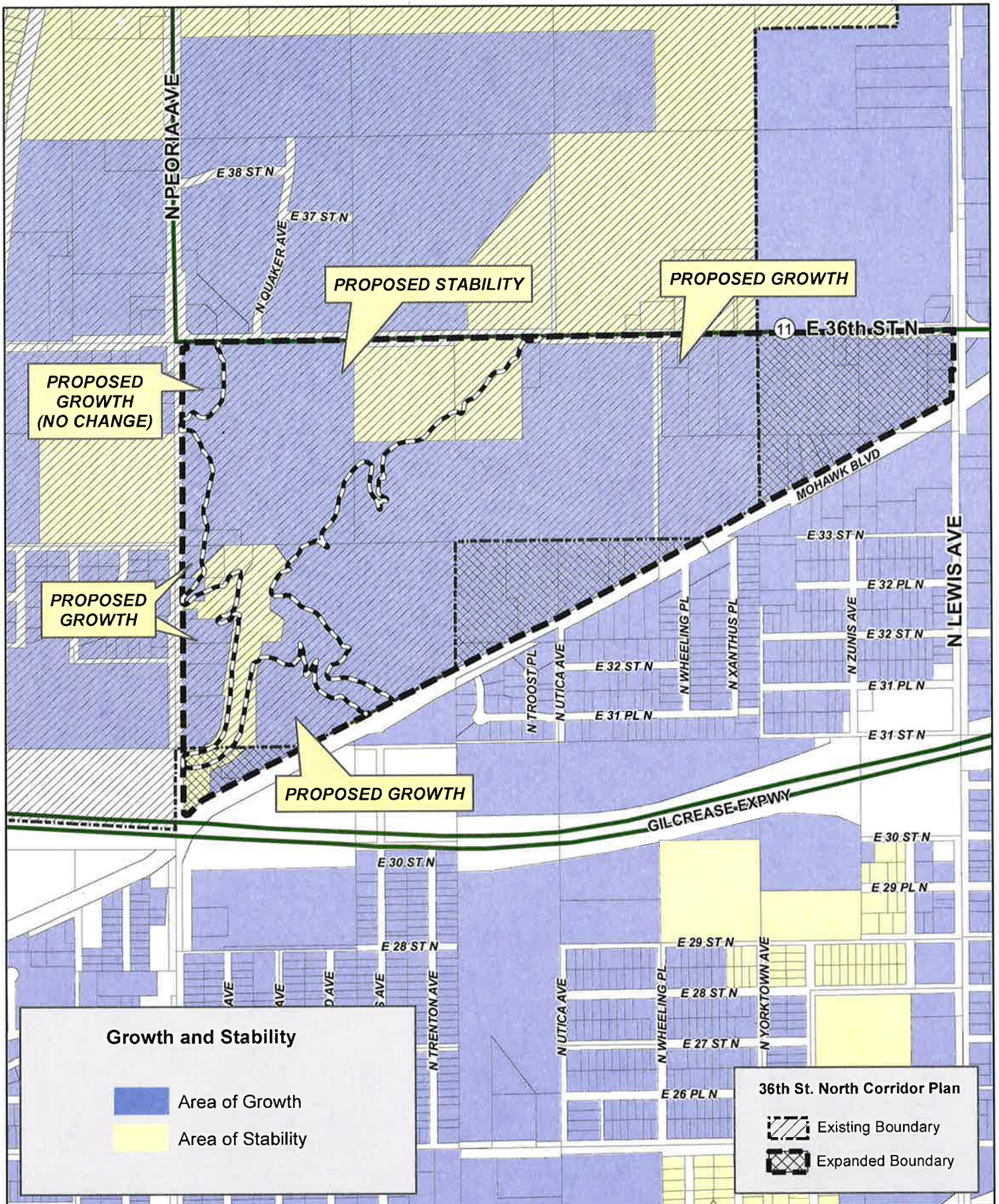
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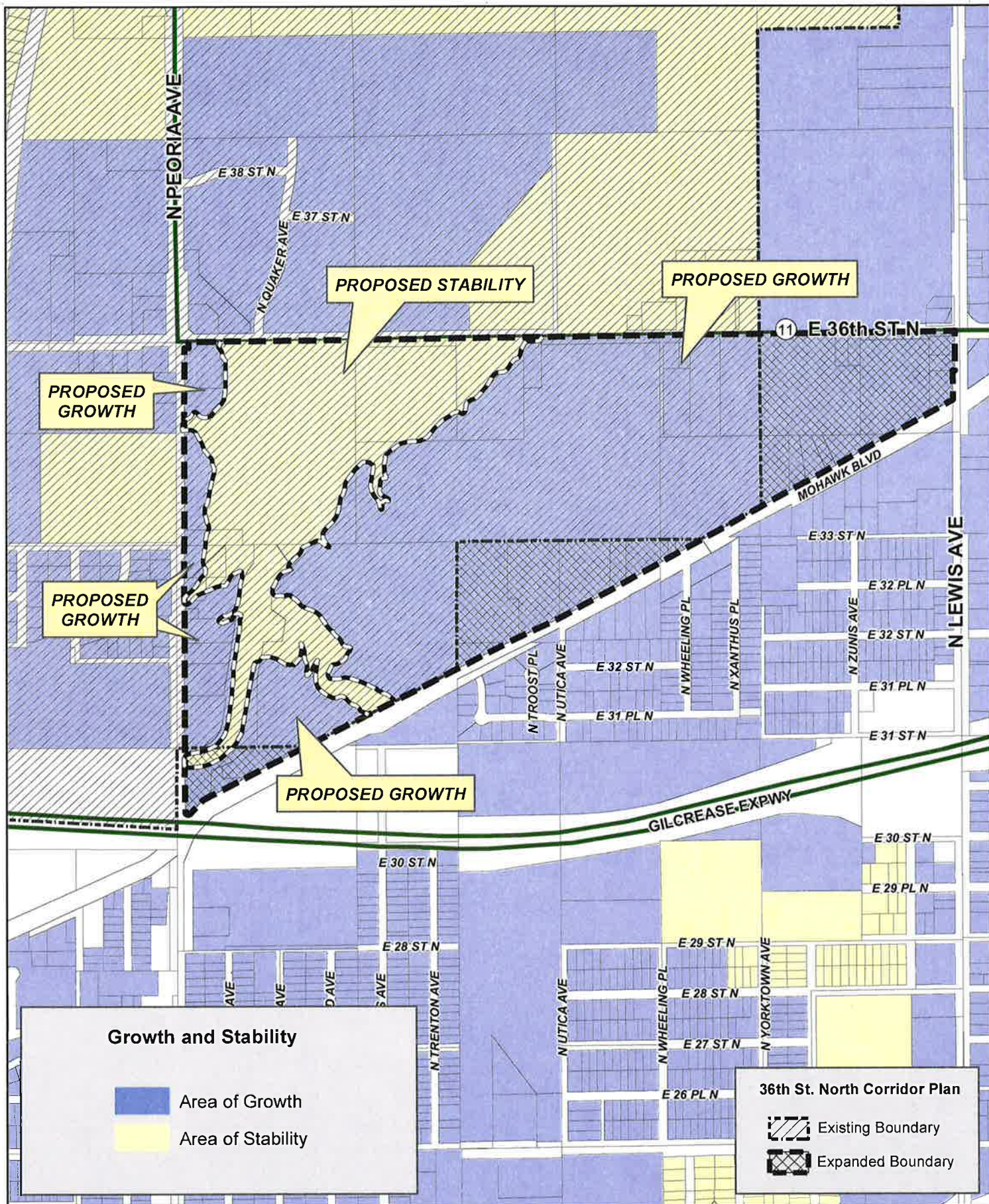
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Subject
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DRAFT FOR PUBLIC REVIEW **AUGUST 2016**



KENDALL-WHITTIER SECTOR PLAN

City of Tulsa • Tulsa Development Authority

prepared by Houseal Lavigne Associates

DRAFT
for Public Review

13.1

ACKNOWLEDGEMENTS

The Kendall-Whittier Sector Plan is the result of collaboration among City leaders and staff, the Tulsa Development Authority, planning professionals, and citizens of the Kendall-Whittier community.

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The planning process was funded by the Tulsa Development Authority in order to assist the community in establishing a vision for housing, commerce, employment, transportation, and recreation that embodies the character of the community over the next 10 to 15 years.

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prepared by



DRAFT
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The Kendall-Whittier Sector Plan articulates a vision of a neighborhood poised for growth and new investment. Built upon neighborhood anchors like the Circle Theater and University of Tulsa, Kendall-Whittier is becoming an attractive destination for young professionals, families, and others who seek a vibrant urban neighborhood with contemporary housing and services.

The Kendall-Whittier Sector Plan is an update to a previous Sector Plan. A Sector Plan is a report approved by the Tulsa City Council that establishes how citizens would like land to be developed in the future. This designation as a Sector Plan allows the City and various partners to utilize policies, strategies and funding sources to implement the vision it articulates.

Tulsa Development Authority & The City of Tulsa

The Kendall-Whittier planning area falls within the City of Tulsa, and is therefore subject to the services, regulations, and standards maintained by City government. However, the City is not alone in providing local services or supporting investment in this portion of the city. The Tulsa Development Authority (TDA) is an important partner that supports the City through investments in property acquisition, infrastructure, housing, commerce, and other aspects of community development. The TDA has a strong presence in Kendall-Whittier, and has played a direct or supporting role in several recent successes.

Citizen Advisory Team

In support of the planning process, a Citizen Advisory Team (CAT) was formed as a first line to communication with community residents and stakeholders. The CAT helped ensure that the Neighborhood Plan is aligned with the needs, aspirations, and concerns of the Kendall-Whittier community. Throughout the planning process the CAT met to review and discuss interim reports, draft documents, and plan recommendations.

A complete summary of public outreach results can be found in the Kendall-Whittier Sector Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

Study Area

The Plan study area includes the Kendall-Whittier neighborhood bounded by the Burlington Northern Santa Fe (BNSF) railroad on the North, Harvard Avenue on the East, 11th Street on the South, and Utica Avenue on the West.

The study area is home to the University of Tulsa, which moved to the area as Henry Kendall College in 1907 as the first higher education facility in Tulsa. The Kendall-Whittier neighborhood was once a prominent stop on Route 66, particularly the historic Whittier Square Shopping Center. Together, these two community assets have helped shaped growth and development in Kendall-Whittier, combining to give the neighborhood its name.

Located east of Downtown Tulsa, Kendall-Whittier is well served by major transit corridors that provide access to the greater Tulsa region, including I-244/Crosstown Expressway that runs through the center of the neighborhood and the U.S. Route 64/State Highway 51 to the south.

Regional Setting

The City of Tulsa is the second largest municipality in the State of Oklahoma, with a 2010 population of 391,906 residents. Tulsa is also central to the Tulsa–Broken Arrow–Owasso Metropolitan Statistical Area with a population just shy of 1 million residents. Situated in northeastern Oklahoma along the Arkansas River, Tulsa is part of the Green County region, an area of transition from heavily wooded Ozark Mountain foothills in the east to the farthest reaches of the Great Plains in the west. In recent years, Tulsa has received recognition as one of America’s most livable large cities, as well as an important city for the future.



REGIONAL SETTING

University of Tulsa

The University of Tulsa has been a part of the area for over a century. The school started as a Presbyterian school for girls in Muskogee, intended to offer education to Native American girls. It was expanded in 1894 to become the Henry Kendall College, named after Reverend Henry Kendall, secretary of the Presbyterian Board of Home Missions. In 1907, struggling to attract and retain students, the school was relocated to Tulsa, a comparatively smaller town at the time. The move was encouraged by the Tulsa Commercial Club, who offered \$100,000 of funding, 20 acres of land, and guarantees for utilities and street car service.

In 1920, concern that the City could not support multiple higher education facilities, Henry Kendall College merged with the Methodist Church's proposed McFarlin College to become the University of Tulsa. The new university thrived, opening the School of Petroleum Engineering in 1928. Heavily impacted by the Great Depression, school president Clarence Isaiah Pontius, a former investment banker, helped erase the University's growing debt as well as expanding the institution with the opening of the business administration school in 1935 and the law school in 1943.

Whittier Square Historic District

Whittier Square was Tulsa's first suburban shopping center. The land was purchased by Alvin T. Hodge in 1903 from the Creek Nation. Hodge used the land as a cattle pasture before selling it in 1906 for development. The completion of the Tulsa Street Railway (TSR) in 1909 spurred growth in the neighborhood, connecting Whittier Square to Downtown Tulsa. The addition of the John Greenleaf Whittier School in 1916, a post office substation in 1926, and the East Second Street Library in 1931 helped attract residents to the growing area.

Whittier Square saw its greatest growth and activity during the 1920s through 1940s as a result of the official designation of Route 66. A major route for transportation across the country, Route 66 traveled directly through Whittier Square, attracting visitors, investors, and residents to the area. Automobile service stations, restaurants, grocery stores, and various other commercial uses grew in the area to serve travelers moving through the region. During World War II, Whittier Square was an important transit location for workers heading to the Douglas Aircraft Company.

Post-World War II, Whittier Square began to decline, as residents moved to newer areas of Tulsa. The development of Interstate 244 further reduced interest in Whittier Square, diverting traffic from the area and effectively removing traffic from Route 66. The area decline through the 1970s and 80s, but numerous efforts during the 1990s to revitalize the district have begun to take hold. Today, the Whittier Square Historic District includes land bounded by I-244 on the North, Lewis Avenue on the East, 1st Street on the South, and Zuni Avenue on the West.

PREVIOUS PLANS & POLICIES

Kendall-Whittier Neighborhood Masterplan

In 1991 the City completed the Kendall-Whittier Neighborhood Masterplan, intended to stabilize the area and guide revitalization of the historic neighborhood. The plan has a unique history of its own, with initial support coming from the University of Tulsa, local businesses, and community churches. Together these groups provided 50% of the initial cost to produce the plan, challenging the city to match. The city did, which established the masterplan's funding.

The plan provides a detailed analysis of the Kendall-Whittier neighborhood, focusing on land use and overall appearance of the area. The neighborhood is broken into subareas to provide specific analysis of existing conditions within unique parts of the community. The masterplan also includes a detailed analysis of Whittier Square, often considered the commercial center of the neighborhood. Recommendations focus on attracting new uses to the area that will help revitalize other commercial and residential uses.

In 1996, the Whittier Square segment of the original plan was updated to reflect changes in the area. The update provides strategies for capital improvements that will better situate Whittier Square as thriving commercial center in the Tulsa market. This document includes a detailed analysis of the area, including site specific improvements, parking layouts, and cost estimates for the redevelopment of desirable parcels.

In addition to the Kendall-Whittier Neighborhood Masterplan and those highlighted in this section, there are several other relevant plans and policies in place that have served as a foundation for the new Plan, these include:

- Tulsa Public Schools Strategic Plan 2010-2015
- Tulsa Parks and Recreation Master Plan Planning Process
- Elm Creek Master Drainage Plan
- Pearl District 6th Street Infill Plan
- Utica Midtown Corridor Small Area Plan

PLANiTULSA

In 2010, the City of Tulsa adopted a new Comprehensive Plan that was drafted over a two-year process through intensive public engagement. The Plan, entitled PLANiTULSA, is the City's first since the 1970s and focuses on five core themes;

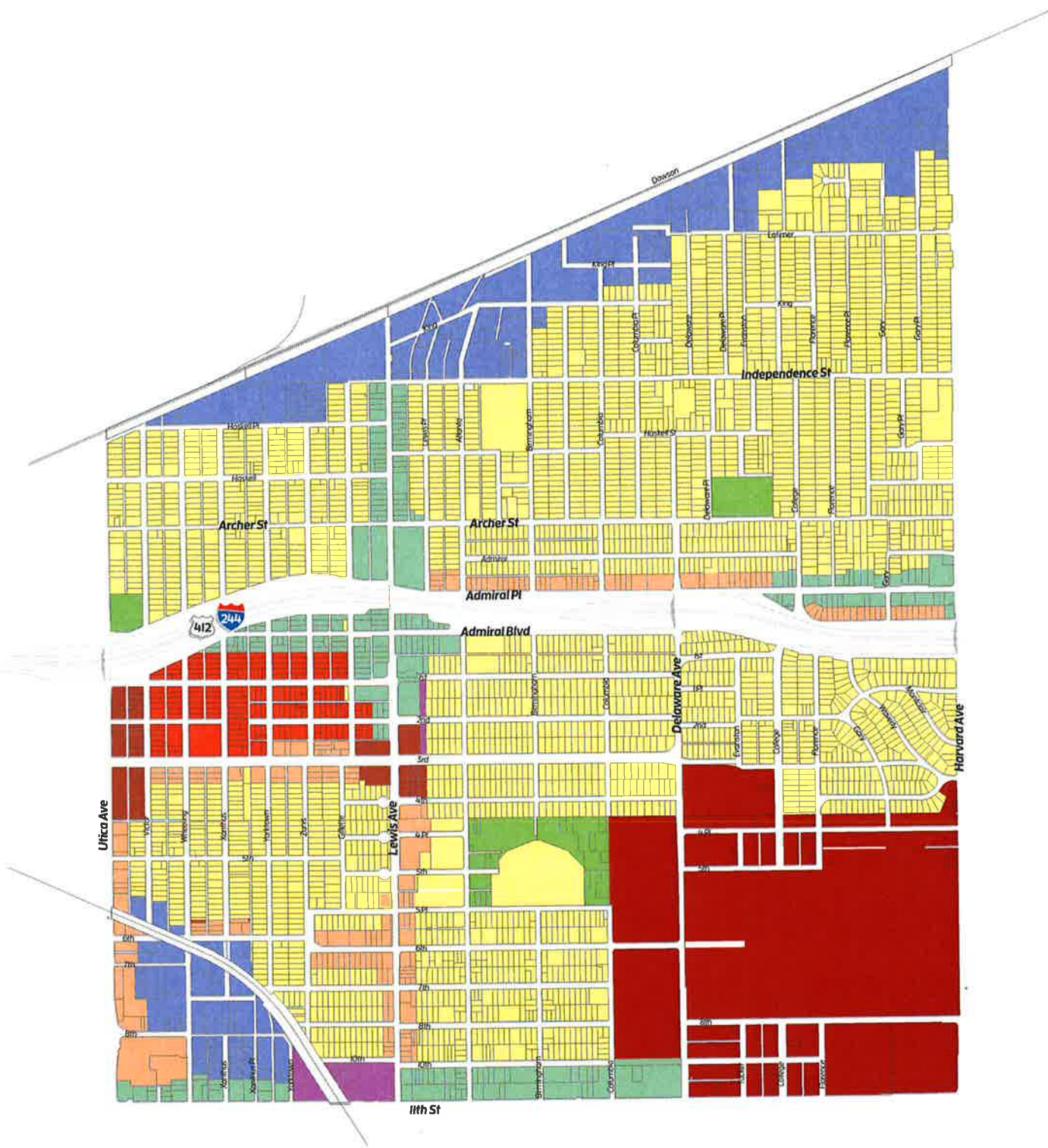
- Have a Vibrant & Dynamic Economy,
- Attract & Retain Young People,
- Provide Effective Transportation,
- Provide Housing Choices, and
- Protect the Environment & Provide Sustainability.

The Plan is organized around five core chapters addressing fundamental comprehensive planning elements, such as land use and transportation planning. These chapters include Land Use, Transportation, Economic Development, Housing, and Parks, Trails and Open Space.

Kendall-Whittier in PLANiTULSA

The Kendall-Whittier neighborhood was a particular focus in many of the PLANiTULSA chapters and the area was generally highlighted as a key urban neighborhood in close proximity to Downtown and the University of Tulsa. Kendall-Whittier is discussed as a place for reinvestment and considerable opportunity. Specific PLANiTULSA recommendations include:

- **Employment District:** Properties along the St. Louis – San Francisco Railway corridor are envisioned as a source of employment for the neighborhood.
- **Main Street Node:** The Lewis Avenue corridor adjacent to the I-244 interchange is presented as a major “Main Street” node with a higher level of intensity and development density than mixed-use areas further south.
- **11th Street:** The Lewis Avenue intersection with 11th Street is proposed as a major activity center for the Kendall-Whittier neighborhood. A major employment hub west of the Missouri-Kansas-Iowa Railroad transitions into a Town Center at the intersection, before continuing into the University of Tulsa campus.
- **Downtown Relationship:** Although most of the Kendall-Whittier neighborhood is presented as a stable, single-family area, the blocks within Utica Avenue, 3rd Street, Lewis Avenue, and Admiral Boulevard are envisioned as a “downtown neighborhood” placetype and anticipate more active redevelopment.
- **Main Street Design:** A number of roadways around the University of Tulsa are identified as multi-modal corridors concentrated on the “Main Street” building block type.
- **Transit Connectivity:** The Kendall-Whittier neighborhood is considered a kind of “fulcrum point” in the regional transit network, with local Main Street corridors connecting into the “T” created by Peoria Avenue and 21st Street.



LAND USE PLAN - PLANITULSA

- | | |
|--|---|
| Existing Neighborhood | Mixed-Use Corridor |
| Neighborhood Center | Regional Center |
| Downtown Neighborhood | Employment |
| Town Center | Parks & Open Space |
| Main Street | |

PLANNING PROCESS

The planning process was specifically designed to result in a plan that responds to the needs of the Kendall-Whittier citizens and stakeholders. Central to the process is public engagement with a variety of citizens, including local residents, business owners and operators, key service providers, elected and appointed officials, and municipal staff. The complete planning process included the following 8 steps:

- **Step 1:** Project Initiation, including preliminary meetings with key staff from the Tulsa Development Authority and representatives from involved City departments.
- **Step 2:** Define Boundary, including an analysis of the Sector Plan Study Areas to develop simplified boundaries that better reflect the function, character, influences, and opportunities that impact the Kendall-Whittier neighborhood.
- **Step 3:** Community Participation, including several events or tools designed to allow residents to identify local issues and opportunities, and aid in the establishment of short- and long-term priorities.
- **Step 4:** Assessment-Inventory and Analysis, including an analysis of existing conditions and future potentials within the study based on information provided by the TDA, field reconnaissance, data sources, and reviews of past plans, studies, and policies.
- **Step 5:** Vision Statement, including the development of an overall vision for the Kendall-Whittier area.
- **Step 6:** Civic Responsibilities and Citywide Context, including an assessment to determine whether vision is consistent with those of the greater Tulsa community and City as a whole.
- **Step 7:** Plan Recommendations & Implementation, including the preparation of draft and final plan documents for the Kendall-Whittier Sector Plan.
- **Step 8:** Adoption Process, including public review and a multi-step adoption and approval process by the TDA, The Tulsa Metropolitan Area Planning Commission, and Tulsa City Council.

COMMUNITY OUTREACH

Public input and opinions are an essential element to the development of the Kendall-Whittier Neighborhood Plan. Through outreach events and online tools, residents and community stakeholders were able to provide insight regarding local issues, concerns, and opportunities. Public engagement helps to establish an understanding of the community and its surroundings in the existing conditions report and directly inform recommendations and policy within the resulting Neighborhood Plan.

A project website was developed to act as a portal for information regarding planning efforts, interim reports, upcoming workshops, and online outreach tools. The following workshops and online tools were provided in order to gather feedback from the Kendall-Whittier Neighborhood community:

- Community Workshop (March 23, 2015)
- Business Workshop (March 24, 2015)
- Resident Questionnaire
- Business Questionnaire
- sMap (map based outreach tool)

13.12

EXISTING CONDITIONS

This section presents a series of relevant findings based on data analysis, field reconnaissance, and other source of information that establish the foundation for recommendations aimed at achieving the community's long-term vision. These findings are based on analysis related to:

- Market potential and demographics
- Existing land use
- Current zoning
- Community resources
- Transportation characteristics
- Parks and environmental features

A more detailed analysis of existing conditions can be found in the Kendall-Whittier Sector Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

MARKET & DEMOGRAPHIC ANALYSIS

An analysis of Kendall-Whittier's demographic and market conditions was conducted to guide the sector planning process and provide the necessary background information for developing market-viable policy recommendations. This analysis focuses on three topics: (1) demographics, (2) employment and commerce, and (3) housing. Each section presents and assesses current trends, highlights important market implications, and where possible, notes future growth and development challenges and opportunities. Information is presented to allow for both *external* comparisons (comparing Kendall-Whittier to the City of Tulsa) and *internal* comparisons (comparing different blocks within Kendall-Whittier to one another).

Sources

Data for this study were acquired from a variety of sources, including the 2000 and 2010 U.S. Census, the 2009-2013 American Community Survey (ACS), and ESRI Business Analyst, a nationally recognized provider of business and market data. For purposes of clarification, data from 2000 and 2010 are actual figures from the U.S. Census. 2009-2013 American Community Survey data reflects a five year average based on surveys conducted by the U.S. Census Bureau during that time period.

Aligning Available Data with Study Area Boundaries

The Kendall-Whittier study area boundaries were defined through a mixture of outreach, civic and governmental priorities, and past plans and studies. Data collection by the aforementioned sources varies based on the variable and provider. In some cases, data could be obtained for the exact study area geography. In other cases, data for the study area had to be approximated based on Census geographies. To the extent possible, data from incongruent areas has been proportionally applied to the area included in the sector plan. An explanation of how available data was aligned with the study area boundaries is presented below, organized by chapter topic.

Demographics & Housing. The smallest geography for which the U.S. Census Bureau publishes demographic and housing data are block groups. Block groups are composed of multiple contiguous city blocks, and generally contain between 600 and 3,000 people. Because the boundaries of Tulsa's block groups are not coterminous with the boundaries of the Kendall-Whittier study area, the consulting team assessed all block groups comprising the study area to build a collection of census blocks that closely approximates the boundaries of the study area. However, because block groups cannot be split, this collection of census blocks mirroring the study area does include territory that falls outside the study area. Any Census block group boundaries or numbering that changed between the 2000 and 2010 Censuses were re-aligned, where possible, to ensure consistency in comparison over time and accuracy in data analysis.

Employment & Commerce. Data for the employment and commerce section was available for the study area geography and includes data for only the Kendall-Whittier study area.

Key Market & Demographics Findings

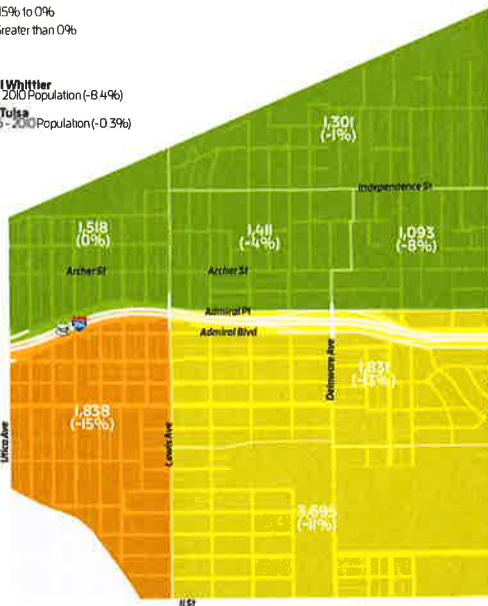
Demographics

- The population of Kendall-Whittier decreased between 2000 and 2010.
- Kendall-Whittier's population aged slightly between 2000 and 2010, however, it remains much younger than the entire city.
- Kendall-Whittier share of Hispanic residents continues to grow at a faster rate than the entire City of Tulsa and the racial minority share of the population continues to increase.

- Incomes in Kendall-Whittier declined between 2000 and 2013 and remain significantly lower than city-wide incomes.
- Kendall-Whittier's poverty rate is rate is significantly higher than both the city-wide and national rate.

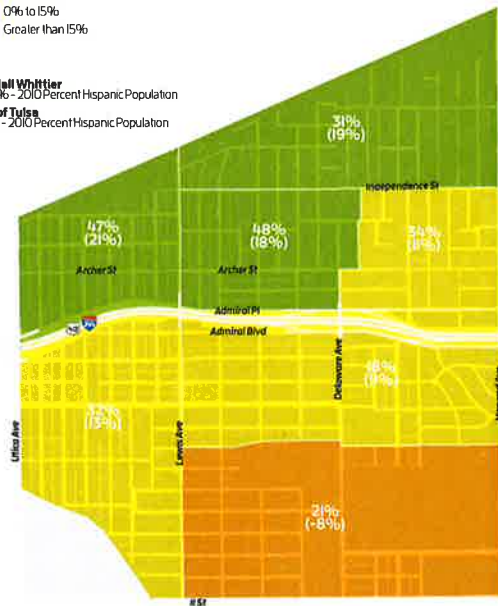
X Population(2010)
(%) Percent Change in Population(2000-2010)
Less than -15%
-15% to 0%
Greater than 0%

Kendall Whittier
12,667 - 2010 Population (-6.4%)
City of Tulsa
392,000 - 2010 Population (-0.3%)



X Percent Hispanic Population(2010)
(%) Percent Change in Share of Hispanic Population(2000-2010)
Less than 0%
0% to 15%
Greater than 15%

Kendall Whittier
30.4% - 2010 Percent Hispanic Population
City of Tulsa
14.1% - 2010 Percent Hispanic Population



Employment & Commerce

- The number of jobs within Kendall-Whittier increased between 2007 and 2011.
- Over half of Kendall-Whittier's jobs are found within the manufacturing or educational services industries.
- Kendall-Whittier residents spend roughly \$64 million annually, most of it outside of Kendall-Whittier.

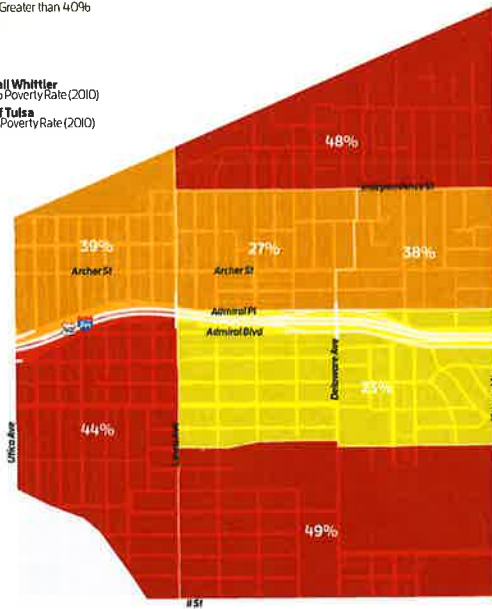
X Median Income (2013)
 Less than \$20,000
 \$20,000 to \$30,000
 Greater than \$30,000
 (%) Percent Change in Median Income (2000-2010)

Kendall Whittier
 \$25,047 - Median Income (2013)
City of Tulsa
 \$44,241 - Median Income (2013)



X Poverty Rate (2010)
 Less than 25%
 25% to 40%
 Greater than 40%

Kendall Whittier
 38.2% Poverty Rate (2010)
City of Tulsa
 20.1% Poverty Rate (2010)



Retail Spending Summary (2014)

Retail Gap (\$M)	\$18.3
Total Retail Demand (\$M)	\$63.8
Total Retail Supply (\$M)	\$45.5

Retail Gap by Industry Group	Retail Demand (\$M)	Retail Supply (\$M)	Gap (\$M)
Motor Vehicle & Parts Dealers		\$4.8	\$7.0
Furniture & Home Furnishings Stores	\$0.4	\$0.0	\$0.4
Electronics & Appliance Stores	\$1.7	\$1.4	\$0.3
Bldg Materials, Garden Equip. & Supply Stores	\$1.6	\$0.0	\$1.6
Food & Beverage Stores	\$6.8	\$7.5	-\$0.7
Health & Personal Care Stores	\$4.7	\$0.7	\$4.0
Gasoline Stations	\$6.5	\$18.4	\$11.9
Clothing & Clothing Accessories Stores	\$3.4	\$0.5	\$2.9
Sporting Goods, Hobby, Book, & Music Stores	\$1.3	\$2.3	-\$1.0
General Merchandise Stores	\$14.7	\$1.6	\$13.1
Miscellaneous Store Retailers	\$1.9	\$2.1	-\$0.2
Nonstore Retailers	\$1.4	\$1.1	\$0.3
Food Services & Drinking Places	\$6.8	\$4.0	\$2.8

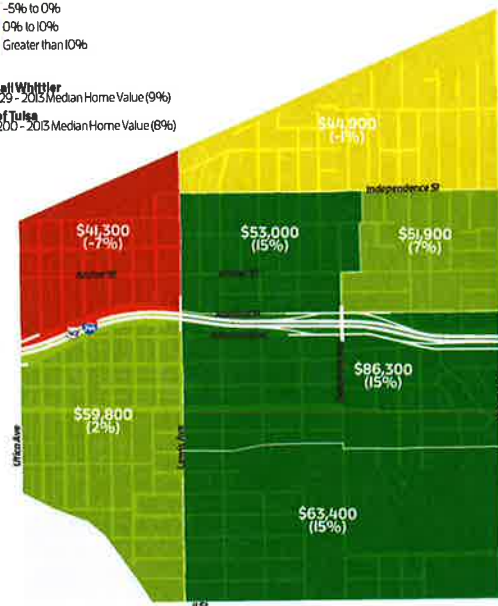
Source: ESRI Business Analyst; Houseal Lavigne Associates

Housing

- The number of housing units within Kendall-Whittier increased between 2000 and 2010 at a similar pace as the entire city.
- More than half of units within Kendall-Whittier are rental units, and owner occupancy declined in Kendall-Whittier between 2000 and 2010 while renter occupancy and vacancy increased.
- Home values rose between 2000 and 2013, but remain much lower than city-wide values.
- The majority of Kendall-Whittier's housing units are single family detached homes.

X Median Home Value (2013)
 (%) Percent Change in Median Home Value (2000-2013)
 Less than -5%
 -5% to 0%
 0% to 10%
 Greater than 10%

Kendall-Whittier
 \$51,229 - 2013 Median Home Value (9%)
 City of Tulsa
 \$222,500 - 2013 Median Home Value (8%)



13.17



Existing Land Use & Development

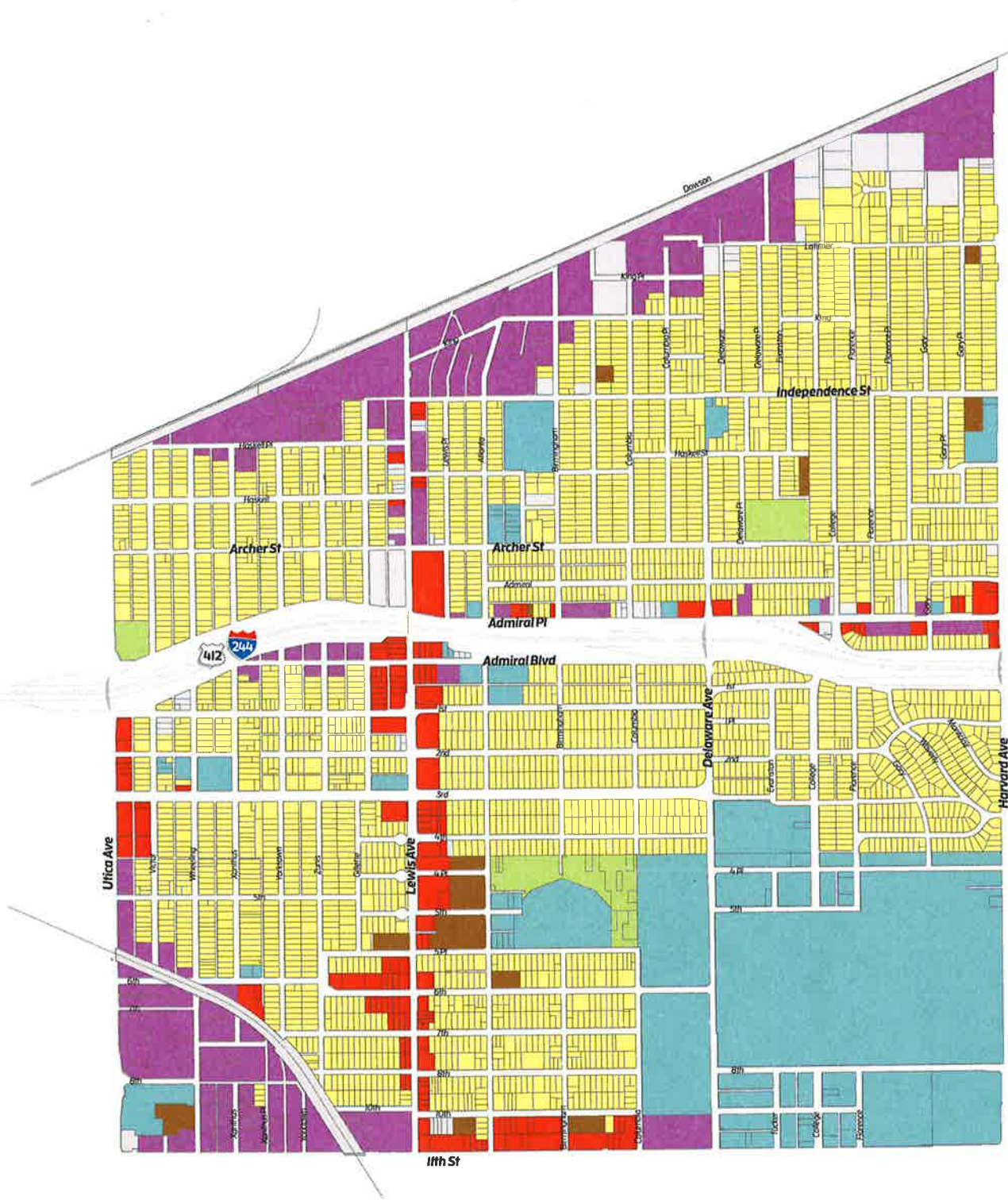
Kendall-Whittier is a neighborhood slightly over one square mile in area and includes a wide range of land uses. Local land uses are framed by several significant factors, including:

- **The traditional Whittier Square neighborhood center**, which continues to provide Lewis Avenue and 3rd Avenue with much of their prominence as commercial corridors;
- **Rail corridors** in the northern and southwestern portions of the neighborhood that support industrial uses;
- **The University of Tulsa**, which occupies the southeastern quadrant of the neighborhood; and
- **I-244**, which bisects the neighborhood into two distinct sections.

Character/Urban Design

Kendall-Whittier has several built elements that help define its history and character. These include long-standing factors that must remain in place, and provide models for new investment in the future. They include:

- **Whittier Square**, with its traditional architecture, pedestrian-oriented environment, and focus on preservation. A good example is the municipal parking lot at Lewis Avenue and Admiral Boulevard, which preserves a traditional building façade and meets the contemporary needs of the neighborhood;
- **Organic block layout centered on Waverly Drive**, which is distinctively different than the regular grid pattern in the rest of Kendall-Whittier;
- **Residential alleys**, which typically exist west of Lewis Avenue and provide the opportunity for hidden utility lines, rear loaded garages, and reduced curb cuts along the public street;
- **Varying commercial development character**, which includes traditional architecture in Whittier Square, contemporary office and commercial development with attractive landscaping, and older development that is deteriorating and has prominent parking and loading areas;
- **Overhead utilizes** along major corridors that impact the character of the neighborhood for residents, businesses, and visitors;
- **The I-244 corridor**, and its aesthetic, noise, and light impacts; and
- **The University at Tulsa**, which has invested significantly in gateways, fencing and screening, and campus entries along 11th Street.



GENERALIZED EXISTING LAND USE

- | | |
|---|---|
| Single-Family Detached | Parks and Open Space |
| Multi-Family | Public / Semi Public |
| Commercial | Vacant |
| Industrial/Business Park | |

13.19

Community Resources

Community Resources include the various facilities, features, and elements of a neighborhood to contribute to the local quality of life and establish the area as a desirable place to live and work. This is comprised of those services administered by the City of Tulsa, public safety and healthcare associations, local schools, economic development organizations, and community organized institutions. In addition, community resources can include unique uses, physical features, and historic elements that help establish a distinct identity for the neighborhood.

Historic Resources

The most significant historic resource for Kendall-Whittier is the Whittier Square Historic District, which includes the area roughly bounded by I-244 on the north, Lewis Avenue on the east, 1st Street on the south, and Zunis Avenue on the west. Whittier Square is designated as a historic district both by the National Register of Historic Places and the Tulsa Preservation Commission, and is one of 8 commercial historic districts in the City. Per the overlay district's zoning, any exterior renovations or repairs are subject to design review by the Tulsa Preservation Commission.

The neighborhood also includes three structures included on the National Register of historic places:

- Circle Theater
- Phillips 66 Station No. 473
- Tulsa Monument Company



COMMUNITY RESOURCES

- Parks / Open Space
- Schools
- Universities
- Quasi-Public Institution or Facility

- 1** Sequoyah Elementary
- 2** Kendall-Whittier Elementary School
- 3** Educare Tulsa
- 4** San Miguel Middle School
- 5** Tulsa School of Arts and Sciences
- 6** Will Rogers College Junior High School
- 7** Tulsa Welding School
- 8** University of Tulsa
- 9** Kendall-Whittier Library
- 10** The Center for Individuals with Physical Challenges
- 11** Hillcrest Medical Center

- 12** The University School for Gifted and Talented Children at the University of Tulsa
- 13** Crosstown Learning Center
- 14** Tulsa Jobs Corps Center



Transportation & Mobility

The following sections summarize the key transportation influences and issues that may shape long-term community development.

Roadways

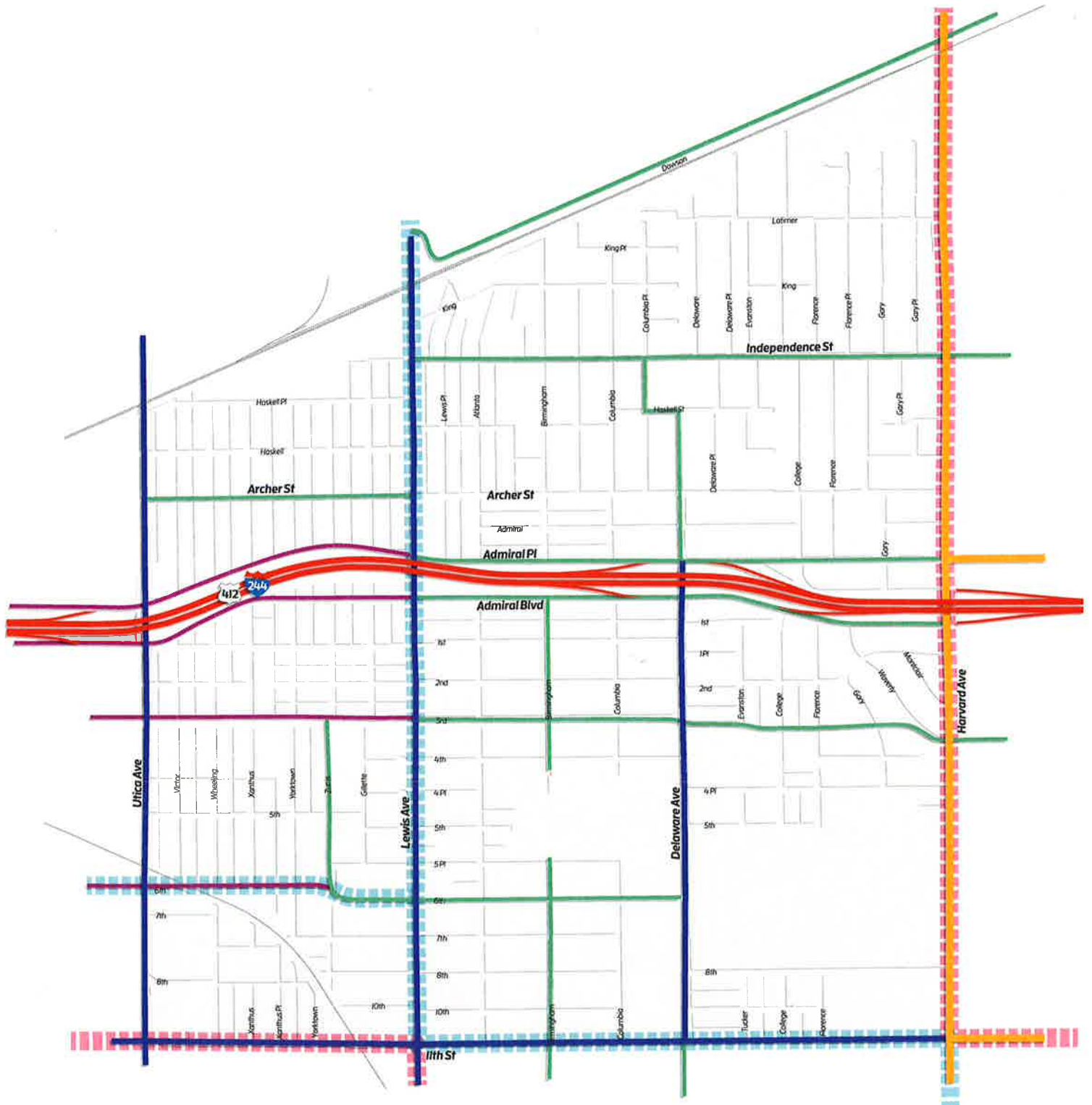
Kendall-Whittier includes the following roadway types:

- **Freeways**, which are limited access corridors providing regional and interstate mobility;
- **Secondary arterials**, which provide mobility to surrounding areas and require a right-of-way of at least 100' in width;
- **Urban arterials**, which connect to surrounding areas and require a right-of-way of 70' in width;
- **Residential collectors**, which provide access to local destinations within a 60' right-of-way; and
- **Local streets** that host residential uses and provide direct access to local development.

Multi-modal streets support the implementation of bike lanes or transit lanes by prioritizing a portion of the right-of-way for such amenities. Main Streets support the prioritization of right-of-way for on-street parking and expanded sidewalks that would accommodate traditional commercial development and pedestrian activity.

Roadway-based mobility in Kendall-Whittier is impacted by the following factors:

- **I-244** severs the neighborhood, providing four vehicular crossing points (Utica, Lewis, Delaware and Harvard.)
- **The rail corridor** running through the southwest corner of the neighborhood limits access to the Hillcrest Medical Center and other related medical services.
- **The University of Tulsa's street grid** ties into the surrounding block pattern at some points, but to a large extent the grid is disrupted, limiting neighborhood access between Lewis and Harvard, and funneling additional traffic on to 11th Street.
- **Access to several local streets** from Lewis Avenue has been limited. While these isolated instances have little impact on local mobility, continuing this trend would place additional traffic demand on streets ill equipped to carry such traffic volumes.



EXISTING STREET NETWORK

Functional Classifications

- Freeway
- Urban Arterial
- Secondary Arterial
- Residential Collector
- Commercial / CBD / Industrial Collector

City Designation

- Multi-Modal Street
- Main Street

Transit

Kendall-Whittier is served by five bus transit lines that provide regular weekday and Saturday service, and one bus transit line that provides night service. Bus transit service is managed and operated by Tulsa Transit, and is summarized by the following table.

Given the limited right-of-way available for bus stop amenities, no bus stops in Kendall-Whittier include shelters or dedicated bus stop pull-over lanes. Most designated stops include a bus stop sign and small concrete pad for boarding.

Bike & Pedestrian Facilities

The traditional nature of the Kendall-Whittier neighborhood – its regular street grid, pedestrian-friendly block sizes, close relationship between commercial areas and neighborhoods, etc. – provides the foundation for a strong bicycle and pedestrian network. The following are key findings regarding the presence and safety of bicycle and pedestrian networks in Kendall-Whittier.

Bicycle Network

The Indian Council of Governments (INCOG) Bicycle and Pedestrian Master Plan designates on-street bike routes on 3rd Street and Delaware Avenue. However, there are no marked bike lanes, and 3rd Street is designed as a four-lane roadway with markings or shoulder to accommodate cyclists. Delaware Avenue has adequate shoulder to safely accommodate cyclists within traffic flow.

According to the INCOG Master Plan, 11th Street is planned as a future designated bike corridor. However, the configuration and traffic flow characteristics of the street will present similar challenges as 3rd Street.

Pedestrian Network

Throughout Kendall-Whittier, many blocks have sidewalks that support local pedestrian mobility. However, the condition of these sidewalks has been cited as a concern, and several local intersections lack accessible curb cuts and crosswalks. Once north of I-244, the sidewalk network begins to disappear. Between I-244 and Independence Street, several blocks lack sidewalks on one or both sides of the street. North of Independence Street, no residential blocks have sidewalks.

Commercial streets include several characteristics that inhibit pedestrian mobility. High traffic volumes and speeds on Utica, Lewis, Harvard, 3rd, and 11th make crossing difficult. Few non-signalized intersections provide marked crosswalks, and several signalized intersections lack highly visible crosswalks that provide adequate warning for motorists. The location of commercial buildings along these corridors varies. In some cases, buildings are located close to the sidewalk, providing direct pedestrian access from the public walk. However, when buildings are set back from the sidewalk with parking in front of the building, the sites typically lack pedestrian connections.

There are several examples of efforts to reconnect the pedestrian network. Pedestrian bridges across I-24 at Birmingham Avenue and Jamestown Avenue (east of the planning areas but within walking distance) provide intermittent crossings. Where local streets along Lewis Avenue have been cul-de-sacked, cut-through access is provided to allow for pedestrian mobility from adjacent neighborhoods.



PUBLIC TRANSPORTATION

Bus Stops

Route 100

Route 112

Route 112

Route 210

Route 222

13.25

Parks, Open Space & Environmental Features

Parks and recreation is a critical part of quality of life for Kendall-Whittier residents. These amenities provide valuable social gathering places, facilities for exercise and athletic recreation, and opportunities for youth development, physical exercise, and general wellness.

City of Tulsa Parks & Recreation Department

The City of Tulsa owns and operates 135 parks, covering approximately 6,000 acres. The Parks & Recreation Department is responsible for the City's parks, community centers, playgrounds, sports fields and complexes, over 60 miles of trails, skate parks, picnic shelters, swimming pools, water playgrounds, splash pads, fitness facilities, and golf courses.

In addition, the following parks are located close to the Kendall-Whittier Study Area and provide nearby recreational access:

- Gary Park
- Sequoyah Park
- Turner Park

Trails System

The Kendall-Whittier neighborhood does not feature any formal, paved bicycle trails. The neighborhood does feature some smaller, internal trail loops in Kendall-Whittier Park and on the University of Tulsa campus. 3rd Street is sometimes recognized as a "bicycle-friendly" corridor although it does not feature dedicated lanes or a formal bike route designation. University students and other cyclists are often observed traveling this corridor between Kendall-Whittier, The Pearl, and Downtown Tulsa. The 3rd Street corridor connects Turner Park to Centennial Park near The Pearl neighborhood, which links into the Midland Valley Trail and the regional trail network, approximately 1 mile to the west of Lewis Avenue. The Midland Valley Trail is approximately 3 miles long and travels along the former rail corridor once used by the local-service Midland Railroad. The trail is a critical segment in the regional network as it connects Downtown to eastern neighborhoods around the University of Tulsa to the River Parks trails on both sides of the river, including the pedestrian bridge near the Zink Dam and 31st Street.

Open Space

As a dominantly urban, built out community, the Kendall-Whittier Neighborhood does not have any significant areas of open space. The University of Tulsa includes a few areas of open space for student use, specifically Dietler Commons and Chapman Common. However, these areas are more formal in design and function.

Parkland Analysis

While the Parks and Recreation Master Plan is generally an accurate reflection of parks and recreational facilities, a few conditions specific to Kendall-Whittier were noted during the planning process. In terms of parkland access, the neighborhood has a limited number of parks, mostly including medium sized facilities that provide recreational opportunities for the surrounding community. While the 3 existing parks are spread throughout the neighborhood, I-244 greatly reduces their service area. In essence, Admiral Park and Archer Park serve northern Kendall-Whittier, while Kendall-Whittier Park serves all areas south of I-244.

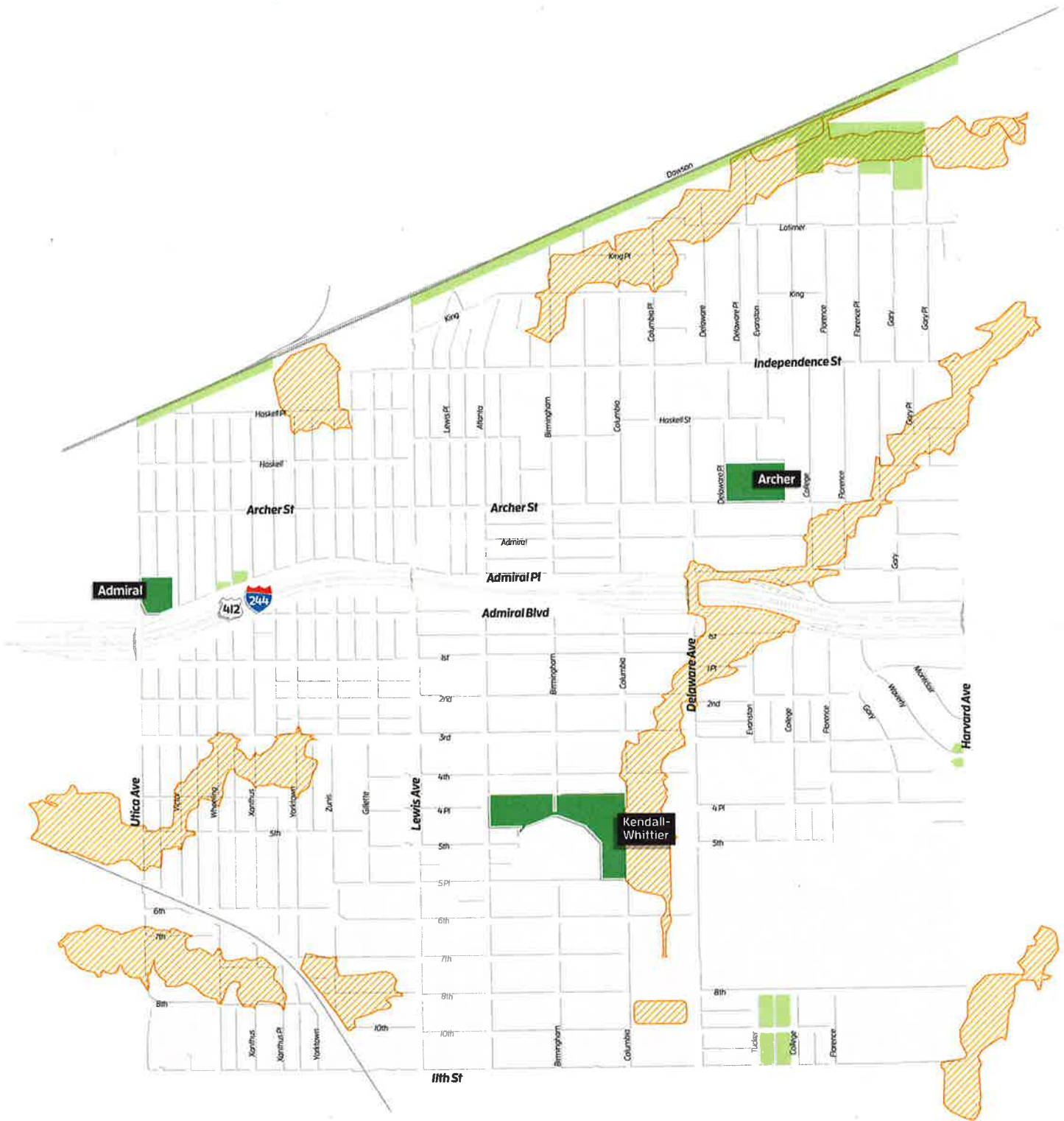
School Parks

Local school grounds serve an important function by providing additional public park space to the neighborhood. Playground facilities can be accessible and remain open to neighborhood children and school grounds provide additional open space.

The Kendall-Whittier neighborhood has some opportunities for school-owned outdoor recreation at Kendall-Whittier Elementary School and Cleveland Middle School, however, their campuses are densely developed and feature less than an acre of athletic fields and open space. The University of Tulsa features a wide variety of outdoor open spaces as well as athletic facilities.

Environmental Considerations

Given the urban character of the neighborhood, Kendall-Whittier residents may be subject to some human-made environmental impacts. At the time of this drafting, no specific information was available about brownfield sites in Kendall-Whittier. However, given the legacy of commerce and industry in the neighborhood, some contamination on specific sites is possible. This could inhibit future development if not fully inventoried and remediated.



EXISTING PARKS & ENVIRONMENTAL FEATURES

- Open Space
- 500-Year Floodplain
- Park



VISION STATEMENT

The Vision Statement incorporates the main ideas and recurring themes discussed throughout the community outreach process including key person and stakeholder interviews, meetings with the Steering Committee, community workshops, on-line questionnaires, and visioning workshops. The Vision Statement provides a foundation for the goals, objectives, policies, and recommendations contained in the new plan. As the need for new improvements emerges, they should be assessed based on their ability to help attain the following characteristics.

Over the next 20 years, the neighborhoods of the Greenwood Heritage area will...

- strive to strengthen Whitter Square through historic preservation, responsible infill development, a mix of vibrant activities, and enhanced multi-modal access from within the neighborhood and throughout the city.
- grow as a diverse, mixed-income community that values the ability of all residents to support the neighborhood through volunteerism, commerce, and other means.
- provide a variety of housing for new residents who wish to move to the neighborhood, or long-time residents who wish to stay.
- thrive as a place where people can enjoy quality life-long education, from early childhood to primary and secondary schools, top-notch universities, vocational training.
- be a vibrant center for creativity, innovation and culture in terms of the arts, entertainment, and entrepreneurship.
- capitalize on connections to Downtown Tulsa and surrounding neighborhoods, and overcome the perception of a neighborhood severed by an expressway.
- build upon the collaboration among local institutions, communities of faith, not-for-profits, employers, and developers to create a unique experience in the Tulsa region.



The Kendall-Whittier Future Land Use Plan establishes the overall functional framework for the neighborhood. It reflects the city-wide land use plan put forth in PLANiTULSA, with two important differences. First, it provides additional detail or nuance where appropriate within the context of PLANiTULSA's future land use designations. Secondly, it highlights some areas where PLANiTULSA's future land use plan should be changed. This is due to one of three possible reasons:

- In some cases, the Kendall-Whittier Sector Plan uses future land use to create a more distinct line between incompatible land uses. As a result, the location of this transition differs from PLANiTULSA. The proposed extension of industrial land uses south to Latimer Street between Evanston Avenue and Harvard Avenue is an example of this. PLANiTULSA shows these areas as "Existing Neighborhood."

- There are instances where PLANiTULSA's future land use vision is overly ambitious in creating pedestrian-oriented commercial areas under its "Main Street" designation. 11th Street is a good example of this. On this corridor, active industrial uses and its auto-orientation will make it impractical to transform into what PLANiTULSA describes as a Main Street environment. The Kendall-Whittier Sector Plan redesignates this and other such areas as "Mixed-use Corridors" and includes policies to reflect the "Main Street" vision to the greatest extent possible within realistic opportunities. There are locations where PLANiTULSA's future land use doesn't align with existing development that is likely to remain in place. For example, there are large apartment complexes at Delaware Avenue and 4th Place that PLANiTULSA designates as "Regional Center." While these are associated with the University, they are traditional multi-family developments that should be recognized as such within the context of the Kendall-Whittier Sector Plan.

LAND USE FRAMEWORK

The following text describes the future land use designations included in the Kendall-Whittier Sector Plan, while the accompanying table demonstrates the relationship between these land use designations and those included in PLANITULSA.

Land Use Designations

PLANITULSA	Kendall-Whittier Sector Plan
Existing Neighborhoods	Low Density Residential
	Medium Density Residential
	High Density Residential
Neighborhood Center	Neighborhood Center
Main Street	Main Street
Mixed Use Corridor	Mixed Use Corridor
	Commercial Corridor
Regional Center	Regional Center
Employment	Neighborhood Industrial
	General Industrial
Parks & Open Space	Parks & Open Space

Low Density Residential

These areas generally include detached single-family houses representative of the traditional neighborhood pattern. Lot sizes and house design tend to be consistent, though the patterns change in some areas, resulting in a more distinct character. Though these areas could include small townhouses or apartment buildings, such development should be well integrated into the character of the neighborhood in terms of scale and form. These areas may also include neighborhood based public or civic uses such as schools or churches.

Medium Density Residential

These areas include a mix of single-family housing, townhouses, or small apartment buildings. These areas are located between Kendall-Whittier Elementary School and 11th Street, and west of Whittier Square. Over time, these areas could continue to see a mix of housing redevelopment to accommodate different housing demand. These areas may also include neighborhood based public or civic uses such as schools or churches.

High Density Residential

These areas include clusters multi-family apartment buildings, typically occupying one or more blocks. They often include several buildings, on-site amenities (i.e. small parks or playgrounds), and a coordinated parking and access plan. These areas could be owned and managed by a property manager, home owners association, or institution. They may also include neighborhood based public or civic uses such as schools or churches.



KENDALL-WHITTIER SECTOR PLAN / PLANITULSA ALIGNMENT

- | | | | | |
|--|--|---|---|--|
| ① Existing Neighborhood to Regional Center | ⑥ Employment to General Industrial | ⑫ Existing Neighborhood to Mixed Use Corridor | ⑲ Mixed-Use Corridor to Commercial | ⑳ Neighborhood Center to Mixed Use Corridor |
| ② Downtown Neighborhood to Mixed Use Core | ⑦ Employment to Mixed Use Corridor | ⑬ Existing Neighborhood to Parks & Open Space | ⑳ Mixed-Use Corridor to Existing Neighborhood | ㉑ Parks & Open Space to Existing Neighborhoods |
| ③ Downtown Neighborhood to Mixed Use Corridor | ⑧ Employment to Neighborhood Industrial | ⑭ Main Street to Commercial Corridor | ㉑ Mixed-Use Corridor to Regional Center | ㉒ Regional Center to Existing Neighborhood |
| ④ Downtown Neighborhood to Existing Neighborhood | ⑨ Existing Neighborhood to Commercial Corridor | ⑮ Main Street to Existing Neighborhood | ㉒ Neighborhood Center to Mixed Use Core | ㉒ Town Center to Existing Neighborhood |
| ⑤ Employment to Existing Neighborhoods | ⑩ Existing Neighborhood to General Industrial | ⑯ Main Street to Mixed Use Corridor | ㉓ Neighborhood Center to Commercial Corridor | ㉓ Town Center to Main Street |
| | ⑪ Existing Neighborhood to Main Street | ⑰ Main Street to Mixed Use Core | | ㉓ Town Center to Mixed Use Corridor |
| | | ⑱ Main Street to Regional Center | | |

Neighborhood Center

This includes the historic Whittier Square area along Lewis Avenue between Archer Street and 3rd Street. Uses in this area should focus on retail, restaurants, or services on the ground floor, with office or residential uses on upper floors. Development should reflect the historic character of the Square, with transparent ground floor facades, quality materials, and attractive architectural elements.

Main Street

The Main Street designation is applied to Admiral Boulevard west of Lewis Avenue. This area should host traditional commercial uses as well as mixed-use with residential or office uses on upper floors. While this area lacks the prominence of the heart of Whittier Square, development on Admiral Boulevard should reflect the walkable character and attractive building design desired along Lewis Avenue.

Mixed Use Corridor

These areas include a variety of non-residential uses, such as retail, restaurants and offices. However, some industrial uses may be appropriate as well, assuming they minimize impacts on surrounding development and the overall character of the corridor.

Commercial Corridor

These areas include community-oriented commercial uses, such as retail, restaurants, offices, and services. They do not include industrial uses, and uses similar to automotive repair and restoration are discouraged. In Kendall-Whittier, commercial corridors serve as a transition between more intensive commercial or industrial areas and residential neighborhoods.

Regional Center

Institutional uses generally include the University of Tulsa and development dedicated to medical care. While these uses provide public services, they tend to be used by targeted patrons rather than the broader population.

Neighborhood Industrial

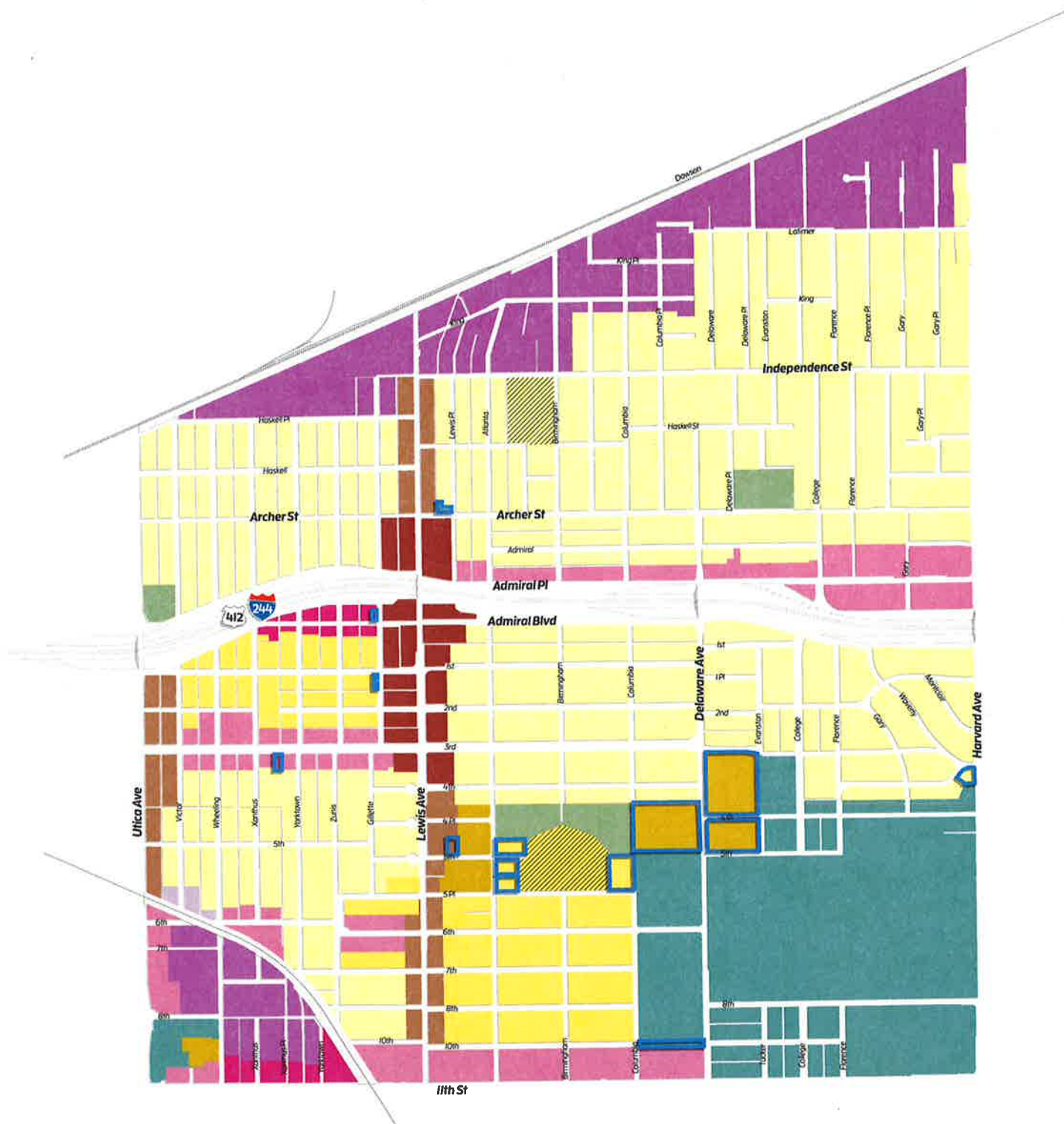
These areas include small-scale and low-intensity industrial uses, such as auto body repair, storage, or small manufacturing and assembly. They are located adjacent to residential areas, and may include the reuse of traditional industrial buildings as offices or other commercial uses.

General Industrial

General industrial areas include large-scale and more intensive manufacturing, assembly, and inventory operations. In Kendall-Whittier, these areas are associated with rail infrastructure and can have significant impacts on surrounding land uses if not properly screened.

Parks & Open Space

Open spaces in Kendall-Whittier include active parks and recreation areas, such as Archer Park, Admiral Park, and Kendall-Whittier Park.



FUTURE LAND USE

Existing Neighborhoods

- Low Density Residential
- Mixed Residential
- High Density Residential
- Public Schools

Neighborhood Center

- Mixed Use Core

Main Street

- Main Street

Mixed-Use Corridor

- Mixed Use Corridor
- Commercial Corridor

Regional Center

- Institutional

Employment

- Neighborhood Industrial
- General Industrial

Parks & Open Space

- Parks & Open Space

INCOG GIS Data Entry Error



GOALS, OBJECTIVES & RECOMMENDATIONS

Goal #1

Leveraging neighborhood institutions

Continue to leverage neighborhood institutions as a catalyst for reinvestment and revitalization.

The Kendall-Whittier neighborhood is fortunate to house a number of institutions, all with a vested stake in the neighborhood's health and vitality. As the Kendall-Whittier Neighborhood Plan is implemented, the Tulsa Development Authority and the City of Tulsa should continue to leverage the University of Tulsa, Kendall-Whittier Elementary School, Sequoyah Elementary School, local churches, Kendall-Whittier Park as amenities, attractions, and partners for stabilizing, improving, and revitalizing the neighborhood.

Objectives & Recommendations

I.1 Work with the University of Tulsa to ensure that benefits to neighborhood residents and businesses are maximized by the actions implemented through their Master Plan.

The University of Tulsa maintains and regularly updates a Campus Master Plan that guides land acquisition, development, and services. While the Campus Master Plan is intended to primarily serve the University, the City should be an important partner as it is developed and implemented. The University is a unique asset, and as such, ways to accommodate growth that benefits the neighborhood and larger Tulsa community should be sought. However, the Campus Master Plan may call for concepts or actions that impact nearby local residents or businesses based on parking, scale, and other characteristics of development. As the Campus Master Plan is implemented and amended, it should be assessed in order to identify such risks. In instances where risks are identified, the University should be engaged to discuss alternatives to ensure investment can occur in a positive way.

I.2 Support the development of quality high-density residential development that appeals to a broad spectrum of potential tenants – including students, seniors, young professionals, and families of mixed incomes – around the University of Tulsa.

Kendall-Whittier's diverse residential population, comprised of students, young professionals, families, and seniors, creates demand for a variety of housing types in the neighborhood. This demand is amplified by general trends that favor smaller homes in urban areas. The Land Use Framework included in this Sector Plan illustrates several areas where such housing can be developed, including west of the campus between Columbia Avenue and Lewis Avenue, along 3rd Street, and as a component of mixed-use development near Whittier Square. Such housing development should be supported if it is compatible with the character of the surrounding neighborhood and does not pose long-term risks related to maintenance or vacancy. This housing should meet the demand for a range of affordable and market-rate housing necessary to support a mixed-income neighborhood.

I.3 Collaborate with Kendall-Whittier Main Street, the University of Tulsa, and other neighborhood entities to create a marketing campaign promoting Kendall-Whittier's shopping and dining, educational opportunities, neighborhood amenities, and other assets.

Kendall-Whittier is home to many groups that support various aspects of the neighborhood. For example, Kendall-Whittier Main Street is an advocate and resource for the revitalization of the Square and its entire Main Street boundary, and has programs specifically aimed at marketing and improving that area. These groups should be engaged to create a comprehensive marketing campaign that captures all aspects of quality of life in Kendall-Whittier, including neighborhoods, parks, education, commerce, arts and culture, and history.

I.4 Work with churches in the neighborhood to anticipate and develop plans related to long-term impacts pertaining to parking, access and egress, and land needs.

Several churches hold significant properties in Kendall-Whittier, and many are continuing to evolve in terms of the services they provide and amount of land they require. Neighborhood churches should be engaged to regularly assess concerns with their current sites related to access, parking and services. This should also include updates related to long-term land needs for growing campuses that may require additional property, and shrinking campuses that could provide the opportunity to transform buildings or parking into new housing, local commerce, or public open spaces.

I.5 Work with local education providers and employers to market curricula, mentorships, and internship opportunities that build a skilled workforce in Kendall-Whittier.

The Kendall-Whittier neighborhood is fortunate to have primary education, a major university, and a significant employment base located within its boundaries. Service providers like Growing Together Tulsa are capitalizing on these assets to facilitate local mentorship and workforce training. These programs should be expanded wherever possible to include additional industries and employers. They should also be more proactively advertised through Tulsa Public Schools, the University of Tulsa, and neighborhood employers in order encourage student and employer participation.

I.6 Encourage local institutions to share facilities and maximize the benefits to the community and effectiveness of public resources.

Tulsa Public Schools, the Kendall-Whittier Library, the University of Tulsa, Crosstown Learning Center, and other entities in the neighborhood maintain facilities that support local programming. As programming evolves over time and requires more, less, or different types of facilities, these entities should work with one another and other local service providers to identify opportunities to share facilities for recreation, education, and community programs. This will minimize public costs for new facilities and provide low-cost options for emerging services.

I.7 Work with the Circle Cinema, University of Tulsa, and other local stakeholders to establish spaces and marketing to grow Kendall-Whittier as a local creative and performing arts neighborhood.

The presence of cultural institutions and landmarks like the University of Tulsa and Circle Cinema provide a natural foundation for arts and culture in Kendall-Whittier. A long-term vision should be established for the neighborhood as an arts and culture hub in Tulsa. This vision could include artist live-work housing, year-round programming for performance and fine arts, facilities and public spaces for exhibits, and marketing within the Tulsa arts community and broader population.

I.8 Work with Growing Together Tulsa, the George Kaiser Family Foundation, and other community-minded not-for-profits to implement a comprehensive revitalization and stabilization plan for a healthy, vibrant, and mixed-income community.

Growing Together Tulsa and the George Kaiser Family Foundation are striving to implement a plan for Kendall-Whittier that focuses on three critical components; high-quality education, community vibrancy, and a mixed-income community. Collectively, these components represent an approach to comprehensive neighborhood revitalization. This method recognizes the benefits of positive growth and reinvestment in Kendall-Whittier, but balances that growth with investments benefiting current residents that allow them to remain in their neighborhood. These objectives should be advanced through the coordination of public services, not-for-profit support, and investment from the private development community.

I.9 Collaborate with Tulsa Public Schools to support a high-quality education pipeline.

The development of Kendall-Whittier Elementary School and Tulsa Educare over the past two decades demonstrate the potential when a community becomes an active partner with Tulsa Public Schools. Neighborhood groups, parent-led organizations, and local not-for-profits should continue to partner with Tulsa Public Schools in order to ensure all local youth have access to high-quality education. This includes establishing a long-term vision for facilities, programs, support services, accessibility, funding, and volunteerism.



Goal #2

Reconnecting Across I-244

Minimize the physical and functional impacts on the Kendall-Whittier Neighborhood created by the Crosstown Expressway (I-244).

Before the Crosstown Expressway (I-244) was constructed in the late 1960's, Kendall-Whittier was a cohesive neighborhood with a connected street grid. The expressway construction tore through the fabric of the neighborhood, dividing Kendall-Whittier into north and south. Today, only Utica Avenue, Lewis Avenue, Delaware Avenue, Harvard Avenue, and a narrow pedestrian bridge at Birmingham Avenue provide connections across the expressway. The Oklahoma Department of Transportation, the City, Tulsa Development Authority and others should work to "heal" the tear, improving the physical cohesion of the Kendall-Whittier Neighborhood and the quality of life for those living along the expressway.

Objectives & Recommendations

2.1 Work with Oklahoma DOT to develop a plan to screen the I-244 corridor as it passes through Kendall-Whittier Neighborhood.

I-244 impacts the character of Kendall-Whittier due to the aesthetic, noise, and light pollution on nearby commercial areas and neighborhoods. This is especially true where the expressway is close to at-grade with the neighborhood's roadway network. To mitigate these impacts, a buffer should be installed along the I-244 corridor. Improvements will vary based on the amount of available right-of-way, difference in elevation, and slope of the land between the expressway and local roadway network, but could include decorative screening walls, landscaping on sloped green areas, and dense tree and shrub plantings along local streets.

2.2 Work with ODOT to install a decorative overpass and retaining wall elements at the I-244/Lewis Avenue interchange.

The Kendall-Whittier neighborhood and Whittier Square are indistinguishable from I-244. The only marker for anything in the neighborhood is a sign for the University of Tulsa at the Delaware Avenue exit. In order to call greater attention to the neighborhood, a decorative overpass and retaining walls that include 'Kendall-Whittier', 'Whittier Square', 'University of Tulsa', and other noteworthy identifiers should be installed. ODOT is currently scheduled to rehabilitate the Lewis Avenue overpass during Fiscal Year 2022. This represents an opportunity to coordinate with ODOT to ensure that decorative overpass elements are included in the design plan.



2.3 Work with ODOT to improve the design of the pedestrian overpass to minimize traffic noise and wind that make the overpass uncomfortable or unsafe.

The Birmingham Avenue bridge provides access for bicyclists and pedestrians over I-244. However, the bridge is entirely open to the elements and lacks any lighting. The bridge should be improved to include screening from the sun and wind, as well as basic lighting. The improvements should not fully enclose the walkway, as visibility enhances safety.

2.4 Maintain the entrances to the Birmingham Avenue pedestrian bridge over I-244, ensuring safe passage is not blocked by overgrowth, deteriorated sidewalks, or litter.

The north entrance to the Birmingham Avenue pedestrian bridge is generally well maintained, with a crosswalk to the north side of Admiral Place and an intact sidewalk to the foot of the bridge. However, there is no curb cut on the south side of Admiral Place, making the overpass inaccessible by ADA standards. Additionally, the south entrance lacks a continuous sidewalk, and has overgrown vegetation at the foot of the ramp. Access points to the pedestrian bridge should be properly maintained through sidewalk repairs, crosswalk striping, and tree trimming. Infrastructure improvements should be made to ensure entrances comply with ADA standards

2.5 Expand overpass roadway decks as improvements are made to include adequate pedestrian amenities.

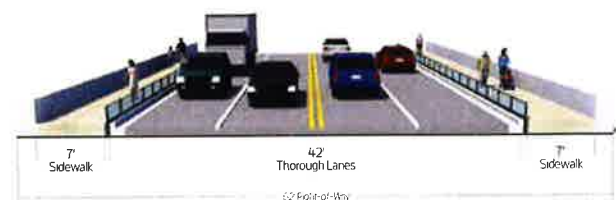
Roadway overpasses over I-244 typically include narrow sidewalks with no barrier against vehicular traffic. The Lewis Avenue and Utica Avenue overpasses are scheduled to be improved in the next 5-10 years. As these and other future improvements are completed, road decks should be expanded where feasible to include a wider sidewalk on each side, buffers from vehicular traffic, and bike lanes where called for by the City's Go Plan.

Lewis Avenue Overpass Design Concept

Existing Lewis Avenue Overpass Cross-Section



Conceptual Cross-Section Design





Goal #3

Revitalizing Industrial Uses

Revitalize Kendall-Whittier's industrial areas to provide local jobs and minimize impacts on nearby neighborhoods.

Historically, industrial areas were located along rail lines or rail lines were constructed to serve industrial areas. Either way, the City of Tulsa, and the Kendall-Whittier neighborhood to be specific, is no different. Industrial uses align both railroads within the neighborhood – the north along the Burlington Northern Santa Fe (BNSF), and in the south along the Union Pacific (UP). Today these industrial areas provide local jobs, however in some instances they are creating conflicts and negatively affecting adjacent residential areas. Several key projects and actions by the City of Tulsa could dramatically improve and transform these areas and improve their desirability from all segments of the industrial spectrum – from manufacturing to research and development, and all areas in between. Reinvestment and redevelopment within the neighborhoods will not only strengthen the local economy, but provide the City with an opportunity mitigate any impacts on adjacent residential areas.

Objectives & Recommendations

3.1 Amend Chapter 15 (Office, Commercial and Industrial Districts) and Chapter 65 (Landscaping, Screening and Lighting) of the City's zoning code to provide more specific and robust standards related to required buffers between light industrial uses and residential lots.

Chapter 15 of the City's zoning ordinance identifies permitted uses within industrially-zoned properties. Industrial lots in Kendall-Whittier are zoned as either IM or IL. Chapter 65 establishes screening and landscaping requirements for all development. However, neither of these sections adequately address the screening of industrial properties and rail corridors in neighborhoods like Kendall-Whittier where old industrial uses are immediately adjacent to and in close relationship with residential uses. These chapters should be amended to prescribe more specific and robust screening techniques, including minimum heights for screening walls or fences, minimum widths for buffer yards, and minimum landscaping or berming requirements to further protect neighborhoods. The zoning ordinance should also be reviewed and amended to require buffering along rail corridors in order to limit unwarranted access and minimize impacts related to noise and light.

3.2 Prohibit the use of barbed wire fences along the edges of industrial properties when visible from residential uses or public right-of-way.

Section 45.080 of the City's zoning ordinance establishes regulations related to fences. However, the sections does not provide detail regarding appropriate fence materials, specially in areas directly visible from the public right-of-way. This section should be amended to prohibit the use of barbed wire fencing along public streets, and identify appropriate fence materials and designs that achieve the needed level of security for industrial tenants.

3.3 Support the reuse or redevelopment of older industrial buildings adjacent to residential areas with uses that are more "neighborhood-friendly," such as offices, restaurants, or local services.

There are several examples, especially in the southwestern industrial area, of traditional industrial buildings being adapted for restaurants, offices, or other uses that complement adjacent neighborhoods. This is a preferred approach where older buildings are unfit for modern industry and where there is not adequate space to provide buffers between industrial and residential uses. Tax rebates and other funding tools should be used to support developers who propose the reuse of industrial buildings for uses that support nearby neighborhoods.

NORTHERN INDUSTRIAL REDEVELOPMENT CONCEPT

3.4 Limit access to local roadways between residential streets and the northern industrial area in order to reduce truck traffic in neighborhoods.

The construction of the industrial circulator road as described in the previous objective would eliminate reliance of truck traffic on local streets. Once the circulator is built, access between industrial areas and residential areas east of Lewis Avenue should be limited by cul-de-sacking local streets. Generally east-west streets between industrial and residential areas should continue to provide access to residential blocks to the south. Additionally, north-south streets should be stubbed to create industrial cul-de-sacs. However, west of Lewis Avenue, Haskell Place is already serving industrial uses and employee parking areas. Here, residential streets should be cul-de-sacked just south of Haskell Place.

3.5 Encourage the consolidation and redevelopment of obsolete or underperforming industrial properties.

The construction of the industrial circulator road and the potential easing of local north-south industrial streets would allow for the consolidation, reconfiguration, or redevelopment of industrial uses. Property owners should be encouraged to improve or redevelop these sites as opportunities arise. This could include property acquisition, clearing, and redevelopment in accordance with the redevelopment concept included in this Sector Plan.

3.6 Utilize vacant land in industrial areas to encourage the expansion of existing uses.

There are several vacant lots that provide the opportunity for industrial expansion or lot consolidation and redevelopment. This is especially true in the northern industrial area, where vacant lots would benefit from recommended roadway improvements. These sites should be targeted for the expansion or redevelopment of existing uses as opportunities arise.

3.7 Utilize municipal incentives or outside funding sources to implement key industrial infrastructure improvements and redevelopment projects in the northern industrial area.

Previous objectives identify proactive and costly initiatives in order to revitalize the northern industrial area in Kendall-Whittier. To help fund these improvements, municipal incentives should be used and outside funding sources should be sought. For example, roadway improvements, land acquisition and site preparation are eligible projects within a Tax Increment Financing District that could result in increased property values to offset such investments. This would provide a portion of the funding for specific projects that could have a significant impact on the long-term success of the area.

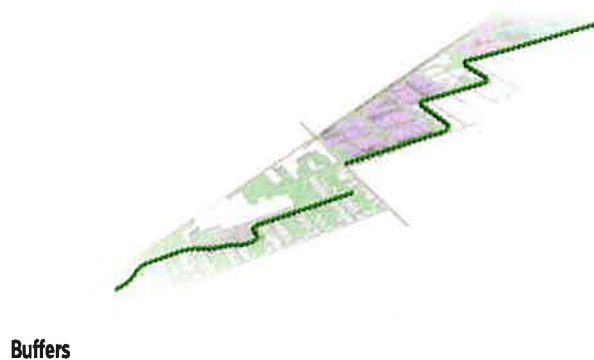
3.8 Establish an industrial circulator running parallel to the Dawson Street rail corridor between Harvard Avenue and Independence Street that would provide access to local uses and minimize truck traffic on residential streets.

The northern industrial area includes uses reliant on local streets that also serve residential blocks to the south. This traditional roadway network has resulted in small industrial developments that often generate truck traffic on local streets. A right-of-way should be established and a new industrial circulator should be constructed from Harvard Avenue and Independence Street between Lewis Place and Atlanta Avenue. This roadway would have several benefits, including enhanced access to industrial properties, a reduction in reliance on local streets for truck traffic, and the potential vacation of existing streets that would allow for industrial lot consolidation and redevelopment.





DEVELOPMENT CONSIDERATIONS





Goal #4

Supporting A Healthy Neighborhood

Support the long-term health of the Kendall-Whittier neighborhood through maintenance, infrastructure improvements, and investment in local amenities.

The Kendall-Whittier neighborhood is fortunate to have local amenities and institutions that contribute significantly to its desirability. There are however, opportunities to improve the overall health of the residential areas. Transitioning the Kendall-Whittier Neighborhood into a healthy place requires the cooperation of both private property owners and the public sector. Educational opportunities, parks and open space, and improved municipal infrastructure can provide the necessary foundation, however the residents and property owners must consider themselves partners in the vested interest of making Kendall-Whittier an attractive and desirable neighborhood today, and in the future.

Objectives & Recommendations

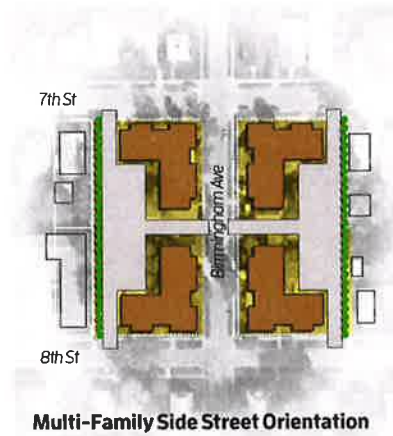
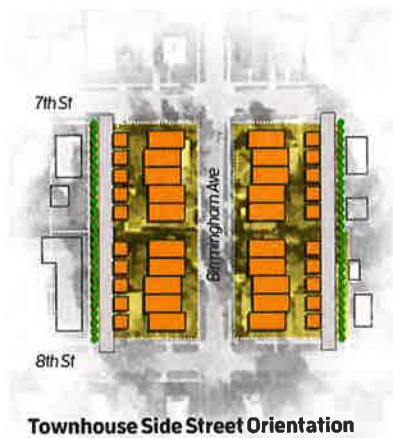
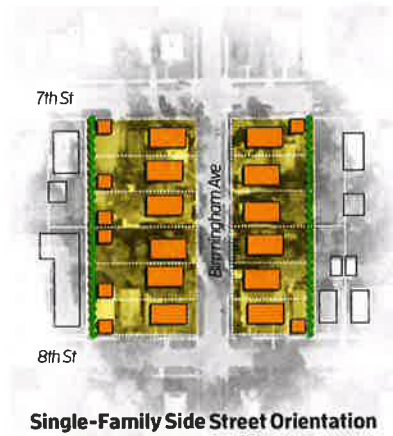
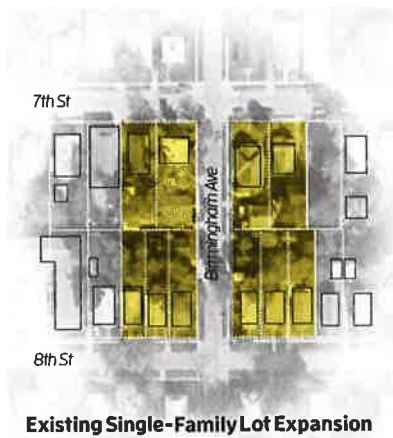
4.1 Install mid-block street lighting on local streets.

Kendall-Whittier lacks street lights along its residential streets. (Currently, they are provided at street corners, with limited mid-block lighting where utilities run in the public street right-of-way.) Street lights should be installed along all of the neighborhood's residential streets. Since power lines currently run through rear alleys, this will require the installation of wiring along the public right-of-way to provide power to new street lights. This will require a long-term capital plan to address both installation and maintenance.

4.2 Identify opportunities for new senior housing and multi-family housing near commercial services, transit services, parks, and other amenities.

Senior housing and multi-family housing should not be isolated in small pockets of the neighborhood. Instead, they should be scattered throughout Kendall-Whittier, and be located within close proximity to key destinations and services. Senior and multi-family housing should be assessed and approved on a case-by-case basis, especially in areas where it is expected to increase housing choice within Kendall-Whittier, redevelops otherwise disinvested housing, and supports nearby commercial or public uses. The City's zoning map should be reviewed and amended to allow for increased densities near commercial nodes where potential negative impacts to existing residences can be minimized.

Residential Block End Redevelopment Concepts



4.3 Encourage the reconfiguration of residential block ends to eliminate inadequate lots oriented toward shorter side streets.

Several residential blocks in Kendall-Whittier have residential lots and block ends that orient towards the intersecting side street. This results in three or four residential parcels with inadequate depth (sometimes as little as 100' compared to a typical depth of up to 150') to accommodate a yard and on-site parking. Over time, these parcels will likely struggle to be market-competitive with other parcels on the block, resulting in disinvestment or vacancy. These parcels should be consolidated and redeveloped with single-family housing that is reflective of surrounding development, or townhouses or apartments that use the consolidated parcels to properly manage on-site parking and screening.

4.4 Work with the University of Tulsa to require compliance with residential design standards to ensure compatibility between student housing and surrounding blocks.

Multi-family and townhouse student housing that has emerged on the north and west sides of the University of Tulsa campus provides an appropriate land use transition to surrounding neighborhoods. However, in some instances, the scale of the housing or specific aspects of site design can have detrimental impacts on single-family uses. The University's Master Plan includes voluntary residential design guidelines. These guidelines should be mandatory for all new housing, or major improvements to existing housing, developed as a component of the University Master Plan.

4.5 Facilitate the acquisition and redevelopment of vacant or tax delinquent residential properties.

Throughout Kendall-Whittier, there are several neglected residential lots that remain undeveloped due to procedural or legal barriers to the City or another agency gaining ownership. These barriers add time to the development approval process and limit the ability of developers to improve housing in the neighborhood, putting nearby properties at risk of disinvestment in the meantime. Vacated, dilapidated, or tax delinquent residential properties should be cleared through title transfer, lien forgiveness, tax delinquency write-off, or other techniques to prepare the site for expedited development once purchased by an investor.

4.6 Assess all parks and open spaces for safe and secure design, specifically addressing lighting, visual and physical access, areas of concealment or isolation, maintenance, and vandalism.

Crime Prevention Through Environmental Design, or CPTED, is an approach to the design of public spaces that argues “the proper design and effective use of a built environment can lead to a reduction in the fear and incidence of crime, and thus a better quality of life.” The principles of CPTED should be incorporated into designs for public parks and facilities in order to reduce real or perceived risks of crime through natural surveillance, clear distinction of private, semi-private and public realms, access control, activity support, and management and maintenance.

4.7 Establish a capital program to support residents with the removal of tree stumps and unsightly vegetation.

It was observed through field reconnaissance that several lots in Kendall-Whittier have tree stumps and trunks remaining after removal or destruction of a tree. In other cases, unintended vegetation has taken over lots or buildings. The result is a perception of lack of maintenance and investment. A tree trunk and plant removal program should be established to assist homeowners with the removal of these impactful elements.

4.8 Adopt multi-family design and development standards that ensure they are compatible with the character of the surrounding neighborhood.

Much of the older multi-family housing in Kendall-Whittier is isolated from the surrounding neighborhood in terms of either location or design. This results in deterioration, or structures that turn their backs to the neighborhood and public street. Zoning regulations should be amended to include design standards for multi-family developments that ensure they are contextually appropriate. Standards could include requirements related to building orientation toward the public street, massing that is compatible with surrounding single-family homes, tenant open spaces that have sight lines to public areas, and parking locations that do not isolate multi-family buildings from their surroundings.

Property owners and multi-family housing developers should be encouraged to reconfigure or redevelop these sites. Potential solutions include the redevelopment of multi-family housing on the same site in a more context-sensitive configuration, or redevelopment of the site with compatible single-family housing and replacement of multi-family housing in another portion of Kendall-Whittier.

4.9 Continue to strictly enforce regulations prohibiting the parking of vehicles on unpaved portions of residential lots.

Throughout Kendall-Whittier, several residents park personal or recreational vehicles on grass portions of their yards. Chapter 55 (Parking) of the City's zoning ordinance prohibits this. This regulation should be strictly enforced, as it typically entails a relatively minimal or no cost to property owners to conform.

4.10 Re-establish Archer Park as a safe and vibrant recreation amenity for the north side of the Kendall-Whittier neighborhood.

Archer Park was improved with a new playground between 2012 and 2013. However, many of the other facilities are in need of repair or removal. The basketball courts could be improved through new surfacing, though the most apparent need is renovation or removal of the swimming pool. Demand for, and viability of renovating and reopening the pool, should be assessed. If it is neither appropriate nor possible to reopen it, the facility should be filled or retrofitted with another amenity, such as a skate park.

4.11 Support the redevelopment of Admiral Place from College Avenue to Lewis Place as a mixed-use corridor.

Admiral Place between College Avenue and Lewis Place includes a mix of residential, commercial, and light industrial uses. However, many of these uses do not reflect the desired character of the neighborhood and do not provide important local goods and services. Redevelopment of this portion of Admiral Place should be supported through zoning map amendments and incentives that would result in new housing and local commerce. The resulting development would benefit from other recommendations included in this Sector Plan, including a more substantial buffer along I-244 and the calming of traffic along Admiral Place.

4.12 Establish local open space in the southwestern portion of the neighborhood.

Residential areas south of 3rd Street and west of Lewis Avenue lack direct access to local open space. Where opportunities exist, contiguous vacant, dilapidated or tax delinquent properties should be assembled and redeveloped as a pocket park with basic amenities for residents. This concept is explored in more detail in the Elm Creek Master Drainage Plan. That plan recommends the acquisition of properties in flood-prone areas in order to mitigate flood impacts and support the movement of stormwater. This approach would also provide local open space that could include flood-resistant facilities such as paths and play areas.

4.13 Modify one-way traffic patterns near Kendall-Whittier Elementary School.

At the time of the development of Kendall-Whittier Elementary School, Columbia Avenue north of 6th Street was designated as a one-way street heading north and 5th Place between Columbia Avenue and Atlanta Avenue was designated as a one-way street heading east. This was done to serve drop-off and bus traffic during peak times. However, this limits local neighborhood circulation other times during the week. These segments should be converted to two-way traffic during non-peak school traffic times, yet operate in their current one-way configuration during peak times to facilitate efficient school traffic in and out of the residential area.



Goal #5

Preserving Whittier Square

Strengthen Whittier Square as the heart of the neighborhood.

Whittier Square has long been the “heart” of the neighborhood – a centralized node of businesses and activity and a place that belongs to the entire neighborhood. Today it is home to a handful of businesses and a branch of the Tulsa Public library, but many recall its “heyday” – a time where it was much more active and vibrant. With a guiding vision and a dedicated effort, there is potential for the intensification, expansion, and full revitalization of the area.

Objectives & Recommendations

5.1 Utilize regulatory and financial incentives to encourage the development of quality mixed-use and multi-family housing that attracts young professionals, artists and entrepreneurs in the area bound by Lewis Avenue, I-244, and 3rd Street.

The neighborhood immediately west of Whittier Square between I-244 and 3rd Street is a mix of single-family housing, small apartment buildings, and local commercial uses. This area has the potential to be a neighborhood with a wide variety of housing types that would support businesses in Whittier Square and on 3rd Street. Consolidation and redevelopment of lots in this area should be encouraged in order to introduce new townhouse or multi-family housing. Such development should be compatible with existing neighborhood character and appropriately integrated through building orientation, design, and parking management.

5.2 Support the redevelopment of lots fronting on Lewis Avenue on the fringes of Whittier Square as mixed-use areas with a character that is reflective of the historic Whittier Square.

Lewis Avenue north of I-244 is typically not thought of as part of Whittier Square. However, prior to the construction of the expressway in 1965, these blocks were reflective of the character of the neighborhood center. South of 1st Street, the Square’s traditional character dissipates. These areas should be thought of as extensions of Whittier Square. Property acquisition assistance, zoning incentives, infrastructure improvements, and tax abatement should be used to encourage development in these areas to integrate appropriate site planning, building design, and access management that is compatible with the traditional character of Whittier Square.

Vacant Lot Reuse for Commercial Development



Existing Condition



Commercial Rear Parking Concept

5.3 Work with property owners to expand the boundaries of the Whittier Square Historic District.

The existing Whittier Square Historic District includes a series of blocks on the west side of Lewis Avenue and along Admiral Boulevard. This designation allows for tax credits for projects that maintain the historic character of the area. Property owners on the east side of Lewis Avenue should be engaged in order to expand the boundaries of the Historic District.

5.4 Explore a diverse range of potential parking solutions.

Parking capacity is an important issue in Whittier Square. On one hand, businesses rely on adequate parking capacity to support patron access. On the other hand, too much parking, or parking in the wrong location, can be detrimental to the character of the area. The following parking concepts should be explored in Whittier Square:

- Public parking lots that alleviate the demand for on-site parking by individual businesses
- On-street diagonal or perpendicular parking for the first block of Lewis Avenue on intersecting side streets
- Reconfiguration of the Lewis Avenue cross-section to reduce the number of travel lanes to two and introduce reverse diagonal parking on either side of the street. (This concepts would require detailed engineering and analysis to assess the impacts on local traffic flow and right-of-way availability.)

5.5 Redevelop vacant or dilapidated residential lots adjacent to development on Lewis Avenue to create mixed-use lots to accommodate larger projects and commercial parking.

Immediately west of buildings fronting on Lewis Avenue between 3rd Street and Admiral Boulevard, there are several vacant lots that provide a buffer between commercial and residential uses. Some of these lots have been improved for parking to support businesses. The acquisition and development of these properties for additional parking that would support Whittier Square should be encouraged. Where this occurs, parking lots should be lined with decorative fencing and landscaping in order to maintain an attractive transition between the neighborhood and Whittier Square.

5.6 Establish a comprehensive streetscape program throughout Whittier Square.

Some areas of Whittier Square have been improved with decorative lights and pavers. However, these improvements do not cover the entire area and lack some pedestrian-oriented amenities, such as benches or trash receptacles. A comprehensive streetscape program should be established for the areas designated as Neighborhood Center or Main Street on the Future Land Use Plan. This program should establish standards related to landscaping, paving, and hardscape materials. It should also include a phasing strategy based on the priority of each area of Whittier Square.



Goal #6

Transforming Key Corridors

Transform Utica Avenue, Lewis Avenue, and Ist Street into thriving commercial corridors.

With the exception of the northern boundary, the Kendall-Whittier neighborhood is defined by the corridors that surround it – Harvard Avenue on the east, 11th Street on the south, and Utica Avenue on the west. In addition, Lewis Avenue runs north-south through the middle of the neighborhood. While each corridor provides uniquely different opportunities for development, their revitalization and sustained vitality is important to health of the neighborhood. These heavily travelled streets are ideally suited for a wide range of land uses that can benefit from access and visibility from a larger area, while providing living, shopping, and employment opportunities to residents of the neighborhood.

Objectives & Recommendations

6.1 As the demand for commercial redevelopment emerges, encourage the expansion of commercial lot depth to support investment and minimize impacts on adjacent neighborhoods.

Several commercial lots in Kendall-Whittier lack the lot depth to support commercial development that is compatible with the desired character of the neighborhood. Some commercial lots have a depth of as little as 55', which has resulted in dysfunctional parking areas and disrupted sidewalk networks. In order to allow for functional commercial development along Lewis Avenue, Utica Avenue, and 3rd Street, expansion of commercial lots to a more functional lot depth should be encouraged. In many cases, these residential lots are heavily impacted by commercial parcels. The resulting lots will be able to better accommodate parking, access, landscaping, and screening against remaining residential parcels. It should be noted, however, that only the minimum number of residential lots necessary to support commercial development should be consolidated. Excessive parking or unused portions of commercial lots have negative impacts on residential character. Commercial lot expansion should only be supported if a given project can demonstrate that it meets the following criteria:

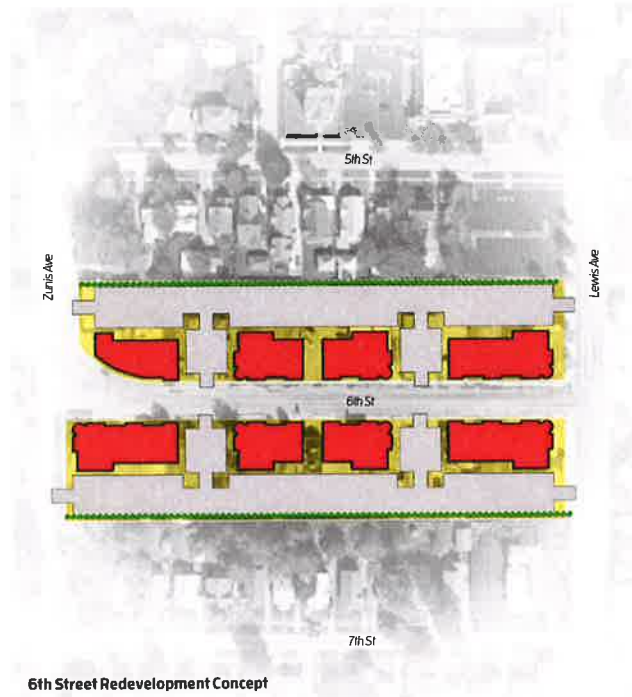
- The amount of needed on-site parking is minimized.
- The required number of residential lots needed to create a feasible commercial lot is minimized.
- Adequate buffers are provided against remaining residential lots.



Commercial Lot Depth Expansion Concept

6.2 Support the redevelopment of secondary commercial uses on 6th Street between Lewis Avenue and Zunis Avenue for new mixed-use and neighborhood-based commercial uses.

6th Street between Lewis Avenue and Zunis Avenue currently hosts a mix of residential, commercial, and small industrial uses. The consolidation of these lots should be encouraged in order to support new mixed-use or commercial development that meets retail and service needs for Kendall-Whittier residents. New development should integrate quality design and coordinated on-site parking and circulation, and existing property owners and tenants should be encouraged to relocate uses to other areas of Kendall-Whittier where they are more compatible with surrounding development. Rear lot lines against adjacent residential uses should include substantial landscape screening and fencing to minimize noise and lighting from development along 6th Street.



6th Street Redevelopment Concept

6.3 Encourage the redevelopment of commercial sites along 3rd Street to residential or mixed-use structures.

Existing development along the 3rd Street corridor includes a mix of commercial and residential land uses. The Land Use Framework included in this Sector Plan differs slightly from PLANiTULSA's vision for this area as a mixed-use corridor. This Sector Plan recommends these blocks become mixed-residential in nature, supporting single-family detached, townhouse, or multi-family buildings. This will support the conversion of 3rd Street into a more complete multi-modal corridor as recommended in this Sector Plan. Given the level of density the corridor could support and its role as a link to Downtown Tulsa and Whittier Square, small commercial spaces that support neighborhood retail and services could be integrated into housing development, but the predominant land use along the corridor should be residential. The City's zoning map should be reviewed and amended in order to allow for residential or mixed-use redevelopment as described above through the Zoning Ordinance's MX District.



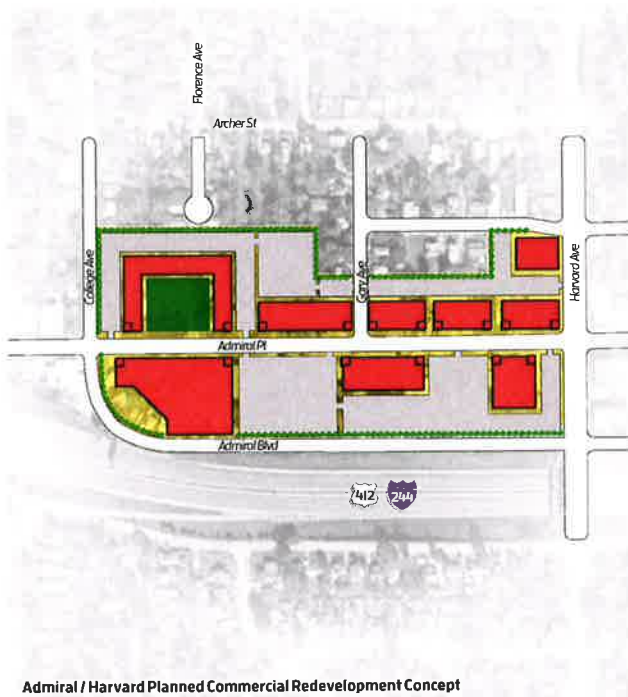
11th Street Redevelopment Concept

6.4 Utilize zoning regulations and incentives to allow for the acquisition and redevelopment of residential lots on the south side of 10th Street between Lewis Avenue and Columbia Avenue for commercial uses along 11th Street with a full-block lot depth.

The auto-oriented character of 11th Street has resulted in development that requires significant off-street parking. However, the expansion of 11th Street over time to its current four-lane configuration and shallow commercial lot depths often constrain the ability to appropriately accommodate access, parking, and other site development characteristics. Commercial lot depth along the north side of 11th Street should be expanded north to 10th Street by allowing residential lots to convert over time as market demand dictates. This can be supported by modifying the City's zoning map to reclassify parcels on the south side of 10th Street from residential to commercial, and utilizing incentives to encourage property acquisition and redevelopment. As redevelopment occurs, properties should integrate coordinated access and circulation, connections to adjacent commercial lots, designated pedestrian access to building entries, and on-site landscaping. Additionally, substantial buffers or greenways should be provided along 10th street to minimize impacts on nearby residential blocks.

6.5 Utilize zoning regulations and incentives to encourage the redevelopment of single-family housing and small commercial uses to a planned commercial area at Admiral Place and Harvard Avenue.

The area bound by Admiral Place, Harvard Avenue, Admiral Boulevard and College Avenue include small commercial uses, auto service and salvage, and single-family residences that are isolated from the rest of the neighborhood. The consolidation and redevelopment of properties in this area should be encouraged in order to create a planned commercial center that would eliminate existing land use conflicts and take advantage of access from I-244. This would require the rezoning of the residential lots from residential to commercial. Incentives related to land acquisition, infrastructure improvements, and tax abatements to encourage high quality design desired uses could be used to support this transformation.



Admiral / Harvard Planned Commercial Redevelopment Concept

6.6 Adopt commercial design standards that would result in development that is attractive and reflective of the character in different parts of Kendall-Whittier.

As PLANITULSA and this Sector Plan are implemented over time, commercial redevelopment and revitalization will have a significant impact on the character of Kendall-Whittier. Design standards for the neighborhood's commercial areas should be adopted in order to maximize control over building character, landscaping, signage, and parking and access management. This can be done through provisions for a Special Area Overlay in the City's zoning ordinance. Standards should reflect the individual objectives and issues in each commercial area in terms of both intended design and implementation.

- **Whittier Square**, including all blocks on Lewis between Archer Street and 3rd Street, should have the most prescriptive standards, requiring traditional mixed-use design. Standards could be implemented through the expansion of the Whittier Square Historic District or as a special overlay to the existing commercial zoning districts.
- **Utica Avenue** and the remaining portions of Lewis Avenue should have standards that support walkability and quality design by orienting building placement toward the street, and including cross-access between adjacent parking areas, quality building materials, edge landscaping around parking lots, and buffers from adjacent neighborhoods.
- **11th Street and Admiral Place** should have standards that aim to implement the 2005 Route 66 Master Plan. Along 11th Street, standards should be compatible with the University of Tulsa. Along both corridors, standards should address building placement, traditional character, parking management, and screening along adjacent neighborhoods.

6.7 Eliminate conflicts between vehicles and pedestrians caused by poor parking lot access, circulation, and design.

Several commercial parking lots in Kendall-Whittier are configured in a way that creates unsafe conflicts between pedestrians and motorists. In order to make the neighborhood more walkable and increase the efficiency of the roadway system, commercial parking lots should be required to meet three general standards:

- Parking lots should not be configured so that motorists must cross directly over a public sidewalk or back into the street in order to access or leave a space.
- All parking lots should clearly delineate the edge of the parking lot from the public sidewalk through the use of fencing or landscaping.
- The number and width of curb cuts should be minimized in order to avoid long stretches where cars can pull up over a sidewalk.

Chapter 55 (Parking) of the City's zoning ordinance should be fully enforced in order to ensure that properties meet these requirements.

6.8 As redevelopment occurs, encourage adjacent commercial properties to use cross-access agreements to enhance circulation between lots and increase on-site parking capacity.

Lewis Avenue, 3rd Street, Utica Avenue, and 11th Street currently have several commercial developments with adjacent parking lots that do not connect. As improvements are made to these existing lots, property owners should be encouraged to provide cross-access between sites, allowing for a reduction in the number of curb cuts and potentially increasing parking capacity. This can be done through zoning incentives, such as increased building intensity or reduced on-site parking requirements, which allow for more desirable development.

6.9 Install neighborhood gateways at key points of entry on Utica Avenue, Lewis Avenue, Harvard Avenue, 3rd Street, 6th Street, and 11th Street.

Kendall-Whittier currently lacks gateway markers that announce entry into the neighborhood. While the University of Tulsa has installed gateway markers at its entry points, they only advertise the university and not the neighborhood as a whole. Right-of-way should be identified that can accommodate various styles of gateways, and neighborhood gateways should be installed at Utica and 3rd, Utica and 11th, Lewis and 11th, at exit ramps from I-244, and Harvard and Latimer. Gateway installations along roadways maintained by ODOT will require coordination to determine siting and massing.

6.10 Install decorative rail overpass and retaining wall elements at Lewis Avenue near King Street.

Lewis Avenue is the only grade-separated underpass in Kendall-Whittier under the BNSF rail corridor. The underpass is just north of Independence Street, and provides direct access to the heart of Whittier Square. As redevelopment of the northern industrial area happens over time, decorative facades on the rail overpass and retaining walls should be installed on either side of Lewis Avenue at the BNSF rail corridor underpass.

6.11 Work with City departments and local utility companies to bury or relocate utilities along arterial corridors as redevelopment occurs over time.

Overhead utilities are a dominant feature of the streetscape of many of Kendall-Whittier's commercial corridors. As redevelopment of these corridors occurs over time or as roadway or underground infrastructure upgrades are installed, coordination should be facilitated among local utility providers, City departments, and transportation agencies to bury power and telecommunications lines. This will improve the character of the neighborhood and reduce the risk of service disruptions caused by weather events, traffic accidents, and other factors. Due to the expense of such improvements, outside funding sources should be sought and improvements should be coupled with redevelopment and roadway maintenance in order to reduce overall costs.

6.12 Work with City departments, the Oklahoma DOT, partner agencies and local property owners on 11th Street and Admiral Place to implement the recommendations of the 2005 Route 66 Master Plan related to informational signs, streetscaping, specific sign and building installations, lighting, banners, landscaping, parking management, and building character.

The 2005 Route 66 Master Plan establishes a series of policies and design standards for its alignment through Tulsa. In Kendall Whittier, Historic Route 66 is designated on 11th Street and Admiral Place. The plan calls for streetscape improvements that could include decorative lighting, banners, intersection treatments, and street furnishings. It also described design principles for new development in order to respect historic structures and reflect the character of the corridor. Implementation of the Route 66 Master Plan should continue to be supported through coordination among ODOT, City departments, the Tulsa Regional Chamber of Commerce, Tulsa Convention and Visitors Bureau, and private developers, requiring compliance with design principles for projects that require municipal assistance, and working with local property owners to support marketing efforts related to local awareness and tourism.



Goal #7

Creating a Multi-Modal Network

Create a multi-modal neighborhood that allows for safe and efficient bicycling, walking, and transit use.

It is possible to walk, bike, drive and take transit within the Kendall-Whittier neighborhood. There are, however, significant barriers, including gaps in infrastructure or services, which make these modes of transportation difficult. Mobility for pedestrians, safe routes for cyclists, convenient reliable transit, and safe and efficient movement of vehicles are critical considerations for improving the Kendall-Whittier neighborhood.

Objectives & Recommendations

7.1 Reduce traffic speeds on Admiral Place north of I-244, between Harvard Avenue and Utica Avenue, through posted speed limits, signage, and passive traffic calming (i.e. narrowing of travel lanes, on-street residential parking, etc.)

Despite having a posted speed limit of 35 miles per hour, the wide lanes of Admiral Place and its function as a parallel alternative to I-244 create an environment where motorists often travel significantly faster than the speed limit. As this area transitions to primarily residential land uses as recommended in this Sector Plan, the design of the roadway should be modified to calm traffic and encourage motorists to use I-244 as the east-west corridor through the neighborhood. Potential improvements include restriping the street with narrower lanes, integrating on-street bike lanes or parking, adding periodic landscape bumpouts, or adding stop signs at midpoints between signalized intersections. (For example, a stop sign at Birmingham Avenue would slow traffic speeds along the length of the corridor and provide a controlled pedestrian crossing for people using the Birmingham Avenue bridge.)

7.2 Install on-street bike lanes in accordance with the 2015 Bike and Pedestrian Master Plan.

The City's "Go Plan" establishes a series of project and policy recommendations for bike routes throughout Tulsa and in Kendall-Whittier. Among them is a comprehensive network of integrated or buffered bike lanes on the neighborhood's existing street grid. The Go Plan recommends facilities on portions of Independence Street, Archer Street, 6th Street and 11 Street, as well as portions of Wheeling Avenue, Gillette Avenue, Birmingham Avenue, Delaware Avenue, and Harvard Avenue. These new segments would complement facilities already in place on 3rd Street and Delaware Avenue. The vision established in the Go Plan should continue to be implemented through restriping and signage, and coordination with ODOT where necessary on facilities under their jurisdiction.

7.3 Establish a capital program for sidewalk installation for blocks lacking pedestrian infrastructure.

Generally, Kendall-Whittier's residential blocks include sidewalks. However, north of Independence Street and east of Lewis Avenue, and south of Independence east of Florence Avenue, there are no sidewalks. A phased capital improvement program should be established to install sidewalks over time. This program could utilize funding from the City's budget or outside grants designed to support walkability and non-motorized transportation. It could also explore public/private partnerships for sidewalks near pedestrian traffic generators, such as churches, that could support funding and short-term implementation of improvements.

7.4 Prioritize investment in pedestrian network improvements in areas around Whittier Square, the Kendall-Whittier Library, schools, and other destinations for youth and seniors.

Within Kendall-Whittier's comprehensive sidewalk network, there are areas that warrant more investment in order to maximize access to important destinations. Improvements to sidewalks and crosswalks around Sequoyah Elementary School, Kendall-Whittier Elementary School and Educare Tulsa, Whittier Square and the Kendall-Whittier Library, the Crosstown Learning Center, Archer Park, and Admiral Park should be prioritized through short-term capital funding and focused grant pursuits.

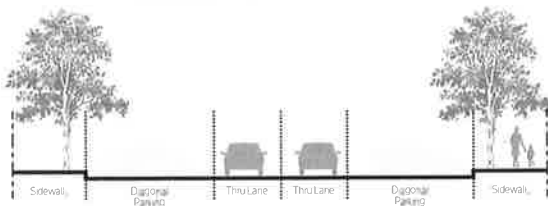
7.5 Explore road diets on primary corridors envisioned as strong pedestrian or mixed-use areas.

Multi-modal mobility is viewed as a high priority in Kendall-Whittier, and several corridors within the neighborhood have the potential to accommodate multiple modes of transportation. However, the priority given to each mode varies depending on surrounding land uses and context within the larger transportation network, and any modifications will have to be accommodated within existing right-of-way dimensions. As a result, "road diets", or improvements that include the reduction in the number of vehicular travel lanes in order to accommodate other amenities in the right-of-way, may be necessary in order to enhance multi-modal mobility.

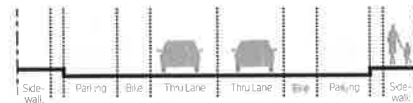
The following conceptual cross-sections below and accompanying table identify potential elements proposed for various roadway segments throughout Kendall-Whittier. It should be noted that the recommendations of this Sector Plan are intended to introduce potential road diet solutions, but each location and concept will require a detailed multi-modal study to fully assess impacts on local and regional mobility, land use and development, and neighborhood character. Based on additional traffic engineering or site constraints, there may be portions of a corridor where the typical cross-section must be modified, such as intersections that warrant dedicated turn lanes that would require the removal of on-street parking or landscaping for a short segment.

Road Diet Design Concepts

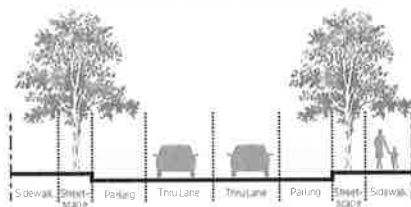
Lewis Ave between Archer St & 3rd St



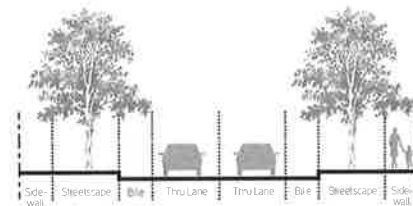
6th St from Lewis Ave to Zunis Ave



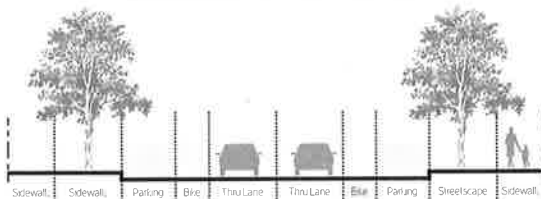
Lewis Ave north of Archer St & south of 3rd St



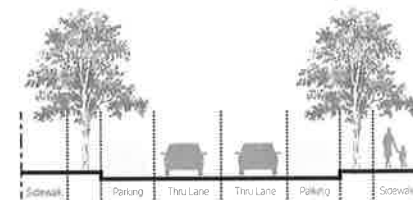
6th St from Zunis Ave to Utica Ave



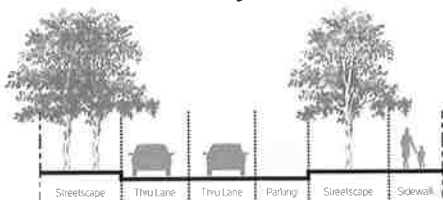
3rd St between Utica Ave & Lewis Ave



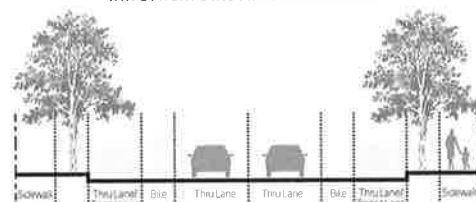
Admiral Pl from Harvard Ave to College Ave



Admiral Pl from College Ave to Utica Ave



11th St from Utica Ave to Harvard Ave



Segment	Priority Amenities							Comments
	Typical ROW Width	Expanded Sidewalk	Expanded Parkway (Streetscaping or Buffer)	Diagonal On-street Parking	Parallel On-street Parking	On-street Bike Lane Pair	Upgraded Transit Infrastructure/Facilities	
Lewis Ave between Archer St and 3rd Street	80'-90'	H	M	H				Where ROW expands beyond typical 80', additional parkway space could be accommodated No on-street parking could be accommodated directly in front of the Circle Cinema, as is the current condition
Lewis Ave north of Archer St and south of 3rd St	60'-70'	M	H		H			Where ROW expands beyond typical 60', additional parkway space could be accommodated
3rd St between Utica Ave and Lewis Ave	80'	M	H		M	H		
6th St from Lewis Ave to Zunis Ave	60'	M	H			H		
6th St from Zunis Ave to Utica Ave	60'	M	H			H		
Admiral Pl from Harvard Ave to College Ave	60'	H	M		H			
Admiral Pl from College Ave to Utica Ave	60'	H	M		H			Sidewalks and on-street parking required on only the north side of the street Excess ROW width should be used for increased buffering and screening against I-244
11th St from Utica Ave to Harvard Ave	70'	H	M			H	H	Planned BRT service should prioritize transit infrastructure and facility upgrades to enhance operations and rider experience

H=High Priority; M=Medium Priority

7.6 Improve pedestrian crossings along arterial roadways through enhanced crosswalk striping, signal phasing, reductions in the crossing distance, and pedestrian signage.

Even where neighborhood blocks in Kendall-Whittier have sidewalks, they are often isolated because it is unsafe to cross major streets. Improvements to crossings on arterials and collector streets should be made, including highly visible crosswalks, pedestrian countdown signals, and refuge islands, bump outs or “porkchops” that reduce crossing distances. Where appropriate, these improvements should integrate paving materials and landscaping that reinforce other design objectives, such as in historic Whittier Square or along Route 66.

7.7 Establish a long-term capital program to improve pedestrian crossings throughout the neighborhood to ensure they are fully ADA accessible and highly visible to motorists.

Several local street intersections lack ADA-compliant crosswalks. An inventory and assessment of residential crossings should be conducted to determine what improvements are necessary to achieve ADA compliance, considering ramping, elevation, textures surfaces, and striping. Priorities within the City’s capital improvement program and grant pursuits should also be established to identify funds for improvements to crossings in high pedestrian activity areas and those near senior housing.

7.8 Coordinate with utility providers to relocate infrastructure off of sidewalks as incremental improvements are made.

Limited available right-of-way between the roadway curb and property line on several corridors has resulted in utilities being located in the middle of sidewalks or crosswalk ramps. Coordination with local utility and telecommunications companies to relocate these utilities should occur as roadway improvements and redevelopment are completed. Potential alternatives include burying utilities underground or working with local property owners to establish narrow front yard utility easements on portions of the site not needed for active use.

7.9 Work closely with Tulsa Transit to assess potential changes to local bus services.

Kendall-Whittier is served by five bus transit routes that operate during different times of the day on 3rd Street, 11th Street, Lewis Avenue, and a short segment of Utica Avenue. As the community implements the recommendations of this Sector Plan and other plans over time, it is likely to see an increase in ridership demand from several groups, such as seniors, students, and millennials who seek quality neighborhoods with convenient access to employment, culture, goods and services. Coordination with Tulsa Transit should take place regularly to assess ridership demand and potential service modifications based on changing demographics and commercial and employment-based development.

7.10 Work closely with Tulsa Transit to implement BRT service on 11th Street.

Tulsa Transit is currently planning Bus Rapid Transit (BRT) service on 11th Street. This service model could include dedicated bus rights-of-way, signal technology upgrades, enhanced station facilities, and real-time rider information. Roadway design improvements, local land uses, and infrastructure capital improvements should be coordinated with the BRT service concept and more detailed planning is completed.



Goal #8

Providing a Long-Term Regulatory Framework

Provide a regulatory framework that minimizes barriers to quality development and supports the long-term health of Kendall-Whittier.

The City of Tulsa's Code of Ordinances establishes the regulatory development framework for the City. The Sector Plan for the Kendall-Whittier neighborhood will provide a guiding vision and plan of action to foster reinvestment in the neighborhood. Amendments to the City's regulations may be needed to help achieve specified objectives. In some instances however, stricter enforcement of existing ordinances may be all that is needed to help Kendall-Whittier's continued revitalization.

Objectives & Recommendations

8.1 Continue to support code enforcement in the neighborhood through dedicated resources for enforcement officials.

The George Kaiser Family Foundation currently funds a full-time position for a Code Enforcement Officer dedicated to the area covered by the Kendall-Whittier Neighborhood Association. The officer enforces municipal codes related to maintenance and nuisance. While there is no reason to believe that the funding for this position will be revoked in the foreseeable future, long-term funding commitments should be affirmed, either through the Foundation or through other resources, to ensure that this position remains in place.



8.2 Amend Chapter 5, Residential Districts, of the City's zoning code to require higher density housing to appropriately manage parking, utilities, trash containers, and other potentially harmful characteristics.

High-density housing can often have negative impacts, especially when closely integrated with lower density housing or when occupying traditionally single-family homes converted into multi-unit structures. Chapter 5 of the City's zoning ordinance includes regulations related to residential development. This chapter should be amended to address common impacts caused by high-density housing, such on-site parking capacity and location, utility and telecommunications services, refuse container location and screening, and others.

8.3 Establish a Historic Route 66 Special Area Overlay.

The 2005 Route 66 Master Plan establishes a vision for the design of public streets and development along 11th Street and Admiral Place. A design overlay should be adopted along designated Route 66 corridors to ensure that the character of private development aligns with long-term investments in the design of the public right-of-way. This would allow base zoning districts to continue to govern basic land use and bulk allowances, while creating a consistent character through many different places throughout the City.

8.4 Use zoning regulations and district boundaries to encourage the transition or redevelopment of land uses as described in the objectives and recommendations of this Sector Plan.

Zoning is the City's primary regulatory tool for dictating the types of uses and character of development in Kendall-Whittier. Several of the recommendations included in this Sector Plan will require amendments of zoning standards or the City's zoning map. These include the following:

- Residential parking standards to manage driveway design and the location of vehicles;
- Commercial parking standards to address access, circulation, and landscaping;
- Enhanced buffering requirements between industrial and residential land uses;
- Expanded commercial lot depth along primary corridors;
- Transition of residential to an industrial zoning district to support revitalization of the northern industrial area;
- Transition of commercial lots to a mixed-residential or local mixed-use district along 3rd Street; and
- Transition of residential to a commercial zoning district in the Admiral Place/Harvard Avenue commercial redevelopment area.



IMPLEMENTATION

This chapter of the Kendall-Whittier Sector Plan identifies key actions or funding sources that will support long-term implementation of the community's vision. In all, the Kendall-Whittier Sector Plan includes 73 objectives aimed at improving resident quality of life, local commerce, mobility, and recreational opportunities. Implementing these objectives will require a strategic and collaborative approach among City government, supporting agencies, residents, businesses, service providers and other stakeholders.

KEY ACTIONS

Implementation of all 73 objectives included in the Kendall-Whittier Sector Plan will take several years. However, several objectives include short-term actions that will either set the table for the implementation of other objectives, or demonstrate more immediate successes that help maintain commitment and excitement for the plan and the vision it articulates. Many of these are low-cost actions that rely more on collaboration and strategy than substantial capital investment. Key short-term actions related to implementation of the Kendall-Whittier Sector Plan include:

- **Establish a strategic action plan for northern industrial revitalization.** The Sector Plan establishes a vision for the northern industrial area on Kendall-Whittier. This vision includes transformative infrastructure improvements and redevelopment. The implementation of this vision will require a more detailed strategic framework in order to address right-of-way preservation/acquisition for a new industrial circulator, funding sources for site clearing, zoning map amendments, and other key actions.



- **Program roadway cross-section improvements.** The Sector Plan includes several recommendations related to roadway cross-section design in order to better accommodate multi-modal infrastructure and parking. These improvements will take time to implement and will be influenced by capital programs maintained by the City, ODOT or other agencies. In the short-term, these improvements should be introduced as potential projects so they can be accounted for on long-term capital improvement programs.
- **Remove barriers to residential reinvestment.** Given its history, anchor institutions, and connectivity within the City and region, Kendall-Whittier is poised to remain an attractive neighborhood for new housing investment. However, there are several statutory barriers related to land transfer, title clearance, and other procedural steps that are constraining potential development or redevelopment that would strengthen existing neighborhoods. Addressing these recommendations in the short-term would allow the development community to positively invest in Kendall-Whittier.
- **Stress the importance of neighborhood history.** Whittier Square, the University of Tulsa and Historic Route 66, among others, represent a unique set of assets in this neighborhood. The presence of these pieces should be celebrated through local history and culture, and future investment should recognize their importance in shaping what the neighborhood is becoming.

POTENTIAL FUNDING SOURCES

Implementation of the objectives identified in the Kendall-Whittier Sector Plan goes beyond the funding capacity of the City of Tulsa, TDA, or other local partners. Ultimately, funding of several recommendations will require collaboration and outside funding sources. The following are a series of potential funding sources related to specific actions or improvements identified in the plan.

General Economic Development Sources

Tax Increment Finance (TIFs)

The purpose of Tax Increment Finance (TIFs) funding is to incentivize and attract desired development within key commercial areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF district increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in that area. Local officials may then issue bonds to undertake other financial obligations based on the growth in new revenue. The maximum life of a TIF district in the State of Oklahoma is 25 years, though the City of Tulsa typically limits TIF Districts to 15 years. The City of Tulsa has four active TIF Districts; however, none are located within or near the Kendall Whittier Study Area.

Incubators

Business incubators provide low-cost space and specialized support to small companies. Such services might include administrative consulting, access to office equipment and training, and assisting in accessing credit. Incubators are typically owned by public entities such as municipalities or economic development agencies who then subsidize rents and services with grants. In addition to job creation and generating activity, the goal is to facilitate growth and expansion of startup businesses within an area. Tulsa is served by The Forge, a local business incubator which provides tax incentives, mentorship, free business counsel, and comprehensive business planning, amongst other benefits.

Improvement District

Improvement Districts allow the City to make special assessments that will support improvements within the area. These are most commonly used to support businesses within commercial districts through related improvements. Tulsa has two existing improvement districts: Tulsa Stadium Improvement District and Whittier Square Improvement District.

Community Development Block Grants (CDBG)

The Community Development Block Grants program is a federal funding source provided by the Department of Housing and Urban Development (HUD) and administered by the Indian Nations Council of Governments (INCOG) for the Tulsa Metropolitan Region. The goal of the program is to support and establish thriving urban communities by creating quality living environments with a variety of housing options and economic opportunities. While CDBG funds can be applied to a variety of projects, they are most commonly used for:

- Acquisition, construction, and installation of public facilities and real property for public ownership and maintenance;
- Reconstruction or rehabilitation of publicly owned and maintained industrial buildings or structures and other industrial real property;
- Publicly owned fiber optic lines;
- Water and wastewater system improvements;
- Street improvements;
- Park development;
- Clearance, demolition and removal of buildings and improvements;
- Senior citizen centers;
- Gas and electrical system improvements;
- Removal of architectural barriers which impede accessibility;
- Storm water drainage improvements; and,
- General economic development

Federal Historic Preservation Tax Credits

The Federal Historic Preservation Tax Credits program is administered by the National Park Service (NPS) and the Internal Revenue Service (IRS) in partnership with the State Historic Preservation Offices (SHPOs). The amount of credit available under this program equals 20% of the qualifying expenses of a rehabilitation. Key criteria to obtain the credit include:

- The tax credit is only available to properties that will be used for a business or other income-producing purpose, and a “substantial” amount must be spent rehabilitating the historic building;
- The building needs to be certified as a historic structure by the National Park Service; and
- Rehabilitation work has to meet the Secretary of the Interior’s Standards for Rehabilitation, as determined by the National Park Service.

Sales Tax Financing

Authorized by the State, cities within Oklahoma are able to use sales tax revenue to build community facilities and provide economic development benefits to improve and encourage local business. This method of funding requires a public vote within the municipality to establish the program.

Oklahoma Department of Commerce (ODOC)

The Oklahoma Department of Commerce offers a comprehensive variety of programs to encourage economic development within the state. This includes grants, tax rebates, and other incentives available both to municipalities and private businesses that support the growth of commerce. Below is a list of available properties which may be applicable within the Kendall Whittier study area and can be utilized to help implement the goals and objectives of this Sector Plan. It should be noted that this list does not represent the full range of available programs, but rather those most readily applicable to the study area. The City should continue to review and identify other programs offered by the ODOC which could be utilized in the future.

Programs which could be utilized include:

- **Advanced Degrees Programs**-Provides funds to universities to develop programs for workforce, build expertise in specific industries, and transfer research to the marketplace.
- **Workforce Innovation and Opportunity Act**-Provides funds to help align state and local workforce needs with education and economic development to address economic and market challenges.
- **CareerTech System**-Provides workforce training for employees of Oklahoma businesses including programs for Industry Training, Management and Organization Development, Career Development for Adults, Safety Training, and Customized Businesses.

- **Oklahoma Community Economic Development Pooled Finance**-Provides funding for target business expansion projects which will result in job creation and significant investment in facilities, machinery, and equipment.
- **Industrial Access Roads**-Provides funding for development of access facilities connecting industrial areas to state or local road systems
- **Infrastructure Finance Community Development Block Grants**-Provides grants to cities, towns, and counties to support the creation of jobs for targeted income groups, funded through federal CDBG resources.
- **Historic Rehabilitation Tax Credit**-Provides a credit against taxes imposed on rehabilitation expenditures for qualified historic structures.
- **State Small Business Credit Initiative**-Provides capital investment for new and expanding small businesses.



Incentives

Utilizing other funding mechanisms, such as TIF districts, the City can provide a variety of incentive programs to help with implementation of the Plan. These incentives can be used to attract new development, improve existing development, and encourage business owners to remain in the community. This list identifies both existing and potential incentive programs that establish a starting point for the City in creation of a comprehensive range of incentive programs that help the City complete its objectives.

Existing Incentives

Tax Incentive Districts (TID)

The City of Tulsa establishes tax incentive districts to provide a 5 to 6 year local property tax abatement for qualified development projects within the district. Tulsa's only existing tax incentive districts covers all real property located Downtown within the interstate highway loop surrounding the area.

Enterprise Zone

An Enterprise Zone is a specific area designated by the State to receive tax incentives and other benefits to stimulate economic growth and revitalization in economically depressed areas. Businesses located in the designated Enterprise Zone can obtain special state and local tax incentives, regulatory relief, and improved governmental services. The City's only existing enterprise zone is Downtown Tulsa.

Economic Development Public Infrastructure Fund

The Economic Development Public Infrastructure Fund was established in 2013 as part of the Improve Our Tulsa package. The program provides funding to assist with public infrastructure needs that are related to business retention, expansion, and attraction. The fund includes \$6 million allocated over the life of the program.

Small Business Capital Formation Tax Credit Act

This program offers an income tax credit to aid with the formation of necessary capital to start small businesses. The program offers eligible investors, perspective business owners, or business capital companies an income tax credit of 20% of equity or near-equity investment.



Potential Incentives

Sales Tax Rebate

A sales tax rebate is a tool typically used by municipalities to incentivize business to locate to a site or area while making cost effective physical improvements. For developments that require public infrastructure extensions, the City can enter into a sales tax rebate agreement, by which the developer agrees to pay for the cost of improvements. The City will then reimburse the developer over a specified period of time utilizing the incremental sales taxes which are generated by the improvement. Sales tax rebates have proven effective in attracting new businesses and encouraging redevelopment and renovation.

Façade & Site Improvement Programs

Façade and site improvement programs can be used to beautify and improve the appearance of existing businesses. These programs provide low interest loans or grants to business owners to improve the exterior appearance of designated structures or properties. These programs are most commonly supported by funding made available through TIFs.

Payment in Lieu of Taxes (PILOT)

The City can use Payment in Lieu of Taxes (PILOT) to reduce the property tax burden of a desired business for a predetermined period. In this instance, the City and property owners will agree to the annual payment of a set fee in place of property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non-taxpaying entity location on a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

Transportation & Infrastructure Funding

Fixing America's Surface Transportation (FAST) Act

In December 2015 the FAST Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and was extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for states and local governments, streamline project approval processes, and encourage innovation to make the surface transportation system safer and more efficient. The City should monitor the FAST Act as application occurs to determine the full extent of funding changes and implementation. The City should maintain close communication with ODOT regarding the FAST act, regional transportation funding discussions, and the region's Transportation Improvement Program (TIP).

Surface Transportation Program (STP)

The Surface Transportation Program provides federal funding through the Federal Highway Administration (FHWA) for transportation projects and improvements. STP funds for the Tulsa Metropolitan Area are distributed through Indian Nations Council of Governments (INCOG). STP funds can be used for multimodal and roadway projects related to highways, alternative transportation, transportation safety and control, natural habitat and wetlands mitigation, infrastructure improvements, and environmental restoration and pollution prevention.

Transportation Enhancements Program (TEP)

Transportation Enhancements are funded as part of the STP program with the aim of expanding travel choices and improving the transportation experience. This can include projects related to pedestrian and bicycle facilities, historic preservation, landscaping and scenic beautification, and control of outdoor advertising, amongst others. The Program operates on a cost reimbursement basis, with eligible projects able to receive funding up to 80% of total project costs.

Congestion Mitigation & Air Quality (CMAQ) Program

The Congestion Mitigation and Air Quality program was established through federal funding to provide assistance in meeting federal air quality guidelines. Funds are available for a variety of transportation projects with the requirement that the project have a demonstrated effect on reducing emissions to meet the requirements of the Clean Air Act (CAA). Examples include transit improvements, travel demand management strategies, traffic flow improvements, and public fleet conversions to cleaner fuels.

Safe Routes to School (SRST)

The Safe Route to Schools program was established to provide funding for the planning, design, and construction of infrastructure related projects that will substantially improve the ability of students to walk and bike to school. The Program is 100% federally funded through the FAST Act, and can be used for a variety of projects, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle-crossing improvements;
- On-street bicycle facilities
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking system; and,
- Traffic diversion improvements in the vicinity of schools

Oklahoma Department of Transportation Tree Grant Program

The Tree Grant program began in 1997 and has provided over 300 tree grants to public organizations across Oklahoma. The program provides funding for planting of trees on public property and within the right-of-way along public roadways and public transportation corridors. Selected grants can received up to \$25,000 in funding with a 25% local match requirement.

Parks, Trails & Open Space Funding

Land & Water Conservation Fund (LWCF)

The Land and Water Conservation Fund (LWCF) is a federal assistance program administered by the National Park Service (NPS) with the intention of creating high quality recreation areas and facilities as well as supporting non-federal investments in protection and maintenance of recreational resources. LWCF grants are available to municipalities, counties, and school districts for acquisition and development of park land. In Oklahoma, LWCF grants are administered by the Oklahoma Tourism and Recreation Department and require a 50% funding match.

Recreational Trails Program (RTP)

The Recreational Trails Program is a federal aid program administered through the Oklahoma Tourism and Recreation Department. The program was first established as part of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and is currently funded under the FAST act. Projects funded through the program can be reimbursed for up to 80% of project costs. Funds from the program are intended for use on recreational trails and trail-related projects including:

- Trail maintenance and restoration
- Land acquisition
- Construction of new trails
- Trail accessibility
- Development of trailhead and trailside facilities

IMPLEMENTATION ACTION MATRIX

The Implementation Action Matrix on the following pages identifies a time frame, responsible parties, and potential funding sources for each objective established in the North Tulsa Neighborhoods Plan. Acronyms used in the matrix are defined as follows:

Responsible Entity

City of Tulsa Departments:

- CD-Communications
- ES-Engineering Services
- PR-Parks and Recreation
- P&D-Planning & Development
- SS-Streets and Stormwater
- WS-Water and Sewer
- WIN-Working In Neighborhoods
- PD-Police Department
- ED-Mayor's Office of Economic Development

Other Entities:

- TU-University of Tulsa
- GKFF-George Kaiser Family Foundation
- GT-Growing Together Tulsa
- INCOG-Indian Nations Council of Government
- TMAPC-Tulsa Metropolitan Area Planning Commission

Potential Funding Source

- TIF-Tax Increment Finance
- CDBG-Community Development Block Grant
- ODOC-Oklahoma Department of Commerce
- TID-Tax Incentive District
- PILOT-Payment in Lieu of Taxes
- STP-Surface Transportation Program
- CMAQ-Congestion Mitigation & Air Quality Program
- SRST-Safe Routes to School
- LWCF-Land Water Conservation Fund
- RTP-Recreational Trails Program

IMPLEMENTATION ACTION MATRIX

Goal 1. Leveraging neighborhood institutions

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
1.1	37	Work with the University of Tulsa to ensure that benefits to neighborhood residents and businesses are maximized by the actions implemented through their Master Plan.	1-10 years	P & D, TU, INCOG/ TMAPC	
1.2	38	Support the development of quality high-density residential development that appeals to a broad spectrum of potential tenants – including students, seniors, young professionals, and families of mixed incomes – around the University of Tulsa.	1-15 years	P & D, WIN, INCOG/ TMAPC	Tax Incentives Districts, PILOT
1.3	38	Collaborate with Kendall-Whittier Main Street, the University of Tulsa, and other neighborhood entities to create a marketing campaign promoting Kendall-Whittier's shopping and dining, educational opportunities, neighborhood amenities, and other assets.	1-5 years	CD, Kendall-Whittier Main Street, TU, local businesses	TIF, Improvement Districts, Sales Tax Financing
1.4	38	Work with churches in the neighborhood to anticipate and develop plans related to long-term impacts pertaining to parking, access and egress, and land needs.	1-5 years	P & D, local religious institutions, INCOG/ TMAPC	
1.5	38	Work with local education providers and employers to market curricula, mentorships, and internship opportunities that build a skilled workforce in Kendall-Whittier.	1-5 years	TPS, TU, local employers	Incubators, ODOC
1.6	39	Encourage local institutions to share facilities and maximize the benefits to the community and effectiveness of public resources.	1-10 years	Local institutions and service providers	
1.7	39	Work with the Circle Cinema, University of Tulsa, and other local stakeholders to establish spaces and marketing to grow Kendall-Whittier as a local creative and performing arts neighborhood.	1-10 years	Circle Cinema, TU, and other arts advocates	TIF, Improvement Districts, Sales Tax Financing
1.8	39	Work with Growing Together Tulsa, the George Kaiser Family Foundation, and other community-minded not-for-profits to implement a comprehensive revitalization and stabilization plan for a healthy, vibrant, and mixed-income community.	1-15 years	GT, GKFF, WIN	
1.9	39	Collaborate with Tulsa Public Schools to support a high-quality education pipeline.	1-5 years	TPS, GKFF, GT	

Goal 2. Reconnecting Across I-244

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
2.1	40	Work with Oklahoma DOT to develop a plan to screen the I-244 corridor as it passes through Kendall-Whittier Neighborhood.	5-10 years	SS, ES, ODOT	TIF, Improvement District, TEP, ODOT Tree Grant Program
2.2	40	Work with ODOT to install a decorative overpass and retaining wall elements at the I-244/Lewis Avenue interchange.	5-10 years	SS, ES, ODOT	TIF, Improvement District, TEP, ODOT Tree Grant Program
2.3	41	Work with ODOT to improve the design of the pedestrian overpass to minimize traffic noise and wind that make the overpass uncomfortable or unsafe.	5-10 years	SS, ES, ODOT	TIF, Improvement District, STP, TEP
2.4	41	Maintain the entrances to the Birmingham Avenue pedestrian bridge over I-244, ensuring safe passage is not blocked by overgrowth, deteriorated sidewalks, or litter.	1-5 years	SS, ES	TIF, Improvement District, STP, TEP
2.5	41	Expand overpass roadway decks as improvements are made to include adequate pedestrian amenities.	5-10 years	SS, ES, ODOT	TIF, Improvement District, STP, TEP

IMPLEMENTATION ACTION MATRIX

Goal 3. Revitalizing Industrial Uses

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
3.1	42	Amend Chapter 15 (Office, Commercial and Industrial Districts) and Chapter 65 (Landscaping, Screening and Lighting) of the City's zoning code to provide more specific and robust standards related to required buffers between light industrial uses and residential lots.	Immediate	P & D, INCOG/TMAPC	
3.2	43	Prohibit the use of barbed wire fences along the edges of industrial properties when visible from residential uses or public right-of-way.	Immediate	P & D, INCOG/TMAPC	
3.3	43	Support the reuse or redevelopment of older industrial buildings adjacent to residential areas with uses that are more "neighborhood-friendly," such as offices, restaurants, or local services.	2-10 years	ED, P & D, TDA, INCOG/TMAPC	ODOC, TID, Enterprise Zone, Sales Tax Rebate, PILOT
3.4	44	Limit access to local roadways between residential streets and the northern industrial area in order to reduce truck traffic in neighborhoods.	5-10 years	SS, ES	TIF, Improvement District, STP, TEP, CMAQ
3.5	44	Encourage the consolidation and redevelopment of obsolete or underperforming industrial properties.	5-15 years	ED, P & D, TDA, INCOG/TMAPC	TIF, CDBG, ODOC, TID, Enterprise Zone, Sales Tax Rebate
3.6	44	Utilize vacant land in industrial areas to encourage the expansion of existing uses.	2-10 years	ED, P & D, TDA, INCOG/TMAPC	CDBG, ODOC, TID, Enterprise Zone
3.7	44	Utilize municipal incentives or outside funding sources to implement key industrial infrastructure improvements and redevelopment projects in the northern industrial area.	5-10 years	ED, P & D, ES, TDA	TIF, CDBG, Sales Tax Financing, ODOC, TID, Enterprise Zone
3.8	44	Establish an industrial circulator running parallel to the Dawson Street rail corridor between Harvard Avenue and Independence Street that would provide access to local uses and minimize truck traffic on residential streets.	5-10 years	SS, ES, TDA, industrial property owners	TIF, Improvement District, ODOC, STP, TEP, CMAQ

Goal 4. Supporting A Healthy Neighborhood

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
4.1	46	Install mid-block street lighting on local streets.	5-15 years	ES	TIF, Improvement District, CDBG, STP, TEP, SRTS
4.2	46	Identify opportunities for new senior housing and multi-family housing near commercial services, transit services, parks, and other amenities.	5-15 years	P & D, WIN, TDA, GT	CDBG
4.3	47	Encourage the reconfiguration of residential block ends to eliminate inadequate lots oriented toward shorter side streets.	5-10 years		Sales Tax Rebate, PILOT
4.4	47	Work with the University of Tulsa to require compliance with residential design standards to ensure compatibility between student housing and surrounding blocks.	1-5 years	P & D, TU	
4.5	48	Facilitate the acquisition and redevelopment of vacant or tax delinquent residential properties.	1-5 years	P & D, TDA, GT	CDBG
4.6	48	Assess all parks and open spaces for safe and secure design, specifically addressing lighting, visual and physical access, areas of concealment or isolation, maintenance, and vandalism.	5-15 years	PR	
4.7	48	Establish a capital program to support residents with the removal of tree stumps and unsightly vegetation.	3-10 years	ES	TIF, CDBG
4.8	48	Adopt multi-family design and development standards that ensure they are compatible with the character of the surrounding neighborhood.	1-3 years	P & D, INCOG/TMAPC	

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
4.9	49	Continue to strictly enforce regulations prohibiting the parking of vehicles on unpaved portions of residential lots.	Immediate	WIN	
4.10	49	Re-establish Archer Park as a safe and vibrant recreation amenity for the north side of the Kendall-Whittier neighborhood.	3-10 years	PR	LWCF
4.11	49	Support the redevelopment of Admiral Place from College Avenue to Lewis Place as a mixed-use corridor.	5-15 years	P & D, WIN, INCOG/TMAPC	TID, PILOT
4.12	49	Establish local open space in the southwestern portion of the neighborhood.	5-15 years	P & D, PR	TIF, LWCF
4.13	49	Modify one-way traffic patterns near Kendall-Whittier Elementary School.	2-5 years	SS	TIF, STP, TEP, SRTS

Goal 5. Preserving Whittier Square

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
5.1	50	Utilize regulatory and financial incentives to encourage the development of quality mixed-use and multi-family housing that attracts young professionals, artists and entrepreneurs in the area bound by Lewis Avenue, I-244, and 3rd Street.	5-15 years	P & D, WIN, TDA, INCOG/TMAPC	TID, PILOT
5.2	50	Support the redevelopment of lots fronting on Lewis Avenue on the fringes of Whittier Square as mixed-use areas with a character that is reflective of the historic Whittier Square	5-15 years	P & D, TDA, INCOG/TMAPC	TIF, Improvement District, Sales Tax Financing, TID, Enterprise Zone, Sales Tax Rebate, PILOT
5.3	51	Work with property owners to expand the boundaries of the Whittier Square Historic District.	2-5 years	P & D, INCOG/TMAPC	
5.4	51	Explore a diverse range of potential parking solutions.	2-10 years	P & D, SS, ES, TDA, INCOG/TMAPC	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
5.5	51	Redevelop vacant or dilapidated residential lots adjacent to development on Lewis Avenue to create larger commercial and mixed-use lots that can accommodate larger projects and commercial parking.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TIF, CDBG, TEP
5.6	51	Establish a comprehensive streetscape program throughout Whittier Square.	5-10 years	ES, SS	TIF, Improvement District

Goal 6. Transforming Key Corridors

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
6.1	53	As the demand for commercial redevelopment emerges, encourage the expansion of commercial lot depth to support investment and minimize impacts on adjacent neighborhoods.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	
6.2	53	Support the redevelopment of secondary commercial uses on 6th Street between Lewis Avenue and Zuni Avenue for new mixed-use and neighborhood-based commercial uses.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
6.3	54	Encourage the redevelopment of commercial sites along 3rd Street to residential or mixed-use structures.	5-15 years	P & D, WIN, INCOG/TMAPC	TID, PILOT
6.4	54	Utilize zoning regulations and incentives to allow for the acquisition and redevelopment of residential lots on the south side of 10th Street between Lewis Avenue and Columbia Avenue for commercial uses along 11th Street with a full-block lot depth.	2-10 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
6.5	55	Utilize zoning regulations and incentives to encourage the redevelopment of single-family housing and small commercial uses to a planned commercial area at Admiral Place and Harvard Avenue.	5-15 years	P & D, ED, TDA, INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
6.6	55	Adopt commercial design standards that would result in development that is attractive and reflective of the character in different parts of Kendall-Whittier.	1-3 years	P & D, INCOG/TMAPC	
6.7	56	Eliminate conflicts between vehicles and pedestrians caused by poor parking lot access, circulation, and design.	2-10 years	SS, ES	
6.8	56	As redevelopment occurs, encourage adjacent commercial properties to use cross-access agreements to enhance circulation between lots and increase on-site parking capacity.	1-10 years	P & D, ES, INCOG/TMAPC	
6.9	56	Install neighborhood gateways at key points of entry on Utica Avenue, Lewis Avenue, Harvard Avenue, 3rd Street, 6th Street, and 11th Street.	5-10 years	ES, TDA	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
6.10	56	Install decorative rail overpass and retaining wall elements at Lewis Avenue near King Street.	5-10 years	SS, ES, TDA	TIF, Improvement District, CDBG, Sales Tax Financing, TEP
6.11	57	Work with City departments and local utility companies to bury or relocate utilities along arterial corridors as redevelopment occurs over time.	5-15 years	ES, local utility providers	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP
6.12	57	Work with City departments, the Oklahoma DOT, partner agencies and local property owners on 11th Street and Admiral Place to implement the recommendations of the 2005 Route 66 Master Plan related to informational signs, streetscaping, specific sign and building installations, lighting, banners, landscaping, parking management, and building character.	5-15 years	P & D, ED, SS, ODOT, INCOG/TMAPC	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP

Goal 7. Creating a Multi-Modal Network

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
7.1	59	Reduce traffic speeds on Admiral Place north of I-244, between Harvard Avenue and Utica Avenue, through posted speed limits, signage, and passive traffic calming (i.e. narrowing of travel lanes, on-street residential parking, etc.)	2-5 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.2	59	Install on-street bike lanes in accordance with the 2015 Bike and Pedestrian Master Plan.	2-5 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.3	59	Establish a capital program for sidewalk installation for blocks lacking pedestrian infrastructure.	5-15 years	ES, WIN	
7.4	59	Prioritize investment in pedestrian network improvements in areas around Whittier Square, the Kendall-Whittier Library, schools, and other destinations for youth and seniors.	2-5 years	ES, WIN	TIF, Improvement District, CDBG, Sales Tax Financing, SRTS
7.5	60	Explore road diets on primary corridors envisioned as strong pedestrian or mixed-use areas.	5-15 years	SS, ES	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.6	62	Improve pedestrian crossings along arterial roadways through enhanced crosswalk striping, signal phasing, reductions in the crossing distance, and pedestrian signage.	2-10 years	ES, SS, ODOT	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS

IMPLEMENTATION ACTION MATRIX

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
7.7	6	Establish a long-term capital program to improve pedestrian crossings throughout the neighborhood to ensure they are fully ADA accessible and highly visible to motorists.	2-10 years	ES, SS	
7.8	62	Coordinate with utility providers to relocate infrastructure off of sidewalks as incremental improvements are made.	5-15 years	ES, SS, local utility providers	TIF, Improvement District, CDBG, Sales Tax Financing, STP, TEP, SRTS
7.9	62	Work closely with Tulsa Transit to assess potential changes to local bus services.	2-10 years	ES, SS, Tulsa Transit	
7.10	62	Work closely with Tulsa Transit to implement BRT service on 11th Street.			

Goal 8. Providing a Long-Term Regulatory Framework

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
8.1	63	Continue to support code enforcement in the neighborhood through dedicated resources for enforcement officials.	2-10 years	GKFF, P & D	
8.2	64	Amend Chapter 5, Residential Districts, of the City's zoning code to require higher density housing to appropriately manage parking, utilities, trash containers, and other potentially harmful characteristics.	Immediate	P & D, INCOG/ TMAPC	
8.3	64	Establish a Historic Route 66 Special Area Overlay.	1-3 years	P & D	
8.4	64	Use zoning regulations and district boundaries to encourage the transition or redevelopment of land uses as described in the objectives and recommendations of this Sector Plan.	1-5 years	P & D, INCOG/ TMAPC	

DRAFT FOR PUBLIC REVIEW **AUGUST 2016**



GREENWOOD HERITAGE NEIGHBORHOODS PLAN

City of Tulsa • Tulsa Development Authority

prepared by Houseal Lavigne Associates

DRAFT
for Public Review

14.1

ACKNOWLEDGEMENTS

The Greenwood Heritage Neighborhoods Plan is the result of collaboration among City leaders and staff, the Tulsa Development Authority, planning professionals, and citizens of the planning area.

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The planning process was funded by the Tulsa Development Authority in order to assist the community in establishing a vision for housing, commerce, employment, transportation, and recreation that embodies the character of the community over the next 10 to 15 years.

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prepared by





INTRODUCTION & EXISTING CONDITIONS

The Greenwood Heritage Neighborhoods Plan articulates a vision for a collection of neighborhoods rich in history and culture. From Brady Heights, “Black Wall Street” and several neighborhood schools as its historic foundation, to OSU-Tulsa, Langston University Tulsa, the Lansing Business Park and today’s citizens as the basis for long-term success, the neighborhoods examined in this plan embody the spirit of a community poised for growth and longing for a future of economic and social prosperity.

The Greenwood Heritage Neighborhoods Plan is an update to a series of previous Sector Plans. (A Sector Plan is a report adopted by the Tulsa Development Authority and Planning Commission that establishes how citizens would like land to be developed in the future.) Its designation as a Sector Plan will allow the City and various partners to utilize policies, strategies and funding sources to implement the vision it articulates.

The term “Greenwood Heritage” emerged through this planning process as a way to describe the planning area defined by I-244, the Tisdale Expressway, the Gilcrease Expressway, and the Cherokee Expressway. This area is part of a larger community known as North Tulsa, but citizens of this specific planning area identify themselves closely with the legacies of the Greenwood Avenue district and Black Wall Street, which continue to inspire the vision for the future of the community.

Tulsa Development Authority & The City of Tulsa

The Greenwood Heritage planning area falls within the City of Tulsa, and is therefore subject to the services, regulations, and standards maintained by City government. However, the City is not alone in providing local services or supporting investment in this portion of the city. The Tulsa Development Authority (TDA) is an important partner that supports the City through investments in property acquisition, infrastructure, housing, commerce, and other aspects of community development. The TDA has a strong presence in the Greenwood Heritage area, and has played a direct or supporting role in several recent successes.

Citizen Advisory Team

In support of the planning process, a Citizen Advisory Team (CAT) was formed as a first line of communication with residents and stakeholders. The CAT helped ensure that the Neighborhoods Plan is aligned with the needs, aspirations, and concerns of the Greenwood Heritage community. Throughout the planning process, the CAT met to review and discuss interim reports, draft documents, and plan recommendations.

A complete summary of public outreach results can be found in the Greenwood Heritage Neighborhoods Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

Study Area

The Greenwood Heritage Plan study area includes several neighborhoods of North Tulsa bounded by I-244/Crosstown Expressway on the South, Highway 75/Cherokee Expressway on the East, the Gilcrease Expressway on the North, and L.L. Tisdale Parkway on the west, excluding those areas east of Yorktown Avenue. The study area also includes a triangular site on the east side of Highway 75 bounded by Pine Street, Utica Avenue, and Highway 75.

While the study area is made up mostly of residential neighborhoods, it also includes educational facilities, religious institutions, commercial nodes and corridors, and office and industrial areas. Prominent landmarks include the Brady Heights Historic District, Oklahoma State University's Tulsa campus, Langston University Tulsa, the historic Booker T. Washington High School, and Lacy Community Center. Located directly north of Downtown, the Greenwood Heritage area is well-served by the major transit corridors that surround the area, providing access to the greater Tulsa region.

Regional Context

The City of Tulsa is the second largest municipality in the State of Oklahoma, with a 2010 population of 391,906 residents. Tulsa is also central to the Tulsa–Broken Arrow–Owasso Metropolitan Statistical Area, which has a total population just under 1 million residents. Situated in northeastern Oklahoma along the Arkansas River, Tulsa is part of the Green Country region, an area of transition from heavily wooded Ozark Mountain foothills in the east to the farthest reaches of the Great Plains in the west. The Tulsa Port of Catoosa is the most inland river port in the United States with access to international waterways. In recent years, Tulsa has received recognition as one of America's most livable large cities.



REGIONAL SETTING

PREVIOUS PLANS & POLICIES

The Greenwood Heritage Neighborhoods Plan describes a vision for this collection of neighborhoods. However, there are several sector plans already in place that may serve as a foundation for the new Plan. These sector plans were used as a basis for the development of recommendations included in the Greenwood Heritage Neighborhoods Plan.

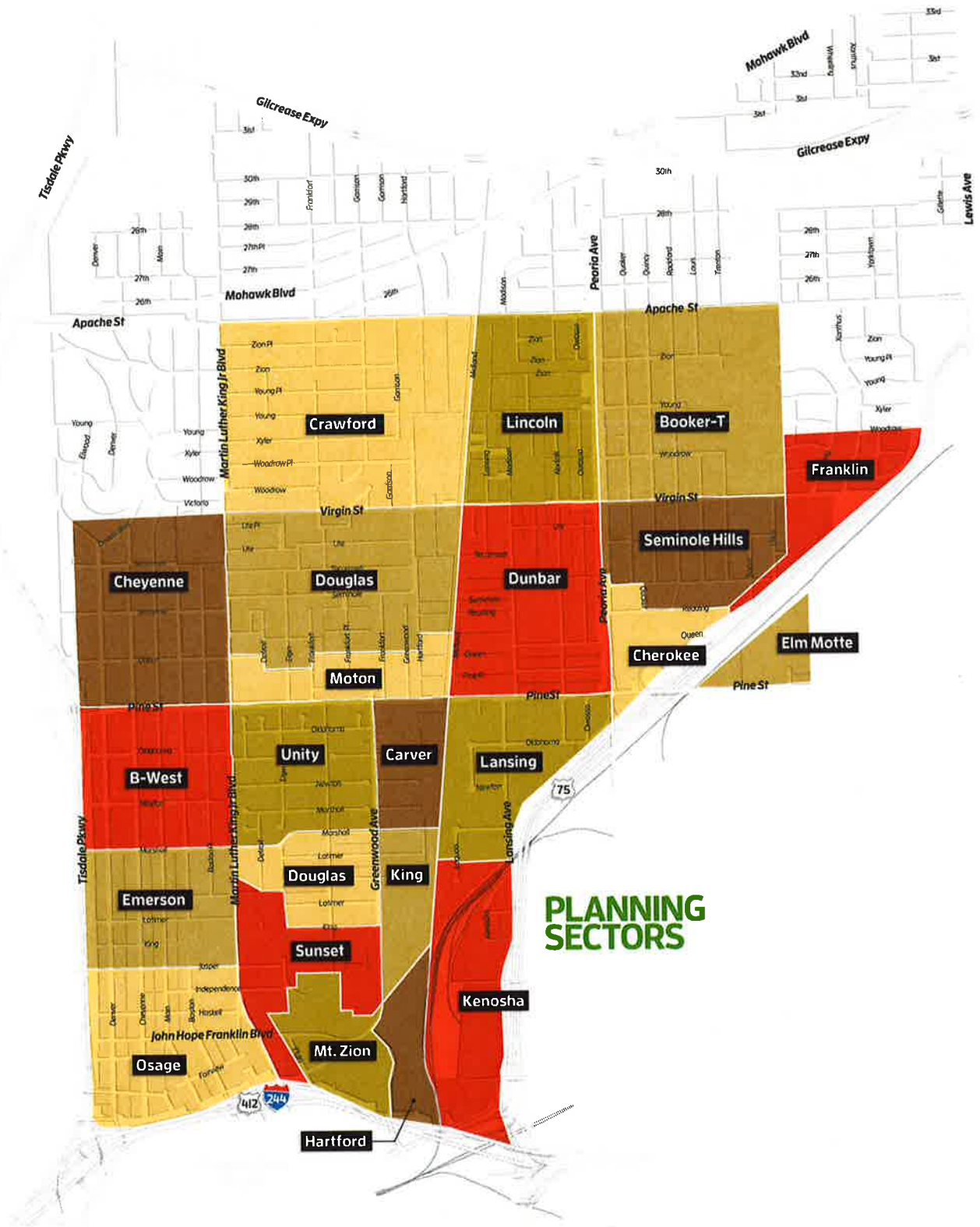
In addition to the sector plans identified above and highlighted in this section, there are several other relevant plans and policies in place that have served as a foundation for the new Plan, these include:

- 36th Street North Corridor Small Area Plan
- Tulsa Public Schools Strategic Plan 2010-2015
- Tulsa Parks and Recreation Master Plan
- Downtown Area Master Plan

Tulsa Sector Plans

In 2004 and 2005, the City of Tulsa adopted the **Tulsa Sector Plans**, a series area-specific documents intended to address specific issues within distinct communities of the City. Each document identifies objectives for improvement, as well as a detailed land use plan. Compared to other planning documents, the previous Sector Plans are written in a style consistent with the regulation and policy of a zoning ordinance, with standards for the type and style of use within each area.

The **Greenwood Heritage Neighborhoods Plan** builds upon and replaces a number of existing sectors plans for the area. Previous Sector Plans include Crawford, Lincoln, Booker-T, Franklin, Cherokee, Seminole Hills, Elm-Motte, Dunbar, Moton, Cheyenne, B-West, Unity, Carver, Lansing, Kenosha, King, Hartford, Mt. Zion, Sunset, Douglas, Emerson, and Osage. These sectors have been combined, with each other and new areas, to form the Greenwood Heritage Neighborhoods Planning area.



PLANiTULSA

In 2010, the City of Tulsa adopted a new Comprehensive Plan that was drafted over a two-year process through intensive public engagement. The Plan, entitled PLANiTULSA, is the City's first since the 1970s and focuses on five core themes;

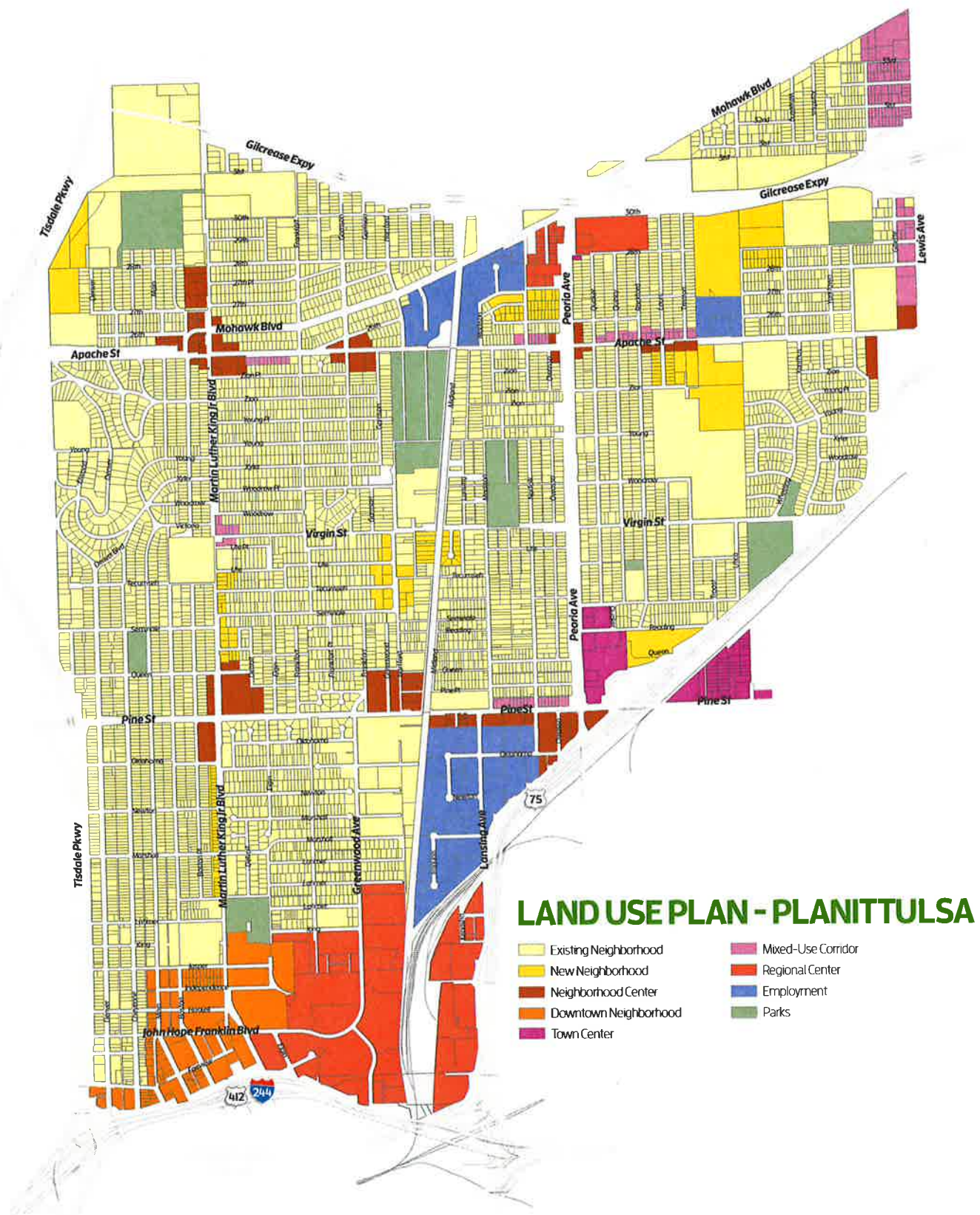
- Have a Vibrant & Dynamic Economy,
- Attract & Retain Young People,
- Provide Effective Transportation,
- Provide Housing Choices, and
- Protect the Environment & Provide Sustainability.

The Plan is organized around chapters addressing fundamental comprehensive planning elements, such as land use and transportation planning. These chapters include Land Use, Transportation, Economic Development, Housing, and Parks, Trails and Open Space.

Greenwood Heritage Neighborhoods in PLANiTULSA

The neighborhoods in this planning area were a particular focus in many of the PLANiTULSA chapters and the area was generally highlighted as a place for reinvestment and considerable opportunity. The area's proximity to Downtown was highlighted as a strength, as well as the presence of higher education institutions. Specific Plan elements related to the Greenwood Heritage area include:

- **Apache Street:** This corridor is envisioned as maintaining its mixed-use and neighborhood centered activity that supports surrounding neighborhoods.
- **Lewis & Apache:** The Plan proposes a mixed-use district along Lewis Avenue and a neighborhood center at the intersection with Apache Street.
- **Pine Street:** This corridor is envisioned as having a series of neighborhood centers at key intersections, with a transition into a major Town Center at the Pine Street interchange with U.S. 75/Cherokee Expressway.
- **Downtown Neighborhood:** The vacant blocks south of Ben Hill Park, adjacent to Brady Heights, are envisioned as becoming a downtown neighborhood with a close relationship to Downtown Tulsa and the university campuses.
- **Universities & Employment:** A central feature to the vision for the Greenwood Heritage area is leveraging the university campuses as a major Regional Center, as well as the Lansing Business Park as a major employment hub.
- **Pine Street Corridor:** Pine is outlined as a multi-modal corridor, concentrated on the "Main Street" building block type, with a focus to improve pedestrian, cyclist, and transit accessibility.
- **The Transit "T":** Peoria Avenue is one of two critical alignments proposed to form the "T" of a new higher-frequency and expanded transit system, connecting to the 11th Street corridor near Utica Square.
- **Downtown Streetcar:** A potential Downtown streetcar "loop" alignment would link the 21st Street corridor to the Central Business District and the OSU-Tulsa campus.



LAND USE PLAN - PLANITTULSA

- Existing Neighborhood
- New Neighborhood
- Neighborhood Center
- Downtown Neighborhood
- Town Center
- Mixed-Use Corridor
- Regional Center
- Employment
- Parks

PLANNING PROCESS

The planning process was specifically designed to result in a plan that responds to the needs of the citizens and stakeholders of Greenwood Heritage neighborhoods. Central to the process is public engagement with a variety of citizens, including local residents, business owners and operators, key service providers, elected and appointed officials, and municipal staff. The complete planning process included the following 8 steps:

- **Step 1:** Project Initiation, including preliminary meetings with key staff from the Tulsa Development Authority and representatives from involved City departments.
- **Step 2:** Define Boundary, including an analysis of the Sector Plan Study Areas to develop simplified boundaries that better reflect the function, character, influences, and opportunities that impact the Greenwood Heritage neighborhoods.
- **Step 3:** Community Participation, including several events or tools designed to allow residents to identify local issues and opportunities, and aid in the establishment of short- and long-term priorities.
- **Step 4:** Assessment-Inventory and Analysis, including an analysis of existing conditions and future potentials within the study based on information provided by the TDA, field reconnaissance, data sources, and reviews of past plans, studies, and policies.
- **Step 5:** Vision Statement, including the development of an overall vision for the Greenwood Heritage Neighborhoods area.
- **Step 6:** Civic Responsibilities and Citywide Context, including an assessment to determine whether vision is consistent with those of the greater Tulsa community and City as a whole.
- **Step 7:** Plan Recommendations & Implementation, including the preparation of draft and final plan documents for the Greenwood Heritage Neighborhoods Plan.
- **Step 8:** Adoption Process, including public review and a multi-step adoption and approval process by the TDA, The Tulsa Metropolitan Area Planning Commission, and Tulsa City Council.

COMMUNITY OUTREACH

Public input was an essential element to the development of the Greenwood Heritage Neighborhoods Plan. Through outreach events and online tools, residents and community stakeholders were able to provide insight regarding local issues, concerns, and opportunities. Public engagement helps to establish an understanding of the community and its surroundings in the existing conditions report and directly informs recommendations and policy within the resulting Neighborhood Plan.

A project website was developed to act as a portal for information regarding planning efforts, interim reports, upcoming workshops, and online outreach tools. The following workshops and online tools were used to provide opportunities for input from the Greenwood Heritage Neighborhoods community:

- Community Workshop-March 24th, 2015
- Business Workshop-March 25th, 2015
- Resident Questionnaire
- Business Questionnaire
- sMap
- Public participation as part of Citizen Advisory Team (CAT), TDA, Tulsa Metropolitan Area Planning Commission, and Tulsa City Council meetings as part of the formal review and adoption process

EXISTING CONDITIONS

This section presents a series of relevant findings based on data analysis, field reconnaissance, and other sources of information that establish the foundation for recommendations aimed at achieving the community's long-term vision. These findings are based on analysis related to:

- Market & demographic analysis
- Existing land use
- Community resources
- Transportation characteristics
- Parks and environmental features

A more detailed analysis of existing conditions can be found in the Greenwood Heritage Neighborhoods Plan Existing Conditions Report that is maintained on file by the TDA and City of Tulsa.

Market & Demographic Analysis

An analysis of the Greenwood Heritage area's demographics and market potential was conducted to guide the planning process and provide the necessary background information for developing market-viable policy recommendations. This analysis focuses on three topics: (1) demographics, (2) employment and commerce, and (3) housing. Data related to these topics helps establish trends, highlights important market implications, and where possible, notes future growth and development challenges and opportunities that serve as the foundation for many of the Neighborhoods Plan recommendations.

Data Sources

Data for this study were acquired from a variety of sources, including the 2000 and 2010 U.S. Census, the 2009-2013 American Community Survey (ACS), and ESRI Business Analyst, a nationally recognized provider of business and market data. For purposes of clarification, data from 2000 and 2010 are actual figures from the U.S. Census. 2009-2013 American Community Survey data reflects a five year average based on surveys conducted by the U.S. Census Bureau during that time period.

Aligning Available Data with Study Area Boundaries

The Greenwood Heritage study area boundaries were defined through a mixture of outreach, civic and governmental priorities, and past plans and studies. Data collection by the aforementioned sources varies based on the variable and provider. In some cases, data could be obtained for the exact study area geography. In other cases, data for the study area had to be approximated based on Census geographies. An explanation of how available data was aligned with the study area boundaries is presented below, organized by chapter topic.

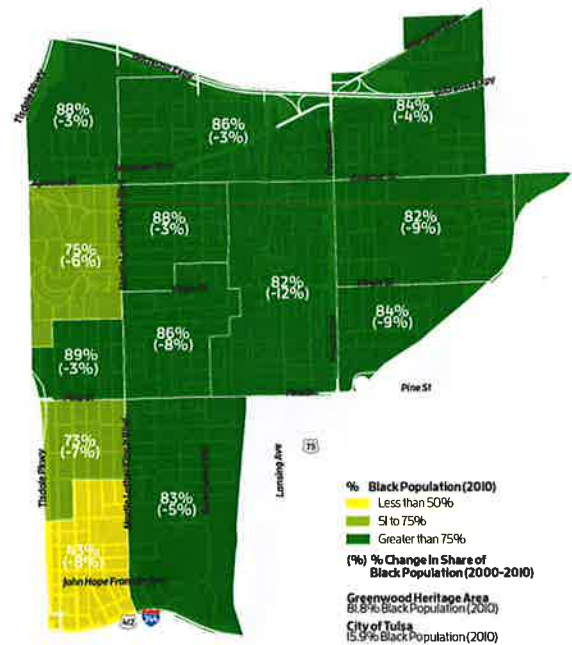
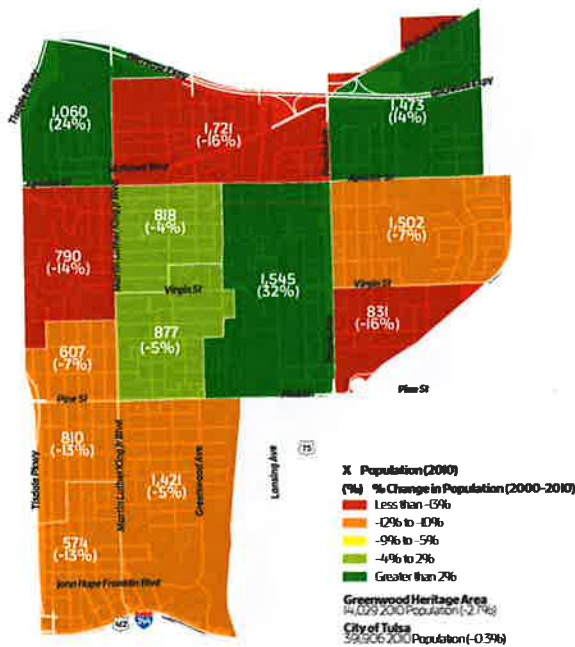
Demographics & Housing. The smallest geography for which the U.S. Census Bureau publishes demographic and housing data are block groups. Block groups are composed of multiple contiguous city blocks, and generally contain between 600 and 3,000 people. Because the boundaries of Tulsa's block groups are not coterminous with the boundaries of the Greenwood Heritage study area, the consulting team assessed all block groups comprising the study area to build a collection of census blocks that closely approximates the boundaries of the study area. However, because block groups cannot be split, this collection of census blocks mirroring the study area does include territory that falls outside the study area. Any Census block group boundaries or numbering that changed between the 2000 and 2010 Censuses were re-aligned, where possible, to ensure consistency in comparison over time and accuracy in data analysis.

Employment & Commerce. Data for the employment and commerce section was available for the study area geography and includes data for only the Greenwood Heritage study area.

Key Market & Demographics Findings

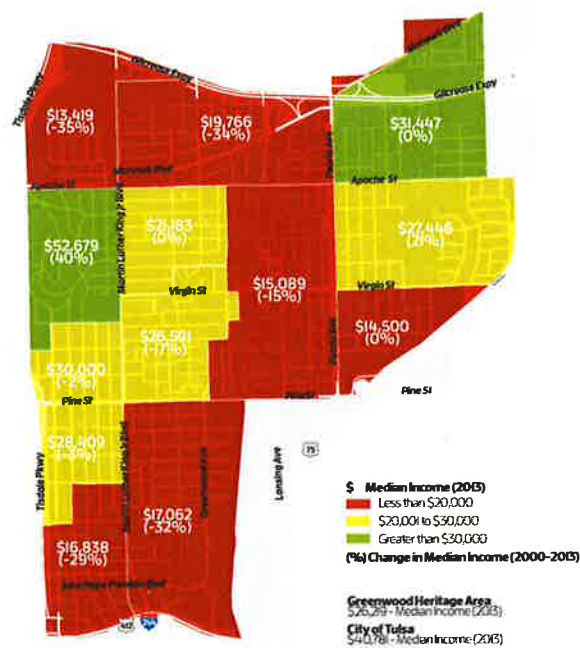
Demographics

- The population of the Greenwood Heritage area decreased slightly between 2000 and 2010.
- The area's population became slightly younger between 2000 and 2010, and remains younger than the entire city.
- The Greenwood Heritage area is an overwhelmingly minority community relative to the entire City of Tulsa.
- Incomes in the area declined between 2000 and 2013 and remain significantly lower than city-wide incomes.
- The area's poverty rate is significantly higher than both the city-wide and national rates.



Employment & Commerce

- The number of jobs within the Greenwood Heritage area remained fairly steady between 2007 and 2011.
- The majority of residents (73.6%) work within the City of Tulsa; however, others travel to a variety of locations outside of Tulsa, including Oklahoma City, Broken Arrow, and Owasso.
- The labor shed identifies where the area's workers live. Less than half (45.8%) originate from within the City of Tulsa. Other workers travel from a variety of origins, including Broken Arrow, Oklahoma City, and Enid.
- One in three jobs located within the area is within the healthcare and social assistance industry.



Retail Spending Summary (2014)

Retail Gap (\$M)	\$39.2		
Total Retail Demand (\$M)	\$67.0		
Total Retail Supply (\$M)	\$27.8		
Retail Gap by Industry Group	Retail Demand (\$M)	Retail Supply (\$M)	Gap (\$M)
Motor Vehicle & Parts Dealers	\$12.6	\$9.0	\$3.6
Furniture & Home Furnishings Stores	\$1.3	\$0.0	\$1.3
Electronics & Appliance Stores	\$1.7	\$0.0	\$1.7
Bldg. Materials, Garden Equip. & Supply Stores	\$1.8	\$0.0	\$1.8
Food & Beverage Stores	\$7.1	\$4.8	\$2.3
Health & Personal Care Stores	\$5.4	\$2.3	\$3.1
Gasoline Stations	\$6.9	\$2.7	\$4.2
Clothing & Clothing Accessories Stores	\$3.4	\$1.3	\$2.1
Sporting Goods, Hobby, Book, & Music Stores	\$1.2	\$2.4	-\$1.2
General Merchandise Stores	\$15.3	\$1.0	\$14.3
Miscellaneous Store Retailers	\$2.0	\$0.4	\$1.6
Nonstore Retailers	\$1.5	\$0.2	\$1.3
Food Services & Drinking Places	\$6.7	\$3.6	\$3.1

Source: ESRI Business Analyst; Houseal Lavigne Associates

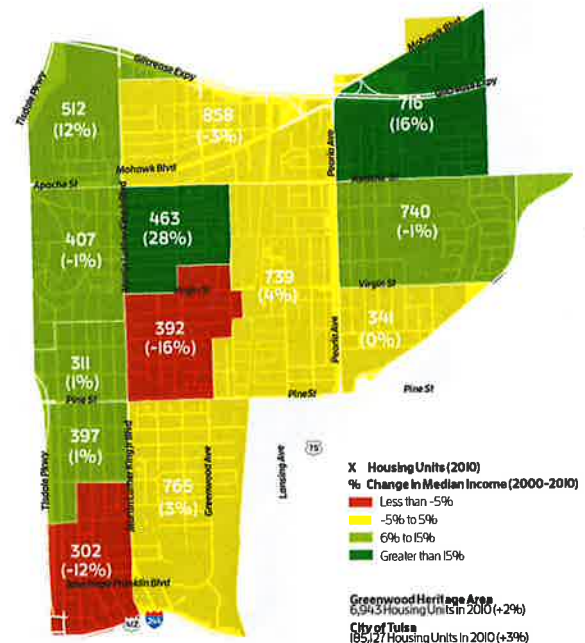
Retail Spending Snapshot

- Greenwood Heritage area residents spend roughly \$67 million annually, most of it outside of the area. While it is not expected that the full leakage amount could be translated into new retail shops within the area, it does suggest there may be market opportunities for appropriately sized and scaled neighborhood retail.

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Housing

- An increase in new housing units (+2.0%) coupled with rising home values (+11.0%) suggests that despite many obstacles, areas of Greenwood Heritage are seeing new housing investment and that certain neighborhoods remain stable and attractive to a wide range of residents.
- Owner occupancy is on the decline, especially in neighborhoods primarily composed of single family detached homes. While an increase in rentals can often increase the affordability of the neighborhood, too great of an increase at any given time can reduce social bonds and lead to disinvestment in properties.
- The Greenwood Heritage area continues to be challenged by a high vacancy rate. In 2010, roughly 1 in 7 units were vacant. Persistent vacancy threatens neighborhood stability and property values, and can create unique land use challenges.



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Existing Land Use & Development

The Greenwood Heritage Neighborhoods Planning area is in many ways a fully functional community in that it includes residential areas, local commerce, employment centers, open spaces, and public facilities.

The historic development of the area has been influenced by several factors that create a broader framework. These include:

- Proximity to Downtown Tulsa that created the energy for traditional neighborhoods in the southern portion of the planning area;
- Rail corridors that were the impetus for the growth of local industry in the southeast portion of the planning area;
- A system of limited-access arterials and interstate roadways that define the boundaries of the Greenwood Heritage area and provide a high level of regional mobility; and
- Arterial streets that establish a regular rhythm of commercial corridors and traffic carriers.

Residential Areas

The majority of the Greenwood Heritage area is made up of residential uses. These include:

- **Single-family detached housing**, or stand-alone dwelling units on their own lots;
- **Attached single-family housing**, or dwelling units that may share a vertical wall, such as townhouses or duplexes; and
- **Multi-family housing**, or dwelling units arranged in a larger building that share a common entry and resident amenities, such as apartments or condominiums.

Residential areas are the predominant use in the Greenwood Heritage area, and surround or are woven within other uses. There are several areas where vacant lots become prevalent, including the southeastern, central, and northeastern portions of the planning area. Single-family housing varies greatly, with areas south of Marshall including 2-story homes from the early portion of the 20th century, and single-story ranches from the 1950's and later prevailing north of Marshall. Attached single-family units exist primarily as subdivided structures south of Pine, and in one townhouse complex northeast of Peoria and Pine.

Multi-family developments exist throughout the planning area, and typically consist of larger structures clustered together as planned developments.

Commerce & Employment

Commercial and employment uses are clustered along arterial streets and key infrastructure. These uses include:

- **Commercial uses**, consisting of retail, service, or small office uses catering to residents in and around the Greenwood Heritage area; and
- **Industrial/business parks**, including larger professional offices, distribution, light manufacturing, and heavy industry.

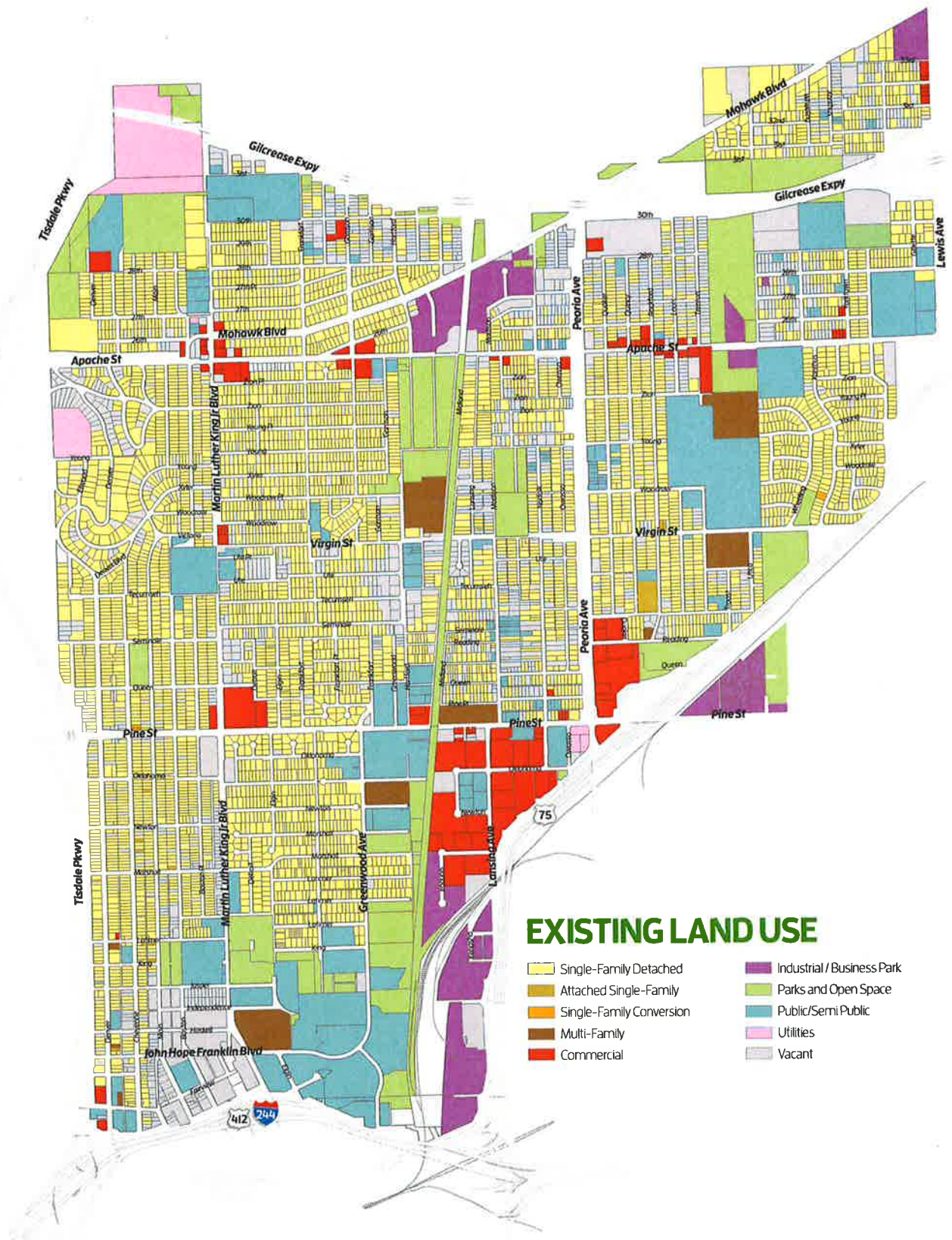
Commercial uses are concentrated along Martin Luther King, Jr. Boulevard, Peoria Avenue, Apache Street, and Pine Street. These include stand-alone commercial uses, as well as multi-tenant commercial centers. Industrial/business parks are generally concentrated along Highway 75 and in the Lansing Business Park, though some are located east of Highway 75 on Pine Street or on Mohawk Boulevard along the former rail corridor that now hosts the Osage Prairie Trail.

Public Uses

Public uses are scattered throughout the planning area and include the following:

- **Parks and open spaces**, including programmed parks and natural areas;
- **Public/semi-public uses**, such as schools, colleges and universities, religious uses, the Rudisill Regional Library, YMCA, and others; and
- **Utilities**, including rail corridors, electrical substations, and others.

The area enjoys a significant amount of parks and open spaces. These are typically closely integrated with surrounding residential development. Some, such as Crawford Park, include substantial areas of wooded or undeveloped areas. Public/semi-public uses are located throughout the area. The largest cluster is at the southern edge of the planning area, where Oklahoma State University and Langston University Tulsa maintain facilities. Several Tulsa Public Schools properties, Rudisill Regional Library, and the YMCA represent other major public facilities.



EXISTING LAND USE

- | | |
|--------------------------|----------------------------|
| Single-Family Detached | Industrial / Business Park |
| Attached Single-Family | Parks and Open Space |
| Single-Family Conversion | Public/Semi Public |
| Multi-Family | Utilities |
| Commercial | Vacant |

14.19

Community Resources

Community Resources include the various facilities, features, and elements of a neighborhood to contribute to the local quality of life and establish the area as a desirable place to live and work. This is comprised of those services administered by the City of Tulsa, public safety and healthcare associations, local schools, economic development organizations, and community organized institutions. In addition, community resources can include unique uses, physical features, and historic elements that help establish a distinct identity for the neighborhood.

Historic Resources

The most significant historic resource for the area is the Brady Heights Historic District, which includes the area bounded roughly by Marshall Street on the North, the alley between Cheyenne Avenue and Main Street on the East, Edison Street on the South, and the Osage Expressway on the West. Brady Heights is designated as a historic district by both the National Register of Historic Places and the Tulsa Preservation Commission, one of 14 residential historic districts in the City. While the national designation provides general publicity, the local designation acts as a regulatory overlay, restricting the nature of improvements and modifications within the district to preserve historic characteristics. Any exterior renovations or repairs in the district are subject to design review by the Tulsa Preservation Commission.

Additional historic resources include the Mt. Zion Baptist Church and the Oklahoma Iron Works-Bethlehem Supply Company Building, both of which are designated as historic places by the national register.

Schools

Tulsa Public Schools operates five schools in the Greenwood Heritage area, including 3 elementary schools (Anderson, Burroughs, Emerson), Carver Middle School, and the historic Booker T. Washington High School. In 2014, enrollment was over 2,900 students, part of Tulsa Public Schools roughly 42,000 students across 86 schools and education facilities. Also located in the area is KIPP Tulsa Academy, a Tulsa Public Schools facility that is part of the national Knowledge is Power Program. The school offers preparatory education for fifth through eighth grade. In addition, a number of schools associated with the area's various religious institutions are listed in the area; however, these are often considerably smaller in size.

Higher Education

Two institutions for higher education are located in the Greenwood Heritage area, both local campuses for larger regional institutions. Oklahoma State University's Tulsa campus (OSU-Tulsa) is located directly north of I-244 along Greenwood Avenue. Langston University's Tulsa campus is located north of OSU-Tulsa on Greenwood Avenue. Both campuses offer graduate and undergraduate programs and are commuter colleges.

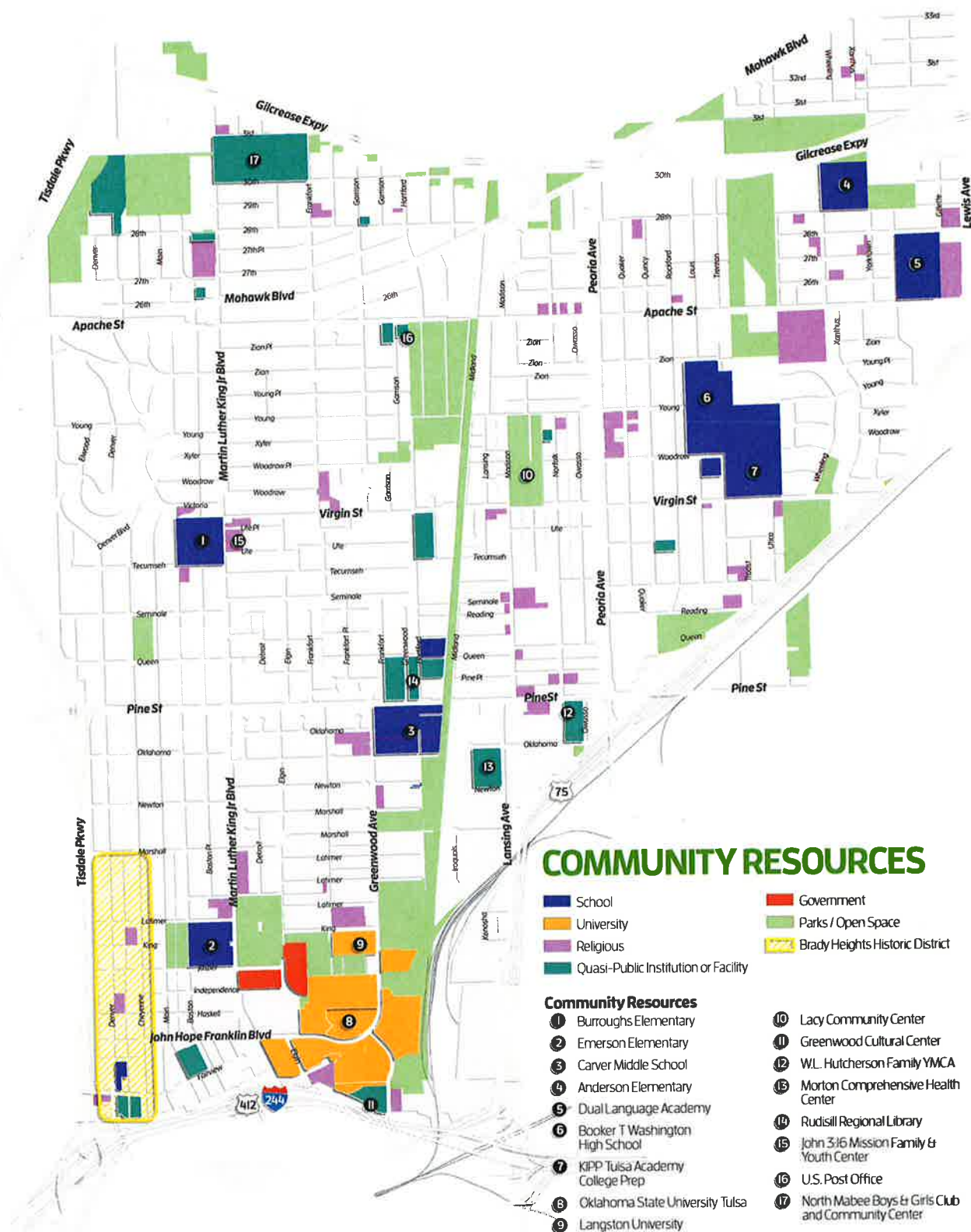
Religious Institutions

The Greenwood Heritage neighborhoods are home to several churches and religious institutions. Churches can be found in high density, including some blocks that contain four or more. The nature of religious uses within the area varies greatly in terms of size, denomination, and congregation, including large congregation churches with attached schools and community centers, as well as small congregation chapels located in residential or single room structures. Nonetheless, these institutions often act as an important element in the area's social and community structure.

Other Community Resources

In addition to those resources discussed, the Greenwood Heritage neighborhoods include a number of unique community centers, cultural institutions, and civic buildings. Some include:

- Lacy Community Center
- Greenwood Cultural Center
- Community Food Bank of Eastern Oklahoma
- W.L. Hutcherson Family YMCA
- Morton Comprehensive Health Center-Lansing Park
- Rudisill Regional Library
- John 3:16 Mission Family & Youth Center
- North Mabey Boys and Girls Club and Community Center



Transportation & Mobility

The following sections summarize the key transportation influences and issues that may shape long-term community development.

Roadways

The Greenwood Heritage area includes the following roadway types as designated by the Major Streets and Highway Plan:

- **Freeways**, which are limited access corridors providing regional and interstate mobility;
- **Secondary arterials**, which provide mobility to surrounding areas and require a right-of-way of at least 100' in width;
- **Urban arterials**, which connect to surrounding areas and require a right-of-way of 70' in width;
- **Residential collectors**, which include several neighborhood or local commercial streets, and provide access to local destinations within a 60' right-of-way; and
- **Local streets** that host residential uses and provide direct access to local development.
- **Multi-modal Streets**, which supports the implementation of bike lanes or transit lanes by prioritizing a portion of the right-of-way for such amenities
- **Main Streets**, which support the prioritization of right-of-way for on-street parking and expanded sidewalks that would accommodate traditional commercial development and pedestrian activity

Roadway-based mobility in the area is impacted by the following factors:

- The expressways that surround the planning area limit connectivity to surrounding neighborhoods. The most frequent number of connections are provided south to Downtown Tulsa under I-244. However, access to areas west, north and south is limited to Pine Street, Apache Street, Martin Luther King, Jr. Boulevard, and Peoria Avenue.
- There are several instances where the traditional grid is fragmented due to undeveloped land. This provides an opportunity to enhance connections through roadway infill as development occurs over time.

In some locations, irregular block sizes, orientation, or configurations limit mobility and create awkward parcel conditions, such as through lots with roadway frontage on both their front and rear lot lines. Over time, these areas could be redeveloped and restructured to reflect the traditional grid pattern that would enhance community character and mobility.



14.23

Transit

The Greenwood Heritage area is served by five bus transit lines that provide regular weekday and Saturday service, and two bus transit lines that provide night service. Bus transit service is managed and operated by Tulsa Transit, and is summarized by the following table.

Station facilities on bus transit routes vary in terms of amenities and design. Some along primary streets include benches designated waiting areas, and bus stop pull-out lanes. However, most include signed stops or unmarked stops where the bus boards and alights in a traffic lane.

Bike Facilities

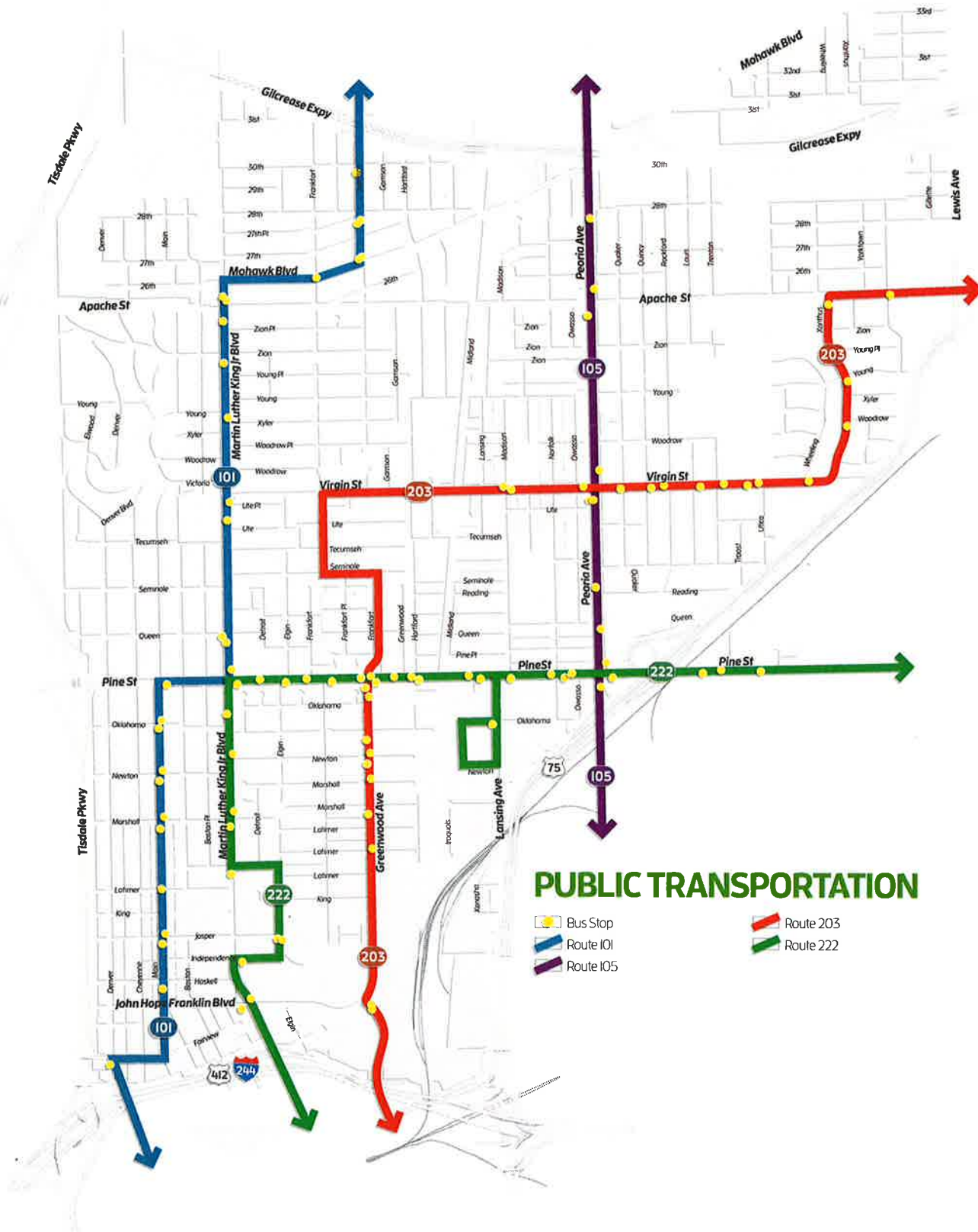
The area hosts an emerging bike network that includes both dedicated trails and on-street bike lanes. The following facilities provide mobility throughout the community and to surrounding areas:

- **Tisdale Expressway Trail** along the western edge of the planning area between Apache Street and Seminole Street
- **Mohawk Boulevard on-street bike lane** from Cincinnati Avenue northeast to Yahola Lake
- **Greenwood Avenue and Frankfort Avenue on-street bike lane** between downtown and Mohawk Boulevard
- **Osage Prairie Trail** beginning near OSU-Tulsa and running north out of Tulsa to Skiatook
- **Peoria Trail** between Pine and the Gilcrease Expressway

Pedestrian Mobility

Greenwood Heritage's older neighborhoods, typically located south of Pine Street and west of Martin Luther King, Jr. Boulevard, include a comprehensive sidewalk network. Other neighborhoods south of Pine Street vary, but most others do not. North of Pine Street, few blocks have sidewalks, but the vast majority of residential streets provide no pedestrian facilities. In some instances, it is clear that local land uses have prioritized sidewalk infill, such as sidewalks along Woodrow Place between the Peoria Trail and Booker T. Washington High School.

Generally, formal pedestrian crossing, consisting of pedestrian traffic controls, crosswalks, and vehicular stopping bars, exist only at signalized intersections along secondary arterials (where they meet other secondary arterials or residential collectors). Pedestrian crossings at expressway corridors vary, as some streets include sidewalks as part of their overpass or underpass, while others do not. One dedicated pedestrian bridge exists at the end of Latimer Street, providing access across the Tisdale Expressway to the west.



PUBLIC TRANSPORTATION

- Bus Stop
- Route 101
- Route 105

- Route 203
- Route 222

14.25

Parks, Open Space & Environmental Features

Parks and recreation is a critical part of quality of life for Greenwood Heritage residents. Equally important in a dense, urbanized city is the conservation and preservation of the area's natural environment and open space. Such amenities provide valuable social gathering places, facilities for exercise and athletic recreation, and opportunities for youth development, physical exercise, and general wellness.

Parks & Recreation Department

The City of Tulsa owns and operates 135 parks, covering approximately 6,000 acres. The Parks & Recreation Department is responsible for the City's parks, community centers, playgrounds, sports fields and complexes, over 60 miles of trails, skate parks, picnic shelters, swimming pools, water playgrounds, splash pads, fitness facilities, and golf courses.

Parkland Analysis

While the Parks and Recreation Master Plan is generally an accurate reflection of parks and recreational facilities, a few conditions specific to the Greenwood Heritage neighborhoods were noted during the planning process. Parklands are well dispersed throughout the area and park access to the majority of residential areas, leaving only a few areas without convenient access to park facilities. The development of smaller "mini parks" may help provide spot coverage for areas with poor accessibility, as well as provide areas for programmed recreation in individual neighborhoods.

The quality of many park facilities and equipment is generally poor, with many areas needing upgrades or repairs. This is in line with the findings of the Parks and Recreation Master Plan, which noted that programming in many areas of Tulsa was becoming aged. The objectives of the Master Plan reflect a dedication to identifying and replacing dated equipment, something that would benefit park users in the area.

The Lacy Community Center is an important asset for the Greenwood Heritage area, which provides both community and cultural activities with programmed sports and events. Also located in the Greenwood Heritage area is Ben Hill Community Center, which was closed in 2002. Demolition of the community center was discussed; however, the absence of redevelopment interest has stalled any plans.

Open Space & Trails

Open space includes undeveloped areas that complement the existing system of parks and facilities. These areas include outdoor natural areas that are free of development or infrastructure, with the primary purpose of supporting local natural systems, managing stormwater, or accommodating wooded areas or steep slopes.

The Greenwood Heritage neighborhoods are primarily served by the 14.5 mile long, regional Osage Prairie Trail. The trail begins at OSU-Tulsa and continues to Highway 20 in Skiatook. Two local trail corridors provide mobility within the area. First, there is a trail along the eastside of Peoria Avenue traveling north from Pine Street to the Gilcrease Expressway. Secondly, there is a bike lane on Greenwood Avenue traveling north out of Downtown Tulsa, through the university campuses, serving Carver Middle School and the Dunbar neighborhood, before traveling as an unmarked bicycle path on Frankfort Avenue. Ultimately, this route intersects at Mohawk Boulevard where it is marked by a designated bicycle lane again. The Greenwood-Mohawk-Osage Prairie Trail configuration creates an oval-shaped loop through the area that connects many of the neighborhoods to local schools and parks, as well as to Mohawk Park and Downtown.

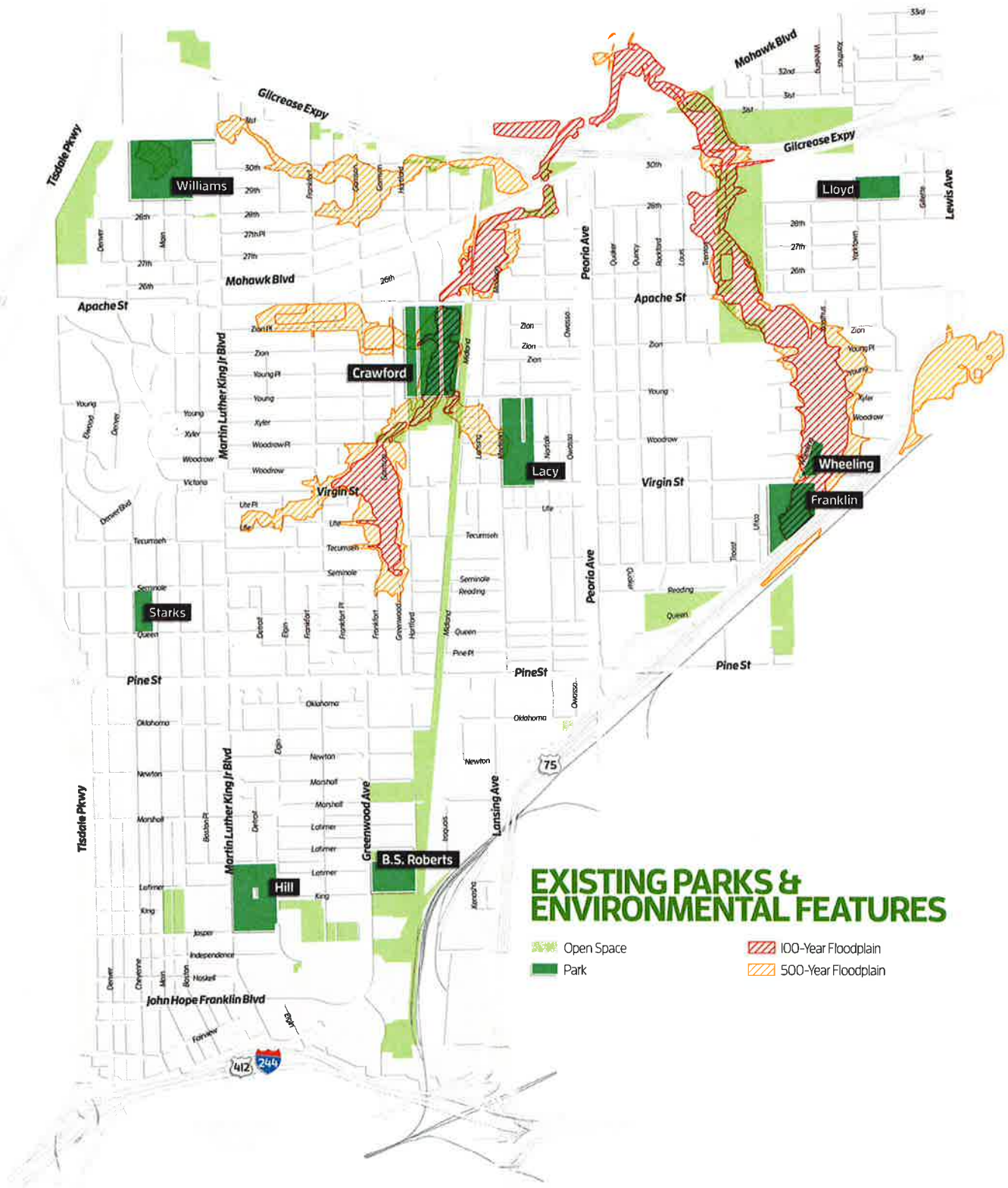
Environmental Considerations

Environmental features include rivers, streams, soils, and other environmental assets and characteristics specific to the local environment. The area's most significant environmental features are the Dirty Butter Creek and related tributaries which run through the northern section of the study area.

The Greenwood Heritage area also include a few potential brownfield sites, which could be a challenge to redevelopment. Brownfield sites are abandoned or under-used industrial and commercial sites that have some level of environmental contamination as a result of past use. These areas can be redeveloped, but may require significant investment. Identification of specific brownfield sites, their level of contamination, and required mitigation techniques will require more detailed analysis in the future.

Floodplains

Land within the northern neighborhoods of the Greenwood Heritage planning area lie within 100-year and 500-year floodplains as a result of the Dirty Butter Creek and related tributaries. A 100-year floodplain describes an area that is susceptible to flooding in the event of a 100-year flood, meaning that there is a 1% chance the area will be flooded in any given year. A 500-year flood describes a similar area where there is a 0.2% chance the area will be flooded in any given year.





VISION STATEMENT

The Vision Statement incorporates the main ideas and recurring themes discussed throughout the community outreach process including key person and stakeholder interviews, meetings with the Steering Committee, community workshops, on-line questionnaires, and visioning workshops. The Vision Statement provides a foundation for the goals, objectives, policies, and recommendations contained in the new plan. As the need for new improvements emerges, they should be assessed based on their ability to help attain the following characteristics.

Over the next 20 years, the neighborhoods of the Greenwood Heritage area will...

- be a symbol of the city's history and its future, an area that invokes the echoes of Black Wall Street and Brady Heights, while becoming a preferred choice for an attractive urban lifestyle.
- continue to build upon the legacy of previous residents and icons by celebrating history as the basis for progress.
- provide local goods and services for residents in easy-to-access shopping areas with businesses operated by residents of the community.
- host a variety of housing that allows families, professionals, and seniors to be important members of the community.
- capitalize on the proximity of downtown Tulsa, interstate access, trails, transit, and other assets to become a destination within the Tulsa region.
- support innovation and education through local schools, colleges and universities, major employers, and community-based entrepreneurs.
- demonstrate the power of collaboration among City leadership, institutions, communities of faith, and businesses to achieve a collective vision.



LAND USE FRAMEWORK

The Greenwood Heritage Area Future Land Use Plan establishes the overall functional framework for the neighborhood. It reflects the city-wide land use plan put forth in PLANiTULSA, with two important differences. First, it provides additional detail or nuance where appropriate within the context of PLANiTULSA's future land use designations. Secondly, it highlights some areas where PLANiTULSA's future land use plan should be changed. This is due to one of several possible reasons:

- There are some properties that are not feasible for redevelopment according to PLANiTULSA's future land use designations. They may be "leftovers" from infrastructure improvements, or large detention areas that must remain open space.
- Since the adoption of PLANiTULSA, The University Center at Tulsa (UCAT) has expressed interest in expanding its campus to the west. This plan's future land use concept recognizes this, requiring "Downtown Neighborhood" areas to be redesignated as "Regional Center."

LAND USE FRAMEWORK

The following text describes the future land use designations included in the Greenwood Heritage Neighborhoods Plan, while the accompanying table demonstrates the relationship between these land use designations and those included in PLANiTULSA. It should be noted that places of worship exist, and could continue to exist, throughout the Greenwood Heritage community in several of the land use designations described below. As a result, they are not shown separately on the Land Use Framework Plan.

Land Use Designations

PLANiTULSA	Greenwood Heritage Neighborhoods Plan
New & Existing Neighborhoods	Low Density Residential
	Medium Density Residential
	High Density Residential
Neighborhood Center	Neighborhood Center
Mixed Use Corridor	Mixed Use Corridor
Commercial Corridor	Commercial Corridor
Downtown Neighborhood	Downtown Neighborhood
Regional Center	Regional Commercial
	University
	Public /v Semi-Public
Employment	Office / Light Industrial
	Heavy Industrial
Parks	Open Space

Low Density Residential

(Part of PLANiTULSA New & Existing Neighborhoods)

These areas include existing neighborhoods with a high rate of vacancy or deterioration. The low-density designation allows for the consolidation and redevelopment of lots in order to create more contemporary, market-competitive housing in new neighborhoods with a distinct character. This is consistent with the "Areas of Growth" identified in PLANiTULSA.

Medium Density Residential

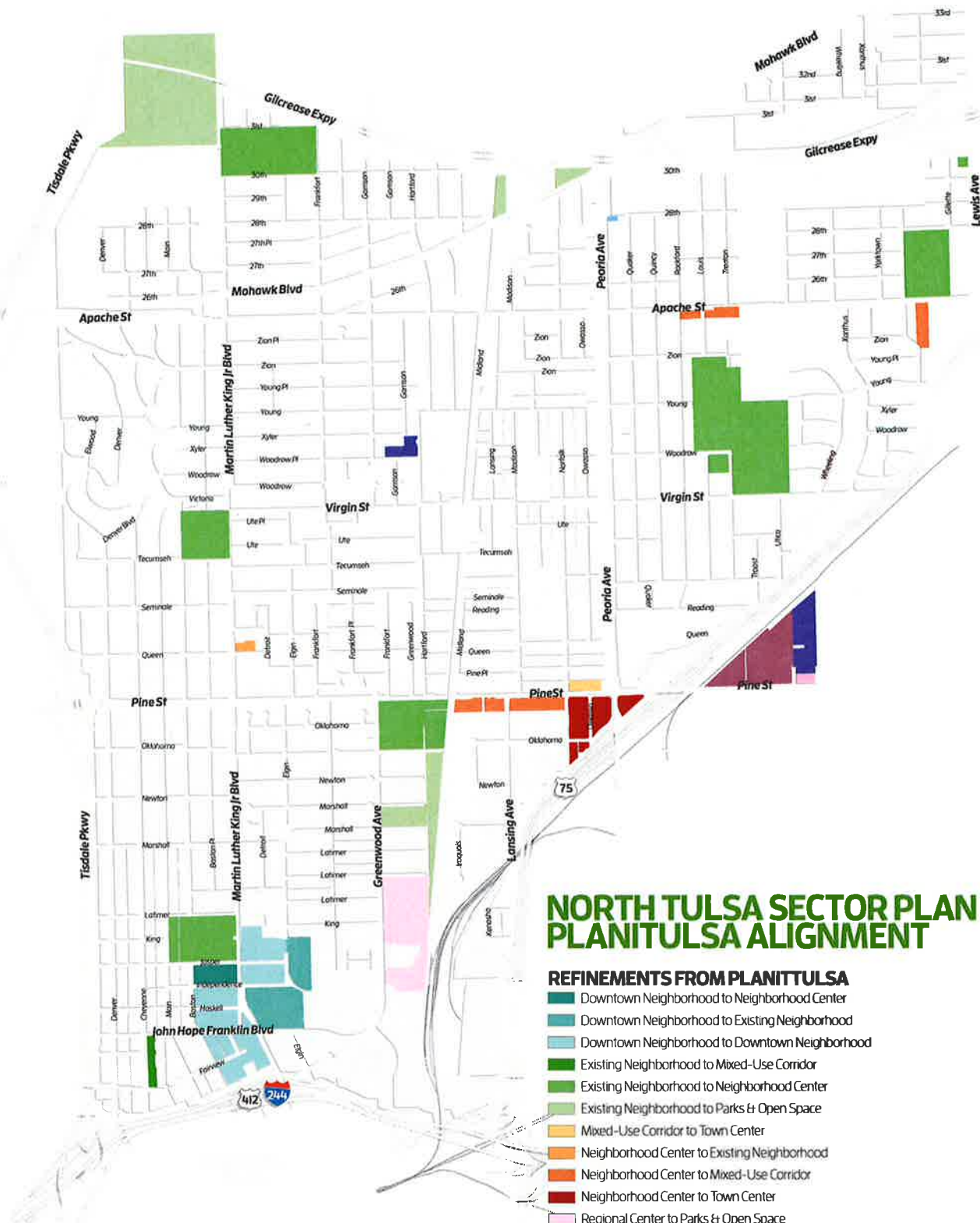
(Part of PLANiTULSA New & Existing Neighborhoods)

These areas generally include detached single-family houses representative of the traditional neighborhood pattern. Lot sizes tend to be consistent, though the scale of housing varies, with the southwestern portion having two-story houses, and most of the remaining area having one-story houses. Throughout the area, medium density residential areas could include small townhouses or apartment buildings, though such development should be well integrated into the character of the neighborhood in terms of scale and form. These areas also include neighborhood-based public uses, such as Emerson Elementary School, Carver Middle School, Burroughs Elementary School, Booker T. Washington High School, and religious places.

High Density Residential

(Part of PLANiTULSA New & Existing Neighborhoods)

These areas include townhouse clusters or apartment buildings. Several high density residential areas include single story townhouses, while others include 2-3 story apartment buildings. In either case, these typically occupy areas of one block or more, and include multiple buildings arranged around parking and public open spaces. This also includes the 11-story Pioneer Plaza residential tower near OSU-Tulsa.



Neighborhood Center

(Part of PLANiTULSA Neighborhood Center)

These areas include commercial goods and services that generally serve the Greenwood Heritage Area community, including retailers, restaurants, and offices. Generally located at the intersections of arterials, neighborhood centers typically occupy larger lots and should be improved to be more pedestrian friendly. The character of design should be compatible with surrounding residential areas.

Commercial Corridor

(Part of PLANiTULSA Commercial Corridor)

Commercial corridors include small-lot, stand-alone retail, restaurant, service, or office uses. These areas are located along Pine Street, Apache Street, and Martin Luther King, Jr. Boulevard, and often rely on dedicated site access for each lot.

Downtown Neighborhood

(Part of PLANiTULSA Downtown Neighborhood)

Downtown neighborhood uses are concentrated at the southwestern corner of the planning area in the blocks bound by the Brady Heights neighborhood, I-244, Emerson Elementary School, and OSU-Tulsa. This area should include a variety of uses, including retail and restaurants oriented towards students, faculty and residents, open space, research offices, a hotel, and housing that provides a transition to existing neighborhoods. Emerson Elementary School should serve as the foundation for additional community-based investment that supports existing and future residents.

University

(Part of PLANiTULSA Regional Center)

These areas include OSU-Tulsa and Langston University Tulsa in the southern portion of the area. These facilities include several lots and unique character that is consistent among their respective elements. This plan indicates an expansion of OSU-Tulsa west to Boston Avenue in order to accommodate anticipated growth and enrollment.

Public/Semi-Public

(Part of PLANiTULSA Regional Center)

These areas include civic uses that serve the broader community, such as the YMCA. These uses occupy large lots and often include public open space or recreational fields that support both school and neighborhood functions.

Office/Light Industrial

(Part of PLANiTULSA Employment)

These areas include low-impact assembly and manufacturing uses, as well as professional office development. The Lansing Business Park is the primary office area in the area and includes professional offices, indoor manufacturing and assembly, and health care facilities. Other office/light industrial areas include auto repair facilities, assembly and distribution along Apache Street and Pine Street.

Heavy Industrial

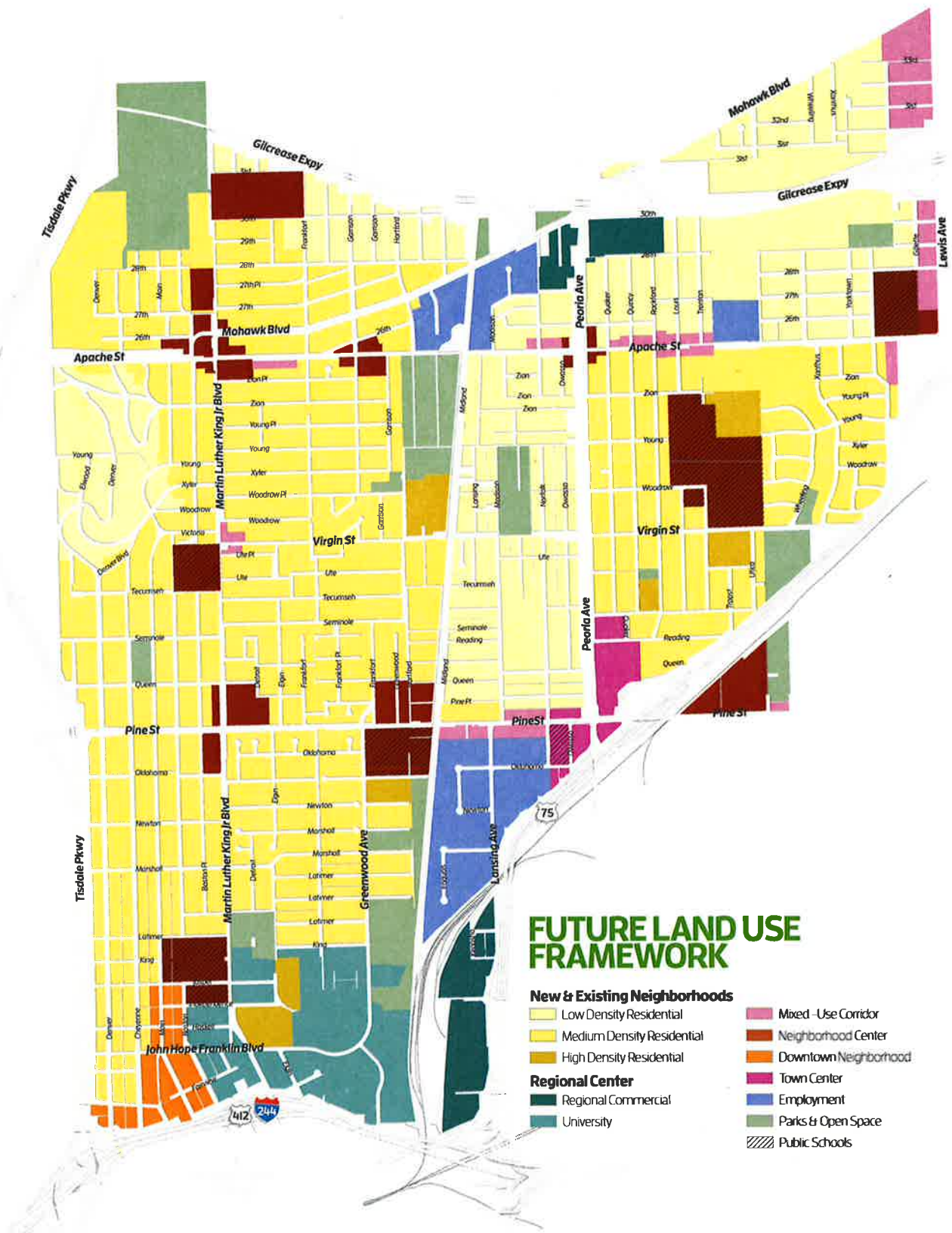
(Part of PLANiTULSA Employment)

This area is isolated from surrounding neighborhoods by rail corridors or expressways. Located along Lansing Avenue and Kenosha Avenue, these lots host uses with significant external impacts. While this plan identifies them as heavy industrial areas, this portion of the Greenwood Heritage area could transition to commercial and entertainment uses over time, recognizing that this would require enhanced local and regional access, and potentially significant environmental site remediation.

Open Space

(Part of PLANiTULSA Parks)

Open spaces in the area include active parks and recreation areas, such as Franklin Park, Cheyenne Park, Lacy Park and Crawford Park. They also include areas unfit for development due to tree coverage, floodplains, terrain, or stormwater detention.



14.35



GOALS, OBJECTIVES & RECOMMENDATIONS

Goal #1

Enhance the desirability of all neighborhoods in the planning area.

While the conditions in the area's neighborhoods vary greatly, all citizens should be provided with a common baseline standard for housing and infrastructure. This will support reinvestment, local character, safety, and health. The following objectives describe collaborative efforts, capital investments, and programs that could ensure that all Greenwood Heritage residents enjoy a high quality of life.

Objectives & Recommendations

1.1 Encourage local leadership and active participation in neighborhood associations.

The Greenwood Heritage area includes several registered neighborhood associations that are eligible for support from the City's Department of Working in Neighborhoods. Establishing a registered neighborhood association provides access to leadership development and training, neighborhood liaison assistance, dumpsters for neighborhood cleanups, and beautification grants. Neighborhood associations are recognized on two levels – local associations that cover an area of several blocks, and umbrella associations that include larger geographic areas and, in many cases, several local associations. While some areas are within registered local associations, many portions are not. Residents in these areas should be encouraged to establish and register local neighborhood associations, and actively participate in community planning and collaboration with City government through the neighborhood associations.



- ❶ Parkway trees
- ❷ Front yard tree on private property
- ❸ Rear yard trees on private property

I.2 Establish a tree planting program that would allow residents to request trees to be installed in the public parkway, or provide bulk-rate trees to residents who wish to plant them on their private property.

The density of the tree population varies throughout the area. Some blocks have full tree canopies that enhance neighborhood character, while many others lack street trees entirely. An inventory of street trees should be taken to assess the age, condition, and species of trees. A long-term tree planting program should be established to identify priority replacement or planting areas and a diverse range of appropriate and resilient species. The tree program should also provide an opportunity for residents to purchase trees at a discounted or bulk rate for installation on private property.

I.3 Develop a residential Curb Appeal Manual to educate home owners on basic, low-cost projects that can be done to improve neighborhood character.

Due to the era of development in the community, much of the housing stock is in need of repair or maintenance. The collective investment from residents in improvements to building facades, windows and doors, roofs, porches, parking areas, and other elements should help strengthen the overall character of the community. A Curb Appeal Manual should be published to provide non-regulatory guidance on how to improve residential properties in a way that best maintains the character of the area and enhances property values.

I.4 Establish zoning and tax incentives to encourage the development of quality assisted living and senior housing.

As Greenwood Heritage area current residents age, the demand for assisted living or senior housing will increase. Providing an opportunity for these residents to remain in the community is an important aspect of achieving other objectives related to youth engagement and recognizing local history. Incentives should be provided to developments that include quality housing for the aging population. To be eligible for incentives, such development should meet standards related to access to on-site open space, transit support for access to local goods and services, and site and building design that is well integrated into surrounding neighborhoods.

I.5 Establish a residential tax abatement program for new development or rehabilitation projects that result in lower lot vacancy, increased home ownership, and higher local property values.

Between 2000 and 2010, the amount of vacant units and renter-occupied units increased in the area by 3.3% and 3.7%, respectively. While rental units do not necessarily correlate to poor property maintenance, properties with landlords who live elsewhere in Tulsa or in other parts of the country are most at risk for deteriorated condition. Residential tax abatements should be used to encourage housing projects that make use of vacant properties and increase the amount of owner-occupied units in the community. This strategy, if applied in areas most at risk, could help stabilize blocks and increase the market attraction to surrounding properties.

I.6 Use incentives to require specific multi-family design characteristics that would enhance neighborhood character and integrate development with its context.

Chapter 5 of the City's zoning ordinance establishes site and bulk requirements for apartment and condominium buildings. However, the ordinance lacks regulation related to specific site design characteristics that could improve neighborhood character and ensure that multi-family housing does not continue to be isolated from surrounding neighborhoods. As a complement to zoning regulations, incentives should be used to encourage multi-family site and building design that orients buildings toward the public street, allows for pedestrian access from public sidewalks, reflects the massing and building materials of the surrounding neighborhood, and creates on-site open spaces as resident amenities.

I.7 Install street lights throughout the community.

The area lacks street lights along most of its streets. (They are often provided at street corners, with limited mid-block lighting where utilities run in the public street right-of-way.) Street lights should be installed along all of the community's streets. Since power lines currently run along rear property lines, this will require the installation of wiring along the public right-of-way to provide power to new street lights. This will require a long-term capital plan to address both installation and maintenance associated with this major infrastructure investment.

I.8 Advocate for and work with the Tulsa Police Department to restore a community policing approach that engages residents through schools, churches, not-for-profits, neighborhood associations and other established networks.

Community policing is an approach to public safety aimed at forging a partnership among police and residents, rather than perpetuating an adversarial relationship. This approach was tried several years ago in Tulsa, but was not fully implemented. The principles of community policing should be implemented in order to build trust among residents. Techniques for accomplishing this include a greater and more friendly police presence in schools, regular coordination with neighborhood associations, participation in community events, and regularly distributed information about crime trends in specific “hot zones” in the community.

I.9 Expand the number of, and awareness of, opportunities for youth to be active in the community through recreation, athletics, arts and culture, volunteerism, and civic engagement.

Throughout the public outreach process, several residents stated concerns about a lack of youth participation in activities in the community. This not only leads to idle time that makes youth vulnerable to poor decisions and potentially illegal activities, but it is also a missed opportunity to provide young residents with a positive outlet for volunteerism and education about their neighborhood. Where programs or activities currently exist, enhanced awareness should take place through schools, churches, and other neighborhood organizations to encourage kids to participate. Also, new opportunities should be established and advertised to allow youth to become more involved in the community. Potential programs or activities include:

- Increased participation in after-school athletics or sport clubs;
- Programmed creative arts activities;
- Clubs dedicated to the teaching and appreciation of local history and culture;
- Volunteer programs to assist senior citizens with basic home repairs, local transportation, recording of family histories, and other activities; and
- Youth employment opportunities that lead to increased community involvement and wage earnings.

I.10 Work with the Oklahoma DOT to install substantial landscape buffers against the Gilcrease Expressway, Tisdale Parkway, and Cherokee Expressway (Hwy 75).

The planning area is bound by expressways that provide easy access to the region, but also create noise, vibration, and excess lighting for adjacent neighborhoods. I-244 is generally buffered from residential areas by other land uses. However, trees should be planted along the Gilcrease Expressway, Tisdale Parkway, and Cherokee Expressway (Hwy 75) in order to create a substantial buffer against residential blocks.



Existing Condition



Walls



Landscaping



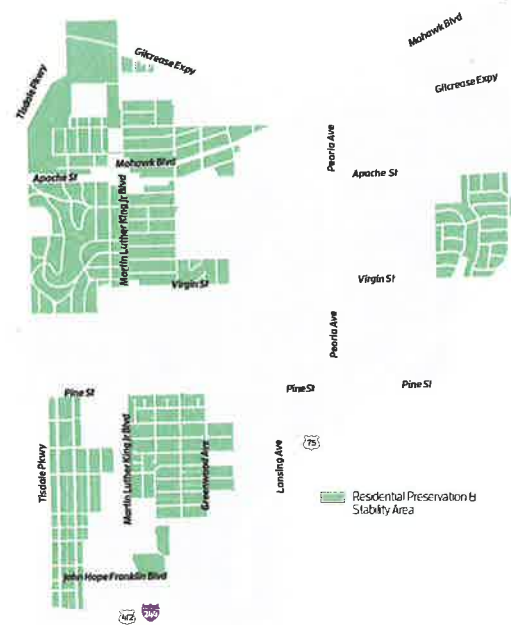
Both Walls and Landscaping



Goal #2

Preserve and stabilize the area's healthy neighborhoods.

Many neighborhoods in the Greenwood Heritage area include well-maintained housing, attractive streets, and on-going investment. The approach in these areas should be to maintain the character, rather than to encourage demolition, and ensure that new investment can occur in a manner that contributes to the vision of the community. It is critical that these areas maintain their momentum and continue to capitalize on the central location and unique character that define the community. The following objectives describe ways that this can be accomplished through basic maintenance and "tweaks" to the existing landscape.



Objectives & Recommendations

2.1 Work with local designers, contractors, schools, and materials suppliers to provide basic volunteer maintenance for elderly or disabled residents.

As the population in the area ages and housing stock becomes older, it will be more difficult for some residents to maintain their homes. A volunteer home maintenance program should be established that fosters collaboration among contractors, material suppliers, architects, and local high school and college students to provide materials and labor assistance to senior citizens for basic home repair and maintenance tasks.



Reorienting garages towards to alley results fewer curb cuts and greater usable yard space for homeowners.

2.2 On residential lots with alley access in the Brady Heights Historic District, support homeowners in modifying garage access so that it is provided from the alley and curb cuts from the public street can be removed.

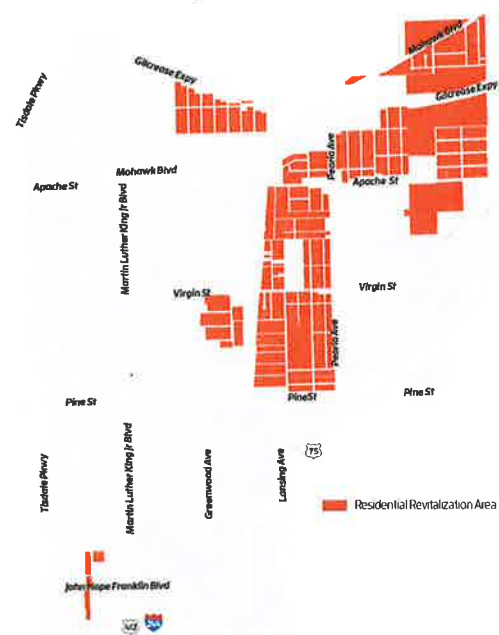
Several blocks south of Marshall Street have alleys that provide access to garages located to the rear of residential properties. However, these lots often have a curb cut and drive way from the public street as well. Support should be given to homeowners to reorient garage access toward the rear alley and remove the driveway and curb cut along the public street. This will result in more usable yard space and a more intact sidewalk network. Additionally, zoning regulations should be added that require residential access to be provided off rear alleys where one already exists.



Goal #3

Transform and revitalize neighborhoods most impacted by vacancy or poor maintenance.

Some portions of Greenwood Heritage area have been more dramatically impacted by vacancy, deterioration, or disinvestment. The result is a landscape with largely vacant blocks, areas where residents do not feel safe, and inertia that is a barrier to new development. These blocks have been identified in PLANiTULSA as “Areas of Growth.” Here, a more proactive approach must be taken to transform the traditional development pattern into one that is more market responsive. The following objectives describe ways these areas can be transformed to either accommodate existing development or create an entirely new character.



14.45

Objectives & Recommendations

3.1 Strictly enforce maintenance and safety regulations, and encourage participation in the City's Homeowner Rehabilitation Loan Program.

The City of Tulsa regularly inspects properties to ensure they meet building and maintenance codes. In the event that violations are documented, warnings, citations or fines may be issued. This is intended to encourage compliance by the property owner, but issues often go unaddressed. Residents should be encouraged to participate in the City's Rehabilitation Loan Program. This program provides a deferred loan of up to \$35,000 for residents who own their home and meet maximum income thresholds. Inspections include the identification of lead based paint, electrical/mechanical/plumbing issues, structural deficiencies, and more.

3.2 Utilize the Tulsa Development Authority to acquire vacant, dilapidated or tax delinquent properties, assemble larger project sites, and transfer properties to preapproved developers.

Current demand for housing in the area does not support the market-driven acquisition and redevelopment of large areas of the community. However, recent projects have shown that housing development will occur if barriers to investment are removed. The Tulsa Development Authority has been an important facilitator in fostering residential redevelopment through land acquisition and infrastructure investment. In order to provide a greater local focus on opportunities in the community, the TDA should continue to support the acquisition and assembly of vacant, condemned, or tax delinquent properties, the clearing of titles and deeds, relief from property liens, issuance of Requests for Proposals for development projects, and coordination with City of Tulsa regarding service and infrastructure improvements complementary to development.

3.3 Utilize special zoning overlays to allow for higher density residential development around transit services, parks, commercial areas, and other amenities and destinations. Commercial nodes in the area are typically surrounded by residential areas zoned as RS-3 or RS-4, allowing for single-family development with a density of up to approximately seven units per acre. However, allowing for denser residential development around commercial nodes could place more residents within a short distance of local goods and services. The City should use special overlays to allow for duplexes, townhouses, or small multi-family buildings adjacent to commercial nodes where Pine Street, Apache Street, Martin Luther King, Jr. Boulevard, Peoria Avenue, or Utica Avenue intersect one another.

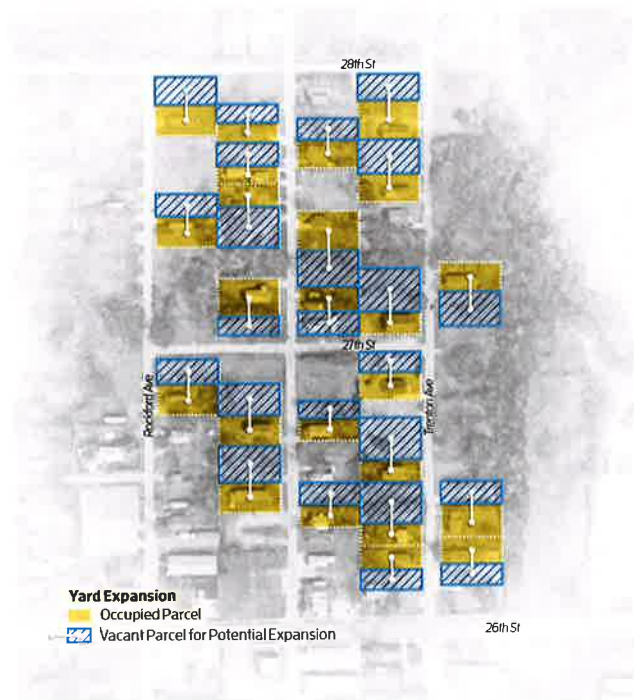
3.4 Support the removal of vacant and dilapidated structures. Several structures in the Greenwood Heritage area are beyond reasonable repair, given the cost of rehabilitation and potential sales prices of the community. As a result, they will likely continue to deteriorate and support neighborhood crime and serve as a safety threat to families. A comprehensive “weed and seed” program should be established that identifies annual funds for property acquisition and demolition, markets available sites for infill redevelopment, preapproved developers who are qualified to undertake local housing development, and provides a pattern book of various appropriate infill housing products that reflect the aesthetic of the community and the characteristics of the sites being created through acquisition and demolition. This strategy should focus primarily on lots that have remained vacant for extended periods of time, structures that are deemed unsafe, and properties that have become tax delinquent or abandoned.



- ❶ Expanded side yard for garden
- ❷ Expanded side yard for recreation

3.5 Establish a “vacant neighbor” program that would allow for the acquisition of undeveloped lots by individuals for an expansion of their lot, or by neighborhood organizations for the development of local open spaces and amenities.

Throughout the area, vacant residential lots are often poorly maintained and negatively impact adjacent residents. These properties are often tax delinquent and are neglected by their owners. These properties should be acquired through condemnation or tax liens and sold to existing residents. By doing so, the properties could serve as extensions to existing residential lots, or be consolidated to be used as neighborhood amenities such as pocket parks.



3.6 Utilize special zoning overlays to allow for innovative and sustainable uses – such as urban agriculture or stormwater management – as primary uses on blocks with large areas of vacancy.

The City's zoning ordinance designates community gardens as permitted uses in residential districts. However, it does not allow for other sustainable uses that could reasonably occupy available land in the area. Greenhouses, small nurseries, and urban agriculture on lots greater than one acre in size could be accommodated in some areas with little or no impact on surrounding residences. A special overlay should be adopted to allow for such uses, and include standards related to minimum and maximum lot size requirements, buffering, hours of operation, setbacks, and other characteristics of development that may differ from typical residential uses.

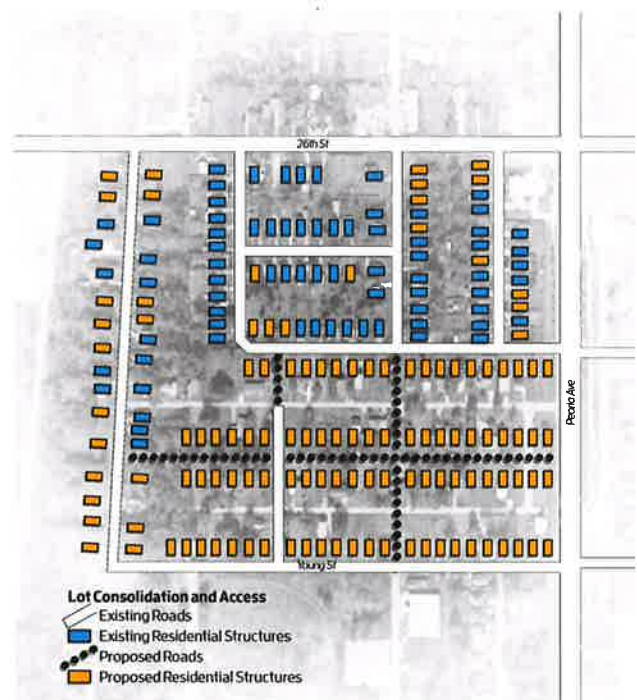
3.7 Consolidate and resubdivide the lots on predominantly vacant blocks to allow for larger housing models that reflect contemporary housing demand.

Some blocks in the area's residential revitalization areas have such a high level of vacancy or deterioration that there may be an opportunity to assemble large tracts of land and redevelop them entirely. Where this occurs, blocks should be resubdivided into larger lots that can accommodate contemporary housing that will make the community more attractive for professionals and families. (Currently, lots are typically about 60' in width. Lots on newly subdivided blocks could be 75'-90' in width.)

3.8 As lot consolidation and resubdivision occurs, reconfigure public rights-of-way to eliminate lots with awkward access or double frontage.

The Greenwood Heritage area includes several blocks that have double frontage, or lots with both front and rear property lines abutting public streets. Where this occurs, adjacent properties face garages or back yard fences and the traditional neighborhood grid is disrupted. The impacts of this can be seen in the high level of vacancy and inability to market existing homes in these areas. As opportunities arise, multiple blocks should be acquired and primed for redevelopment. This should include the reconfiguration of through-lot blocks to reestablish the traditional street grid and neighborhood development pattern. Characteristics of this configuration should include:

- Blocks with residential lots that back up to one another and abut public streets along the front parcel line;
- The establishment of new streets along existing rear property lines where necessary, with existing utilities located underneath the new streets;
- The preservation of narrow utility easements along current streets that would be vacated to become rear property lines; and
- Reorientation of residential lots to front on parks, open spaces and other neighborhood amenities that enhance safety and local property values.

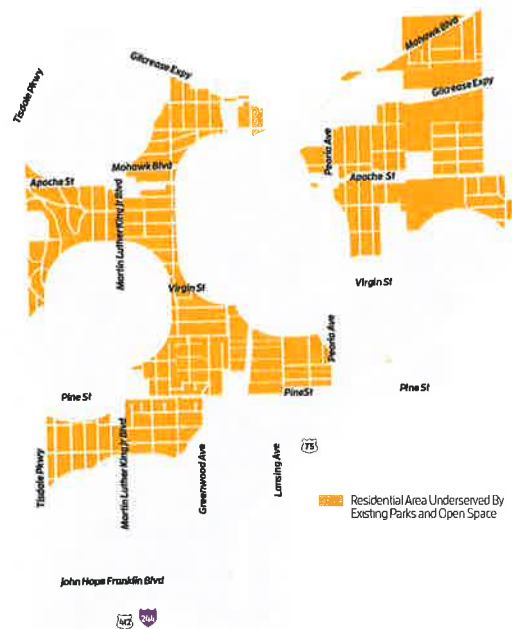




1 Park at block level

3.9 Assemble vacant lots and develop neighborhood parks in areas underserved by existing open spaces and access to recreation.

There are several areas that lack local access to parks and open spaces. Blocks with high levels of vacancy represent an opportunity to develop new parks, which could enhance the likelihood of long-term revitalization in local neighborhoods. Local parks and open spaces should be developed where adjacent vacant residential lots can be acquired. Local parks could also be developed as a component of a larger residential redevelopment as described in previous objectives.





Goal #4

Capitalize on OSU-Tulsa, Langston University Tulsa, and proximity to Downtown to spur redevelopment of the southern edge of the Greenwood Heritage area.

The southern portion of the area is adjacent to Downtown Tulsa and home to Oklahoma State University-Tulsa and Langston University Tulsa. Collectively, these represent major anchors that may provide the stimulus for new institutional and spin-off commercial growth. The following objectives describe ways that the community can accommodate institutional growth, while maximizing the benefits to existing and future residents.

Objectives & Recommendations

4.1 Work with OSU-Tulsa, Langston University Tulsa, and other existing partners to encourage participation in local job training programs and on-campus employment for local residents.

OSU-Tulsa and Langston University Tulsa are unique amenities in close proximity to both local industry and residents of the area. At the same time, Tulsa Tech (North Peoria Campus), Tulsa Community College (Northeast Campus), and the Tulsa Job Corps offer employee training programs near the Greenwood Heritage community. Residents who complete these programs should be actively recruited for local employment by local universities. Mentorship programs should also be established to encourage participation in professional job training.



4.2 Coordinate closely with the University Center at Tulsa to establish long-term land needs, anticipated access, and development standards to allow for the healthy expansion of their existing local campus.

There are several acres of vacant land at the south end of the community near OSU-Tulsa and Langston University Tulsa. This land is mostly owned by the University Center at Tulsa (UCAT) Trust, a collaborative partnership to enhance educational facilities and services in Tulsa. UCAT envisions redevelopment of at least a portion of this area as uses related to higher education and research. A UCAT land development plan should be established to clearly delineate the areas of the community needed for the expansion of facilities directly related to OSU-Tulsa and Langston University Tulsa educational services and supporting uses.



UCAT REDEVELOPMENT CONCEPT

4.3 Develop a comprehensive, long-term, mixed-use vision for the remainder of the southern redevelopment area.

The southern end of the planning area includes large areas of vacant land under the control of UCAT. This area, located between OSU-Tulsa and existing neighborhoods, provides the greatest opportunity for substantial redevelopment and catalytic investment in the community. The area is large enough to host multiple land uses, including university-related education and research facilities for OSU-Tulsa and Langston University Tulsa, commerce, open space, housing, offices, and hospitality (i.e. hotels and meeting centers.) However, the specific locations of these uses has yet to be determined by UCAT, the TDA, and City of Tulsa.

Regardless of the final land use vision, there are development principles that should guide development in this area. These include:

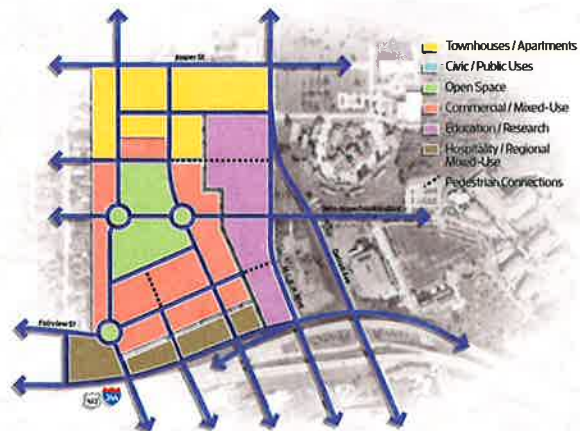
- **Modified street network** that creates more feasible development sites, maintains access to downtown, supports pedestrian and bicycle mobility, and eliminates unsafe intersections;
- **Integrated open spaces** that are accessible to many potential users, serve as a transition between land uses, and provide a unifying element in the area;
- **Walkability** that is built upon traditional block sizes, a comprehensive sidewalk network, an attractive urban experience, and pathways through larger sites;
- **Transitions to surrounding neighborhoods** through the reduction in scale of non-residential development, buffers along rear property lines, and moderate density housing that reflects local residential character;
- **Community-based amenities** that enhance educations, recreational, or cultural services for nearby residents; and
- **Unique urban design elements** that take advantage of opportunities for local murals or sculptures, provide interesting gateways into the community, establish focal points for local identity, and complement attractive building and site design.

The land use alternatives on this page demonstrate how development could occur, depending on input from the community, infrastructure capacity, and market demand for certain uses. It is important to note that all the alternatives incorporate a mix of uses and the development principles described above. Images on the opposite page illustrate what some of these principles or uses may look like. The ultimate development pattern for this area could be one of, or a mix of several of, the alternatives presented in this plan.

Scenario A: Neighborhood Expansion



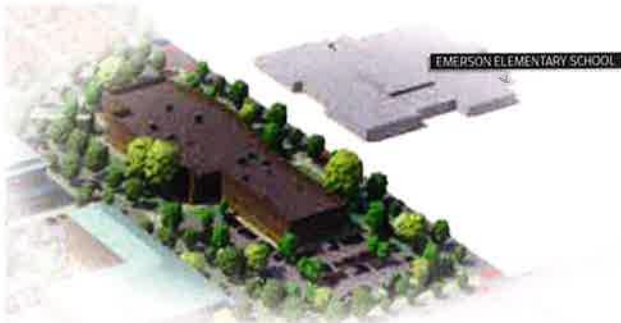
Scenario B: Downtown Expansion



Scenario C: University Expansion



DEVELOPMENT CONSIDERATIONS



Potential community-based facilities that would complement Emerson Elementary School and support its operations and programming;



Development of a mixed-use node near John Hope Franklin Boulevard and Main Street that could include retailers, cafes and restaurants, and commercial services oriented toward residents, students and faculty;



Shared open space that provides a land use transition and shared amenity between neighborhood areas and university facilities;



New townhouses or single-family houses that provides attractive housing choice and a compatible transition to the Brady Heights neighborhood;



Hotels, short-term residences, restaurants, and cultural amenities that support university-based research positions, fellowships, and guest faculty; and



Modifications to roadways to maximize the redevelopment potential of key sites, support local multi-modal mobility, and improve unsafe or awkward intersections.

4.4 Improve underpasses at Main Street, Martin Luther King, Jr. Boulevard, Detroit Avenue, and Greenwood Avenue as priority connections to Downtown Tulsa through enhanced signage, lighting, and urban design.

Several local streets provide access to Downtown Tulsa via local I-244 underpasses. As redevelopment of the UCAT area occurs, some local streets north of I-244 may be vacated. However, grade-separated access points under I-244 should be maintained, and a frontage road on the north side of I-244 should be developed in order to provide access to local land uses. Lighting and sidewalks should be appropriately maintained in all underpasses, and underpass walls should be used for murals or artwork that celebrates the area's history.

4.5 Work with the Oklahoma DOT to improve the aesthetic character of the I-244 embankment through decorative landscaping and retaining walls.

The north edge of the I-244 corridor has either a retaining wall or grass embankment in the area. This edge should be enhanced with decorative landscaping, decorative retaining walls, or murals that depict local history. Where this is not possible, walls or embankments should be heavily screened by trees.



Goal #5

Build on the presence of industry and employment to add additional jobs and employ local residents.

The Lansing Business Park, Lee Supply Company, and other local employers provide opportunities for local employment and supporting commerce in the Greenwood Heritage area. They also demonstrate to the rest of the region that the area has potential as a center of industry and innovation. The following objectives describe ways that these resources can serve as the foundation for additional investment and opportunity in employment, image, and public services.

Objectives & Recommendations

5.1 Market existing small business incubator spaces, and develop new ones as needed, as part of the Lansing Business Park in order to support local innovation and entrepreneurship in the Greenwood Heritage area.

The Lansing Business Park is the result of a public-private partnership to enhance industry and commerce in the area. As such, it is poised to continue to support the development of businesses in the community. Available spaces in existing buildings, or dedicated space in future buildings, should be reserved for small business incubators. These spaces should be marketed to local entrepreneurs looking to invest in the local business community. In conjunction with office space, tenants should have access to shared support staff, educational training and seminars, mentorship during incubation, and a network of alumni after establishing their business.

5.2 Support collaboration among Tulsa Public Schools and local employers to establish employment, internship, and mentorship opportunities for high school students in the planning area.

Technical training for employment in local industries should begin in High School. Currently, students have access to technical training through the Tulsa Technology Center. However, in order to build upon this opportunity, local schools should work with major employers and industries in the area to establish vocational training that will prepare students for jobs immediately after graduation. Such training could include the development of technical in-class curricula, volunteer internship positions that provide practical experience, and mentorships that provide a resource for students and recent graduates.

5.3 Work with Tulsa Public Schools, neighborhood advocates, and not-for-profits to establish a Young Leaders Development Program for students who attend Tulsa Public middle and high schools in the planning area.

Actively engaging the youth of the area is an important step in maximizing the likelihood of life-long investment in the community. Beginning at the Middle School level, a Young Leaders Development Program should be established to identify potential leaders and introduce them to local community advocates. The program should encourage volunteerism, collaboration, advocacy, involvement in local government, basic business training, and innovation throughout Middle School and High School.

5.4 Work with local employers, Tulsa Tech, Workforce Oklahoma, OSU-Tulsa, and Langston University Tulsa to design continuing education and adult curricula specifically designed to link local residents to employment in local industries.

OSU-Tulsa and Langston University Tulsa provide a unique opportunity for residents and businesses to be associated with local adult education in the community. Tulsa Tech and Workforce Tulsa provide vocational training and workforce placement services that can align residents with local jobs and provide the foundation for higher education offered through OSU-Tulsa and Langston University Tulsa. Through collaboration among these entities and local employers, curricula should be developed that specifically cater to the needs of existing and emerging industries in the area and throughout the City. This, in conjunction with other recommendations described above, would create a continuum of education from Middle School through college that would enhance employment opportunities for local residents and make the community more attractive for potential businesses.

5.5 Seek funding to engage professional assistance to develop a branding program for the Lansing Business Park as the "North Tulsa Business Park" to call attention to positive growth and investment happening in the community.

The Lansing Business Park is a good example of something positive happening in the area. In order to maximize the benefits of its presence, the business park should be rebranded as the "North Tulsa Business Park." This rebranding effort should include a new logo, signage, and marketing materials that highlight the unique advantages of the Greenwood Heritage community. These materials should evolve as other objectives are implemented, such as the creation of a local workforce with specific and relevant technical training.

5.6 Establish a position for a full-time economic development professional to assist with small business development and recruitment to the OSU-Tulsa redevelopment area, Lansing Business Park, and commercial corridors throughout the Greenwood Heritage area.

There are several entities assisting with economic development, such as the North Tulsa Economic Development Initiative, in the area. However, these entities often have a focus that goes beyond the Greenwood Heritage community. A full-time economic development position should be established to oversee business growth in the area. Duties of this position could include the development of marketing materials for different portions of the community, marketing available sites for investment, coordinating with City government regarding regulatory alignment and infrastructure, seeking grants for land assembly, infrastructure improvements and land preparation, and others as required by local conditions and opportunities. This position could be staffed through an agency or organization already in the community in order to create administrative and operational efficiencies.



Goal #6

Celebrate the area's history and strengthen its character.

The Greenwood Heritage area has a wealth of local history, from the legacy of "Black Wall Street" to the prominence of more contemporary citizens who have made significant national and global contributions. Celebrating this history is critical not only to attract new investment from outside of North Tulsa, but also to build the sense of community pride from within. The following objectives describe ways this can be accomplished.

Objectives & Recommendations

6.1 Work closely with the Greenwood Cultural Center, OSU-Tulsa, Langston University Tulsa, John Hope Franklin Center for Reconciliation, YMCA, the North Tulsa Economic Development Initiative, local employers, religious institutions, and others to undertake a comprehensive marketing campaign for the area that highlights the community's important history and new investment in neighborhoods, commerce, culture, and industry.

During the planning process, many residents and local stakeholders expressed concerns about the stigma with which the area is perceived. Citizens feel it impacts the business community, neighborhoods, and local services. In that regard, everyone has a role in helping to redefine how the larger Tulsa region views the area. All of the community's stakeholder – residents, businesses, religious leaders, educators, service providers, cultural institutions, etc. – should be engaged to establish a comprehensive marketing campaign for the community. The area's new "brand" should be based upon its rich history and highlight the unique assets that the community has. It should also highlight recent success stories that demonstrate the community's immediate and long-term potential as a desirable neighborhood near the center of the City.

6.2 Expand the presence of historical markers and images in and around the Greenwood District that describe important sites, events, and legacies of Black Wall Street.

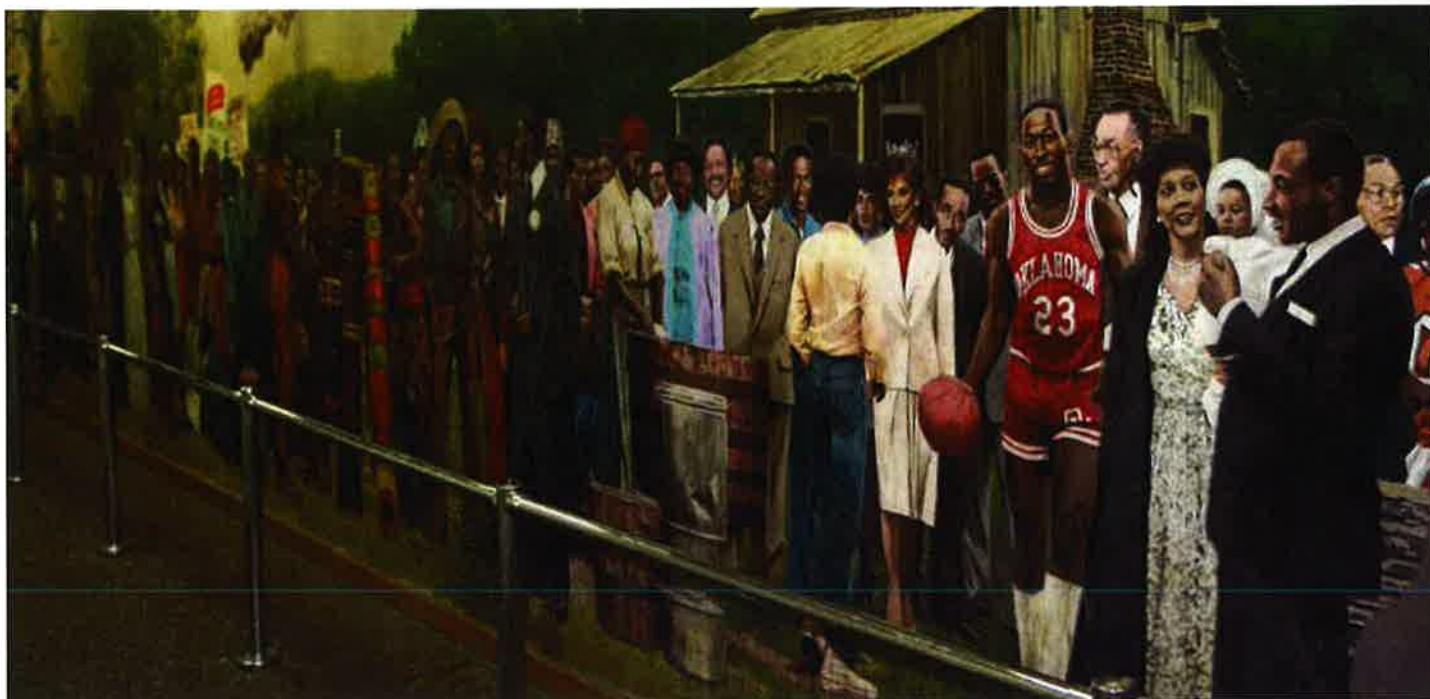
Black Wall Street is a specific aspect of the Greenwood Heritage area's history that evokes images of a thriving African American neighborhood. However, the 1921 race riot, construction of I-244, expansion of OSU-Tulsa, and the general migration of residents to other portions of the region have removed almost all signs of the once vibrant neighborhood center. While the Greenwood Cultural Center strives to sustain this legacy and has an outdoor Black Wall Street memorial, today's youth in the area and residents throughout the region have little connection to this important history. In the area around the Greenwood Cultural Center between I-244 and the OSU-Tulsa campus, historic markers, images of the historic Black Wall Street, murals, and other displays should be installed in order to remind current residents about the importance of this area and sustain a sense of local pride.

6.3 Integrate into new development locally-themed murals, sculptures, and open spaces that convey the cultural importance of local residents and events.

Several recommendations in this plan highlight opportunities for significant reinvestment or redevelopment. As this occurs over time, developers should be encouraged to integrate public art or open spaces that demonstrate the culture and history of the area. This can be accomplished through regulatory bonuses or incentives triggered by the inclusion of public art or open spaces, or through required elements for projects taking advantage of public or quasi-public assistance related to infrastructure improvements, land acquisition, tax abatements, or other incentives.

6.4 Install decorative streetscaping and wayfinding on Greenwood Avenue, Denver Avenue, Martin Luther King, Jr. Boulevard, Greenwood Avenue, Peoria Avenue, John Hope Franklin Boulevard, Pine Street, and Apache Street, prioritizing important nodes centered around commercial, civic, or cultural amenities.

The area has several prominent corridors that play an important role in defining the community's character for residents, businesses, and visitors. The character of these corridors should be improved through decorative streetscaping and the incremental burying of overhead utility lines over time. Short-term improvements should be made at important commercial or civic nodes, such as Pine Street and Martin Luther King, Jr. Boulevard, Pine Street and Peoria Avenue, and on Virgin Street near Lacy Park and Booker T. Washington High School. Streetscape improvements should be made on John Hope Franklin Boulevard, Main Street, Martin Luther King, Jr. Boulevard, and Detroit Avenue as the UCAT development plan is realized.



6.5 Support collaboration among local schools, churches, and not-for-profits to teach neighborhood history and support intergenerational programs.

Creating a stronger link between the community's youth, young professionals, and senior citizens is an important element in creating long-term investment by future generations. Intergenerational programs should be established through local schools, churches and not-for-profits in order to foster interaction among local residents of different generations. Programs could focus on local property maintenance, assistance in accessing neighborhood goods and services, the recording of oral histories, interviews and reports as classroom assignments, and others.

6.6 Install informational signs and community gateways at interstate exit ramps and along primary arterials as they enter the Greenwood Heritage area.

The community benefits from direct access to four regional highways. However, there are no markers to identify the community from the highways or at exit ramps. In some instances, such as the Pine Street exit from the Cherokee Expressway, motorists can easily go by the exit without realizing there is substantial commercial development adjacent to the ramp. Informational signs should be installed to make motorists aware of amenities in the area as they approach highway exits. Additionally, the Greenwood Heritage area community gateway markers should be installed at the ends of exit ramps to announce entry into the community. Since the majority of the arterials in the area have interchanges at surrounding highways, these markers will serve as an announcement for most of the regional traffic entering the community.



Goal #7

Enhance local commerce and access to important goods and services.

Many Greenwood Heritage residents feel they lack the basic goods and services – healthy foods, prescription medication, health care, etc. – that they need to sustain a high quality of life in their neighborhood. Such services would not only serve existing residents, but could also attract new residents to the community and provide the opportunity for local business development. The following objectives describe ways that local business development can enhance local quality of life and provide opportunities for entrepreneurship.

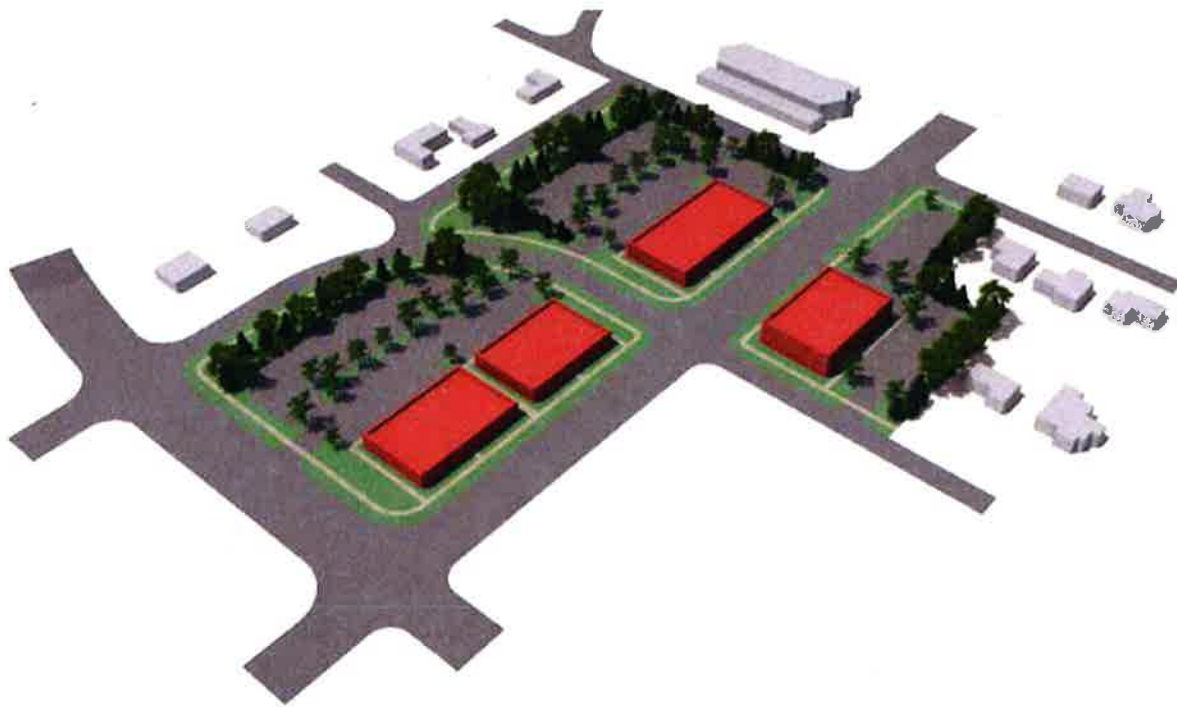
Objectives & Recommendations

7.1 Relocate secondary commercial, auto service, and light industrial uses away from local commercial retail nodes.

The Future Land Use Plan identifies several major intersections throughout the planning area as local commercial nodes. These nodes should include neighborhood oriented retail and service uses. However, in some instances, they host auto services or small industrial activities. Such uses should be relocated to other portions of the area in order to make the nodes more attractive for uses that meet the needs of local residents and establish a more attractive image for the community. Auto service or small industrial uses should be relocated to areas designated for employment, though in the short term they could also occupy areas designated as commercial corridors until demand for retail and commercial services warrants their long-term relocation.

7.2 Provide small business support through education, training, and tax incentives.

Throughout the area, there are likely residents with ideas for small businesses that would meet local demand for goods and services. However, they may face barriers to establishing a business, such as business training or financial capital. Even if a business is established, the likelihood of long-term success often hinges on surviving through the first year of operations. A small business support program should be established that provides education and training for potential entrepreneurs, highlighting key considerations related to business permitting, financing and capital, marketing and growth, and long-term goal setting and measurements of success. The program should also identify grants or tax incentives aimed at supporting local business development.



Vacant parcels adjacent to commercial properties can be acquired to accommodate new commercial structures, parking lots, or buffers that would protect nearby residential areas.



7.3 Where vacant residential lots abut commercial uses, encourage the conversion of these lots for use as commercial parking that would support commercial redevelopment and provide the opportunity for screening from adjacent residents.

Some commercial nodes in the area include parcels with a traditional lot depth of approximately 125'. This provides challenges for contemporary commercial development that relies on larger building footprints and more efficient parking and circulation. Some of these commercial lots are surrounded by vacant parcels. Where this is the case, commercial property owners should be encouraged to acquire adjacent vacant lots to create larger project sites. The resulting sites could accommodate new commercial structures, enhanced parking areas, and buffers that would appropriately protect adjacent residential areas.

7.4 Provide municipal incentives for healthy food stores, pharmacies, medical services, and other uses that enhance access to critical goods and services.

Throughout the planning process, residents expressed a desire to spend money locally on basic goods and services. However, they stated that much of these do not exist in the community and they have to go elsewhere for them. This is supported by a retail gap analysis done as part of the Sector Plan process, which found that there is a total of approximately \$19.7 million in potential local spending for food and beverage stores, health and personal care stores, and general merchandise stores. Incentives or development assistance should be provided for specified uses that enhance access to basic goods and services in the area, including grocery stores, pharmacies, medical services, and others that support a healthy and active quality of life.

7.5 Proactively market opportunities for low-cost small business loans offered through the Tulsa Economic Development Commission and other local agencies or institutions.

Access to low-interest loans can be a key factor in the success of a small business. However, many small business owners or entrepreneurs are unaware of existing opportunities. The Tulsa Economic Development Commission offers a variety of small business loans through either state-funded loans or partnerships with private lending institutions. The TEDC's Small Business Loan, Micro Loan, and SBA 504 Loan programs should be actively marketed to recent small businesses start-ups that those considering the establishment of a small business in the community.

7.6 Work with local retailers to establish and market a "buy local" customer discount program.

Greenwood Heritage residents have stated an interest in shopping locally. However, other commercial areas in Tulsa offer more comprehensive "one-stop" shopping. As a result, many residents shop outside of the area, even if goods and services are available. In order to encourage local shopping, a "buy local" program should be established. Under this program, local businesses would collaborate and form a local merchants network. Any shopper that spends money at a participating business would earn credit or discounts towards goods and services at businesses within the network. This program could be administered and marketed in collaboration with the Greenwood Chamber of Commerce, North Tulsa Economic Development Initiative, and other local business advocates.

7.7 Support collaboration among the Tulsa Regional Chamber of Commerce, Greenwood Chamber, and other business development advocates to market commercial development opportunities in the area.

The Greenwood Chamber of Commerce has been in existence since 1938 and has been committed to providing services and support to businesses in the Greenwood area. The Tulsa Regional Chamber of Commerce supports regional business and industry growth. Collectively, these entities provide a variety of resources and services that could support economic development in the area. Collaboration among these and other economic development advocates should be encouraged in order to create a cohesive and user-friendly resource for potential investors in the area. (This collaboration could include low-cost actions such as providing a link to the Greenwood Chamber of Commerce through the Tulsa Regional Chamber of Commerce's website, or more tangible products such as marketing materials that bring together regional information (i.e. city-wide demographic trends, workforce growth and major infrastructure initiatives) and local information (i.e. available development sites and area-specific incentives or assets.))

14.64



Goal #8

Expand multi-modal transportation options throughout the Greenwood Neighborhoods area.

Tulsa Transit bus services exist in many parts of the area, and a Bus Rapid Transit initiative was recently funded for the Peoria Avenue corridor. The Osage Prairie Trail and Peoria Avenue trail provide regional trail connections through the community, and sidewalk networks in many neighborhoods provide the foundation for a robust system that could support those who rely on alternative transportation, as well as those seeking a more active lifestyle. However, auto-oriented streets and a lack of local bike infrastructure make it difficult to access schools, parks, employment, Downtown Tulsa, or other community destinations. The following objectives describe actions that can be taken to enhance multi-modal mobility throughout the community.

Objectives & Recommendations

8.1 Utilize the existing street network (including Main Street, Marshall Street, Virgin Street, and Hartford Avenue) to establish a comprehensive network of on-street bike lanes.

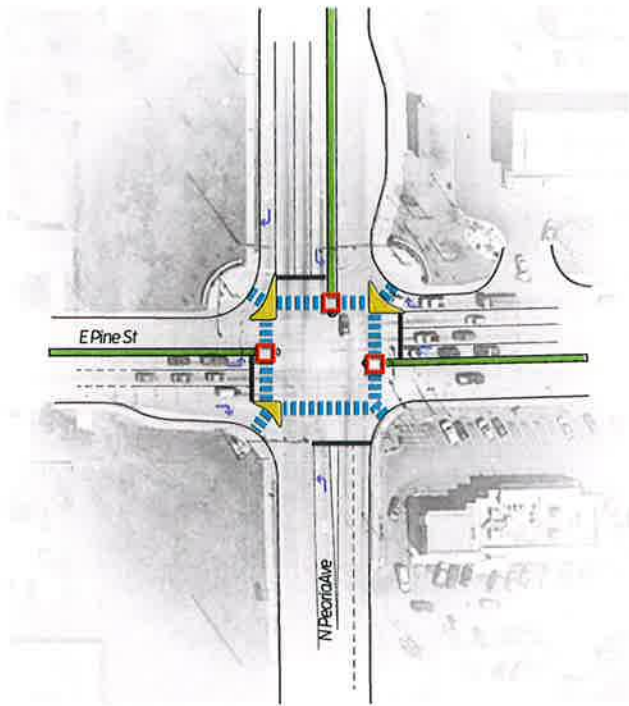
The City's Go Plan identifies a series of recommended projects related to expanding the community's bicycle network. Some of the projects include the use of on-street bike lanes or shared multi-modal lanes to enhance local bicycle mobility. These recommendations should be implemented as described in the Go Plan, including bike trails on Main Street, Marshall Street, Virgin Street, and Hartford Avenue. Generally, these streets are considered safe for bicyclists using on-street bike routes due to their moderate travel speeds and, in some cases, excessive curb-to-curb width that can easily accommodate a designated bike lane.



8.2 Install dedicated bike infrastructure along key arterials and collectors, including the north side of Pine Street, the east side of Martin Luther King, Jr. Boulevard between Virgin and Apache, and on the east side of Hartford along Crawford Park.

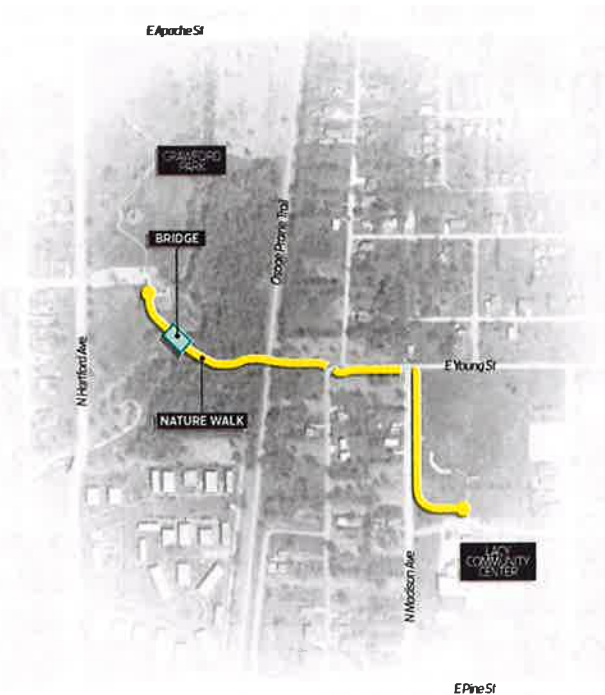
Several rights-of-way provide the space for a dedicated bike infrastructure that would enhance bicycle safety and mobility. In some instances, such as on the north side of Pine Street, there is a 30' parkway between the existing curb and adjacent property line. This provides adequate space for either a dedicated and protected on-street bike lane, or an expanded sidewalk that would result in a 10'-wide off-street sidepath. The preferred design should be based upon engineering constraints, the likely users of the facility, and costs related to either expanding the sidewalk or relocating the existing curb to accommodate the dedicated bicycle infrastructure.





8.3 Work with ODOT to enhance pedestrian crossings at busy roadways through repainted crosswalks, pedestrian refuge areas, pedestrian signals, and modified vehicular signal timing.

Most of the area's prominent surface streets are designated as secondary arterials according to the City's Major Street and Highway Plan. This designation calls for 100' of right-of-way and four lanes of traffic. (A center turn lane can also be included as an alternative cross-section design element.) As a result, these streets are often difficult to cross and, in the Greenwood Heritage area, many intersections along secondary arterials lack adequate crosswalks and pedestrian signalization. These intersections should be improved with highly visible crosswalks, fully accessible curb ramps, modified signal phasing to accommodate pedestrian crossings, and, where necessary, pedestrian refuge islands that reduce the incremental crossing distance. This will require coordination with ODOT at locations on or near roadways under their jurisdiction.

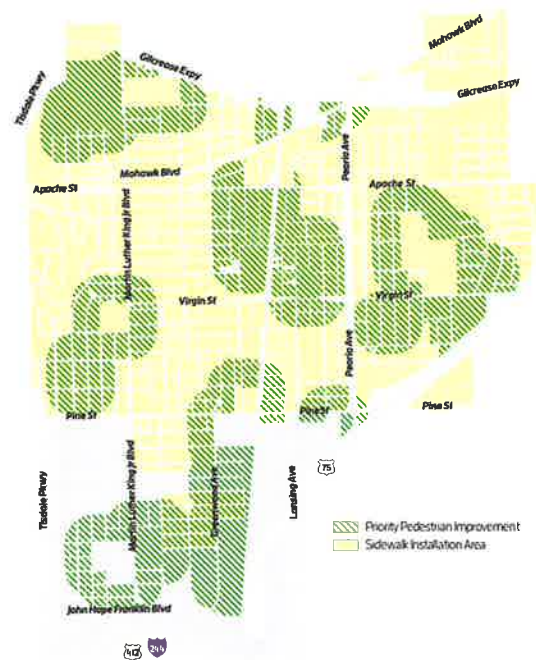


8.4 Establish a dedicated trail connection between Crawford Park and Lacy Park along Young Street and a portion of the existing Osage Prairie Trail.

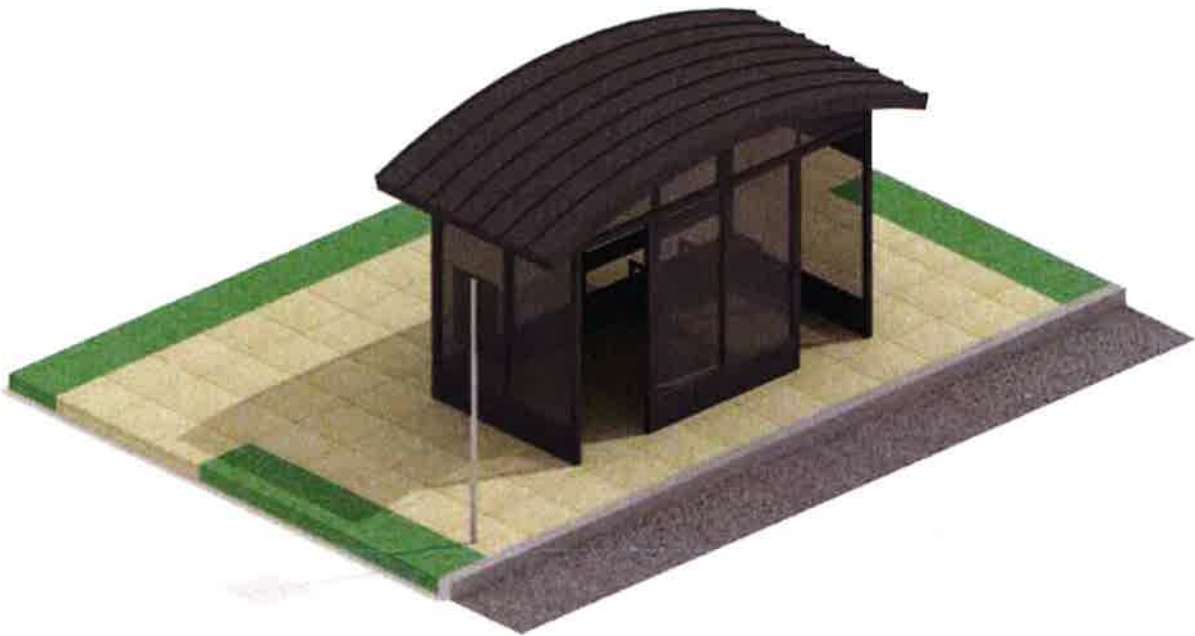
Crawford Park and Lacy Park are only about one tenth of a mile apart and, together, provide the opportunity to create a more regional park experience for Greenwood Heritage residents and visitors. However, since there is no direct physical connection between the parks, the shortest actual travel distance is three quarters of a mile. In order to strengthen the relationship between these assets, a local trail connection should be provided from the northwest corner of Lacy Park along Young Street to the Osage Prairie Trail and Crawford Park. The trail would provide a unique experience through the forested part of Crawford Park before providing access to the park's gazebo.

8.5 Continue to install sidewalks on neighborhood blocks that currently lack them, including the area bound by Marshall Street, Elgin Avenue, King Street, and the Osage Prairie Trail, and generally in neighborhoods north of Pine Street.

There are large portions of the Greenwood Heritage community that lack local sidewalks. This limits the ability of residents of all ages to safely access local schools, parks, jobs, and commercial goods and services. The City of Tulsa currently maintains an annual program supported by approximately \$400,000 in CDBG funds to improve sidewalks, with many of these improvements taking place in the area. This strategy should be continued and expanded as other funding sources are identified and secured. This program should continue to prioritize the areas immediately adjacent to schools, parks, civic uses, and commercial nodes.



14.68



8.6 Work with Tulsa Transit to enhance bus transit stops through shelter installations, new signage and scheduling information, and pedestrian connections to public sidewalks and nearby land uses.

Tulsa Transit operates four routes in the area:

- **Route 101** operates on Main Street, Pine Street, Martin Luther King, Jr. Boulevard, Mohawk Boulevard, and Garrison Avenue;
- **Route 105** operates on Peoria Avenue;
- **Route 203** operates on Greenwood Avenue, Virgin Street, Xanthus Avenue, and Apache Street; and
- **Route 222** operates on Martin Luther King, Jr. Boulevard and Pine Street.

Along corridors where Tulsa Transit operates its routes, transit infrastructure and station area amenities should be improved to support safe and predictable service. Such improvements include:

- **Dedicated bus turn-out lanes** for boarding and alighting where they are warranted by local traffic counts;
- **Concrete shelter pads** with benches and/or shelters that provide a protected and accessible waiting area;
- **Sidewalk connections** between waiting areas and the closest public sidewalk; and
- **Designated sidewalks or pedestrian paths** between public sidewalks and building entrances as a component of private development.

8.7 Work with Tulsa Transit to assess new transit routes in order to enhance connectivity to major commercial, employment, recreation, or cultural destinations.

As new development occurs according to the recommendations of this Sector Plan and PLANiTULSA, ridership demand may change throughout the area. Regular coordination with Tulsa Transit should occur in order to ensure emerging transit ridership generators are properly served based on location, frequency of service, and appropriate times of the day or week.

8.8 Coordinate closely with Tulsa Transit as it plans for Bus Rapid Transit service along Peoria Avenue.

Tulsa Transit is currently planning Bus Rapid Transit (BRT) service along Peoria Avenue. BRT service is designed to increase the efficiency of community-wide bus trips, and often integrates enhanced technologies, dedicated rights-of-way, modern vehicles, enhanced facilities, and real-time rider information. In conjunction with this plan, the City is currently developing land use recommendations for the areas around potential BRT stations. The results of these plans should seek to maximize local and regional access to modern housing, goods and services, and employment. The areas around BRT stations should also be prioritized for pedestrian crossing improvements and sidewalks.



IMPLEMENTATION

This chapter of the Greenwood Heritage Neighborhoods Plan identifies key actions or funding sources that will support long-term implementation of the community's vision. In all, the Greenwood Heritage Neighborhoods Plan includes 53 objectives aimed at improving resident quality of life, local commerce, mobility, and recreational opportunities. Implementing these objectives will require a strategic and collaborative approach among City government, supporting agencies, residents, businesses, service providers and other stakeholders.

KEY ACTIONS

Implementation of all 53 objectives included in the Greenwood Heritage Neighborhoods Plan will take several years. However, several objectives include short-term actions that will either set the table for the implementation of other objectives, or demonstrate more immediate successes that help to maintain commitment to and excitement for the plan and the vision it articulates. Many of these are low-cost actions that rely more on collaboration and strategy than substantial capital investment. Key short-term actions related to implementation of the Greenwood Heritage Neighborhoods Plan include:

- **Get residents involved.** Local stewardship of the vision will support long-term implementation by instilling a sense of ownership in the success of the community and building trust with City government and other implementation partners. Short-term actions should focus the enhanced presence of neighborhood associations and distribution of information to ensure residents have an opportunity to participate.

14.71



- **Collaborate with UCAT.** The largest area of undeveloped land has the potential for substantial redevelopment in the near future. The land use framework presented in this Sector Plan balances the potential for institutional investment with benefits to the rest of the community. Supporting this vision could result in significant investment in education, commerce, and employment, and would send a statement to the rest of the region about the potential in this part of Tulsa.
- **Assemble viable project sites.** Land economics in the community make it difficult for developers to capture margins necessary to attract large project investment. The assembly of land to create viable project sites would remove a barrier to redevelopment and would set the stage for projects of adequate scale to shift the inertia in a positive direction.
- **Focus on local history.** Residents of local neighborhoods share a unique and important history, regardless of age or generation. Threading lessons on local history through education, community service, and other aspects of day-to-day life will help instill a sense of neighborhood pride that could result in greater stewardship in the local vision and long-term reinvestment by today's youth.
- **Stabilize at-risk housing.** The impacts of disinvestment in housing can be seen throughout local neighborhoods in varying degrees. While access to local jobs, goods and services is a factor in where people choose to live, quality housing is a necessity. In some areas, this may entail significant demolition and redevelopment, while in others it may only require focused rehabilitation or infill. Regardless, the long-term success of local neighborhoods is dependent upon the provision of quality housing.

POTENTIAL FUNDING SOURCES

Implementation of the objectives identified in the Greenwood Heritage Neighborhoods Plan goes beyond the funding capacity of the City of Tulsa, TDA, or other local partners. Ultimately, funding of several recommendations will require collaboration and outside funding sources. The following are a series of potential funding sources related to specific actions or improvements identified in the plan.

General Economic Development Sources

Tax Increment Finance (TIFs)

The purpose of Tax Increment Finance (TIFs) funding is to incentivize and attract desired development within key commercial areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF district increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in that area. Local officials may then issue bonds to undertake other financial obligations based on the growth in new revenue. The maximum life of a TIF district in the State of Oklahoma is 25 years, though the City of Tulsa typically limits TIF Districts to 15 years.

The City of Tulsa has four active TIF Districts. Two are located within or in close proximity to the Greenwood Heritage Neighborhoods Planning area:

- Brady Village
- North Peoria Avenue

Incubators

Business incubators provide low-cost space and specialized support to small companies. Such services might include administrative consulting, access to office equipment and training, and assisting in accessing credit. Incubators are typically owned by public entities such as municipalities or economic development agencies who then subsidize rents and services with grants. In addition to job creation and generating activity, the goal is to facilitate growth and expansion of startup businesses within an area. Tulsa is served by 36 degrees North and The Forge, local business incubators which provides tax incentives, mentorship, free business counsel, and comprehensive business planning, among other benefits.

Improvement District

Improvement Districts allow the City to make special assessments that will support improvements within the area. These are most commonly used to support businesses within commercial districts through related improvements. Tulsa has two existing improvement districts: Tulsa Stadium Improvement District and Whittier Square Improvement District.

Sales Tax Financing

Authorized by the State, cities within Oklahoma are able to use sales tax revenue to building community facilities and provide economic development benefits to improve and encourage local business. This method of funding requires a public vote within the municipality to establish the program.

Community Development Block Grants (CDBG)

The Community Development Block Grants program is a federal funding source provided by the Department of Housing and Urban Development (HUD) and administered by the Indian Nations Council of Governments (INCOG) for the Tulsa Metropolitan Region. The goal of the program is to support and establish thriving urban communities by creating quality living environments with a variety of housing options and economic opportunities. While CDBG funds can be applied to a variety of projects, they are most commonly used for:

- Acquisition, construction, and installation of public facilities and real property for public ownership and maintenance;
- Reconstruction or rehabilitation of publicly owned and maintained industrial buildings or structures and other industrial real property;
- Publicly owned fiber optic lines;
- Water and wastewater system improvements;
- Street improvements;
- Park development;
- Clearance, demolition and removal of buildings and improvements;
- Senior citizen centers;
- Gas and electrical system improvements;
- Removal of architectural barriers which impede accessibility;
- Storm water drainage improvements; and,
- General economic development

Federal Historic Preservation Tax Credits

The Federal Historic Preservation Tax Credits program is administered by the National Park Service (NPS) and the Internal Revenue Service (IRS) in partnership with the State Historic Preservation Offices (SHPOs). The amount of credit available under this program equals 20% of the qualifying expenses of a rehabilitation. Key criteria to obtain the credit include:

- The tax credit is only available to properties that will be used for a business or other income-producing purpose, and a "substantial" amount must be spent rehabilitating the historic building;
- The building needs to be certified as a historic structure by the National Park Service; and
- Rehabilitation work has to meet the Secretary of the Interior's Standards for Rehabilitation, as determined by the National Park Service.

Oklahoma Department of Commerce (ODOC)

The Oklahoma Department of Commerce offers a comprehensive variety of programs to encourage economic development within the state. This includes grants, tax rebates, and other incentives available both to municipalities and private businesses that support the growth of commerce. Below is a list of available properties which may be applicable within the study area and can be utilized to help implement the goals and objectives of this Sector Plan. It should be noted that this list does not represent the full range of available programs, but rather those most readily applicable to the study area. The City should continue to review and identify other programs offered by the ODOC which could be utilized in the future.

Programs which could be utilized include:

- **Advanced Degrees Programs**-Provides funds to universities to develop programs for workforce, build expertise in specific industries, and transfer research to the marketplace.
- **Workforce Innovation and Opportunity Act**-Provides funds to help align state and local workforce needs with education and economic development to address economic and market challenges.
- **CareerTech System**-Provides workforce training for employees of Oklahoma businesses including programs for Industry Training, Management and Organization Development, Career Development for Adults, Safety Training, and Customized Businesses.
- **Oklahoma Community Economic Development Pooled Finance**-Provides funding for target business expansion projects which will result in job creation and significant investment in facilities, machinery, and equipment.
- **Industrial Access Roads**-Provides funding for development of access facilities connecting industrial areas to state or local road systems
- **Infrastructure Finance Community Development Block Grants**-Provides grants to cities, towns, and counties to support the creation of jobs for targeted income groups, funded through federal CDBG resources.
- **Historic Rehabilitation Tax Credit**-Provides a credit against taxes imposed on rehabilitation expenditures for qualified historic structures.
- **State Small Business Credit Initiative**-Provides capital investment for new and expanding small businesses.

Incentives

Utilizing other funding mechanisms, such as TIF districts, the City can provide a variety of incentive programs to help with implementation of the Plan. These incentives can be used to attract new development, improve existing development, and encourage business owners to remain in the community. This list identifies both existing and potential incentive programs that establish a starting point for the City in creation of a comprehensive range of incentive programs that help the City complete its objectives.

Existing Incentives

Tax Incentive Districts (TID)

The City of Tulsa establishes tax incentive districts to provide a 5 to 6 year local property tax abatement for qualified development projects within the district. Tulsa's only existing tax incentive districts covers all real property located Downtown within the interstate highway loop surrounding the area.

Enterprise Zone

An Enterprise Zone is a specific area designated by the State to receive tax incentives and other benefits to stimulate economic growth and revitalization in economically depressed areas. Businesses located in the designated Enterprise Zone can obtain special state and local tax incentives, regulatory relief, and improved governmental services. The City's only existing enterprise zone is Downtown Tulsa.

Economic Development Public Infrastructure Fund

The Economic Development Public Infrastructure Fund was established in 2013 as part of the Improve Our Tulsa package. The program provides funding to assist with public infrastructure needs that are related to business retention, expansion, and attraction. The fund includes \$6 million allocated over the life of the program.

Small Business Capital Formation Tax Credit Act

This program offers an income tax credit to aid with the formation of necessary capital to start small businesses. The program offers eligible investors, prospective business owners, or business capital companies an income tax credit of 20% of equity or near-equity investment.

Potential Incentives

Sales Tax Rebate

A sales tax rebate is a tool typically used by municipalities to incentivize businesses to locate to a site or area while making cost effective physical improvements. For developments that require public infrastructure extensions, the City can enter into a sales tax rebate agreement, by which the developer agrees to pay for the cost of improvements. The City will then reimburse the developer over a specified period of time utilizing the incremental sales taxes which are generated by the improvement. Sales tax rebates have proven effective in attracting new businesses and encouraging redevelopment and renovation.

Façade & Site Improvement Programs

Façade and site improvement programs can be used to beautify and improve the appearance of existing businesses. These programs provide low interest loans or grants to business owners to improve the exterior appearance of designated structures or properties. These programs are most commonly supported by funding made available through TIFs.

Payment in Lieu of Taxes (PILOT)

The City can use Payment in Lieu of Taxes (PILOT) to reduce the property tax burden of a desired business for a predetermined period. In this instance, the City and property owners will agree to the annual payment of a set fee in place of property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non-taxpaying entity location on a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

Transportation & Infrastructure Funding

Fixing America's Surface Transportation (FAST) Act

In December 2015 the FAST Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and was extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for states and local governments, streamline project approval processes, and encourage innovation to make the surface transportation system safer and more efficient. The City should monitor the FAST Act as application occurs to determine the full extent of funding changes and implementation. The City should maintain close communication with ODOT regarding the FAST Act, regional transportation funding discussions, and the region's Transportation Improvement Program (TIP).

Surface Transportation Program

The Surface Transportation Program provides federal funding through the Federal Highway Administration (FHWA) for transportation projects and improvements. STP funds for the Tulsa Metropolitan Area are distributed through Indian Nations Council of Governments (INCOG). STP funds can be used for multimodal and roadway projects related to highways, alternative transportation, transportation safety and control, natural habitat and wetlands mitigation, infrastructure improvements, and environmental restoration and pollution prevention.

Transportation Enhancements Program

Transportation Enhancements are funded as part of the STP program with the aim of expanding travel choices and improving the transportation experience. This can include projects related to pedestrian and bicycle facilities, historic preservation, landscaping and scenic beautification, and control of outdoor advertising, amongst others. The Program operates on a cost reimbursement basis, with eligible projects able to receive funding up to 80% of total project costs.

Congestion Mitigation & Air Quality (CMAQ) Program

The Congestion Mitigation and Air Quality program was established through federal funding to provide assistance in meeting federal air quality guidelines. Funds are available for a variety of transportation projects with the requirement that the project have a demonstrated effect on reducing emissions to meet the requirements of the Clean Air Act (CAA). Examples include transit improvements, travel demand management strategies, traffic flow improvements, and public fleet conversions to cleaner fuels.

Safe Routes to School (SRST)

The Safe Route to Schools program was established to provide funding for the planning, design, and construction of infrastructure related projects that will substantially improve the ability of students to walk and bike to school. The Program is 100% federally funded through the FAST Act, and can be used for a variety of projects, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle-crossing improvements;
- On-street bicycle facilities
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking system; and,
- Traffic diversion improvements in the vicinity of schools

Oklahoma Department of Transportation Tree Grant Program

The Tree Grant program began in 1997 and has provided over 300 tree grants to public organizations across Oklahoma. The program provides funding for planting of trees on public property and within the right-of-way along public roadways and public transportation corridors. Selected grants can received up to \$25,000 in funding with a 25% local match requirement.

Parks, Trails & Open Space Funding

Land & Water Conservation Fund (LWCF)

The Land and Water Conservation Fund (LWCF) is a federal assistance program administered by the National Park Service (NPS) with the intention of creating high quality recreation areas and facilities as well as supporting non-federal investments in protection and maintenance of recreational resources. LWCF grants are available to municipalities, counties, and school districts for acquisition and development of park land. In Oklahoma, LWCF grants are administered by the Oklahoma Tourism and Recreation Department and require a 50% funding match.

Recreational Trails Program (RTP)

The Recreational Trails Program is a federal aid program administered through the Oklahoma Tourism and Recreation Department. The program was first established as part of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and is currently funded under the FAST act. Projects funded through the program can be reimbursed for up to 80% of project costs. Funds from the program are intended for use on recreational trails and trail-related projects including:

- Trail maintenance and restoration
- Land acquisition
- Construction of new trails
- Trail accessibility
- Development of trailhead and trailside facilities
- Parks & Recreation Funding Sources
- Land & Water Conservation Fund

The Land and Water Conservation Fund (LWCF) is a federal assistance program administered by the National Park Service (NPS) with the intention of creating high quality recreation areas and facilities as well as supporting non-federal investments in protection and maintenance of recreational resources. LWCF grants are available to municipalities, counties, and school districts for acquisition and development of park land. In Oklahoma, LWCF grants are administered by the Oklahoma Tourism and Recreation Department and require a 50% funding match.

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- Trail maintenance and restoration
- Land acquisition
- Construction of new trails
- Trail accessibility
- Development of trailhead and trailside facilities

IMPLEMENTATION ACTION MATRIX

The Implementation Action Matrix on the following pages identifies a time frame, responsible parties, and potential funding sources for each objective established in the Greenwood Heritage Neighborhoods Plan. Acronyms used in the matrix are defined as follows:

Responsible Entity

- CD-Communications
- ES-Engineering Services
- PR-Parks and Recreation
- P&D-Planning & Development
- SS-Streets and Stormwater
- WS-Water and Sewer
- WIN-Working In Neighborhoods
- PD-Police Department
- ED-Mayor's Office of Economic Development
- INCOG-Indian Nations Council of Government
- TMAPC-Tulsa Metropolitan Area Planning Commission

Potential Funding Source

- TIF-Tax Increment Finance
- CDBG-Community Development Block Grant
- ODOC-Oklahoma Department of Commerce
- TID-Tax Incentive District
- PILOT-Payment in Lieu of Taxes
- STP-Surface Transportation Program
- CMAQ-Congestion Mitigation & Air Quality Program
- SRST-Safe Routes to School
- LWCF-Land Water Conservation Fund
- RTP-Recreational Trails Program

IMPLEMENTATION ACTION MATRIX

Goal 1. Enhance the desirability of all neighborhoods in the planning area.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
1.1	33	Encourage local leadership and active participation in neighborhood associations.	Immediate	COT (WIN)	
1.2	34	Establish a tree planting program that would allow residents to request trees to be installed in the public parkway, or provide bulk-rate trees to residents who wish to plant them on their private property.	1-3 years	COT (WIN)	ODOT Tree Grant Program
1.3	34	Develop a residential Curb Appeal Manual to educate home owners on basic, low-cost projects that can be done to improve neighborhood character.	1-3 years	COT (P & D)	Tulsa Beautification Fund
1.4	35	Establish zoning and tax incentives to encourage the development of quality assisted living and senior housing.	1-5 years	COT (WIN, ED), TDA	CDBG, TID, PILOT
1.5	35	Establish a residential tax abatement program for new development or rehabilitation projects that result in lower lot vacancy, increased home ownership, and higher local property values.	3-10 years	COT (WIN, ED), TDA	TID
1.6	35	Use incentives to require specific multi-family design characteristics that would enhance neighborhood character and integrate development with its context.	3-10 years	COT (P & D), TDA, INCOG/TMAPC	TID, Façade & Site Improvement Program, PILOT
1.7	35	Install street lights throughout the community.	5-15 years	COT (ES)	TIF, Improvement District, CDBG, STP, TEP, SRTS
1.8	36	Advocate for and work with the Tulsa Police Department to restore a community policing approach that engages residents through schools, churches, not-for-profits, neighborhood associations and other established networks.	1-5 years	COT (PD)	
1.9	36	Expand the number of, and awareness of, opportunities for youth to be active in the community through recreation, athletics, arts and culture, volunteerism, and civic engagement.	1-10 years	COT (CD, WIN)	
1.10	37	Work with the Oklahoma DOT to install substantial landscape buffers against the Gilcrease Expressway, Tisdale Parkway, and Cherokee Expressway (Hwy 75).	5-10 years	COT (ES), ODOT	TIF, CDBG, TEP, ODOT Tree Grant Program

Goal 2. Preserve and stabilize the area's healthy neighborhoods.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
2.1	39	Work with local designers, contractors, schools, and materials suppliers to provide basic volunteer maintenance for elderly or disabled residents.	1-10 years	COT (WIN), TDA	
2.2	39	On residential lots with alley access in the Brady Heights Historic District, support homeowners in modifying garage access so that it is provided from the alley and curb cuts from the public street can be removed.	Immediate	COT (P & D), INCOG/TMAPC	

IMPLEMENTATION ACTION MATRIX

Goal 3. Transform and revitalize neighborhoods most impacted by vacancy or poor maintenance.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
3.1	42	Strictly enforce maintenance and safety regulations, and encourage participation in the City's Homeowner Rehabilitation Loan Program.	1-10 years	COT (WIN), TDA	COT Homeowner Rehabilitation Loan Program, TIF, Façade & Site Improvement Program, PILOT
3.2	42	Utilize the Tulsa Development Authority to acquire vacant, dilapidated or tax delinquent properties, assemble larger project sites, and transfer properties to preapproved developers.	3-5 years	COT (WIN), TDA	CDBG, TID, PILOT
3.3	43	Utilize special zoning overlays to allow for higher density residential development around transit services, parks, commercial areas, and other amenities and destinations.	Immediate	COT (P & D), INCOG/TMAPC	
3.4	43	Support the removal of vacant and dilapidated structures.	2-10 years	COT (WIN), TDA	TIF, CDBG
3.5	44	Establish a "vacant neighbor" program that would allow for the acquisition of undeveloped lots by individuals for an expansion of their lot, or by neighborhood organizations for the development of local open spaces and amenities.	2-10 years	COT (WIN), TDA	TIF, CDBG
3.6	45	Utilize special zoning overlays to allow for innovative and sustainable uses – such as urban agriculture or stormwater management – as primary uses on blocks with large areas of vacancy.	Immediate	COT (P & D), INCOG/TMAPC	
3.7	45	Consolidate and resubdivide the lots on predominantly vacant blocks to allow for larger housing models that reflect contemporary housing demand.	3-10 years	COT (WIN), TDA	TIF, CDBG
3.8	46	As lot consolidation and resubdivision occurs, reconfigure public rights-of-way to eliminate lots with awkward access or double frontage.	5-15 years	COT (SS, ES, WS)	TIF, CDBG
3.9	47	Assemble vacant lots and develop neighborhood parks in areas underserved by existing open spaces and access to recreation.	3-10 parks	COT (PR), TDA	TIF, CDBG, LWCF

Goal 4. Capitalize on OSU-Tulsa, Langston University Tulsa, and proximity to Downtown to spur redevelopment of the southern edge of the Greenwood Heritage area.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
4.1	48	Work with OSU-Tulsa, Langston University Tulsa, and other existing partners to encourage participation in local job training programs and on-campus employment for local residents.	1-10 years	OSU-Tulsa, Langston University Tulsa, Local Employers	
4.2	49	Coordinate closely with the University Center at Tulsa to establish long-term land needs, anticipated access, and development standards to allow for the healthy expansion of their existing local campus.	1-5 years	COT (P & D), TDA, UCAT, INCOG/TMAPC	
4.3	50	Develop a comprehensive, long-term, mixed-use vision for the remainder of the southern redevelopment area.	3-10 years	COT (P & D), TDA, UCAT, INCOG/TMAPC	
4.4	52	Improve underpasses at Main Street, Martin Luther King, Jr. Boulevard, Detroit Avenue, and Greenwood Avenue as priority connections to Downtown Tulsa through enhanced signage, lighting, and urban design.	3-10 years	COT (SS, ES), ODOT	TIF, CDBG, STP, TEP, SRTS
4.5	52	Work with the Oklahoma DOT to improve the aesthetic character of the I-244 embankment through decorative landscaping and retaining walls.	3-5 years	COT (ES), ODOT	TIF, CDBG, TEP, ODOT Tree Grant Program

IMPLEMENTATION ACTION MATRIX

Goal 5. Build on the presence of industry and employment to add additional jobs and employ local residents.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
5.1	53	Market existing small business incubator spaces, and develop new ones as needed, as part of the Lansing Business Park in order to support local innovation and entrepreneurship in the Greenwood Heritage area.	3-10 years	TDA, COT (ED)	Incubators, CDBG, Sales Tax Financing, ODOC
5.2	53	Support collaboration among Tulsa Public Schools and local employers to establish employment, internship, and mentorship opportunities for high school students in the planning area.	2-10 years	TPS, Local Employers	Incubators, Sales Tax Financing, ODOC
5.3	54	Work with Tulsa Public Schools, neighborhood advocates, and not-for-profits to establish a Young Leaders Development Program for students who attend Tulsa Public middle and high schools in the planning area.	2-10 years	TPS, COT (CD)	Incubators, Sales Tax Financing, ODOC
5.4	54	Work with local employers, Tulsa Tech, Workforce Oklahoma, OSU-Tulsa, and Langston University Tulsa to design continuing education and adult curricula specifically designed to link local residents to employment in local industries.	2-10 years	TPS, OSU-Tulsa, Langston University, Local Employers	ODOC
5.5	54	Seek funding to engage professional assistance to develop a branding program for the Lansing Business Park as the "North Tulsa Business Park" to call attention to positive growth and investment happening in the community.	2-5 years	TDA	TIF, Improvement District, Incubators, Sales Tax Financing, Economic Development Public Infrastructure Fund
5.6	54	Establish a position for a full-time economic development professional to assist with small business development and recruitment to the OSU-Tulsa redevelopment area, Lansing Business Park, and commercial corridors throughout the Greenwood Heritage area.	2-5 years	TDA, COT (ED)	

Goal 6. Celebrate the area's history and strengthen its character.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
6.1	55	Work closely with the Greenwood Cultural Center, OSU-Tulsa, Langston University Tulsa, John Hope Franklin Center for Reconciliation, YMCA, the North Tulsa Economic Development Initiative, local employers, religious institutions, and others to undertake a comprehensive marketing campaign for the area that highlights the community's important history and new investment in neighborhoods, commerce, culture, and industry.	1-5 years	COT (CD), local stakeholders	
6.2	56	Expand the presence of historical markers and images in and around the Greenwood District that describe important sites, events, and legacies of Black Wall Street.	2-10 years	TDA	TIF, ODOC, Economic Development Public Infrastructure Fund
6.3	56	Integrate into new development locally-themed murals, sculptures, and open spaces that convey the cultural importance of local residents and events.	2-15 years	TDA	TID, Enterprise Zone, Economic Development Public Infrastructure Fund
6.4	57	Install decorative streetscaping and wayfinding on Greenwood Avenue, Denver Avenue, Martin Luther King, Jr. Boulevard, Greenwood Avenue, Peoria Avenue, John Hope Franklin Boulevard, Pine Street, and Apache Street, prioritizing important nodes centered around commercial, civic, or cultural amenities.	2-15 years	COT (SS)	TIF, CDBG, TEP
6.5	57	Support collaboration among local schools, churches, and not-for-profits to teach neighborhood history and support intergenerational programs.	1-5 years	TPS, local stakeholders	
6.6	57	Install informational signs and community gateways at interstate exit ramps and along primary arterials as they enter the Greenwood Heritage area.	1-5 years	COT (SS), ODOT	TIF, CDBG, STP, TEP

IMPLEMENTATION ACTION MATRIX

Goal 7. Enhance local commerce and access to important goods and services.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
7.1	58	Relocate secondary commercial, auto service, and light industrial uses away from local commercial retail nodes.	2-10 years	COT (P & D), INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
7.2	58	Provide small business support through education, training, and tax incentives.	1-10 years	COT (ED), TDA	ODOC, TID, Enterprise Zone, Small Business Capital Formation Tax Credit, Sales Tax Rebate, PILOT
7.3	59	Where vacant residential lots abut commercial uses, encourage the conversion of these lots for use as commercial parking that would support commercial redevelopment and provide the opportunity for screening from adjacent residents.	1-10 years	COT (P & D), COT (ED), INCOG/TMAPC	TID, Enterprise Zone, Sales Tax Rebate, PILOT
7.4	59	Provide municipal incentives for healthy food stores, pharmacies, medical services, and other uses that enhance access to critical goods and services.	1-10 years	COT (ED), TDA	TID, Enterprise Zone, Sales Tax Rebate, PILOT
7.5	60	Proactively market opportunities for low-cost small business loans offered through the Tulsa Economic Development Commission and other local agencies or institutions.		COT (ED), TDA	TEDC's Small Business Loan, TEDC's Micro Loan, TEDC's SBA 504, ODOC, Small Business Capital Formation Tax Credit
7.6	60	Work with local retailers to establish and market a "buy local" customer discount program.	2-10 years	COT (CD)	
7.7	60	Support collaboration among the Tulsa Regional Chamber of Commerce, Greenwood Chamber, and other business development advocates to market commercial development opportunities in the area.	1-10 years	COT (ED)	

Goal 8. Expand multi-modal transportation options throughout the Greenwood Heritage area.

Reference #	Page #	Implementation Measure	Time Frame	Responsible Entity	Potential Funding Source
8.1	61	Utilize the existing street network (including Main Street, Marshall Street, Virgin Street, and Hartford Avenue) to establish a comprehensive network of on-street bike lanes.	3-10 years	COT (SS, ES)	TIF, Improvement District, CDBG, STP, TEP, CMAQ, SRTS
8.2	62	Install dedicated bike infrastructure along key arterials and collectors, including the north side of Pine Street, the east side of Martin Luther King, Jr. Boulevard between Virgin and Apache, and on the east side of Hartford along Crawford Park.	3-10 years	COT (SS, ES)	TIF, Improvement District, CDBG, STP, TEP, CMAQ, SRTS
8.3	63	Work with ODOT to enhance pedestrian crossings at busy roadways through repainted crosswalks, pedestrian refuge areas, pedestrian signals, and modified vehicular signal timing.	2-10 years	COT (SS, ES), ODOT	TIF, Improvement District, CDBG, STP, TEP, CMAQ, SRTS
8.4	63	Establish a dedicated trail connection between Crawford Park and Lacy Park along Young Street and a portion of the existing Osage Prairie Trail.	2-5 years	COT (SS, ES, PR)	TIF, Improvement District, TEP, CMAQ, SRTS, RTP
8.5	64	Continue to install sidewalks on neighborhood blocks that currently lack them, including the area bound by Marshall Street, Elgin Avenue, King Street, and the Osage Prairie Trail, and generally in neighborhoods north of Pine Street.	2-15 years	COT (SS, ES)	CDBG, STP, TEP, CMAQ, SRTS, RTP
8.6	65	Work with Tulsa Transit to enhance bus transit stops through shelter installations, new signage and scheduling information, and pedestrian connections to public sidewalks and nearby land uses.	2-5 years	COT (SS, ES), Tulsa Transit	TIF, Improvement District, STP, TEP, CMAQ, SRTS
8.7	65	Work with Tulsa Transit to assess new transit routes in order to enhance connectivity to major commercial, employment, recreation, or cultural destinations.	2-5 years	COT (P & D), Tulsa Transit	CMAQ
8.8	65	Coordinate closely with Tulsa Transit as it plans for Bus Rapid Transit service along Peoria Avenue.			

Lot-Split and Waiver of Subdivision Regulations

September 7, 2016

LS-20908

Josh Miller, (8210) (RS-3) (CD 2)

Southeast corner of West 77th Street South and South Xenophon Avenue

The Lot-Split proposal is to split an existing RS-3 (Residential Single Family) tract into two tracts. Both of the resulting tracts will exceed the Bulk and Area requirements of the City of Tulsa Zoning Code.

The Technical Advisory Committee met on August 18, 2016. The committee has no outstanding conditions.

The proposed lot-split would not have an adverse affect on the surrounding properties and staff recommends **APPROVAL** of the lot-split and the waiver of the Subdivision Regulations that no lot have more than three side lot lines.



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LS-20908

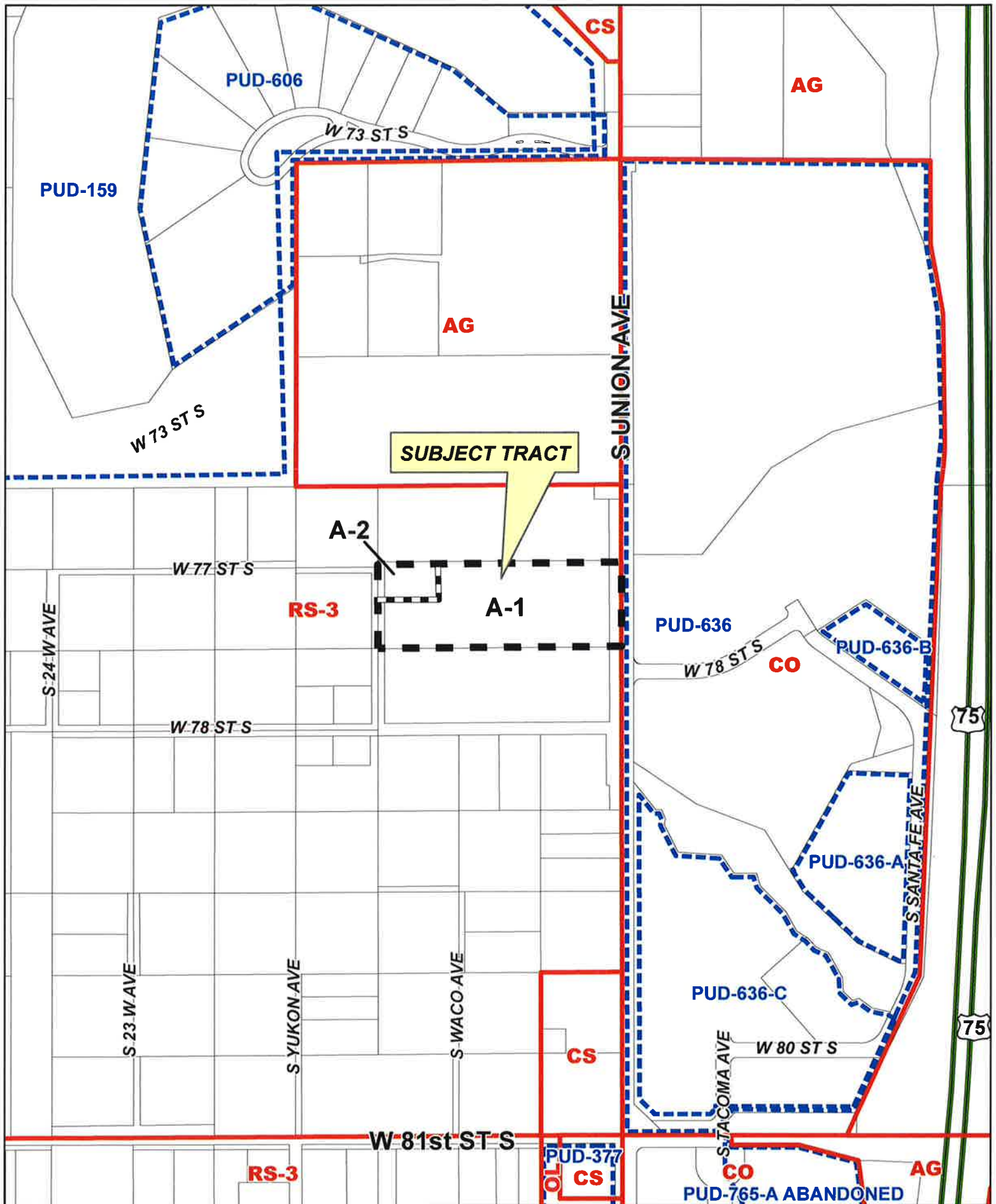
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align with physical features on the ground.

Aerial Photo Date: February 2016



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LS-20908

18-12 10





Tulsa Metropolitan Area
Planning Commission

Case : Blue Anchor
Minor Subdivision Plat
(Staff recommends Preliminary Plat)

Hearing Date: September 7, 2016

Case Report Prepared by:

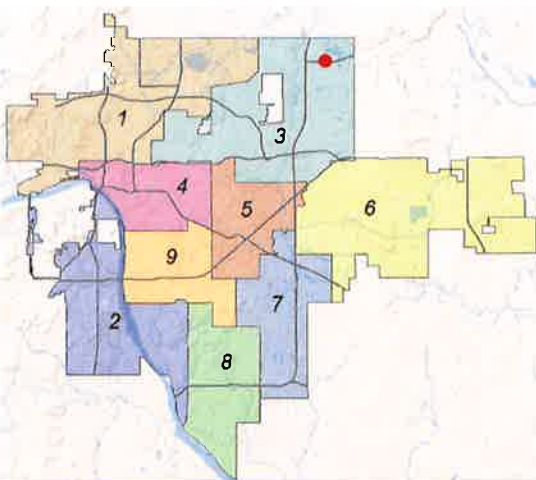
Diane Fernandez

Owner and Applicant Information:

Applicant: Carolyn Back, Wallace
Engineering

Owner: Anchor Stone Company

Location Map:
(shown with City Council Districts)



Applicant Proposal: Minor Subdivision Plat

Location: North of East 46th Street North, and
west of North 129th East Avenue

Zoning: IH (industrial heavy)

Staff Recommendation:

Staff recommends Approval of a Preliminary
Plat in place of the Minor Subdivision plat
requested.

City Council District: 3

Councilor Name: David Patrick

County Commission District: 1

Commissioner Name: John Smaligo

EXHIBITS:

Subdivision Plat, INCOG Aerials, Case Map, Growth and Stability Map, Land Use Map

MINOR SUBDIVISION PLAT

Blue Anchor - (CD 3)

12144 East 46th Street, North of East 46th Street North, and west of North 129th East Avenue, (CD 3)

The plat consists of 1 Lot, 1 Block, on 1.41 acres.

The following issues were discussed August 18, 2016, at the Technical Advisory Committee (TAC) meeting:

1. **Zoning:** The property is zoned IH (industrial heavy).
2. **Streets:** Show Limits of No Access and identify access location and size. Since 46th Street is a State Highway, ODOT approval is required. Provide reference for Right of Way such as Document number or book/page number. Location easement has not been shown. Limits of No Access section needs to be included in covenants. Sidewalk section needs to be included in covenants.
3. **Sewer:** No comment.
4. **Water:** Provide book and page number of right of way along East 46th Street North. The 24 inch concrete line can't be tapped. A connection from the 12 inch waterline east of Highway 169 to a flange in the vicinity of 129th must be the connection point. The 12 inch needs to tie to the 24 across the front of the platted property. This should be valved with hydrants. It should front the plat, but the extension to 129th East Avenue might be reduced. An IDP is required.
5. **Storm Drainage:** If on-site detention is planned for the development of the site then a Detention Easement will be required. If on-offsite detention is planned for, then Fees-in-lieu of would be required. If offsite drainage enters site it must be placed in a properly sized drainage easement.
6. **Utilities: Telephone, Electric, Gas, Cable, Pipeline, Others:** No comment.
7. **Other: Fire:** If any structure is built on the site it will be required to have hydrant coverage per IFC 2015.
8. **Other: GIS:** In the location description for the plat, spell out Indian Base and Meridian. Submit a subdivision control data sheet. In the sub-title of the plat add City of Tulsa, Tulsa County, State of Oklahoma. Correct graphic scale bar for the plat. Provide/state the coordinate system used with the basis of bearing. Provide the email address for the surveyor. The correct address for this property should be 12585 East 46th Street North.

Staff recommends **APPROVAL of a Preliminary Plat rather than the submitted Minor subdivision plat** because of issues of access approval being needed through ODOT, floodplain issues and IDP issues especially concerning

16.2

water lines, and with the TAC recommendations and the special and standard conditions listed below.

Waivers of Subdivision Regulations:

1. None requested.

Special Conditions:

1. The concerns of the Development Services and Engineering Services staffs must be taken care of to their satisfaction.

Standard Conditions:

1. Utility easements shall meet the approval of the utilities. Coordinate with Subsurface Committee if underground plant is planned. Show additional easements as required. Existing easements shall be tied to or related to property line and/or lot lines.
2. Water and sanitary sewer plans shall be approved by the Public Works Department prior to release of final plat. (Include language for W/S facilities in covenants.)
3. Pavement or landscape repair within restricted water line, sewer line, or utility easements as a result of water or sewer line or other utility repairs due to breaks and failures shall be borne by the owner(s) of the lot(s).
4. Any request for creation of a Sewer Improvement District shall be submitted to the Public Works Department Engineer prior to release of final plat.
5. Paving and/or drainage plans (as required) shall be approved by the Public Works Department.
6. Any request for a Privately Financed Public Improvement (PFPI) shall be submitted to the Public Works Department.
7. A topography map shall be submitted for review by TAC (Subdivision Regulations). (Submit with drainage plans as directed.)
8. Street names shall be approved by the Public Works Department and shown on plat.
9. All curve data, including corner radii, shall be shown on final plat as applicable.
10. Bearings, or true N/S, etc., shall be shown on perimeter of land being platted or other bearings as directed by the County Engineer.
11. All adjacent streets, intersections and/or widths thereof shall be shown on plat.
12. It is recommended that the developer coordinate with the Public Works Department during the early stages of street construction concerning the

ordering, purchase and installation of street marker signs. (Advisory, not a condition for plat release.)

13. It is recommended that the applicant and/or his engineer or developer coordinate with the Tulsa City/County Health Department for solid waste disposal, particularly during the construction phase and/or clearing of the project. Burning of solid waste is prohibited.
14. The method of sewage disposal and plans therefor shall be approved by the City/County Health Department. [Percolation tests (if applicable) are required prior to preliminary approval of plat.]
15. The owner(s) shall provide the following information on sewage disposal system if it is to be privately operated on each lot: type, size and general location. (This information to be included in restrictive covenants on plat.)
16. The method of water supply and plans therefor shall be approved by the City/County Health Department.
17. All lots, streets, building lines, easements, etc., shall be completely dimensioned.
18. The key or location map shall be complete.
19. A Corporation Commission letter, Certificate of Non-Development, or other records as may be on file, shall be provided concerning any oil and/or gas wells before plat is released. (A building line shall be shown on plat on any wells not officially plugged. If plugged, provide plugging records.)
20. A "Letter of Assurance" regarding installation of improvements shall be provided prior to release of final plat. (Including documents required under 3.6.5 Subdivision Regulations.)
21. Applicant is advised of his responsibility to contact the U.S. Army Corps of Engineers regarding Section 404 of the Clean Waters Act.
22. All other Subdivision Regulations shall be met prior to release of final plat.
23. All PUD standards and conditions shall be included in the covenants of the plat and adequate mechanisms established to assure initial and continued compliance with the standards and conditions.
24. Private streets shall be built to City or County standards (depending upon the jurisdiction in which the plat is located) and inspected and accepted by same prior to issuance of any building permits in the subdivision.

A Subdivision in the E/2 of the SE/4 in Section 8, T-20-N, R-14-E, of the I.B. & M,
Tulsa County, State of Oklahoma.



12144 Eagle 46th Street North

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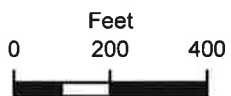
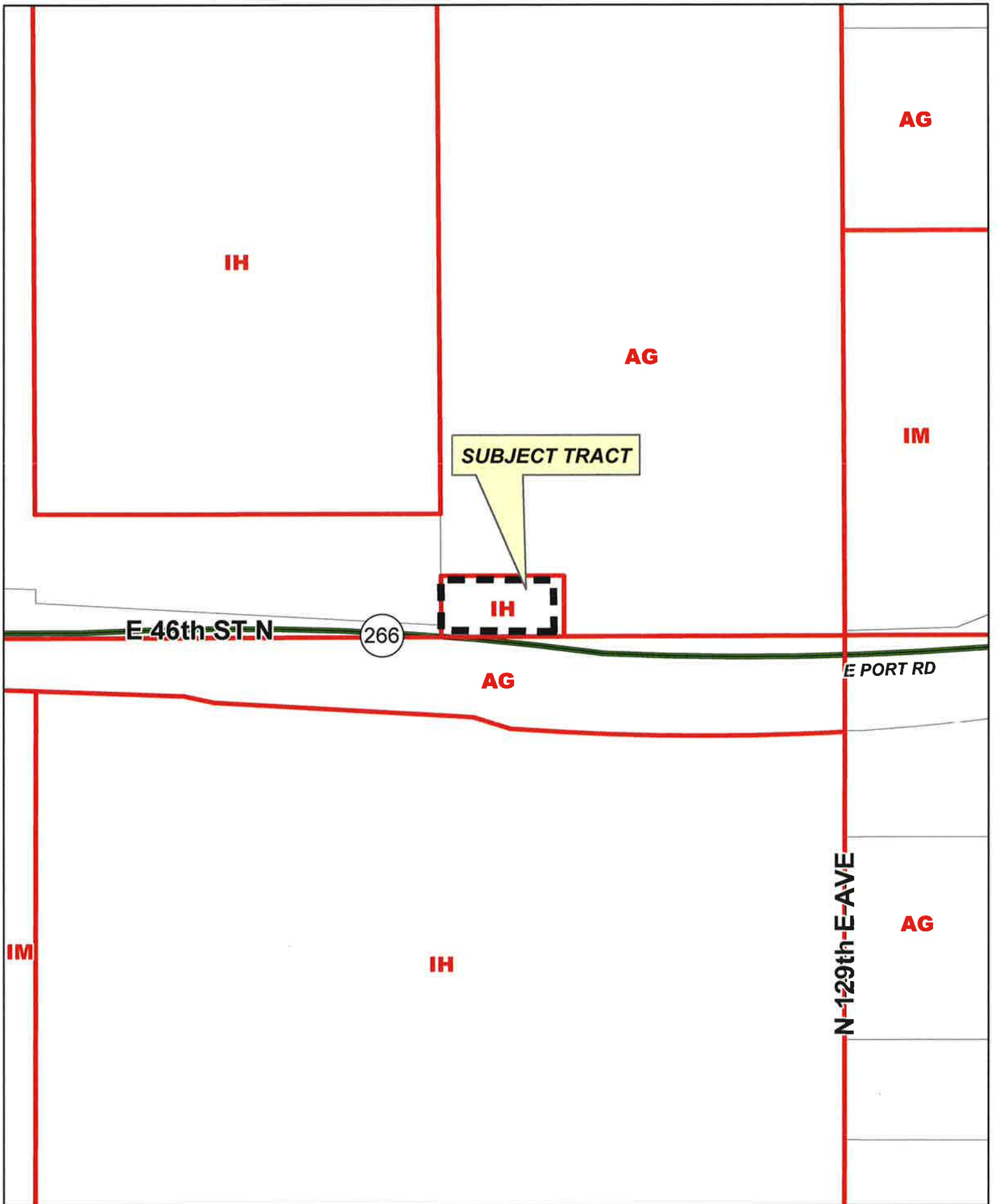
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BLUE ANCHOR
SHEET 1 OF 2
Date of Preparation: July 29, 2016



Blue Anchor

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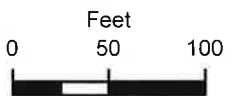
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E 46th ST N

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Subject
Tract

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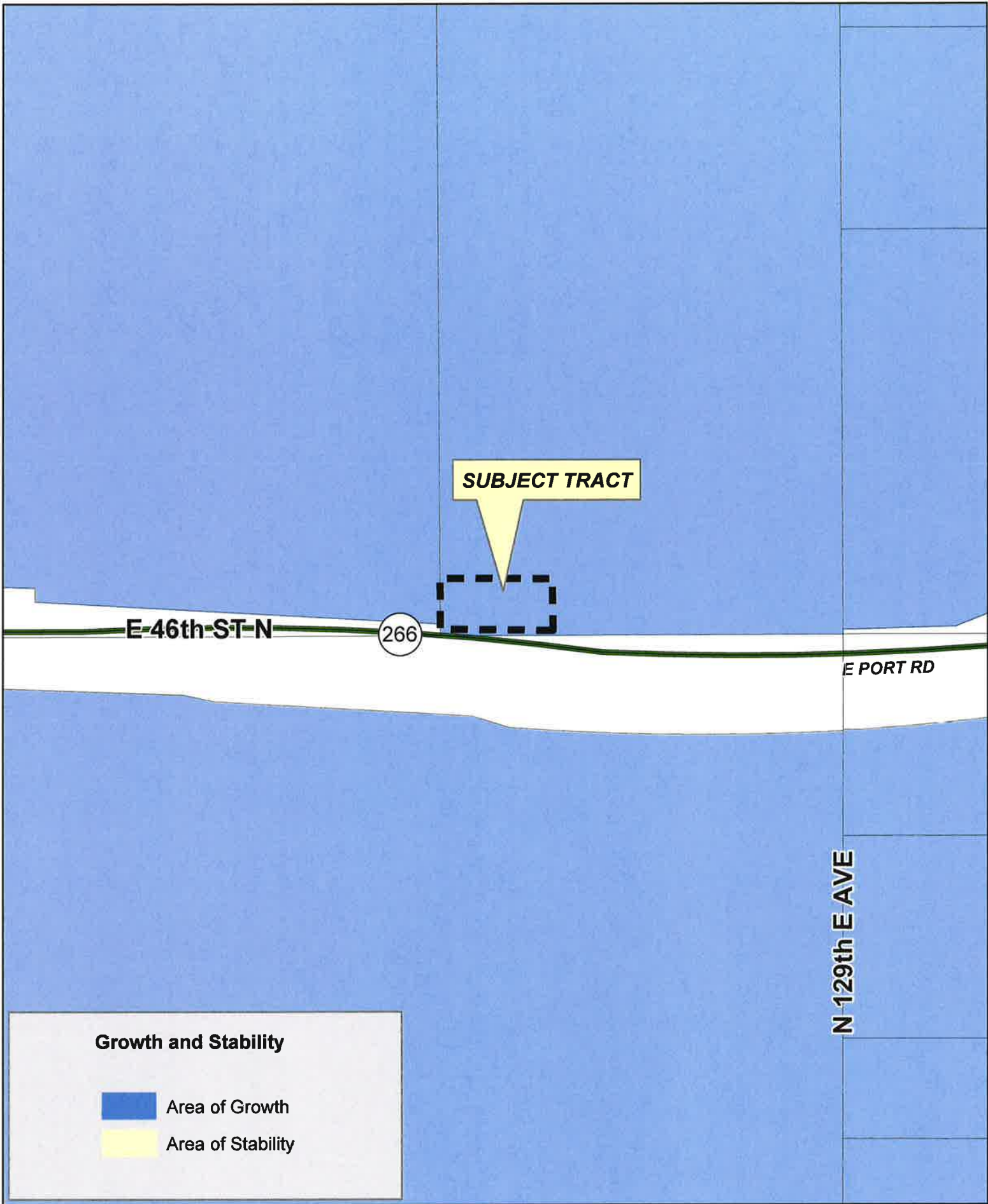
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Aerial Photo Date: February 2016



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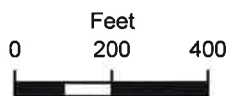
Growth and Stability



Area of Growth



Area of Stability

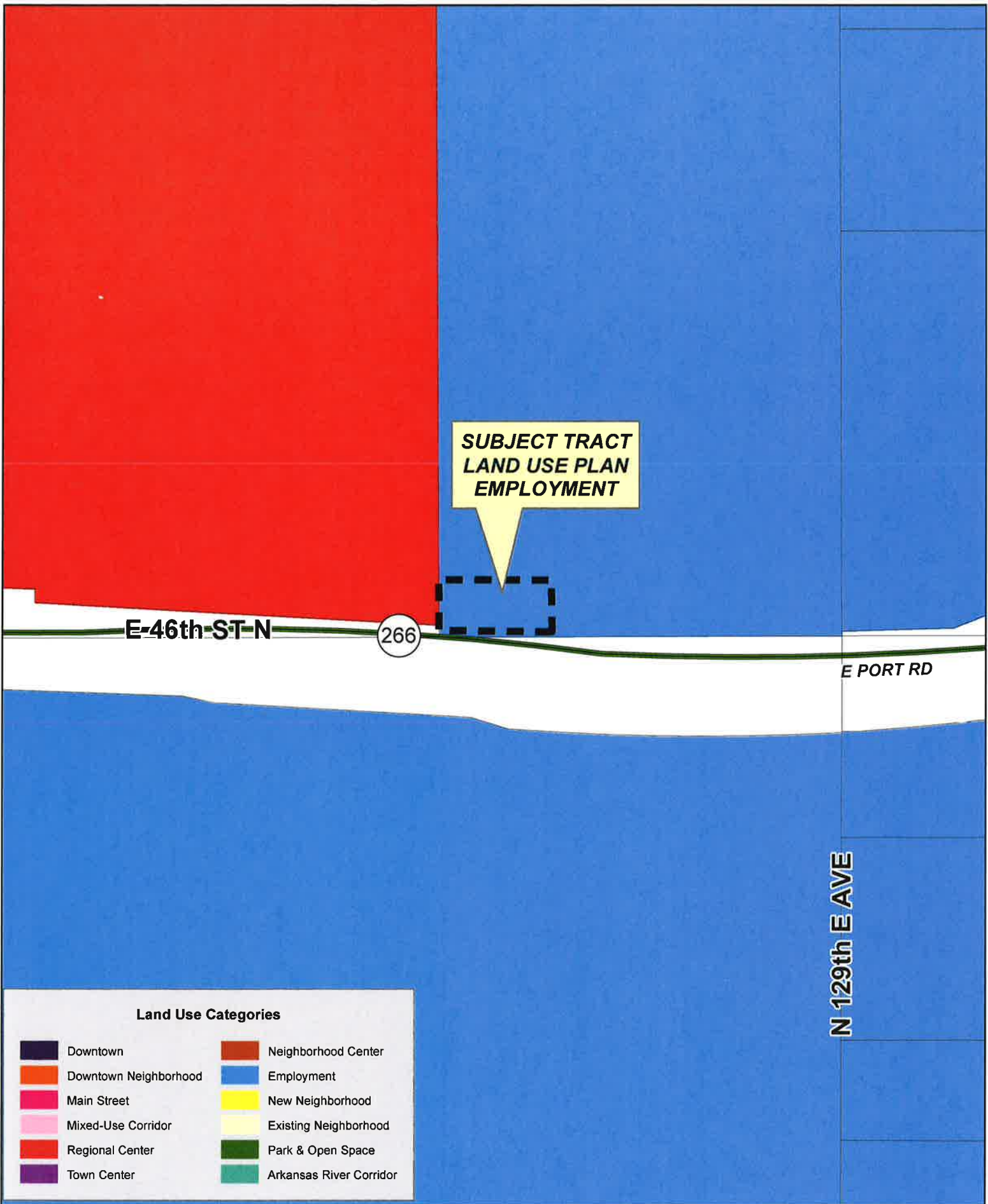


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Land Use Categories

 Downtown	 Neighborhood Center
 Downtown Neighborhood	 Employment
 Main Street	 New Neighborhood
 Mixed-Use Corridor	 Existing Neighborhood
 Regional Center	 Park & Open Space
 Town Center	 Arkansas River Corridor

Blue Anchor

20-14 08



16.9



Tulsa Metropolitan Area
Planning Commission

Case : QuikTrip No. 0031, Sidewalk
Waiver Request

Preliminary Plat approved 11/4/2016

Hearing Date: September 7, 2016

Case Report Prepared by:

Diane Fernandez

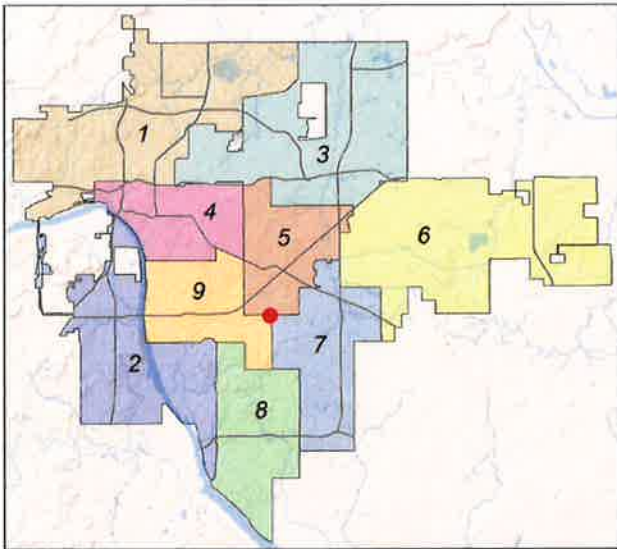
Owner and Applicant Information:

Applicant: Alan Betchan, AAB Engineering,
LLC

Owner: QuikTrip Corporation

Location Map:

(shown with City Council Districts)



Applicant Proposal:

Sidewalk Waiver

Tract Size: 1.71 acres

Location: Southwest corner of South
Sheridan Road and East 51st Street South

Zoning: CS (commercial shopping)

Staff Recommendation:

Staff recommends Denial.

City Council District: 9

Councilor Name: G.T. Bynum

County Commission District: 3

Commissioner Name: Ron Peters

EXHIBITS:

Letter from consulting engineer
Site Plan
Subdivision Map
INCOG Aerial



AAB Engineering, LLC
PO Box 2136
Sand Springs, OK 74063
Office: 918.514.4283 Fax: 918.514.4288

August 17, 2016

Tulsa Metropolitan Area Planning Commission
c/o INCOG
2 West Second Street, Suite 800
Tulsa, OK 74103

Re: QuikTrip No. 0031, Sidewalk Waiver

Commissioners,

On October 1, 2015 the preliminary plat for QuikTrip No. 0031 was submitted. This property is located on the southwest corner of 51st Street South and South Sheridan Road. The project is a redevelopment of an existing QuikTrip convenience store and several surrounding properties. This preliminary plat was approved by the Tulsa Metropolitan Area Planning Commission on November 4, 2015. No waivers of the subdivision regulations were anticipated or requested at that time.

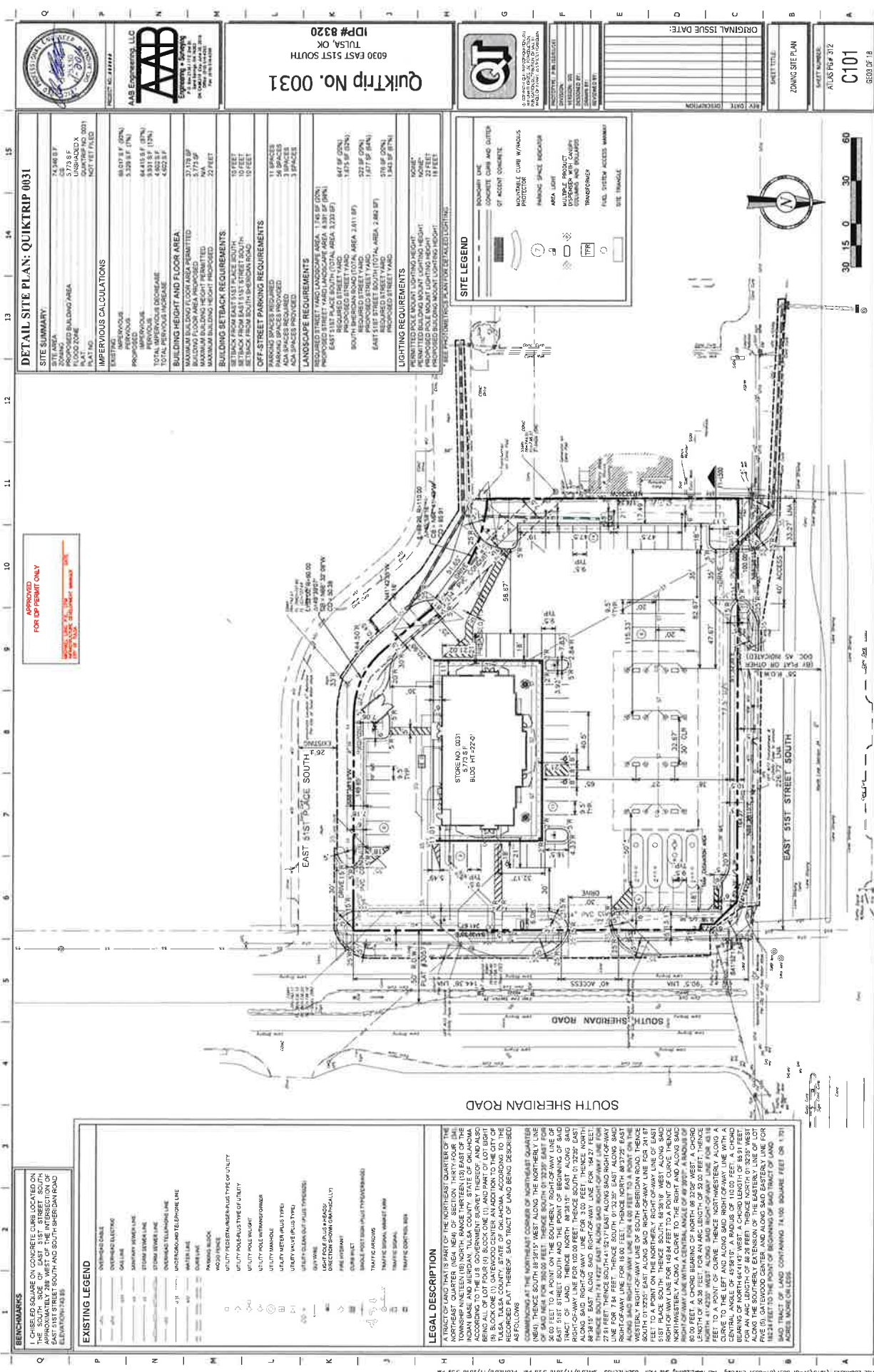
Subsequent to that meeting we began design of the infrastructure plans for the subdivision. In preparing those plans we proposed sidewalk along both Sheridan Road and 51st Street but were not able to provide sidewalk along 51st Place. The attached site plan shows the proposed site plan and grading for the project. There is between 6 and 7 feet of elevation difference between the intersection and the southwest corner of the project. This grade difference makes an ADA compliant sidewalk construction difficult at best. The severity of the grade in the southwestern drive prevents construction of ADA compliant wheelchair ramps along the drive. QuikTrip, as well as the City of Tulsa, is committed to the accessibility of its sites and sidewalks and cannot construct walks not in compliance with ADA guidelines.

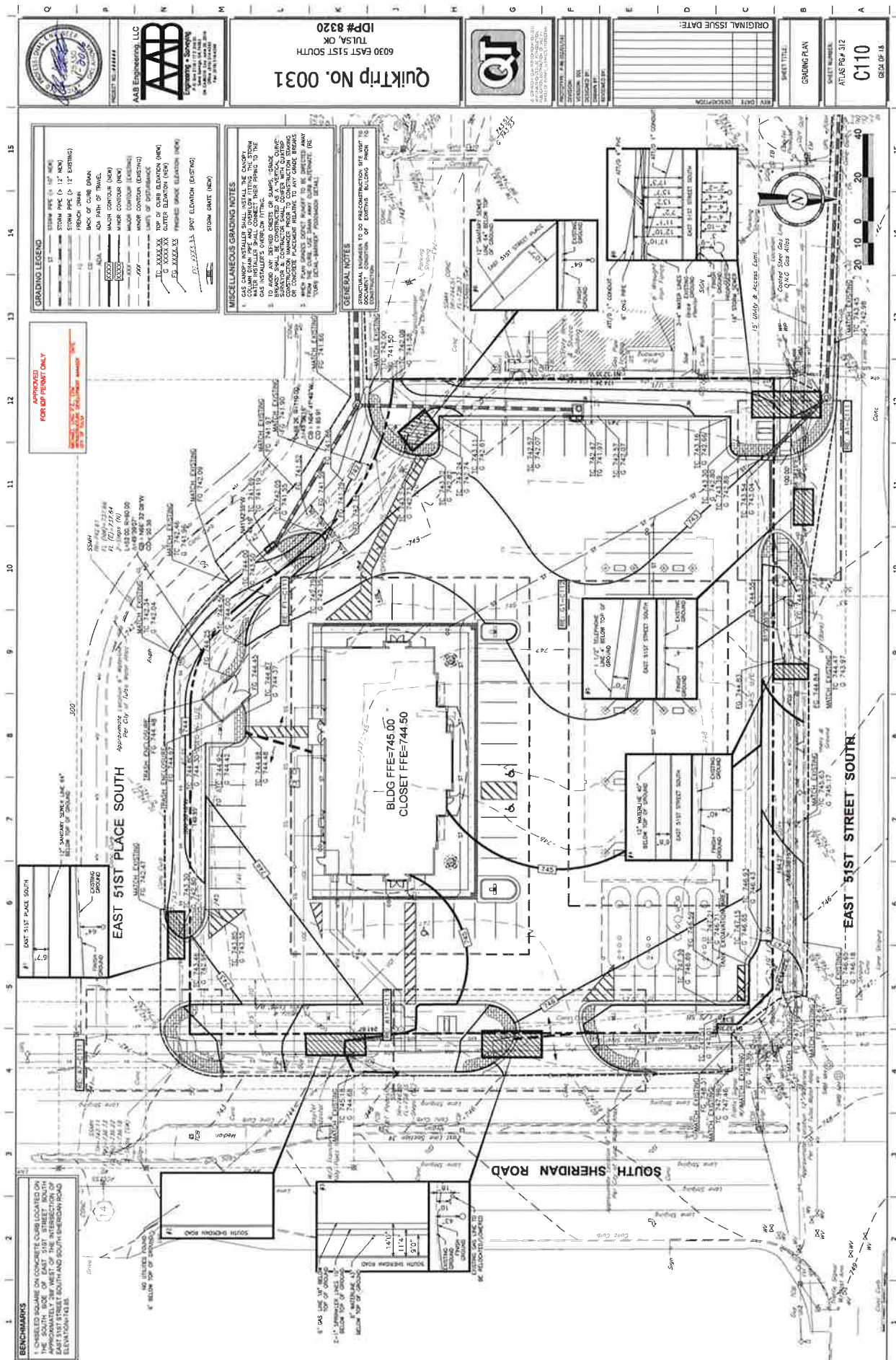
A sidewalk extension along 51st Place is also not likely to be further extended due to the utility and parking encroachments within the right of way on the property to the west. We respectfully request that a sidewalk waiver be granted eliminating the requirement of sidewalk construction along the northern side of East 51st Place South where it abuts the proposed QuikTrip No. 0031 plat.

Respectfully,

A handwritten signature in black ink, appearing to read 'Alan Betchan'.

Alan Betchan, P.E., CFM
President
AAB Engineering, LLC
CA# 6318 Exp: June 30, 2018





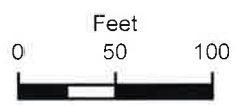


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**Subject
Tract**

QUIK TRIP NO 0031

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