

OUR LEGACY, OUR COMMUNITY

a renewed vision for North Tulsa



ACKNOWLEDGMENTS

IT'S BEEN AN HONOR TO SERVE AS CO-CHAIRS OF THE LEADERSHIP COMMITTEE FOR THIS MONUMENTAL PLAN.

During the entire visioning and design process, we worked with fellow committee members to ensure as many community voices as possible were engaged, heard, uplifted, and accounted for in every phase. Within the 12-month planning and design process, over 1,000 touchpoints were represented within the community. We hosted community meetings, workshops, charrettes, place-based pop ups, small focus groups, received online feedback, and conducted interviews that have directly informed the development of the master plan to create the vision and framework for the redevelopment of 56-acres of publicly owned property in the City of Tulsa.

Our Leadership Committee has represented a full range of interests. We met regularly to inform, listen, review, and provide advice and recommendations to ensure that the process and content of this plan reflects the values and desires of the community, including those closest to the history and legacy of Greenwood. We have worked diligently to lead a collaborative and community-based participatory process that accounts for our shared and collective sense of history, while imagining a bold, dynamic, and transformational vision for the future. We believe the vision represented and detailed in this plan will serve as a creative force for the sustainable, inclusive development of the Kirkpatrick Heights / Greenwood area of North Tulsa, and inspire present and future generations of North Tulsans for decades to come.

We want to thank Mayor Bynum and the City of Tulsa for selecting us to lead this effort, and the entire Leadership Committee for their service, oversight, and advocacy. We appreciate all the efforts of the entire consulting team, PartnerTulsa, City staff, and a special thank you to all the community members who participated in this process. We'd also like to recognize and honor the memory of our friend, colleague, and fellow Leadership Committee member Dwain Midget. May he rest knowing that this plan and the implementation of it will serve as a perpetual reminder of his legacy and service.

In Service,

Lana Turner-Addison
Ashley Philippsen

Dr. Lana Turner-Addison and Ashley Philippsen



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GLOSSARY OF TERMS

TERM	DEFINITION
Accessibility	A general measure of the availability of transportation. Providing accessibility is superior to providing mobility, as mobility is crudely equated to speed, accepting that it does not matter how long it takes to get to a destination so long as the journey is fast while getting there. (CNU)
Affordable Housing	Housing that has a sale price or rental amount that is within the means of a household that may occupy middle-, moderate-, or low-income housing. HUD sets a threshold of Housing Affordability at 30% of a household’s income, including housing costs, taxes, and utilities.
BIPOC	Stands for Black, Indigenous, and people of color. This term is used to center the experiences of Black and Indigenous people and reinforce that not all People of Color have the same experiences.
Cultural Competence	The ability to respond appropriately to people of varying cultures, ages, races, religions, sexual orientations, abilities, and ethnicities in a way that recognizes difference and allows individuals to feel respected and valued. (Yale)
Displacement	When residents can no longer afford to remain in their homes due to rising housing costs. Residents may also be forced out by lease non-renewals, evictions, eminent domain, or physical conditions that render homes uninhabitable as investors await redevelopment opportunities. (The Uprooted Project)
Equity	Takes into consideration the fact that the social identifiers (race, gender, socioeconomic status, etc.) do affect equality. In an equitable environment, an individual or a group would be given what was needed to give them equal advantage. This would not necessarily be equal to what others were receiving. It could be more or different. (Triangle Diversity, Equity & Inclusivity Alliance)
Gentrification	Process of physical changes brought by urban developmen that changes the character and value of an area, often attracting wealthier residents and businesses that displace existing residents by rising rents and living costs.
Green Infrastructure	Filters and absorbs stormwater where it falls to reduce flows to sewer systems or to surface waters. It can be applied at several scales through a range of measures, including plant or soil systems, permeable surfaces, stormwater harvest and reuse, or landscaping. (EPA)
Housing Diversity	Understanding the local supply, demand, occupancy, and pricing factors for a broad range of housing options. (RFP)
Inclusive	Celebrating the cultural diversity and reverse the negative outcomes that have resulted from systemic discrimination that have historically excluded people due to race, gender, sexuality, or ability.

TERM	DEFINITION
Incubator	A program or space designed to help young startups innovate and grow. Incubators include physical spaces, mentorship, education, and access to investors to allow ideas to take shape while operating at a lower cost in the early stages.
Land Use	Describes the use of the land, represents the economic and cultural activities that are practiced in that space.
Master Plan	A comprehensive long-range plan intended to guide growth and development of a community or region and one that includes analysis, recommendation, and proposals for the community's population economy, housing, transportation, community facilities, and land use. (APA)
Mixed-Use Development	Pedestrian friendly development that blends multiple uses (i.e., residential, commercial, cultural, institutional, and/or industrial) into one space to foster community design and development that serves economy, community, public health, and the environment.
Multimodal	Offer options for safe, attractive, and convenient travel for users walking, biking, using transit, driving in a car or truck.
Open Space	Open piece of land that is open to the public for recreational, enivornmental, or asthetic purposes.
Photovoltaic	The process of converting sunlight into electrical energy for use.
Placemaking	Process of creating quality places that people want to live, work, play, and learn in by using local community assets, inspiration and potential to create public spaces.
Public Realm	Publicly owned places and spaces that belong to and are accessible to everyone, including spaces between rights-of-way on streets, parks, squares, plazas, courtyards, and alleys.
Redevelopment	All development that builds new structure and land uses on previously developed sites.
Resilience	The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter whats of chronic stresses and acute shocks they experience (Resilient Tulsa)
Stormwater Detention Basin	A detention basin or pond collects and temporarily stores stormwater and releases the stormwater at a reduced rate to lower risk of flooding.
Stormwater Management	The effort to reduce runoff of rainwater into streets, lawns, and other sites and the improvement of water quality.

HOW OUR TEAM IS ORGANIZED

The master plan process was overseen by an 11-member Leadership Committee responsible for helping to guide and shape the entire process from kick-off to implementation, with staff leadership and support from the Mayor’s Office, Tulsa Authority for Economic Opportunity(TAEO)/PartnerTulsa, and the Tulsa Planning Office.

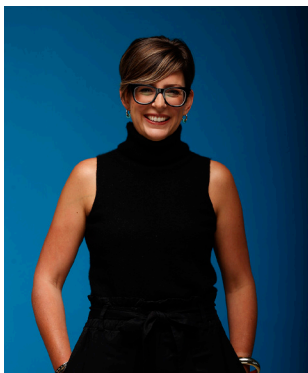
CITY + TAEO / PARTNERTULSA TEAM

PROJECT STRATEGY LEAD



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LEADERSHIP COMMITTEE

The 11-member Leadership Committee is responsible for working to ensure that the plan meets resident needs and that the publicly-owned land is redeveloped in a way that brings economic benefits to North Tulsa.



ASHLEY PHILIPPSEN
Co-chair



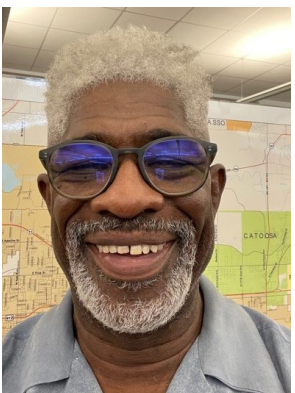
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01

PLAN OVERVIEW

INTRODUCTION

Our Legacy, Our Community: A Renewed Vision for North Tulsa defines the community’s aspirations and creates a framework for redevelopment of three publicly-owned sites within the context of the larger Kirkpatrick Heights / Greenwood neighborhoods. Through this process, the City of Tulsa, the 11-member Leadership Committee, and planning team have been committed to creating a development framework that reflects the community’s needs today and aspirations for the future. A key tenet of the plan is an implementation structure that places ownership and governance in the hands of Kirkpatrick Heights / Greenwood stakeholders and leaders – **one that ensures the social and economic benefits of redevelopment are experienced by Black Tulsans, by descendants of the Race Massacre, and by future generations and their heirs.**

With this planning process and its implementation, Tulsa can start the healing process required to address the historical inequities of segregation and race-based violence of the 1921 Race Massacre as well as the displacement resulting from Urban Renewal programs that damaged what was once a thriving mixed-use and mixed income African American community. With 56-acres of publicly owned land, there is an opportunity to rebuild the walkable, dynamic, and innovative community and reclaim the legacy of Greenwood. The master plan implementation can begin to address long-standing inequities between North and South Tulsa and support the community’s spirit of resilience.

Residents have voiced the need for housing, retail, entertainment, parks and recreation, supporting infrastructure, and a mix of uses with small businesses – connected, walkable, places to be. New development will be rooted in the past, celebrating the legacy of Greenwood, while looking ahead to a vibrant future. It must meet the needs of the generations to come and provide opportunities for Black Tulsans to grow and invest in their communities. In order to achieve the vision, the master plan elements include land use, urban design and open space, mobility, and economic development policies describing how the community will:

- » **REBUILD** mixed-use destinations that are affordable and welcoming;
- » how residents and visitors will **MOVE** between and through walkable nodes with increased ease of mobility;
- » and how residents can **CONNECT** to the land, to each other, and to the entrepreneurial spirit and legacy of Greenwood through new enterprise and local ownership.
- » Future development will **INNOVATE** through technology, connection to place and people, and support of local business;
- » it will **HONOR** the Legacy of Greenwood and Black Wall Street as it was, through sharing and learning from the past to support the generations of today and inspire the generations of tomorrow.

A RENEWED VISION FOR NORTH TULSA

2021 marked the 100-year centennial of the 1921 Tulsa Race Massacre. Nearly nine years after the massacre, the Greenwood District rebuilt and exceeded the number of businesses it had prior to the massacre. But with public disinvestment, predatory lending, redlining, Urban Renewal programs, and the redistribution of spending and wealth that followed desegregation, these forces combined to ultimately lead to the mid-century decline of Black Wall Street.

Construction of Interstate-244 and US Highway 75 and subsequently the University Center at Tulsa meant that homes and businesses were torn down and residents were further displaced. The Kirkpatrick Heights / Greenwood area has undergone dramatic social and physical changes over the decades, and as downtown growth and investment continues, many residents fear displacement as property values increase.

In 2018, the Tulsa Development Authority regained control over a portion of the land after plans for a multi-university campus did not meet expectations, and a settlement was reached to return major portions of land previously held by the University Center at Tulsa Authority. That settlement laid the foundation for the city and its partners to initiate this master plan and define a new, community-led vision for Kirkpatrick Heights / Greenwood and the surrounding area.

WHY DO WE NEED A PLAN?

The master plan presents the **opportunity to leverage 56-acres of publicly owned land to support community priorities and address disinvestment**. The plan vision, framework, and development concepts address current challenges:



LACK OF HOUSING OPTIONS + CHOICES

Tulsa's population grew by 5% over the past decade, with downtown expanding by 25%. At the same time, the study area experienced a small net gain of about 1%. Demographics across the city are changing as some North Tulsa neighborhoods experienced a significant decline in their Black populations, while White and Hispanic populations have increased across downtown and North Tulsa zip codes. Within the master planning area, the majority of the 1,700+ housing units (97%) are single-family dwellings – providing little diversity in housing type. Homeownership is significantly lower in the study area (30%) than across the city (51%). Rising median home prices, an older housing stock, and increased demand for property north of downtown are concerns for long-time residents, North Tulsa residents, and descendants who could become priced out as the demand grows.



PHYSICALLY DIVIDED COMMUNITY + FEW MOBILITY OPTIONS

Streets with wide rights-of-way and few pedestrian amenities make it difficult to navigate the neighborhoods, and to travel to and from the core of the historic Greenwood district. The study area represents the convergence of two separate street networks, where the historic downtown grid meets the residential patterns north of Highway I-244 and where large institutions and development have removed large swaths of the historic street grid. Large building footprints and difficult circulation also exist at the super block of Emerson Elementary and through the OSU Tulsa campus. Railroad tracks, large vacant parcels, and the highway create physical, visual, and psychological barriers that separate the community. Lack of sidewalks on some streets (e.g., John Hope Franklin Boulevard) limit pedestrian connectivity and safety.



HISTORY OF DISINVESTMENT + DISPLACEMENT

Historically a vibrant, mixed-use Black community with strong local ownership and entrepreneurship, the study area has been impacted in the decades following the devastation of the 1921 race massacre by policies and actions that have greatly altered the physical landscape. These include the removal and clearing of the neighborhood's

homes, business, and streets to make way for the construction of Interstate-244 (1967) and US Highway 75. I-244 has severed streets and acts as a physical barrier between thriving downtown Tulsa and North Tulsa. The 1980s brought new development to the area, with a multi-university conglomerate moving into in Kirkpatrick Heights / Greenwood, creating the University Center at Tulsa (UCAT). UCAT was planned to occupy 200-acres of land, where the University of Oklahoma, Oklahoma State University, Langston University, and Northeastern State University would offer undergraduate and graduate level courses. UCAT was projected to grow by the year 2000, with expansion plans moving into adjacent vacant land for building research facilities and more housing. However, the universities did not meet the expected growth, and the plan to expand fell through, leaving the land vacant for decades to come. These changes have led to a separation of residential and commercial/ services into distinct areas that are disconnected and not easily accessible. Years of disinvestment have also left the neighborhood with numerous vacant parcels (22% of land area), most notably in the center of the study area.



LIMITED OPTIONS FOR COMMUNITY TO INFLUENCE DEVELOPMENT

The community has participated in numerous planning efforts in the past, including the Greenwood Heritage Neighborhood Sector Plan (2016) – many of the vision components and ideas have been reiterated during this planning process. Through interventions such as zoning overlays (applied to encourage healthy neighborhood retail and food options, neighborhood infill and “middle missing” housing, preserve historic character) the city can help to shape development and change. Still direct community influence can be challenging and time-consuming, especially given infrastructure barriers; large, institutional landowners; non-local community ownership of land; and commercial lending / financial barriers facing small developers.



RAPIDLY GROWING + CHANGING CITY

Recent downtown investment, the explosion of the Arts District, new residential, arts and entertainment, hotels and museums, are all fueling investment and energy south of I-244. The city is attracting new residents and is seeing shifting demographics as the Black population has decreased in North Tulsa and residents are moving further away from the city center. Tulsa's population grew by 5% over the past decade overall, while the downtown population grew by 25%. During the past two decades, North Tulsa neighborhoods experienced a significant decline in their Black populations. According to US Census estimates, the broader North Tulsa area was 90% Black in 2000 versus 64% today. At the same time, the share of Hispanic or Latino identifying residents increased throughout Tulsa.

THE MASTER PLAN GOALS

01

Create a community driven process.

Residents and stakeholders must be engaged throughout the planning process to be able to make informed decisions about their future – and to ensure that the plan reflects the needs and desires of the North Tulsa community.

02

Preserve & celebrate the legacy of historic Black Wall Street.

The spirit of African American entrepreneurship is foundational to Kirkpatrick Heights / Greenwood, the outcomes of the planning process must build generational wealth for residents and descendants.

03

Determine ownership, control & economic benefit.

The planning process will include study and exploration of the potential management and ownership of the publicly owned sites, reinforcing the city's commitment to work with the Leadership Committee and stakeholders to identify a clear management and ownership structure.

04

Promote sustainable infill economic development.

Build on the once thriving commercial districts and identify new uses for underutilized parcels that leverages opportunities for intensification and adaptive reuse.

05

Introduce much needed housing.

Diverse housing is needed but must be developed in a manner that limits fear of displacement, includes housing affordable to all income levels helping to alleviate residents' cost burden as well as moderate and higher-income housing attractive to a range of needs.

06

Bridge physical divide & past isolation.

Improvements should lead to pedestrian-friendly environments, safe crossings and streets, enhanced transit connections, and improved visual access.

07

Improve public realm & public space.

Create a network of public spaces that tells the stories of the neighborhood, while offering a comfortable, vibrant, and historically resonant urban landscape central to the legacy of Greenwood.

08

Introduce development standards & design guidelines.

That enables compact, well-designed, pedestrian- and street-friendly, higher-density, and mixed-use projects, and celebrate the unique cultural and historic community ties.

THE STUDY AREA

The planning process focuses on three distinct publicly owned opportunity sites, totaling 56-acres of land, in the Kirkpatrick Heights / Greenwood area of North Tulsa. In addition to the publicly owned sites, the master plan includes a framework and strategies for the larger study area defined by Pine Street to the north, US Highway 75 to the east, the rail line to the south (Archer Street), and LL Tisdale Parkway to the west.

Local landmarks in the study area include the Greenwood Cultural Center; John Hope Franklin Center for Reconciliation; the historic Vernon A.M.E. Church, Mt Zion Baptist Church, and First Baptist Church North Tulsa; Oklahoma State University – Tulsa, Langston University, Emerson Elementary School, Carver Middle School, Rudisill Library; and the Rev. B.S. Roberts Park. Plans are moving forward for redevelopment of the historical Evans-Fintube site (former Oklahoma Ironworks building) into a mixed-use destination. The Heights Historic District (formerly known as Brady Heights) is located on the western edge of the study area and made up of mostly pre-1920s homes with a wide range and blend of architectural styles that gives it a unique character typically not seen in modern neighborhoods.

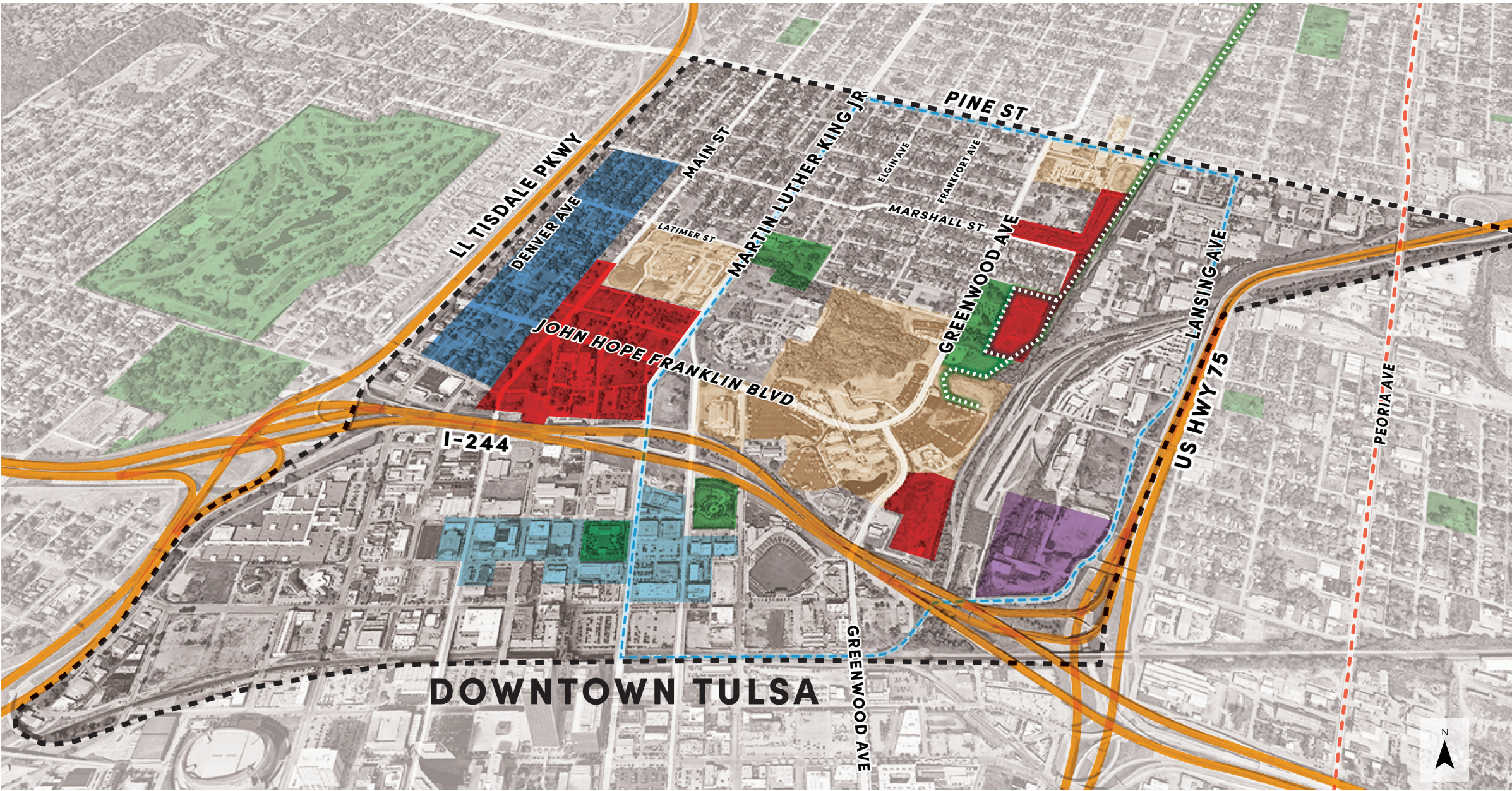


FIGURE 1: STUDY AREA BIRDSEYE VIEW

Image Source: Google Earth

LEGEND

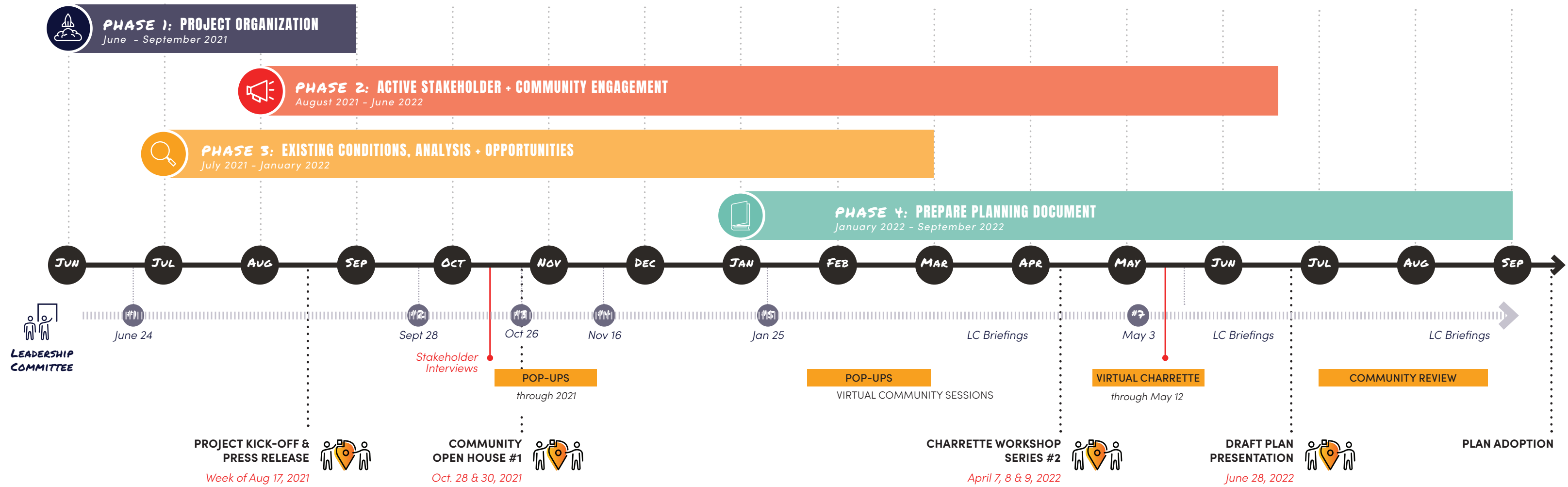
- | | |
|---|--|
| ■ Publicly Owned Sites / Opportunity Sites | ■ Evans Fintube Redevelopment Site |
| --- Study Area | ■ Public Schools + Universities |
| --- Historic Greenwood Main Street District | ■ Parks & Recreation |
| ■ The Heights Historic District | --- Osage Prairie Trail |
| ■ Arts District | --- AERO BRT line |

PLANNING PROCESS & THE COMMUNITY VOICE

The Our Legacy Tulsa planning process kicked off in August of 2021 and is led by the City of Tulsa, Tulsa Authority for Economic Opportunity (TAEO) – now PartnerTulsa – and an 11-member Leadership Committee appointed by Mayor Bynum, in coordination with a planning and design team led by WRT. The planning process is supported by local engagement partners led by World Won Development as well as consultant team members P.U.M.A, TSW, and Studio Zewde. At the onset of the

planning process, Leadership Committee members helped to define community engagement goals and set the tone and visual identity for Our Legacy Tulsa. Community engagement and input has been vital to the planning process. Efforts included a series of community meetings, surveys, workshops, design charrettes, and informal conversations, as well as small focus groups, stakeholder interviews, and online engagement – all of which provided interactions with thousands of residents who have

shaped development of the master plan. Highlights of the public engagement process are noted in the final master plan, a full summary of engagement during the planning process can be found in APPENDIX A: Community Engagement (Full Summary). The community voice has shaped everything from the vision statement and guiding principles to the design and land use concepts for the three publicly owned sites, early action projects and implementation strategies.



44
touchpoints
800+
community stakeholders

4 COMMUNITY OPEN HOUSE WORKSHOPS

October 28 + 30, 2021
April 7, 8, + 9, 2022

5 STUDENT WORKSHOPS

April 5 - 8, 2022

13 COMMUNITY POP-UPS

Nov 2021 - Mar 2022

17 STAKEHOLDER INTERVIEWS

Oct 2021 - Feb 2022

4 VIRTUAL COMMUNITY MEETINGS

Jan - May 2022

1 DRAFT PLAN PRESENTATION

June 28, 2022

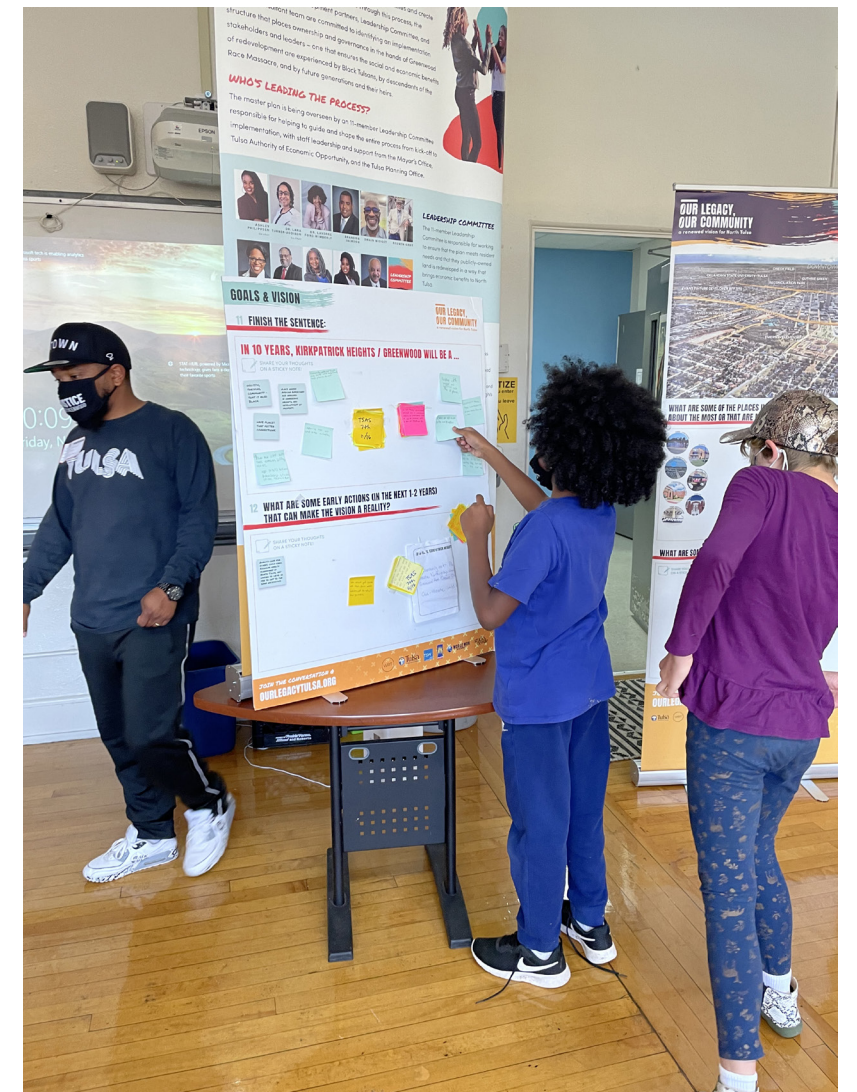


Image Source: WRT

COMMUNITY VISION & GUIDING PRINCIPLES

THE VISION

Our community is the heartbeat of Kirkpatrick Heights / Greenwood and North Tulsa. A community that is thriving and built from the ground up with a strong foundation that emerged from our hearts, our people, and our heritage. We are the keepers and guardians of our culture as Black Tulsans, our legacy, and our community, connecting this generation to the next.

FIGURE 2: ILLUSTRATIVE SITE PLAN ➤



GUIDING PRINCIPLES

The following nine Guiding Principles are the values that form the foundation for the plan. They are derived directly from the extensive stakeholder engagement process.

OUR COMMUNITY IS ENVISIONED AS AN ...



Source: PBS



Source: Inc.com

#1

INCLUSIVE PLACE

with space for everyone - our youth, our elders, our future generations.

Objectives

- » **Develop a network of locally owned businesses** that will support the vision for redevelopment (commercial, retail, services, recreation, entertainment, office, and amenities).
- » **Add recreational amenities and programming to open spaces and parks** to provide recreation and community gathering spaces for all ages.
- » Create new opportunities for **infill development and activation of large, institutional uses** for mutual benefit with the community.

#2

INNOVATIVE PLACE

that builds generational wealth and ownership by removing barriers to access – creativity, technology, education, and entrepreneurship.

Objectives

- » **Build community ownership and close the wealth gap for Black residents** (e.g., land trust, locally-owned development, community benefit agreement, CDCs).
- » **Attract diverse businesses**, including small cafes, restaurants, entertainment, offices, artist and performance spaces, music venues, recreation, and BIPOC-led business incubators.
- » **Create jobs and opportunities for entrepreneurs and developers** that support residents and attract people to live and work in the area.



Source:
Tulsa World

#3

ROOTED PLACE

with cultural spaces for gathering and community building - fun, vibrant, multi-generational, engaging.

Objectives

- » Provide **new, authentic spaces** to support **creative endeavors and media** (public art, music, film/radio/TV, dance, community performances) and reflect local culture and legacy.
- » Build on the **success of the Juneteenth celebration** by creating a series of spaces that support annual events and recognizes the connection between past and present.



Source:
Perkins + Will

#4

INSPIRATIONAL PLACE

that evokes and celebrates our legacy and heritage and carries it forward for those who follow us - art, landscape design, placemaking, future.

Objectives

- » Success is measured as the **equity gap is closed for North Tulsa residents** and when the offspring of North Tulsa **ancestors benefit and prosper from investment and rebuilding**.
- » Visually link the past to the future through **art, signage, historic preservation, and storytelling**.



Source:
Tulsa World

#5

HISTORIC PLACE

that preserves and celebrates the legacy of historic Black Wall Street and the Greenwood Community.

Objectives

- » Every site within the master planning area should **undertake an archaeological investigation** prior to major construction projects to **identify African American heritage sites**.
- » Collaborate with research institutions and initiatives, such as **Mapping Historical Trauma in Tulsa to document and protect** these critical sites of memory.
- » Explore opportunities to **build on the impact of the expanded National Register of Historic Places designation** for Greenwood, as well as local and state historic resources and opportunities.
- » Build on the draw of the **Historic Greenwood District Main Street (HGDMS)** to support economic development, interpretation, and tourism.



Source:
Chicago Botanic Garden

#6

HEALTHY PLACE

that cultivates well-being - fresh foods, spiritual health, sustainable development, and community resilience.

Objectives

- » New development should incorporate **innovative solutions for stormwater management** and district **energy production**.
- » Hold new buildings to a **high standard for energy efficiency**, healthy indoor environments, and recycled materials.
- » **Increase access to fresh foods and markets** through community-operated farmers markets, a co-op grocery or smaller market models, Community Supported Agriculture (CSA)-models, community gardens, and education and skill-building classes centered on growing and producing healthy foods and value-added products.



Source:
Design Indaba

#7

CONNECTED PLACE

where relationships are nurtured – physical, social, and community services and amenities.

Objectives

- » Improve mobility by reconnecting Kirkpatrick Heights / Greenwood to Downtown and surrounding neighborhoods (connect missing sidewalks, invest in lighting, add signage, improve street tree coverage, etc.).
- » Expand transit and mobility options that promote walkability and reduce vehicular traffics and reduce parking demand.
- » Design surface parking and parking garages to reduce their impact on the street and pedestrian realm and limit points of conflict.
- » Create a variety of attractive and flexible public spaces (indoor, outdoor, rooftop, streets, plazas, parks) to support community gatherings.
- » Provide mixed-use, walkable districts that allow for interaction and community building.
- » Provide a vibrant public realm that includes streetscapes that can function as public spaces to support ground floor retail/ commercial and civic/community uses.



Source:
WRT

#8

WELCOMING PLACE

with housing that supports and meets the needs of all residents – all ages, and all income levels.

Objectives

- » Preserve existing affordability and create new housing that is affordable at a range of incomes (low, moderate, and high) allowing residents to build wealth and return to Kirkpatrick Heights / Greenwood.
- » Develop diversity in housing types and sizes that are attractive to young people, small to larger households, retirees, and seniors.
- » Develop housing in a range of ownership models that build local wealth (e.g., homeownership, shared equity models, community housing development organization – CHDO, continue to establish formal partnerships with local developers).
- » Create quality urban environments with pedestrian promenades, family, and youth gathering spaces.



Source:
Greenwood
Chamber of
Commerce

#9

RESOURCED PLACE

with a wide range of community amenities and services – building wealth and prosperity for Black North Tulsans.

Objectives

- » Involve the community in all phases of project development from design, construction, to operation and maintenance.
- » Ensure that projects are financially sustainable with a return on investment that supports ongoing operations, maintenance, and growth.
- » Each project that is developed contributes to and supports the goal of developing a diversified local economy with a balanced mix of uses including employment, residential, and amenities.
- » Build community ownership for Black residents and North Tulsans through support for incubators and building a pipeline of local developers.

COMMUNITY SNAPSHOT AND CHANGE OVER TIME

FOUNDING 1906

Greenwood began as a Freedom Colony, after former slaves and freedmen settled in the area. In 1906, O.W. Gurley officially founded Greenwood as an all-black township – a place for Black Tulsans to live, work, and invest. O.W. Gurley and J.B. Stradford, a local businessman, were influential in growing the community by encouraging land ownership and cooperative economics to build wealth and success within the community. They were the leading forces behind Greenwood becoming the most commercially successful and affluent Black community in the United States – earning the moniker “Black Wall Street.” (Gara, 2020)



Greenwood Founders (Tulsa Historical Society)



Greenwood prior to 1921 Massacre (Collection of the Smithsonian National Museum of African American History & Culture)



1918 View of North Tulsa (Library of Congress)

KIRKPATRICK HEIGHTS ADDITION

Land located in Publicly Owned Opportunity Site 1 that was formally part of the Near Northside community and part of the Burgess family’s Cherokee land allotment that was officially added to the City of Tulsa in 1911.



Black Wall Street (Greenwood Chamber of Commerce)

RACE MASSACRE OF 1921

By 1921, Greenwood was an oasis for Black Tulsans. A community of around 10,000 working professionals and residents, the neighborhood held everything needed for daily life – homes, grocery stores, hotels, nightclubs, billiard halls, theaters, medical offices, and churches. However, the success that took years to build was erased after rumors of an incident between a young black man and white woman circulated and led to a mob of white rioters charging into Greenwood on May 31, 1921. The violence lasted roughly 24 hours, resulting in 35 city blocks burned down, hundreds dead, and over 800 injured. The violence ended on June 1 after Governor Robertson declared martial law and the National Guard arrived in Tulsa. (Tulsa Historical Society)



Destruction of the Massacre (Top: Bettman Archive/Getty Images, Bottom: Tulsa History)

LOSSES FROM 1921 RACE MASSACRE

- » Left over 10,000 homeless
- » \$2 million dollars in losses of real estate & personal property (\$30 million today)
- » 191 businesses destroyed, as well as a junior high school, hospital, and several churches
- » Families lost wealth that could have shaped & secured their futures for many generations.

Despite all this, the community persevered and rebuilt Greenwood by 1922.

“

Black Tulsa is a happy city. It has new clothes ... scars are there, but the City is impudent. Thank God for the grit of Black Tulsa.

-- W.E.B. DUBOIS, 1926



The Black Wall Street Times



Smithsonian Mag

“

There is probably no other case in the history of America where a group of people in similar hostile community so quickly and so completely rebuilt a 'new Jerusalem upon the ashes of a fallen city' with so limited financial resources.

-- JESSIE O. THOMAS, 1929
social worker

Source: www.yesmagazine.org

MAJOR IMPACTS OF 1921

The day-long massacre left over 10,000 homeless and resulted in over \$2 million dollars in losses of real estate and personal property, an amount that is equivalent to \$30 million today. The entire commercial district was destroyed, including 191 businesses, a junior high school, several churches, and the only hospital in the area (Moreno, 2021). In addition to physical property, families lost wealth that could have shaped and secured their futures for many generations. Despite all the losses, the community banded together and began rebuilding within a week, determined to bring back the life and success of Greenwood. However, they encountered many hurdles to rebuilding, including industrial zoning and changes to the fire code. Insurance companies created more challenges by refusing to pay out claims, forcing Greenwood residents and business owners to use personal funds and private loans to rebuild (Perry, 2021). Despite these challenges, the community persevered and by 1922 the Greenwood community had rebuilt and was well on its way to becoming Black Wall Street once again.



Red: Areas Demolished, Yellow: Street connections lost (Daniel Jeffries-Medium.com)



Circa 1960

From the Beryl Ford Collection, Tulsa City-County Library



2016

View of Admiral Street, before and after highway construction (Daniel Jeffries-Medium)

URBAN RENEWAL

For decades after the Massacre, Greenwood continued to thrive as a Black enclave in the northern part of the city. Businesses and homes were rebuilt, and the legacy and success of Black Wall Street was restored for 45 years. The Tulsa Model Cities Program, a result of the Demonstration Cities and Metropolitan Redevelopment Act of 1966, led to major changes in the neighborhood. Homes and businesses were torn down to build Interstate-244 and Highway 75, creating a physical and social barrier between North Tulsa and the rest of the city. The physical fabric of the once dynamic, walkable community was dissolved. This, coupled with desegregation, led to long-term community members relocating to other parts of the city and spending their dollars elsewhere. Urban renewal changed the once densely populated neighborhood, leaving behind vacancy and reminders of previous development (Jefferies, 2017).

THE UNIVERSITY CENTER AT TULSA (UCAT)

The 1980s brought new development to the area, with a multi-university conglomerate moving into the previously cleared land in Kirkpatrick Heights / Greenwood, creating the University Center at Tulsa (UCAT). UCAT was planned to occupy 200-acres of land, where University of Oklahoma, Oklahoma State University, Langston University, and Northeastern State University would offer undergraduate and

graduate level courses. UCAT was projected to grow by the year 2000, with expansion plans moving into adjacent vacant land for building research facilities and more housing. However, the universities did not meet the expected growth, and the plan to expand fell through, leaving the land vacant for decades to come.

Built in a previously dense, walkable neighborhood that included the original location of Booker T. Washington High School, the area formerly known as UCAT changed the physical fabric and feel of the area. Highway construction and plans for the university expansion broke the pre-urban renewal walkable grid and created large superblocks that disrupted the connection to downtown and introduced uses that felt separate from the neighborhood.



1967 Aerial View (USGS Aerial Imagery, City-County Library)



Conceptual OSU Expansion Plan 2016 (The Frontier)

RECENT PAST AND TODAY

The neighborhood continued to see decline throughout the 1980s, with little to no improvement. The 1990s brought efforts to bring wealth and investments back into the community, including the opening of the Greenwood Cultural Center in 1995, launching the modern era of Kirkpatrick Heights / Greenwood. The Greenwood Cultural Center served as a new community anchor providing the missing context, history, and legacy of Greenwood. Through the early 2000s, official investigations into the massacre were made; John Hope Reconciliation Park was built; and planning for commemoration activities for the 100-year anniversary of the Massacre began. Greenwood Rising, a legacy project of the 1921 Tulsa Race Massacre Commission opened in 2021. Despite these investments, challenges of vacancy, auto-oriented street design, and limited pedestrian activity remain.

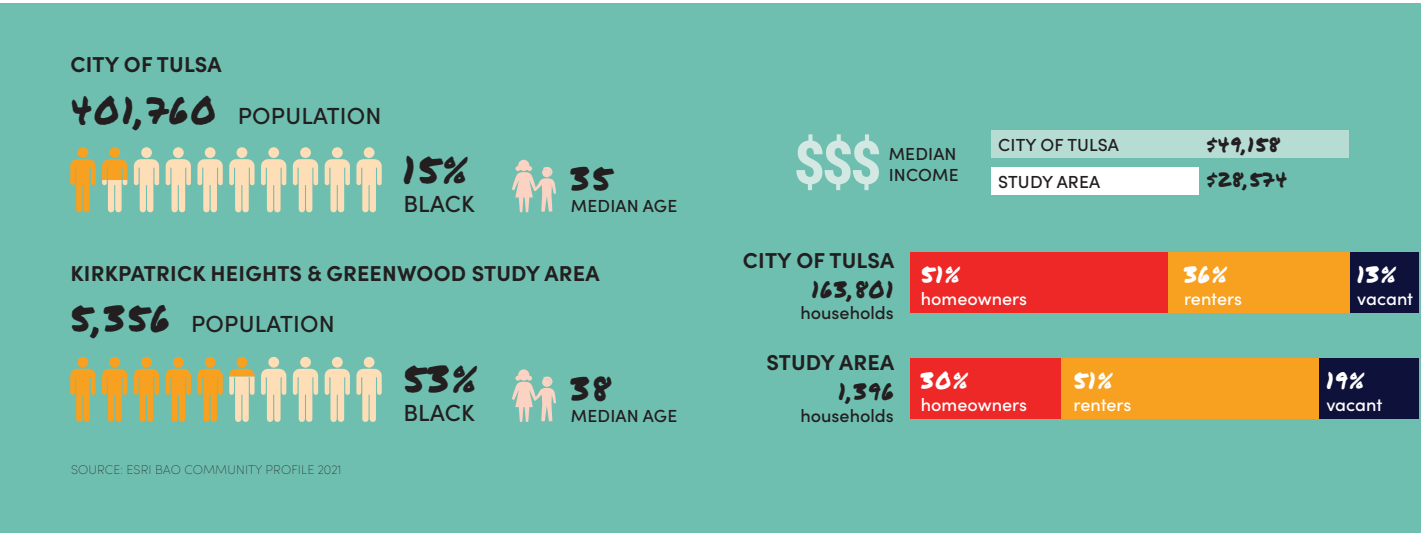
In 2021, the study area had a population of 5,356, approximately 1% of the City of Tulsa. The community, previously predominately Black, is 53% Black and 36% White. The study area has a 19% vacancy rate and 13% unemployment rate, double the citywide rate, and about 30% of residents own their homes. The median income in the neighborhood is \$28,574 as compared to \$49,158 citywide. (Esri BAO, 2021)



"Steps to nowhere" in Kirkpatrick Heights Addition (Michael D. Bates)



Greenwood Business District





View looking towards Downtown Tulsa (Nearmap)



FIGURE 3: OPPORTUNITY SITE LOCATION MAP

THE OPPORTUNITY SITES

The focus of the master plan is the redevelopment of 56-acres of publicly owned land grouped into three main opportunity sites. Once the home of a successful and affluent Black community, these sites have remained vacant and underutilized.

With previous plans for housing and university expansion falling through and more attention and

investments moving north of Downtown and into the study area, these three sites provide an opportunity to bridge the long-standing divide in a way that is equitable and does not lead to gentrification and displacement. In 2018, an opportunity presented itself for the Tulsa Development Authority (TDA) to regain control of the three sites, thus spurring the conversation about meaningful redevelopment.

”
The goal is to create an equitable and forward leaning plan that envisions a future for historic Greenwood that matches residents’ history and experiences and ensures those with ties can stay.

- BURLINDA RADNEY
Leadership Committee Member



Aerial View of Site 1 (City of Tulsa)



View of vacant blocks with trees (WRT)



Remnants of previous development (WRT)



Remnants of previous development (WRT)

SITE 1: THE CORE

Kirkpatrick Heights Addition

(45.2 Acres)

The Kirkpatrick Heights Addition area is the largest of the three at 45.2 acres, between OSU-Tulsa, the Heights Historic District, Emerson Elementary, and Interstate 244. This area was an independent neighborhood that was added to the City of Tulsa in 1911 as part of the Burgess family’s Cherokee land allotment. Once a mostly residential neighborhood with small blocks and a walkable character, the area has remained mostly vacant since the late 1960s, suffering without implementation of the planned university expansion.

Site 1 is not only the largest, but the most noticeably vacant site as it sits in the middle of the neighborhood surrounded by residential and educational institutions. The site also holds signs of previous development – with driveways and staircases along the streets that once led to homes and businesses. Site 1 is made up of 63 parcels, all now publicly owned (TDA) with the exception of the standing Salvation Army Rehabilitation Center (located between N. Main Street, East Fairview Street, and N. Boston Avenue, approximately 2.8 acres in size).

Future land use designations are described as Downtown Neighborhood and Regional Center. The Greenwood Heritage Neighborhood Sector Plan suggested this area can be used as a “Live and Work” district and include uses such as retail; restaurants oriented towards students, faculty and residents; open space; research offices; hotels; or housing that provides transition to existing neighborhoods. Existing zoning is ‘Commercial’ and ‘Residential Multi-Family’ with a Neighborhood Infill Overlay and Healthy Neighborhoods Overlay.

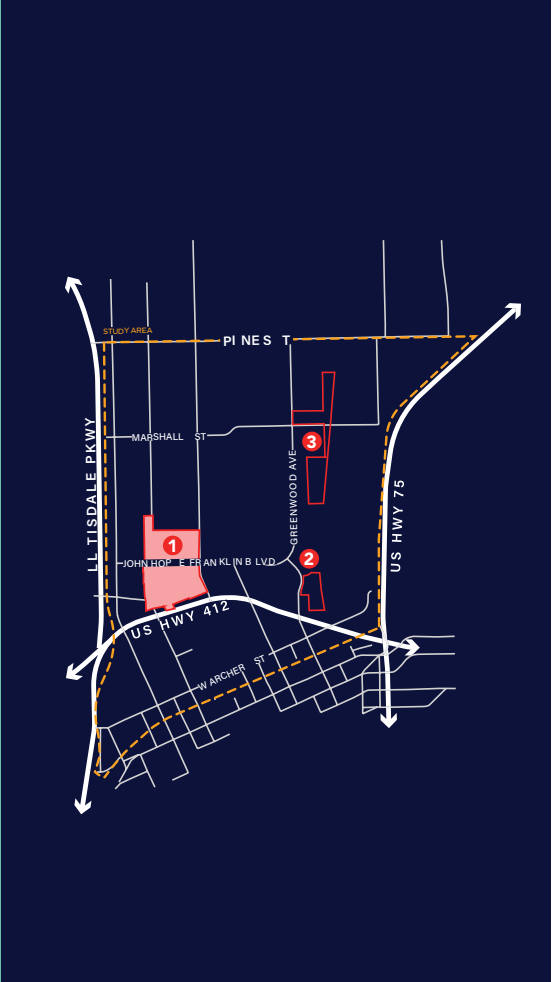


FIGURE 4: SITE 1 DEVELOPMENT OVER TIME

DEVELOPMENT OVER TIME

1915

Mainly residential, with only a few larger parcels holding other uses. The blocks and buildings followed a similar form, on small residential scale streets.

1967

Still mainly residential, the area begins to see larger uses and buildings in the southern blocks. This aerial was taken months before the area was demolished to make way for I-244.

2021

The area has remained largely vacant since the late 1960s, suffering without implementation of the planned university expansion. The largest site at 45.2 acres, the Salvation Army Rehabilitation center is the only standing structure today.

FUTURE

What can this land become?



View of Site 2 looking towards Downtown Tulsa (WRT)



View of Site 2 looking towards Evans Fintube (WRT)



Looking towards OSU-Tulsa across Greenwood Ave (WRT)



View of Northern Edge of Site 2 from Greenwood Ave (Google Earth)

SITE 2: GREENWOOD PLAZA

Greenwood Avenue
(6.35 acres)

Located within the same block as the historic Vernon AME Church and across from the Greenwood Cultural Center and OSU Tulsa, Site 2 is the smallest of the three sites and within the historic Greenwood District. The location of the Juneteenth Festival, this area attracted an estimated 50,000 visitors in 2021 with art, music, wellness, vendors, and food. Site 2 is also adjacent to the Evans-Fintube site and USA BMX headquarters, separated by the rail lines.

Originally following a different block structure, this site held residential homes and a public school along the original Greenwood Avenue commercial corridor. The buildings were burned down during the Massacre (excluding Vernon AME Church); the area was rebuilt and by the late 1960s held mostly residential, with some larger uses along the railroad. Today the street and block patterns are completely changed, following OSU Tulsa’s development and expansion starting in the 1980s.

Future land use is designated as Regional Center and the Greenwood Heritage Neighborhood Sector Plan suggests a range of employment, entertainment, and retail uses. Existing zoning is ‘Commercial’ with a Neighborhood Infill Overlay and Healthy Neighborhoods Overlay. The community has emphasized the significance and importance of hosting Juneteenth at this location. Ideas include a more permanent event space (e.g., amphitheater), flexible park and plaza spaces, recreation, entertainment, small vendors and businesses, and community amenities.

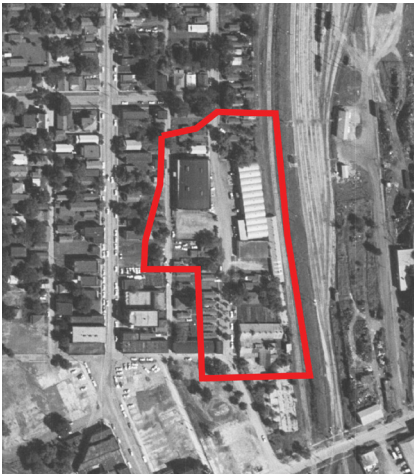
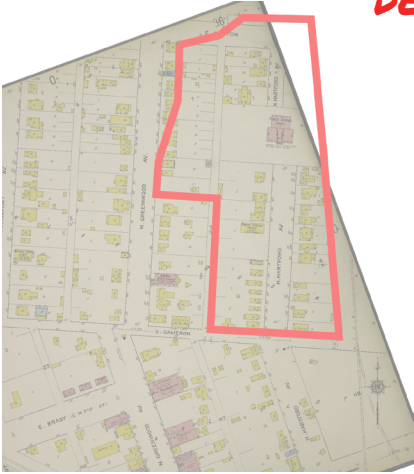
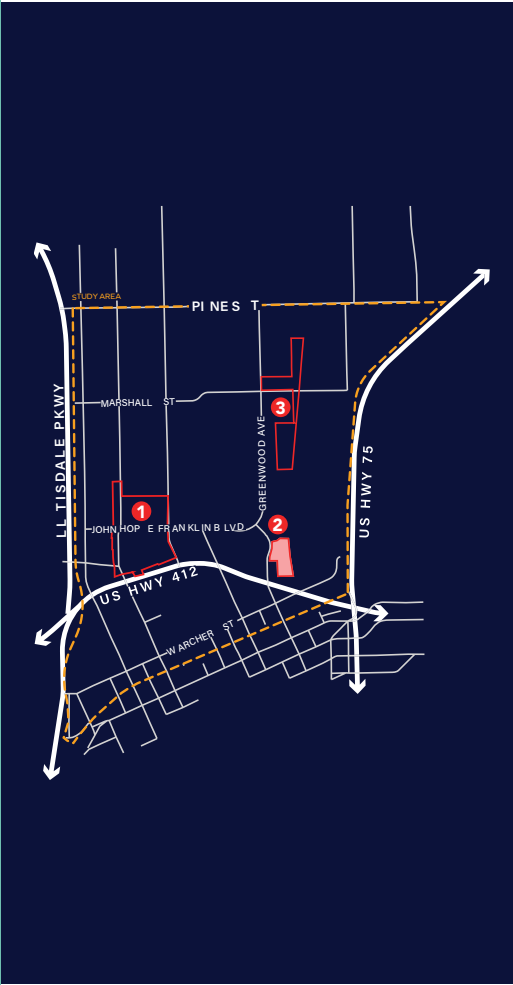


FIGURE 5: SITE 2 DEVELOPMENT OVER TIME

DEVELOPMENT OVER TIME

1915

Originally following a different block structure, this site held homes and a public school along the original Greenwood Avenue commercial corridor.

1967

Burned down during the Massacre (excluding the Vernon AME Church) the area was rebuilt and by the late 1960s held mostly residential, with some larger uses along the railroad.

2021

Today the area is very different, the street structure was completely changed in the 1980s to build out UCAT, creating a large, vacant superblock. Adjacent to Site 2 are three important community anchors: Vernon AME Church, Mt. Zion Baptist Church, and Greenwood Cultural Center.

FUTURE

What can this land become?



View of Site 3 looking towards Downtown Tulsa (WRT)



Stormwater Detention Basins (WRT)



Osage Prairie Trail along stormwater detention basins



Aerial view of Site 3, Osage Prairie Trail, and surrounding neighborhood (Google Earth)

SITE 3: THE GREEN STITCH

Osage Trail Stormwater Detention Area (18.5 acres)

Located on the eastern edge of the study area, Site 3 extends from Oklahoma Street down through B.S. Roberts Park. This area includes a portion of the Osage Prairie Trail, and is adjacent to mainly residential and park uses, and across the railroad tracks from services and amenities like Morton Comprehensive Health. Site 3 includes two large stormwater detention basins, collecting excess stormwater from surrounding neighborhoods to the north. The basins have a footprint of 7.3 acres and can hold up to 42 acres of water. These basins are part of the Dirty Butter Creek basin, collecting water from the surrounding neighborhoods, park, and Lansing Industrial Park. As with Site 1, traces of historic streets are visible, as well as the presence of old growth trees.

Given its current use for stormwater detention, improvements to Site 3 must make sure that this critical infrastructure function can remain. Future land use is designated as Parks and Open Space, and already the site includes vegetated areas that connect to walking paths, the Osage Prairie Trail, and BS Roberts Park (also planned new home of the Rudisill Library expansion).

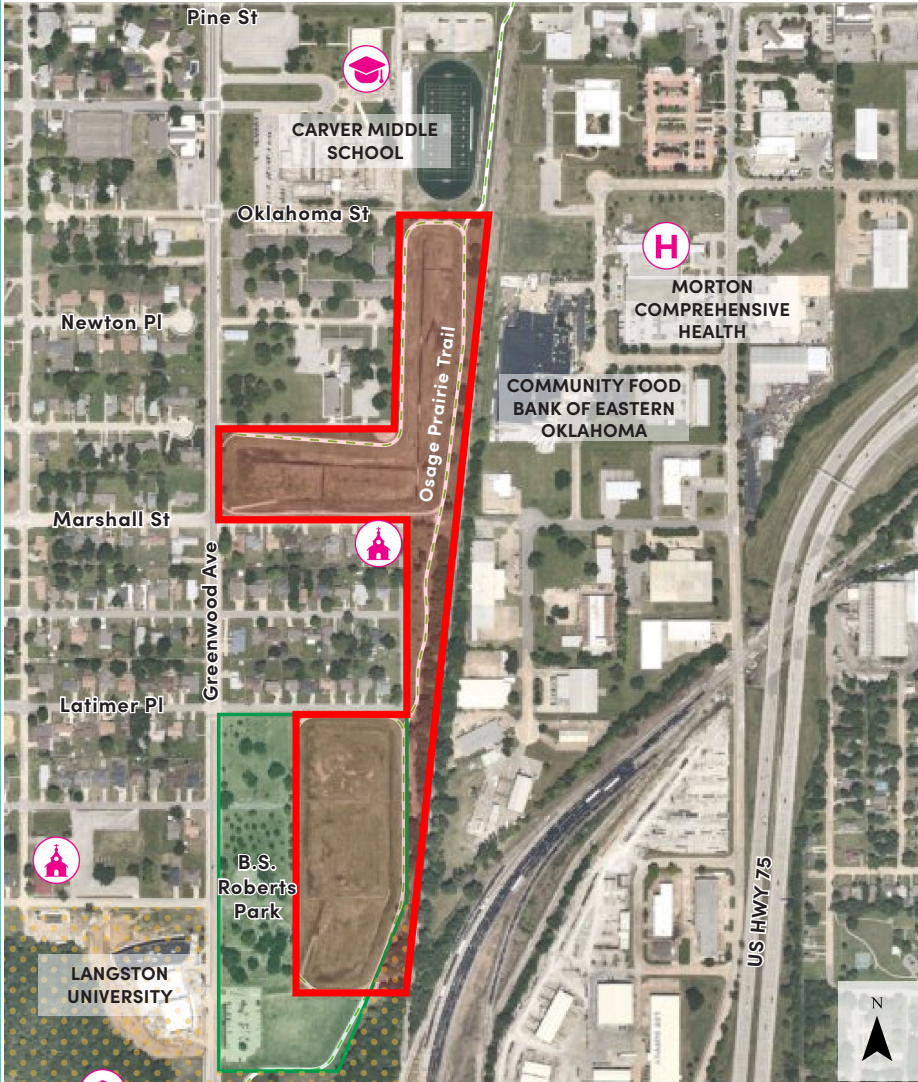
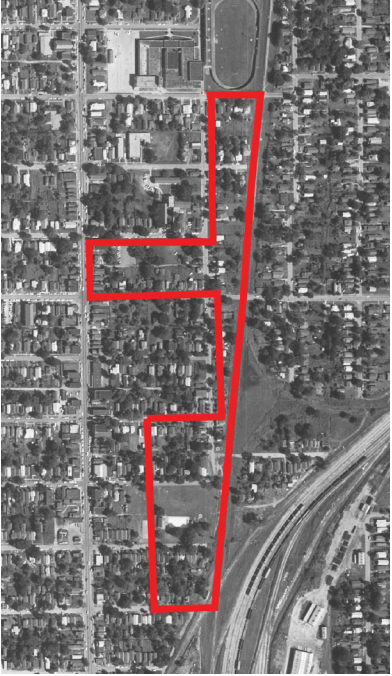
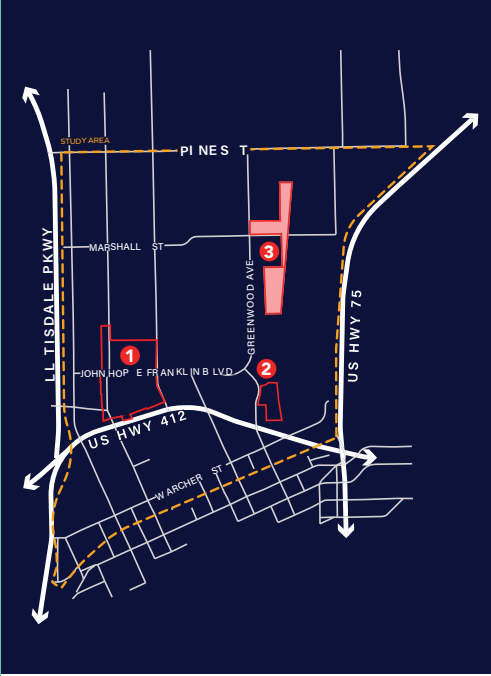


FIGURE 6: SITE 3 DEVELOPMENT OVER TIME

DEVELOPMENT OVER TIME

1967

This area was a densely populated residential neighborhood. Following a similar block structure as the surrounding blocks, there was clear connections across to the residential neighborhood to the east.

2021

Today the area is entirely vacant lots between residential blocks. The southern portion is part of B.S. Roberts Park, which recently opened its new fitness equipment park. The area also connects to the southern end of the Osage Prairie Trail.

FUTURE

What can this land become?

An aerial photograph of a winding road through a dense forest, with the road curving from the bottom left towards the top right. The trees are a mix of green and brown, suggesting a late autumn or winter setting. The road is a light gray color, contrasting with the darker forest floor.

OZ

THE MASTER PLAN

WHAT DOES OUR FUTURE LOOK LIKE?

REBUILD

how will we
rebuild our thriving
community?

MOVE

how will we move
in the future?

CONNECT

how will we connect
with open spaces and
each other?



FIGURE 7: TOWN SQUARE
EXPERIENCE RENDERING

BIG IDEAS

- 01 Create The Core, a vibrant mixed-use destination rich with community amenities and a well-designed public realm that draws residents, workers, and visitors.
- 02 Encourage higher intensity mixed-use development on the blocks closest to downtown with creative spaces, office, retail, and residential uses.
- 03 Redesign the existing stormwater management basins as Resiliency Parks to manage storm water and serve as recreational and open space amenities supporting community health and wellness.
- 04 Extend the Greenwood Cultural Corridor north along Greenwood Avenue with the creation of Greenwood Plaza, a new programmable public space, along with new streetscaping and wayfinding elements.
- 05 Extend the Cultural Corridor along Main Street to the heart of the new mixed-use district bringing new entertainment, dining, and shopping options.
- 06 Establish the Greenwood Streetcar a circulator that will connect cultural assets, entertainment, job centers and neighborhoods.
- 07 Realign and redesign MLK Jr. Blvd to function as an attractive multi-modal, gateway corridor connecting downtown and North Tulsa.
- 08 Create a sustainable district built for the future with new development incorporating resilient infrastructure and energy production.



A PLAN DEVELOPED THROUGH DIRECT STAKEHOLDER ENGAGEMENT

The planning process kicked off in August 2021 and included a series of community meetings, surveys, hands on design charrettes (workshops), and informal conversations, as well as small focus group discussions and stakeholder interviews which directly informed development of the master plan. Through an iterative process, the design team explored shared themes and community aspirations using graphics and models to test concepts with the public in ways that would build understanding, excitement and support.

Based on stakeholder workshops and facilitated discussions, key themes emerged around – Community; Economy; Culture + Heritage Preservation; and Infrastructure + Environment. These themes were then distilled into the vision and guiding principles for the plan. A clear and organizing theme that was consistently heard throughout the planning process was the ‘need to ensure equity, ownership, and wealth-building for Black residents’. In addition, community members wanted to ensure that the cultural history and heritage of North Tulsa is not only preserved but showcased in the future projects developed on the three sites.

Concept drawings from youth workshops held on-site at North Tulsa public schools. With guidance from the Leadership Committee, the planning team focused on ways to engage youth and make sure that the plan included the vision and aspirations of the next generation of stewards.



During the April 2022 design workshops, Wyking Garrett presented the Africatown Community Land Trust in Seattle, WA as a case study for community ownership.

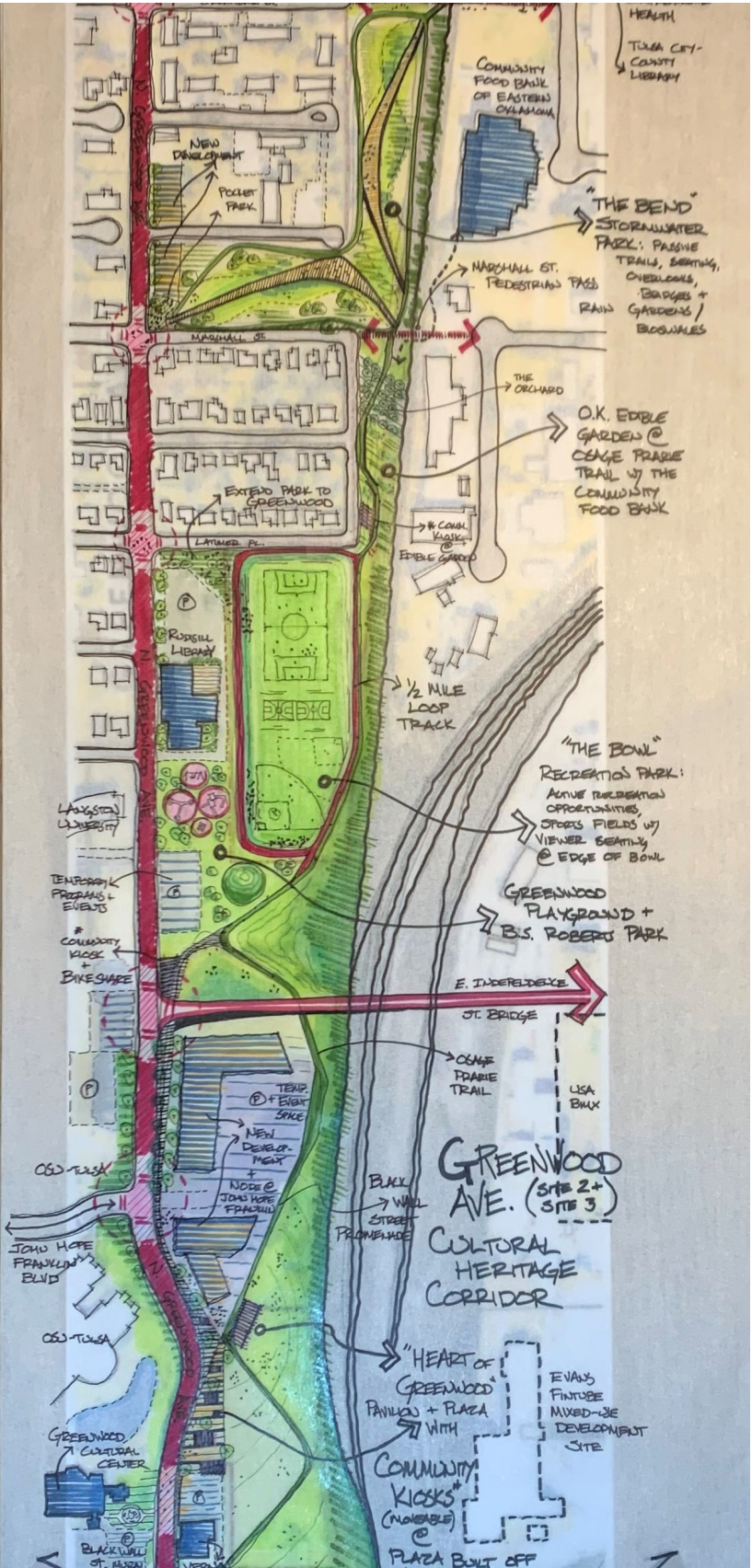


The April 2022 workshop series was designed using an interactive community “charrette” format - allowing hands on participation in the design process with residents using site models and other props to facilitate dialogue.



Hands on student workshops were held at schools throughout North Tulsa to bring the youth voice into the planning & design process. (April 2022)

All Images: WRT



Conceptual design for Site 3: The Green Stitch – Stormwater Resiliency presented to stakeholders during the April 2022 multi-day design workshops. (WRT, April 2022)

REBUILD

How will we rebuild our thriving community?



THE CORE

vibrant mixed-use neighborhood with pedestrian friendly streets



GREENWOOD PLAZA

community space honoring the culture and history of Greenwood

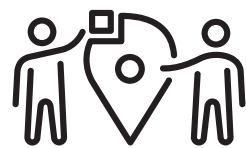


GREEN STITCH

stormwater park with active and passive spaces



create vibrant, mixed-use destinations



create an affordable and welcoming place for all



increase amenities and services

LAND USE AND DEVELOPMENT

Site 1: The Core

The Core is intended to rebuild a vibrant and resilient mixed-use community that honors the Black Wall Street spirit and legacy of Greenwood, establishing a new residential community, and creating spaces that nurture the culture of creativity and diversity of talent found in North Tulsa.

The 45-acre site will become the heart of a walkable mixed-use destination with residential, retail, commercial, office/innovation, and civic uses. High-quality green buildings are designed to inspire a new generation, grow local talent, and establish a new community of creatives and innovators from business to fashion, design, technology, and multimedia, incrementally nurturing a creative/maker culture and providing flexible workspaces that will amplify the character of the district. New buildings with elements such as art, flexible floor plans, and landscaping, when coupled with branding and placemaking elements, will hone a sense of place and

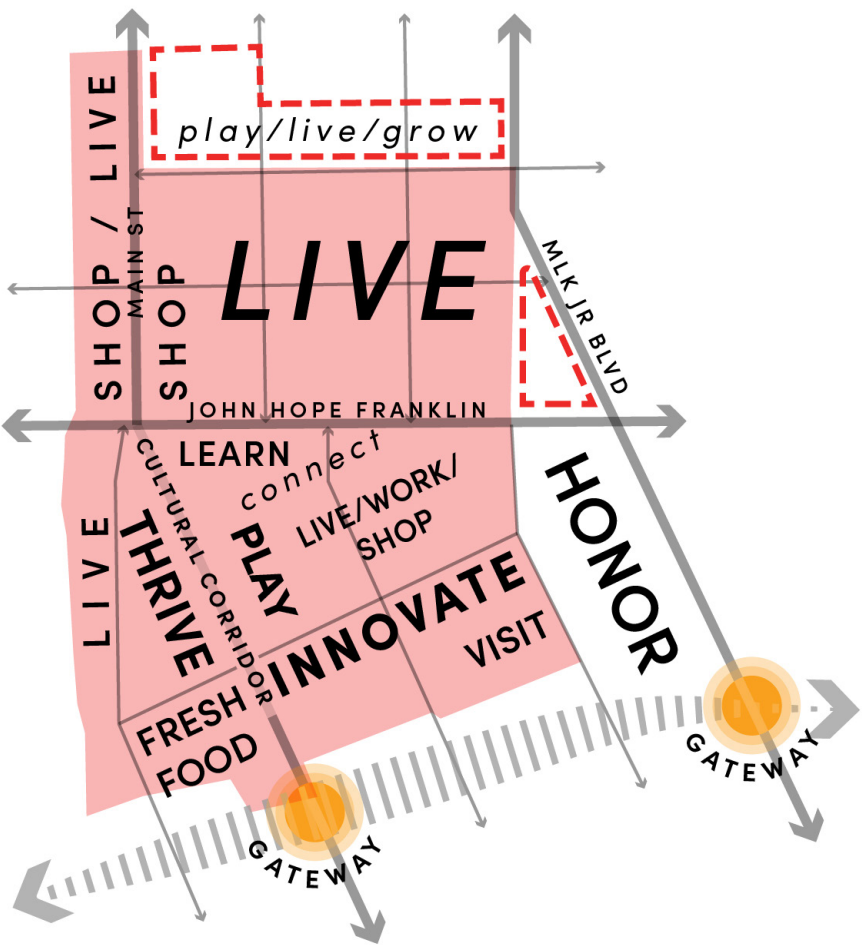


FIGURE 9: SITE 1 FRAMEWORK

promote a local character and flavor that is uniquely Kirkpatrick Heights / Greenwood. New industries can provide unique products and experiences such as marketplaces with small manufacturers who can offer locally made goods and host community events that can draw people to the district.

Site 2: Greenwood Plaza

"Black Wall Street as Promenade"

Site 2 is reimagined as a community hub that builds off the legacy of historic Black Wall Street, the cultural institutions found along the corridor - shops and businesses that are part of the Greenwood Chamber of Commerce, Greenwood Cultural Center, Vernon AME, Greenwood Rising - and responds to community needs for a place to gather and celebrate.

The site will be rebuilt as a multi-functional community space that honors the past with streets that are traced and redesigned as promenades through open, flexible green spaces that brings people together for a variety of year-round activities from Juneteenth to smaller seasonal performances and celebrations.

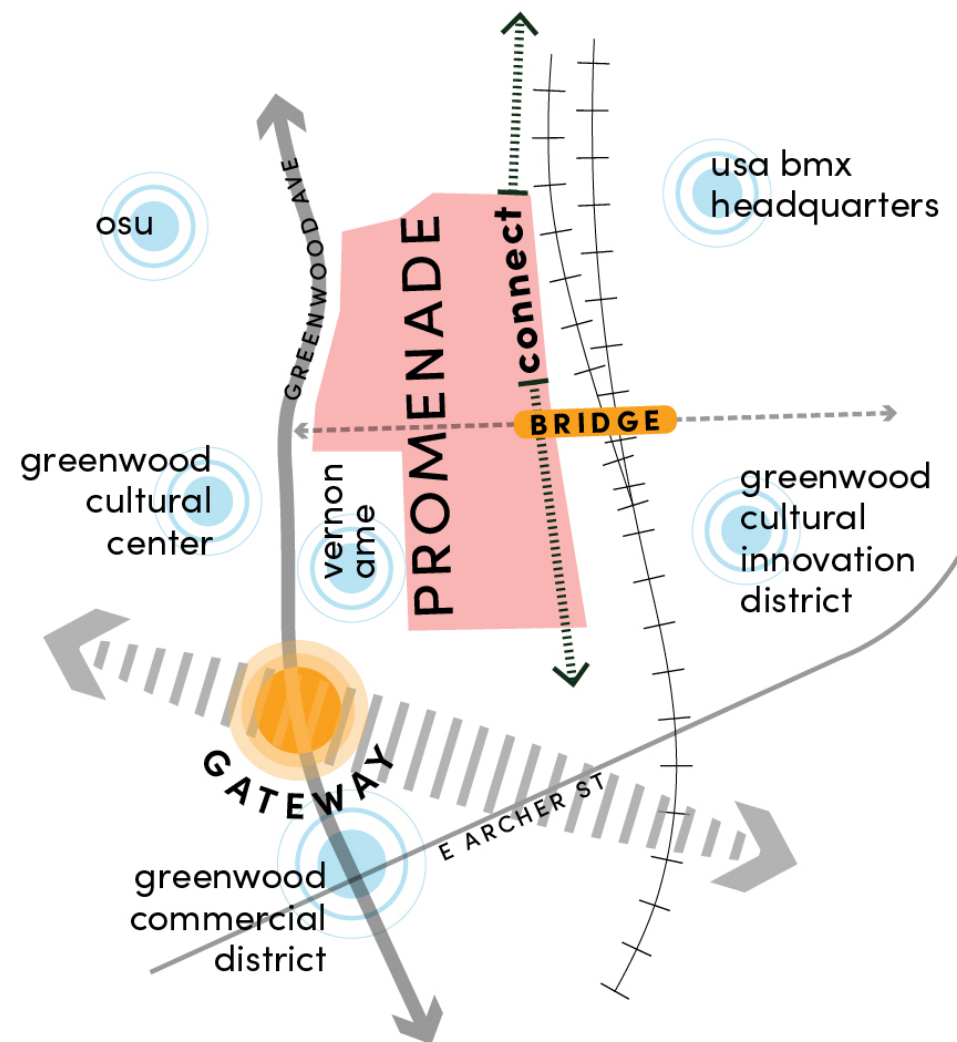


FIGURE 10: SITE 2 FRAMEWORK

Site 3: The Green Stitch - Stormwater Resiliency Park

'A Park that Tells a Story'

Site 3 engineered stormwater detention basins will be rebuilt as 'A Park that Tells a Story' providing a space for memory and healing, as well as opportunities for recreation, reflection, and wellness.

Two conceptual approaches were considered for Site 3: The Green Stitch-Stormwater Resiliency Park. With plans for a new Rudisill Library being built adjacent to BS Roberts Park, the option shown here shows more activity on the southern portion of the site to reflect adjacent uses. The northern portion of the site is designed into a community memorial that will tell the story of the site's past while offering space for gathering and remembrance. The southern portion of the site will be redesigned as a public park focused on active recreation and youth programming, both areas will continue to serve the stormwater management function. It is recommended during the design development phases more engineering studies of stormwater capture and compatibility with the proposed land uses are considered and those more advanced design concepts are presented to stakeholders for additional input.

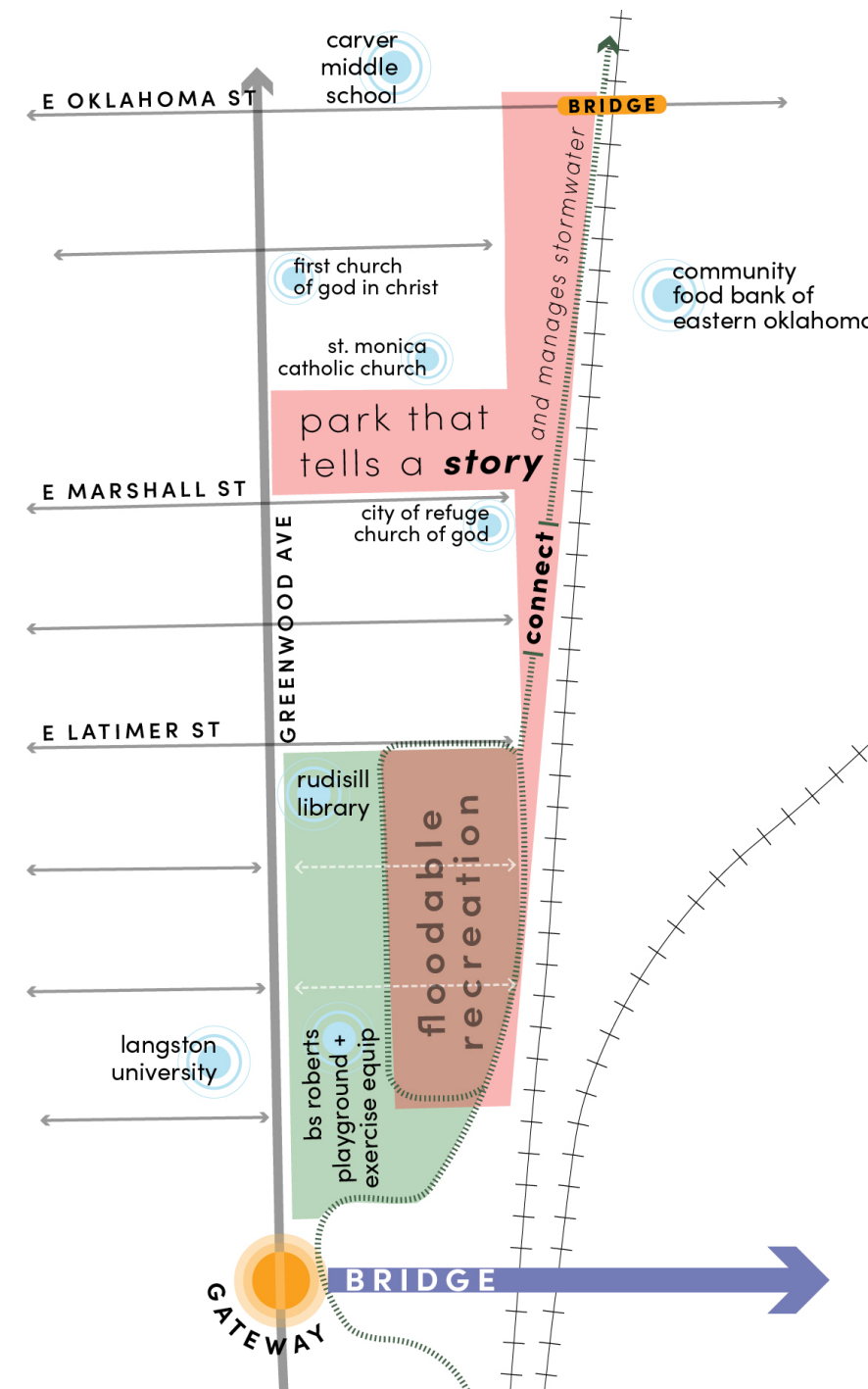


FIGURE 11: SITE 3 FRAMEWORK

PLACEMAKING

The placemaking framework capitalizes on the local community’s assets and potential with the intention of creating a dynamic place where people want to be. This includes vibrant streetscapes, parks, and plazas that are essential to creating an attractive place to live, visit, and socialize. The design of the spaces will reflect cultural aspects of shaping space, curating stories of Kirkpatrick Heights / Greenwood and North Tulsa within the landscape and fostering new and dynamic experiences for current and future users.



Morguard



Timothy Schenck Photography



João Silveira Ramos



NYC Parks



Dan Corson



DESTINATION CRENSHAW

Destination Crenshaw is a community-led response to the expansion of the Metro LAX/Crenshaw Line. In the face of a threat to the neighborhood’s vibrant Black culture, Destination Crenshaw emerged to repair, revitalize, and sustain LA’s most iconic Black business corridor. This linear series of parks and outdoor gallery spaces will celebrate the heart of the largest Black community on the West Coast through arts and culture, while fostering economic development, job creation, and environmental healing.

The corridor will feature: 11 parks, a public amphitheater, over 100 commissioned art works, and new street trees. The 1.3-mile expanse of Crenshaw Boulevard will be comprised of four zones highlighting: Arts, Entertainment, & Creativity, History & Black Ingenuity, Education & Youth Empowerment, Togetherness, in celebration & protest.

The initiative is led by a nonprofit entity which, beyond physical development, has provided Covid-19 assistance to the corridor’s 43 businesses, and ensured that 70% of the project’s construction workers live in Crenshaw. Destination Crenshaw will continue to serve the community after the reparative infrastructure project is complete. The project has been financed through a combination of Tax Increment Financing, New Market Tax Credits (\$30M), an Enhanced Infrastructure Financing District, philanthropy, and county and state funding (\$6.5M). Destination Crenshaw, designed by Perkins and Will and Studio MLA, is scheduled to open in Fall 2022.

Source: <https://destinationcrenshaw.la/>

Planting Palette



arborday.com

STREET TREES

A continuous row of large street trees are envisioned along the lengths of the corridors to reinforce the character of each of the major streets while creating a comfortable and attractive streetscape. The street trees will provide a host of benefits including improving air quality by capturing pollutants and reducing urban heat island effect.



architecturalplants.com



arborday.com



arborday.com

Green Infrastructure



Groundswell Design Group

MATERIALITY: POROUS PAVING
OTHER CONTEMPLATIVE SPACES



Albert Vecerka, ESTO



site-design.com

Street Furnishing



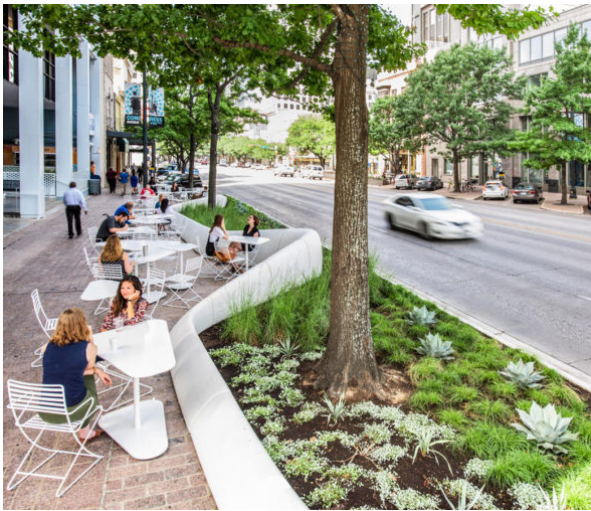
Signature Boston

STREET FURNISHINGS

Furnishings will enhance community livability and help to define the community character. The street furnishing palette will include pedestrian-scale streetlights, trash receptacles, benches, bike racks, and bollards.

SEATING

Integrated seat walls, lounge platform, moveable tables, and moveable chairs.



worldlandscapearchitect.com



Shift Space Design



universitycity.org

Art, Lighting, Installations



thewynwoodwalls.com

PUBLIC ART + INSTALLATIONS

Public art, murals, decorative lighting and streetscape elements will help to tell the stories of Kirkpatrick Heights / Greenwood, of individual spaces and people through history and artistic interpretation.



Matt Kryger / The Star

MOVE

How will we move in the future?



ON FOOT

walkable streets,
amenities



BY TRANSIT

streetcar line, bus
stop amenities



IN A CAR

parking, connected
street grid



BY BIKE

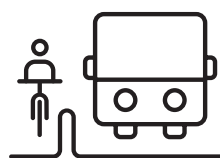
bike lanes,
bike share, etc



strengthen
connections



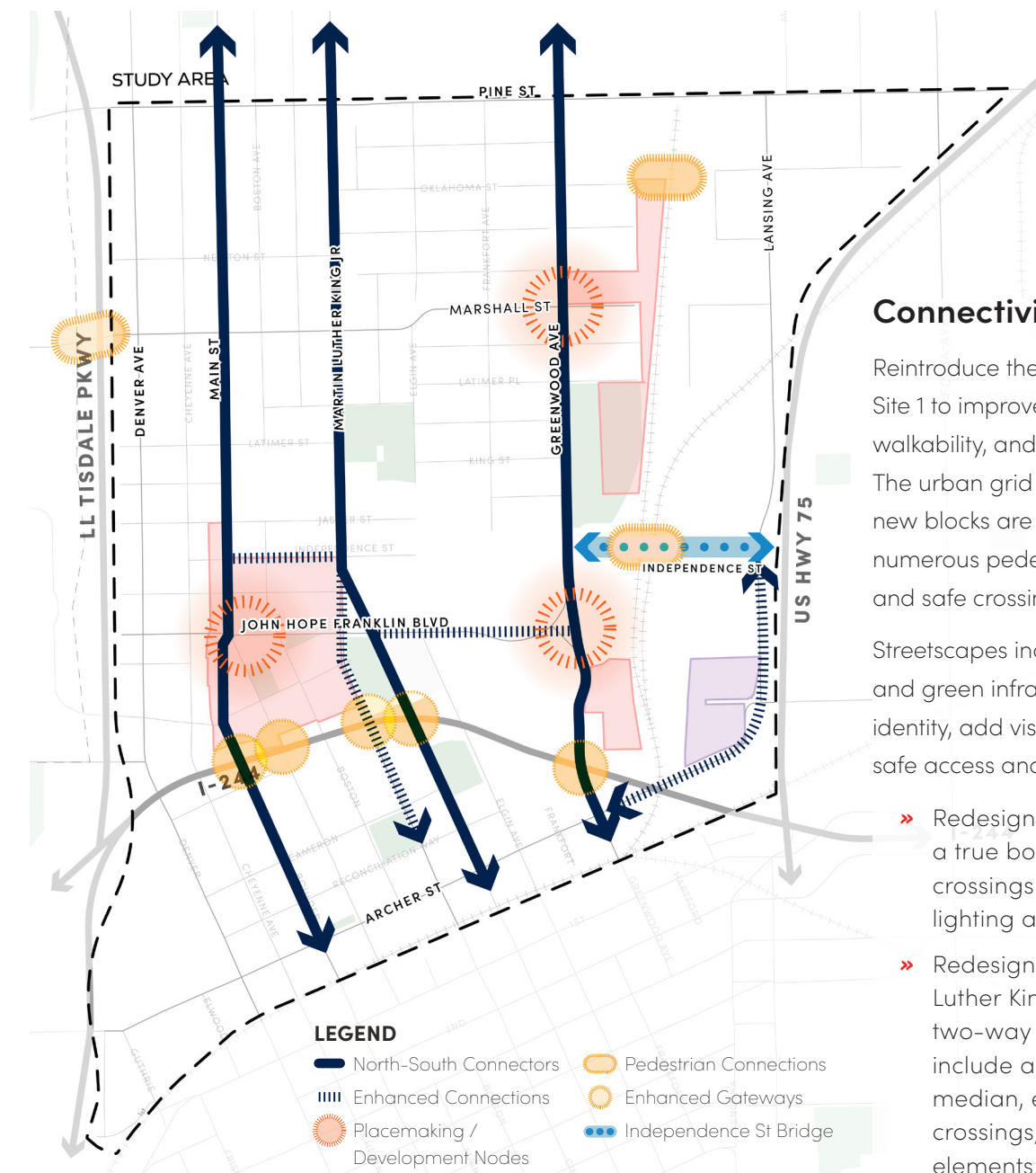
create walkable,
mixed-use nodes



increase mobility
options

THE DESIGN INTENT

The plan creates a holistic mobility network that bridges the new district to the adjacent neighborhoods and downtown, providing safe options for pedestrians, bicyclists, drivers, and transit users. Elements of this new multi-modal network include:



Connectivity + Placemaking

Reintroduce the street grid and alleys at Site 1 to improve connectivity, support walkability, and enhance transit use. The urban grid is connected, and new blocks are developed to provide numerous pedestrian access points and safe crossings.

Streetscapes incorporate public art and green infrastructure to create an identity, add visual interest, and support safe access and connections.

- » Redesign John Hope Franklin as a true boulevard with improved crossings and pedestrian-scale lighting and street trees.
- » Redesign and reroute Martin Luther King Jr. Boulevard as a two-way boulevard which can include a center landscape median, enhanced pedestrian crossings, and placemaking elements.
- » Explore realignment of Greenwood Avenue.

FIGURE 12: MOBILITY FRAMEWORK: CONNECTIVITY + PLACEMAKING



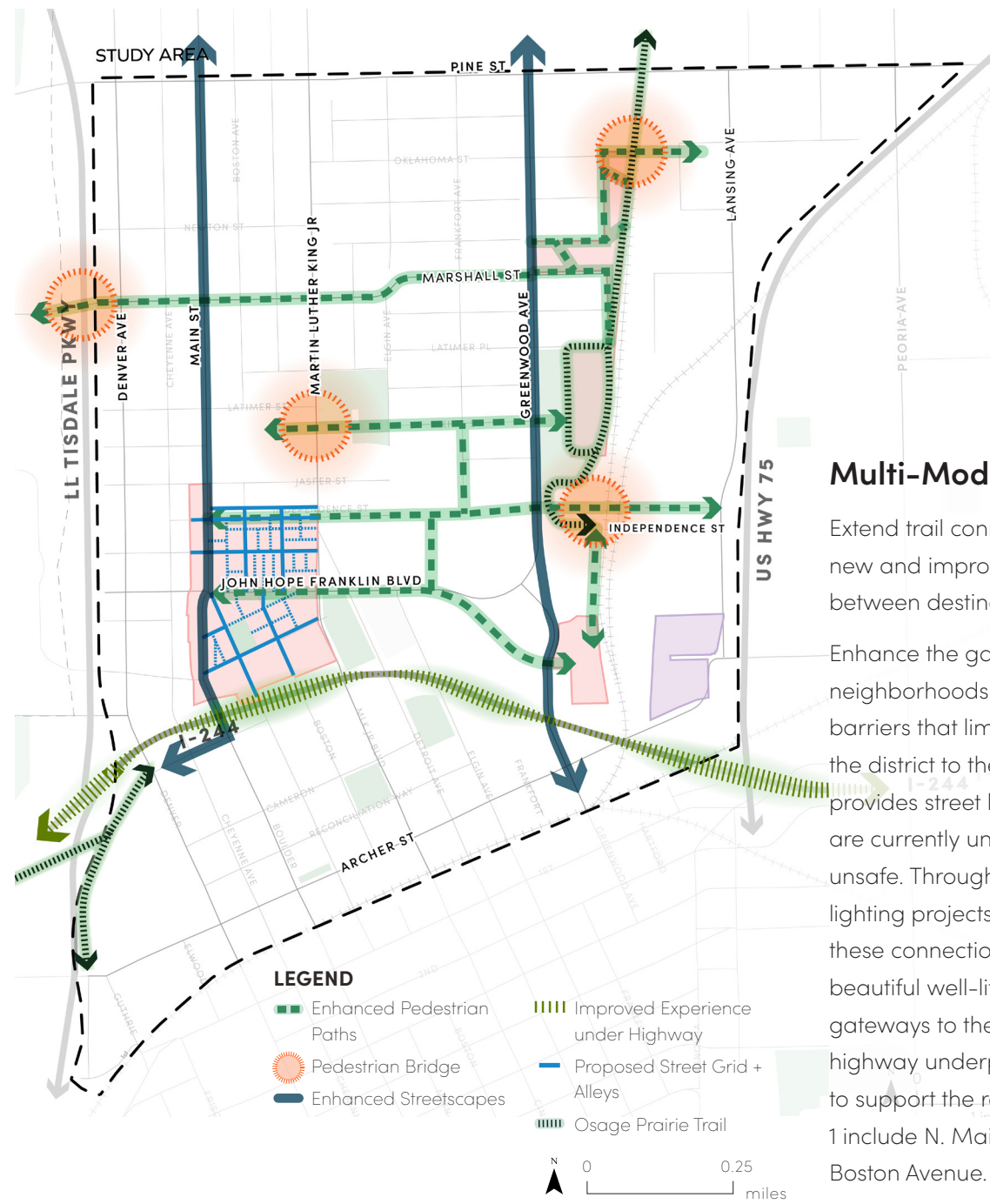


FIGURE 13: MOBILITY FRAMEWORK: MULTI-MODAL CONNECTIVITY

Multi-Modal Connectivity

Extend trail connections and create new and improved pedestrian paths between destinations.

Enhance the gateways into the neighborhoods. There are several barriers that limit the connection of the district to the rest of the city. I-244 provides street level connections that are currently unwelcoming and feel unsafe. Through the design of art and lighting projects along the underpasses, these connections can become beautiful well-lit passages that become gateways to the north. Prioritize highway underpass improvements to support the redevelopment of Site 1 include N. Main, N. Boulder, and N. Boston Avenue.



FIGURE 14: MOBILITY FRAMEWORK: GREENWOOD STREETCAR

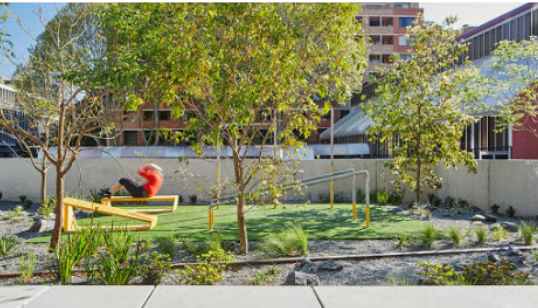
Greenwood Streetcar

A new Greenwood Streetcar is proposed to connect the district to adjacent neighborhoods and assets. The plan enhances the opportunity for transit service with a grid of small blocks (averaging 350-400 feet long) similar to the blocks found in the historic core of downtown Tulsa. With the current level of activity on-site, the Greenwood Streetcar is a long-term project and the master plan did not include a traffic study.

Recognizing that the future land use strategy will increase the number of people living in the area as well as retail and services that would attract residents beyond the planning area as development is phased in and transit improvements are implemented, a traffic study may be needed to further refine the street design and manage traffic flow.

CONNECT

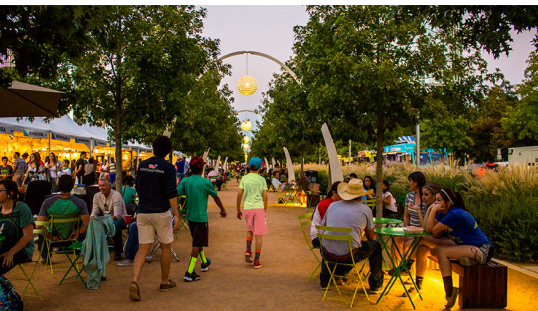
How will we connect with open spaces and each other ?



ASPECT Studios



ORWC



ASLA



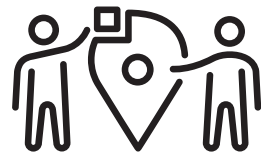
Project for Public Spaces

RESIDENTS

tree-lined streets,
vibrant and active
gathering spaces,
intimate pocket
parks, cultural
landmarks, safe and
clean park spaces

VISITORS

walkable mixed-use
developments with
vibrant gathering
spaces, cultural
& entertainment
events at flexible
open spaces



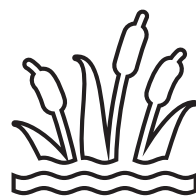
create an identity through
vibrant spaces that honors
the history and tells the story
of North Tulsa



manage stormwater &
incorporate green energy



provide welcoming & flexible
gathering spaces



lush, verdant gardens &
plants that provide seasonal
interest and supports
community health

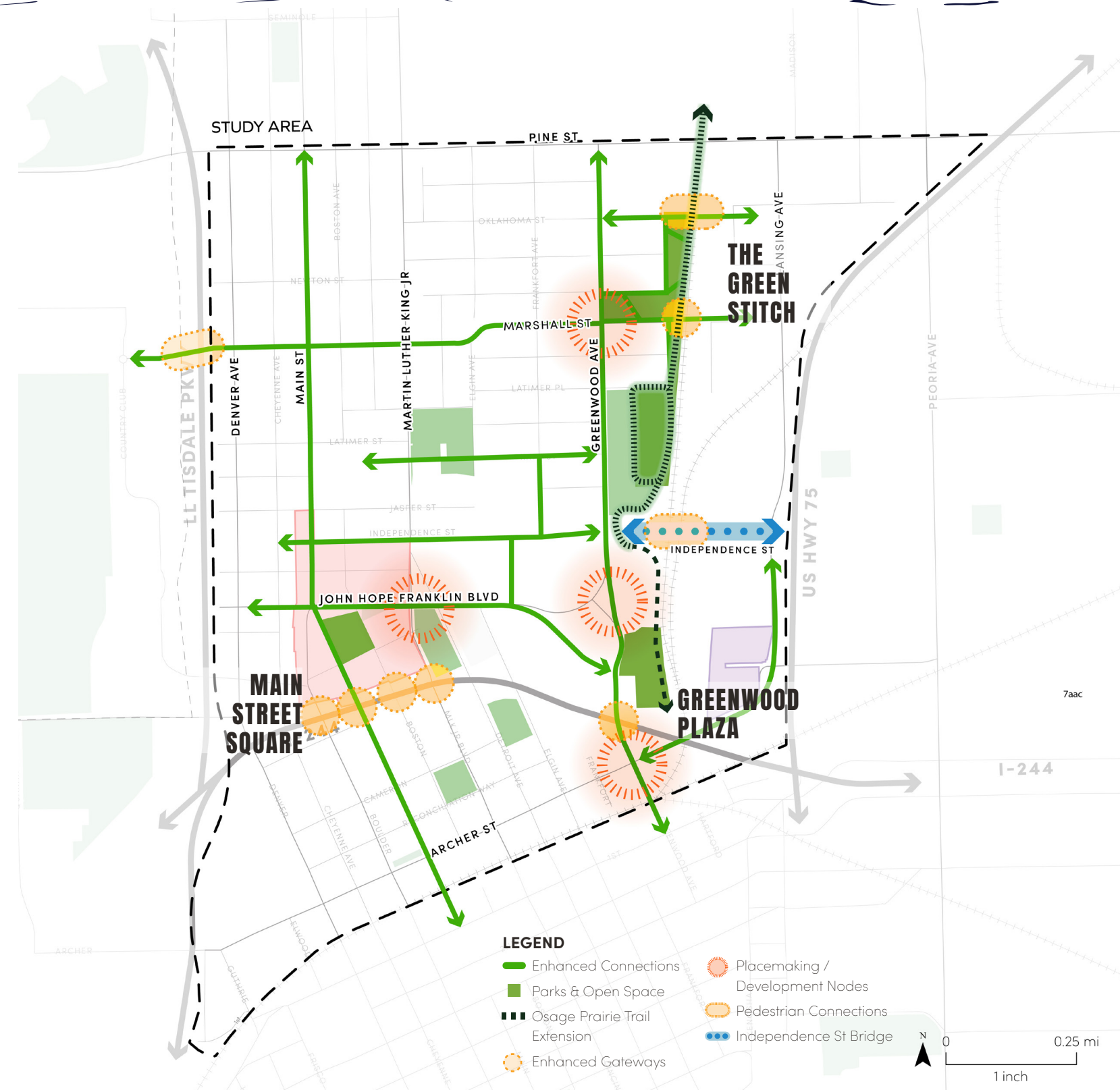


FIGURE 15: CONNECT FRAMEWORK

All streets within the district are designed as Complete Streets that provide safe, accessible and convenient transportation facilities for all modes of travel and accommodate all users.

INNOVATE

How will we be a more socially, economically, and environmentally sustainable district?



LEVER Architecture

INCREASE DENSITY

with a wide variety of job producing uses

To support household wealth and develop a vibrant local economy the plan aims to increase job density with a wide variety of job producing uses

from small scale entrepreneurship, incubator, co-working space, creative maker and production spaces, creative office, technology and innovation, health and wellness enterprises, hotel and hospitality and other uses that can grow and evolve this mixed-use neighborhood.

New development presents an ideal opportunity to incorporate sustainable and innovative design strategies

for district energy production, as well as to achieve stormwater detention and discharge by designing streets with bioretention swales and rain gardens that beautify and manage water. New buildings can be designed to be energy efficient to create healthy indoor environments and will include water conservation strategies.

Green infrastructure

will be incorporated within and around new development including sidewalks, courtyards and rooftop gardens, green roofs, and walls of parking decks. Large and commercial rooftops should be optimized and maximized for solar photovoltaics.

On existing sites, surface parking on undeveloped land presents the opportunity for energy production using semi-temporary, large scale photovoltaic arrays (multiple solar panels electrically wired together to form a much larger installation that can produce greater amounts of solar electricity).



Rios

SUSTAINABLE + INNOVATIVE DESIGN

for energy production, stormwater detention and discharge



Weiss/Mantredi

GREEN INFRASTRUCTURE

sidewalks, courtyards, rooftop gardens, green roofs, and parking deck walls



AFRICATOWN COMMUNITY LAND TRUST (ACLT)

ACLT was established in response to Seattle's vanishing Black population to "acquire, steward, and develop land assets that are necessary for the Black/African diaspora community to grow and thrive in place in the Central District". ACLT is guided by an Equitable Development Framework that centers asset ownership, resource and space allocation, community participation and agency, community capacity development, and sustainable community benefit. With several development projects completed or underway, ACLT seeks to create a cultural innovation zone that connects physical, intellectual, and cultural assets, establishes pathways to innovation industry clusters, and offers a unique, global destination. This Central District features a block-level focus on entrepreneurship, technology, culture, and arts.

ACLT's mixed-use developments, which include the revitalized Liberty Bank Building (opened in 2018) and Africatown Plaza (in progress), feature 245 units of affordable housing, ground-floor retail space for Black-owned businesses, public art, and community spaces. In addition, ACLT – in partnership with the City – is converting a historic fire station into a hub for entrepreneurship, technological innovation, and business development. ACLT envisions the development, the William Grose Center for Cultural Innovation, as the cornerstone of a new ecosystem for economic empowerment and community-driven development.

Source: <https://www.africatownlandtrust.org/projects/>



HONOR

How will we honor, examine, and elevate our stories?

In crafting the landscape elements of the master plan, one primary goal was to understand how the history of Kirkpatrick Heights / Greenwood can shape and celebrate its future. While the story of Greenwood, as it is often recounted, is shaped by the 1921 massacre, an historical approach led to an examination of its deep roots as a Freedmen's town composed by a collection of land allotments. We understood that even before its growth into a thriving epicenter of business, industry, and commerce, this land possessed a storied past of self-determination and resilience. Close examination of Greenwood's historical conditions and phases of growth allows the community to see the traces of its past in its contemporary condition.

Traces of former streets

The proposal for the Town Center calls back the neighborhood's historic residential character. Before the land was cleared, it was home to a community knit together by narrow streets and alleyways. Much more than conveyances, the streets and alley were hubs of activity; these spaces were places where life happened.



Photo of existing site showing remnants of the past.

The persistence of the old growth trees and vegetation tell the story of Greenwood's residential communities, as they recall historic sight lines and echo the front and back yards that are now all but invisible. Structural remnants – faded, dissolving streets and building foundations – also provide glimpses into the institutions and urban grain that knitted the community together. The master plan process allowed us to examine and elevate these elements such that all three sites are deeply embedded in the historic fabric of the neighborhood and honor its legacy.



Illustrative rendering of new development on Site 1 with streets and alley ways designed as spaces for community life and interaction.



DUDLEY STREET NEIGHBORHOOD INITIATIVE (DSNI)

DSNI is a nonprofit entity that empowers residents of the Dudley Triangle – situated in a historically Black community – to organize, create, and control a vibrant, diverse, and high-quality neighborhood. The initiative was created in the 1990s by Dudley residents organizing to reclaim their neighborhood after rampant disinvestment, arson fires, and dumping by public and private actors ravaged the community. DSNI created a comprehensive plan for the neighborhood and was granted eminent domain authority by the City of Boston to acquire over 30 acres of vacant land, placing it in a community land trust (CLT) to protect affordability and enable development without displacement. Through a community-driven request for proposal (RFP) process, DSNI has developed 98 permanently affordable homes for ownership and rental, as well as parks, playgrounds, urban farm sites, community facilities, and new businesses throughout the neighborhood. Only two parcels remain vacant today with pending RFPs. The first 36 units developed by DSNI had a total development cost of \$5.4M. DSNI's annual budget is funded by government sources (one-third), corporate and foundation grants, events, individual donations,

and earned income. Private contributions are incentive by MA's Community Investment Tax Credits, which provide a 50 percent credit on donations to "high-impact, community-led economic development initiatives."

As the lead collaborator of Dudley Triangle's comprehensive community development initiatives, DSNI supports public advocacy, resident empowerment and leadership, and placemaking activities that celebrate, preserve and link the neighborhood's diverse cultures. In 2012, DSNI partnered with a local foundation and Artplace America to establish the Fairmount Cultural Corridor, "a local creative economy that...support[s] vibrant, livable neighborhoods along the Fairmount Commuter Line" through the collaboration of residents, artists, community organizations, and businesses. Initially piloted around a single train stop that served as a cultural center, the initiative was extended along the corridor in 2014. DSNI's role included collecting intergenerational stories, training residents in oral history, and sharing residents' stories.

Source: <https://www.dsni.org/>

ASPIRATIONAL PROJECTS REQUIRING FURTHER STUDY

The master planning process included the study and exploration of the three publicly owned opportunity sites within the context of the larger North Tulsa planning area. Through the engagement process, stakeholders identified several visionary projects that will require further analysis and design beyond the scope of the master plan effort. They are referenced here not in order of preference (since there was not enough analysis completed to allow stakeholders to prioritize) but to capture the discussion and ideas generated. It is recommended as part of the implementation strategy that these projects are studied further and additional stakeholder engagement is used to develop goals for feasibility studies that will provide the depth of information required to understand social, environmental, and economic benefits that align with the vision for the future outlined in this plan. Projects for further study include: removal or redesign of I-244, design of a Streetcar system, realignment of MLK Jr. Boulevard, plan for a Welcome Center, and study a pedestrian / bicycle bridge connection to the Evans Fintube site. Section 4 of the master plan provides more in-depth discussion of the analysis and next steps.

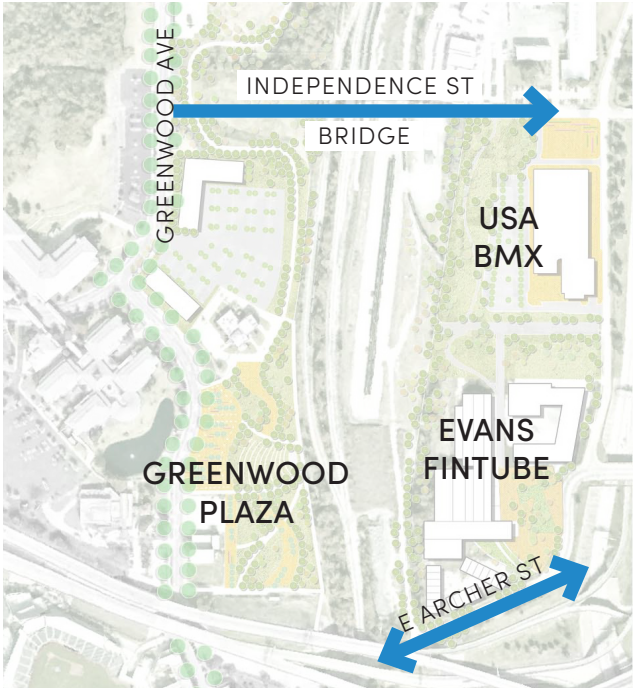


Designed in the early 1950s, Rochester, New York's Inner Loop Highway completely cut off its business district from surrounding neighborhoods. Recent USDOT TIGER grant funding is facilitating replacement of some sections of the loop, especially where traffic counts are lowest, into an at-grade boulevard (Inner Loop East Above), freeing up land for redevelopment and improved circulation.

REMOVAL OF I-244

Re-knitting the urban fabric destroyed during urban renewal. Options discussed include:

- 1. Burying the intrusive freeway and redeveloping the reclaimed land as mixed-use development blocks;
- 2. Rerouting the traffic flow and utilizing the freeway infrastructure as a new highline park and open space amenity;
- 3. Redesigning the freeway as an at grade multi-modal boulevard.

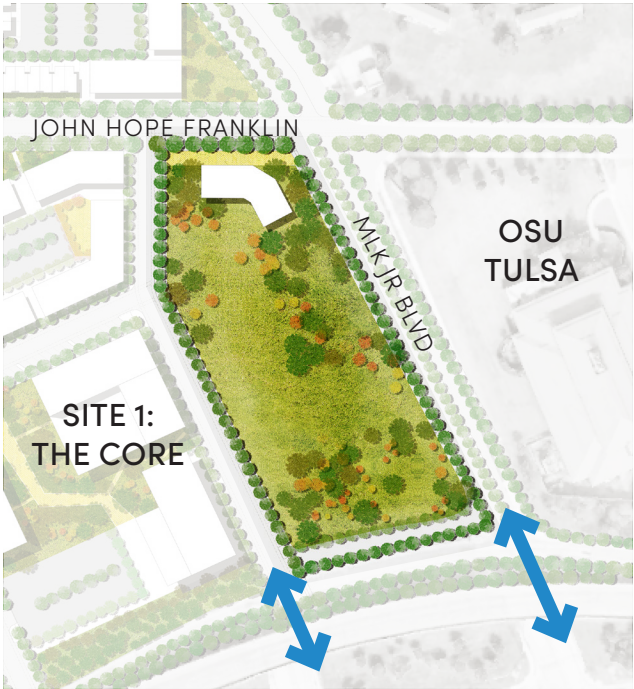


BRIDGE CONNECTION TO THE EVANS FINTUBE SITE

Designing a pedestrian and bicycle bridge at E. Independence connecting to the Evans Fintube site (Proposed Greenwood Cultural Innovation District), USA BMX, and AERO Bus rapid Transit Corridor Along N. Peoria Avenue. Design a pedestrian and bicycle bridge connecting Greenwood Avenue and E. Archer Street.

Improve connections to the redeveloped Evans Fintube site along E. Archer Street.

See Sites 2 + 3 Cultural Corridor concept plans.



WELCOME CENTER

Create a Landscape of Reconciliation and Storytelling on Standpipe Hill connecting residents and visitors to the history of the neighborhood.

Improve connections along MLK JR Boulevard and N. Detroit Avenue below I-244.

MARKET DEMAND AND DEVELOPMENT FEASIBILITY

INTRODUCTION AND METHODOLOGY

Key findings from market research conducted for the Kirkpatrick Heights / Greenwood Site Master Plan are summarized in this section. The process included quantitative research on demographic and market dynamics, a review of past reports and studies, bolstered by observations from “the field” and interviews with local stakeholders. Data was compiled using primary and secondary sources including ESRI Business Analyst, US Census, City of Tulsa plans and reports, real estate research, and other available sources.



The proposed (2022) site plan for the Evans-Fintube redevelopment will include a mix of uses and added residential and retail demand. Source: Team Alchemy

A note about the COVID-19 pandemic:

Due to the lag time in data availability, some of the data used in this analysis is from before 2020 (pre-pandemic). To the extent possible, the data is tempered with qualitative insights about “post-pandemic” market expectations.

Evans-Fintube Redevelopment:

The Evans-Fintube redevelopment is a concurrent PartnerTulsa-led redevelopment project located in the eastern portion of the master plan study area. Current negotiations are focused on Phase 1 development plans, which are centered on the historic rehab of the Oklahoma Iron Works Building. The redevelopment at full build-out may include a hotel, performance hall, retail spaces, a makerspace, food hall, and beer garden. Some residential units are also planned for the mixed-use tower. While the Evans-Fintube project will undoubtedly impact certain aspects of the Kirkpatrick Heights/Greenwood Plan, the proposed uses do not present significant market competition.

DEMAND DRIVERS AND MARKET THEMES:

Three key market areas/opportunities emerged with the community’s feedback and expressed interest in housing, retail and restaurants, office, and arts and cultural uses. Supporting research is summarized below and provided in more detail in the appendix.



Conde Nast Traveller

1 RECONNECTING NORTH TULSA

Community feedback reveals a strong preference for development that builds new economic opportunities for residents and that elevates cohesiveness (culturally, socially, and in terms of the physical neighborhood fabric). This relates to the need for more locally serving retail and services. There is also demand for quality office and workplaces, as well as creative and cultural spaces, which serve the Kirkpatrick Heights / Greenwood district and North Tulsa more broadly.



Wynwood Walls.com

2 SHOWCASING THE BLACK EXPERIENCE

The broader study area contains many important sites that root residents and visitors alike in the unique historical and cultural aspects of the Black experience. There is an opportunity to capitalize on, better highlight, and expand upon these draws – to both increase economic prosperity and to prevent erasure of the area’s legacy.



margauxrestaurant.com

3 EXPANDING THE DOWNTOWN DESTINATION

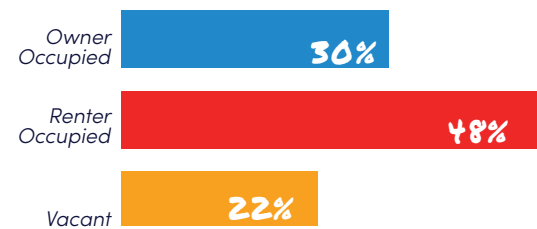
There are opportunities to develop the study area opportunity sites for some uses that build on downtown Tulsa’s regional (and national) appeal, while maintaining and expanding Greenwood’s cultural legacy.



of the study area is
RESIDENTIAL

- » The demand outlook for new housing development in the Kirkpatrick Heights/ Greenwood study area is very strong. The study area (particularly Site 1) could accommodate over 1,000 new housing units over the next 10-20 years.
- » There is strongest market potential for single family and attached infill housing units, townhouses, and affordable multi-family apartments.
- » Aligning with anticipated market demand, affordable and moderately priced housing should be a key focus, and new development should accommodate a range of incomes. There is also widespread desire to ensure pathways to attainable homeownership.

1,765
HOUSING UNITS



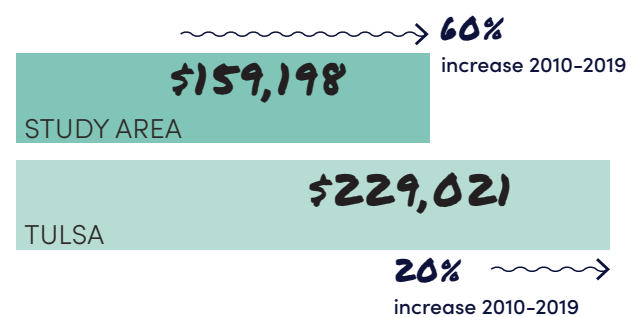
SOURCE: ESRI BAO COMMUNITY PROFILE, 2021

- » The Kirkpatrick Heights/Greenwood neighborhoods have experienced significant demographic change over the past decade. Gentrification is evidenced by shifts in race & ethnic composition, as well as income and educational attainment. And like many cities across the country, housing prices rose considerably in recent years, especially since the onset of the pandemic. The median home value in the study area increased by over 60% between 2010 and 2019, compared to just 20% citywide. There is also a significant concentration of short-term rentals.

North Tulsans have justifiable concerns about not only affordability for existing and future generations, but about the adverse consequences of real estate being bought up by investors from outside of the community.

- » Both market research and stakeholder feedback reveal a strong preference for a walkable, neighborhood-scale, mix-used redevelopment that is conducive to organic community gathering and includes thoughtfully designed green space.

MEDIAN HOME PRICES



PROJECT ROW HOUSES (PRH)

Project Row Houses is a community platform that enriches lives through art and collective creativity in Houston's Historic Third Ward, the oldest African American neighborhood in the city. Project Row Houses spans five city blocks and 39 structures that provide space for artists, neighbors, and enterprises to participate in various neighborhood development and community enrichment activities, as well as art programs. PRH primarily engages under-resourced individuals, young single mothers, small enterprises, and artists.

PRH's community enrichment initiatives include an Incubation Program that supports artists and creative entrepreneurs in the early stages of project development. The program provides space, time, and mentorship for project development, as well as a collaborative community of artists, activists, and neighborhood stakeholders. As part of its art programs, PRH also serves as the management entity for the Third Ward Cultural Arts District. Created by the Texas Commission on the Arts in 2020, the district leverages innovative arts and culture engagement to "preserve, protect, inspire, and share the artistic and cultural legacy of the Historic Third Ward with current and future generations of artists and creatives." The Cultural District designation provides spaces of healing and safe places for artists to create and thrive, as well as access to state funding for arts organizations and increased economic activity, tourism, and historic preservation. PRH applied for the cultural district designation with support from Lord Cultural Resources, who led a planning process – including community and stakeholder engagement, cultural asset inventory, and development of a cultural plan and marketing plan – to develop the vision, strategies, and priorities for the district.

Source: <https://projectrowhouses.org/>



RETAIL AND RESTAURANT

- » Retail leakage data demonstrates significant market potential for more restaurants and food services.
- » The study area could be well poised for a new small-scale grocery store in the longer term as the area develops and density increases. Most North Tulsa neighborhoods, including the study area, are considered “food deserts.”
- » There is evidence of demand for neighborhood-serving retail stores that sell basic household goods. North Tulsa is underserved by “general merchandise stores,” with \$16 million in annual sales leaving North Tulsa as consumers shop outside of the area to get their needs met.
- » Other categories with demand that is unmet by current supply include: pet stores, sporting goods, and furniture stores.



NEIGHBORHOOD SERVING RETAIL (AND SERVICES)

- » The largest nearby shopping area is a commercial cluster that includes Seminole Hills Shopping Center (71K sq. ft. retail) and Shoppes on Peoria (17K sq. ft. retail), which have some of the highest traffic volumes anywhere north of I-244.
- » There are a growing number of retail and restaurant options south of I-244 in Historic Greenwood and the Arts District. One example is the Archer Building renovation, now home to dozens of art studios, apartments, and more than ten retailers. The new six-story mixed-used Vast Bank building opened in the summer of 2020, with professional offices, a rooftop restaurant, and several ground-floor retail tenants.
- » The new retail south of I-244 tends to be boutique, specialty establishments, rather than everyday goods and services. And while new retail space has been added south of I-244, there has been very little new retail inventory north of the highway. There is a small commercial pocket in Kirkpatrick Heights (Fulton Street Café and Books).
- » In the Historic Greenwood District (specifically in and around the intersection of Greenwood and Archer), new Black-owned businesses have recently opened, many owned by younger generations with renewed interest in revitalizing Black commerce – including dining, fitness, art galleries, and other specialty retail. These businesses include the Black Wall Street Liquid Lounge, Black Wall Street Tees & Souvenirs, Silhouette Sneakers, Black Wall Street Gallery, and TheMuscleSquadLab. This block is also characterized by several small service businesses including legal services, accounting and financial firms, and hair salons and barber shops.
- » There may be an opportunity to create a centralized marketplace to host a variety of vendors and retail businesses. For example, the New Black Wall Street Market outside of Atlanta, GA, recently opened a space for 120 vendors that promotes affordable lease rates to help reduce barriers to entry and showcases Black-owned companies.
- » In addition to general household goods and services, other niche retail opportunities include: Pet Stores (44% of North Tulsa residents are pet owners, while virtually no stores in the area), Sporting Goods (\$10.5 million in potential sales), and Furniture Stores (estimated \$11 million gap).

CASE STUDY



FLATBUSH CENTRAL

Flatbush Caton Market has served as a hub for local vendor businesses selling world-class Caribbean and globally themed goods for over 20 years. As Flatbush faces gentrification pressures, NYC’s Economic Development Corporation (EDC) recently partnered with city government and a coalition of community organizations to redevelop the market as a mixed-use development that will include a new and improved Flatbush Caton Market, as well as new commercial, residential, and community uses. Flatbush Central, a 14-story building that opened in early 2022, features 10,000 SF of ground-floor commercial retail space for the market’s longtime local vendors. The development includes: a food hall that holds 5 vendors, two bars, and a test kitchen; a business incubator with 5,000+ SF of commercial kitchen, personal care production, and media and technology lab space; classrooms;

office space for the Caribbean American Chamber of Commerce and Industry; and 255 luxury rental apartments. The development is 100% affordable to households making between 40% to 165% of the area median income.

NYC EDC selected Urbane and BRP Companies to purchase, redevelop, and manage the development. The all-Black team envisioned the space “as a bonafide center of Caribbean-ness, situated in an integrated center of community wealth for Central Brooklyn’s Caribbean diaspora.” Urbane’s CEO describes Flatbush Central as a new model for real estate and economic development that can respond to the gentrification and displacement of communities of color.

Source: <https://edc.nyc/project/flatbush-central>; <https://catonflats.com/>

EMERGING BLACK ENTREPRENEURSHIP

Black Tech Street

While traditional office development may be impacted by the Covid-19 pandemic and changes in conventional office space usage, there is an opportunity to include flexible spaces for creatives and new technologies. There is a burgeoning movement called Black Tech Street to forge Tulsa’s Black Innovation Economy. New Site 1 development can provide a home base for entrepreneurs and visionaries on the road to “building truly inclusive and equitable economies.”

Grocery and Fresh Foods

- » There is an annual grocery retail gap of approximately \$6.3 million within three miles of the study area.
- » Save-A-Lot and Oasis Fresh Market are the only grocery options within a mile of the study area. A third grocery store is planned at 2nd Street & Cincinnati Avenue that will serve the study area. As the area develops, increased demand could make it feasible to support a second small-scale grocery in the study area.
- » There are several discount grocery retailers like Family Dollar, which have limited fresh food inventory. There is also a large concentration of fast-food chains north of the study area.
- » The study area – and North Tulsa more broadly – are “low food access” communities. There is also a high concentration of low-income tracts where a significant proportion of households (more than 100 housing units) do not have a vehicle and are more than ½ mile from the nearest supermarket. This has implications for walkable access to groceries.



DECATUR FRESH

Decatur Fresh is an affordable, international grocery market built in a food desert as part of a large-scale, mixed-use development project managed by Denver Housing Authority (DHA). In addition to addressing food insecurity, the market seeks to celebrate and preserve the surrounding neighborhood’s diverse cultural makeup, enhance economic opportunity for youth, and serve as a shared community space. Serving a community of approximately 2,000 residents, Decatur Fresh caters its inventory to consumer preferences, offering “culturally relevant bulk dry goods and spices, produce, meat and dairy products, frozen items, grab and go breakfast and lunch, coffee, juice bar, household staples, and other items.” All residents

of the DHA development receive discounts, in addition to their federal and state government food assistance.

The market partners with a community organization to provide a 120-hour paid internship program that equips youth, ages 14 to 24, with certifications and skills to work in food retail management and customer service – a stepping stone to other educational or career opportunities. The market exterior also features art works by a young local artist and other youth in the community. The Gateway project anchoring Decatur Fresh will create nearly 1,000 subsidized homes, as well as market-rate apartments. DHA financed the market’s development with a loan.

Source: <http://www.decaturfresh.com/>

Restaurants

- » Leakage data indicates significant market demand for restaurants and food services. According to ESRI estimates, over \$16 million in potential bar and restaurant sales are leaving North Tulsa every year (in other words, the consumer demand cannot be met by the existing supply).
- » Stakeholders desire dining options in closer proximity to residential areas, particularly fast-casual and take-out restaurants. Establishments where residents and university employees can grab a coffee, quick lunch, or a drink, are also desired.
- » There has been a surge in new dining establishments in the study area portion south of the highway: at least thirty new restaurants, cafes, bars, and breweries have opened in the Arts District and Historic Greenwood since 2015 alone. However, they are not necessarily serving the needs of the North Tulsa community in terms of affordable, social, or physical accessibility.
- » There will continue to be demand over the next 10+ years for a range of new dining and food options, particularly with new residential growth projected for the Kirkpatrick Heights/Greenwood study area.

Office

- » While conventional wisdom would suggest new office space as a key component of the study area’s redevelopment, the pandemic has challenged our assumptions around the office sector. In the near term, given sluggish COVID-19 recovery, (and likely in the long term due to changing workforce preferences), there is soft demand for conventional office space. Conventional office opportunities may be restricted to owner-user options, at least in the near term.
- » Overall, moving forward, office and commercial development should consider smaller floor plates, new office designs, and flexible uses.
- » A hybrid work model is here to stay. The market demand for flex and co-working spaces remains very strong. In addition to coworking spaces, there may be a significant opportunity for additional commercial space for emerging businesses – particularly Black enterprises.
- » Quality office and workplaces would be attractive for growing businesses as well as a variety of creative uses including film offices, art shows, and cultural tourism.
- » There are plans to open a new business incubator in the Greenwood district, with aspirations to become one of the largest women’s business incubators in the country. Its mission is to increase opportunities for female entrepreneurs – especially Black women small-business owners in the Greenwood district and throughout Tulsa.



I love the idea of reclamation... temporary pop-ups for restaurants and businesses that give different communities the opportunities to reclaim these spaces....

- VIRTUAL MEETING PARTICIPANT

Feb 2022 – “Big Ideas” at Site 2



ARTS AND CULTURAL

- » There is demonstrated support for more arts and cultural uses, particularly a permanent location for cultural events like Juneteenth, spaces to uplift and showcase local artists, and strategies to preserve the Greenwood Race Massacre history and subsequent rebuilding and investment.
- » Positive tourism and visitation trends, plus the existing vibrant local arts scene (particularly for music and entertainment), underscore market potential and need for more entertainment venues with flexible spaces for music, performance, and dance. Community members also desire a wider array of interactive, well-maintained parks, green space, and community facilities (especially geared toward youth, families); as well as more community meeting spaces (outside of churches and the library).



Tulsa 2022 Juneteenth Festival (Christopher Creese)



TOWN HALL EDUCATION ARTS RECREATION CAMPUS (THEARC)

THEARC is a state-of-the-art campus that provides high-quality educational, health, cultural, recreational, and social service programs to historically under-resourced communities in D.C.'s 7th and 8th wards. Managed by community-based nonprofit Building Bridges Across the River (BBAR), THEARC houses 14 nonprofit partners and features a 365-seat community theater, black box theater, 0.5-acre urban farm, regulation-size gymnasium, libraries, computer labs, classrooms, dance studios, music and visual arts studios, an art gallery, public playgrounds, and more. Pioneered by a local developer, THEARC began with a 110,000 SF building in 2005 and has expanded to include a second 92,000 SF building, as well as a youth shelter.

With year-round programming provided by BBAR and the resident partners, THEARC is a one-stop-shop where neighbors can participate in dance, music, and fine arts classes, K-12 education, continuing education, urban agriculture, wellness classes, and recreation, as well as receive medical and dental care for free or at a substantially reduced cost. BBAR's direct programming includes iCAN – a technical theater and arts management youth internship program, community supported agriculture, healthy cooking classes, two major festivals, and coordination of a robust annual theater season. THEARC's on-site partners include several music and dance schools, a Boys and Girls Club, satellite health and arts programs from well-established local institutions, a pre-school, and two K-12 schools. BBAR provides resident partners free office, rehearsal, classroom, program, performance space and facilities management.

Source: <https://bbardc.org/>

OPPORTUNITY SITES



SITE 1:
THE CORE



SITE 2:
GREENWOOD PLAZA



SITE 3:
THE GREEN STITCH



SITE 1: THE CORE

Site 1, “The Core” provides the greatest opportunity to meet the community goals established through the planning process. The Core envisions a vibrant walkable, welcoming place with a variety of uses anchored by a flexible and programmable public space. As part of the planning process, two options were studied with the goal of creating the density of uses that could create a unique North Tulsa destination with a range of retail, cultural spaces, and amenities as well as provide the variety of housing necessary to create the critical mass of people living and working within the district. Both options build off the strengths of the Historic Heights District and burgeoning Arts District, extend the street grid, incorporate future transit improvements, and include a dense mixed-use program with greater height towards downtown and reduction of height along the northwestern portion closest to the historic Heights neighborhood.



a mixed-use destination with housing, civic, office, retail, and park spaces



a place that honors the legacy and spirit of entrepreneurship



designed for activity & community interactions



space for community serving amenities and services

Option A: Main Street Green

The Main Street Green option is built on a 1.2-acre public space, which becomes a hub for daytime and evening activities. The Green will be framed by a 200-250 seat indoor cultural space for visual and performing arts, rehearsal studios, classrooms, and workshops. The green rooftop courtyard will serve as the focal point of the site and will be designed to engage the street and draw people in at the nexus of Main and John Hope Franklin Boulevard.

The community was asked to vote on which option they preferred at the in person Draft Plan Reveal presentation and through a survey on the plan website. The preferred option was Option A.

This a view of the 3-D site model looking south towards downtown.



FIGURE 16: OPTION A CONCEPT PLAN

Option B: The Wedge

The Wedge is a 1.5-acre triangular public space that on John Hope Franklin Boulevard creating the center of the mixed-use district framed by shops, restaurants, and cafes with residential above.

Both options A and B include a mixed-use program with a variety of uses to support the vision for a walkable, mixed-use district. This option is showing approximately 935 Residential Units, 360,575sf Ground floor retail/Services and Amenities.

Note that these are conceptual design proposals and that the impact of existing City & utility infrastructure in the area has not been investigated. During the implementation phase additional engineering and traffic studies will need to be conducted to finalize the design approach and consider infrastructure access & costs.

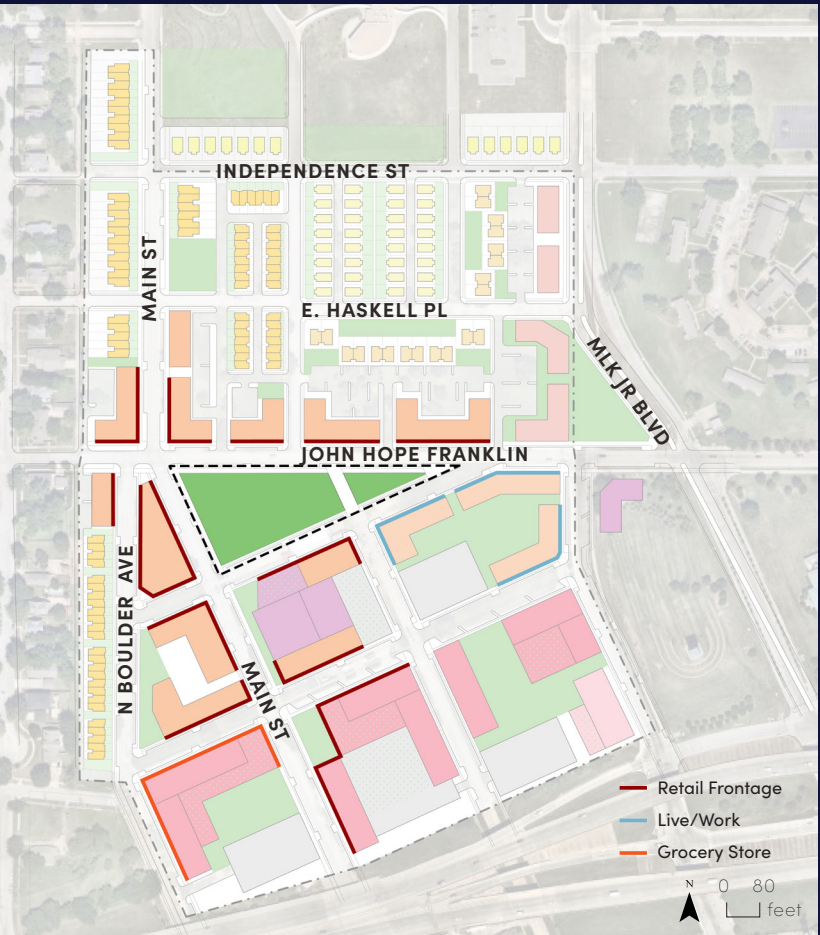


FIGURE 18: OPTION B CONCEPT PLAN

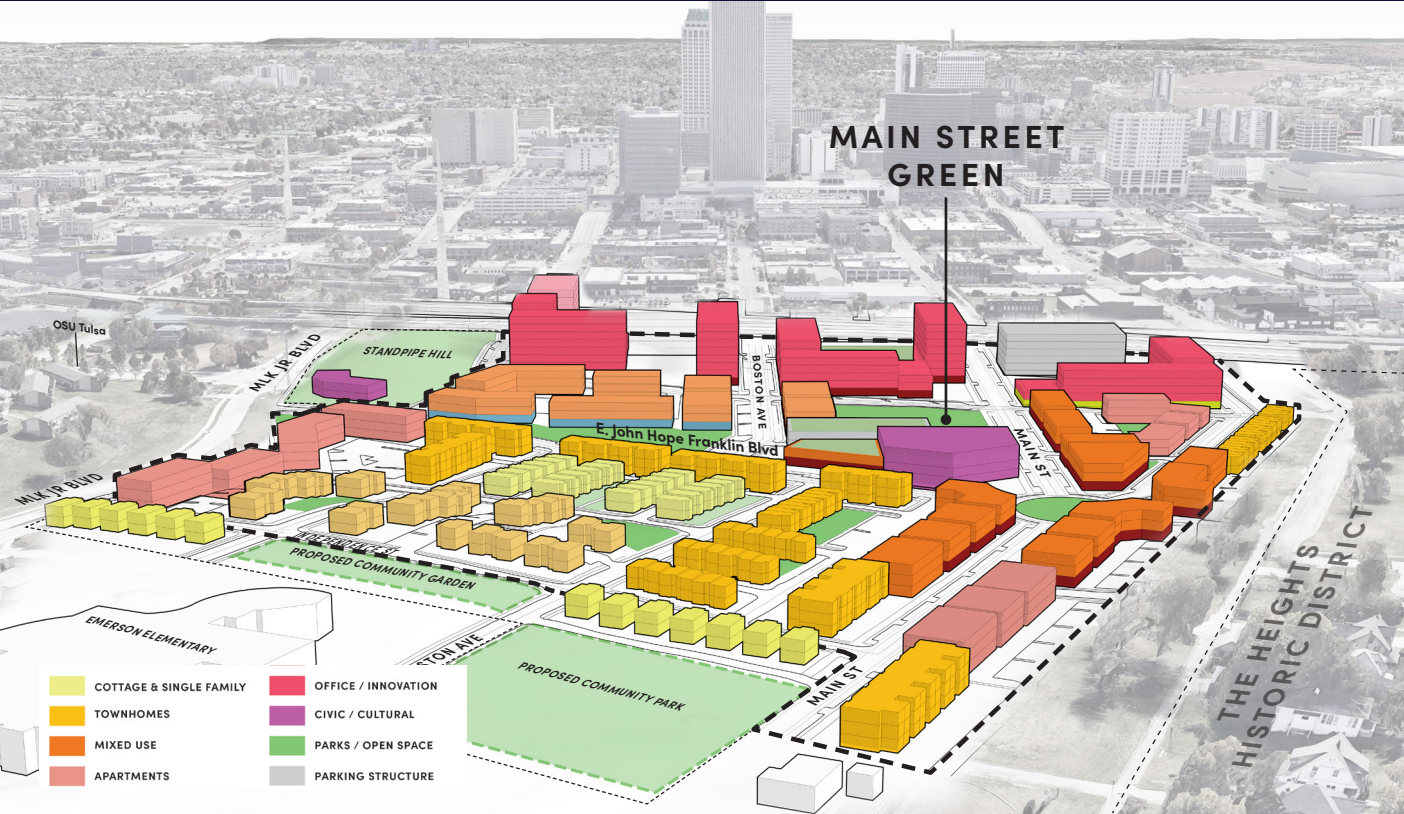


FIGURE 17: OPTION A MASSING DIAGRAM

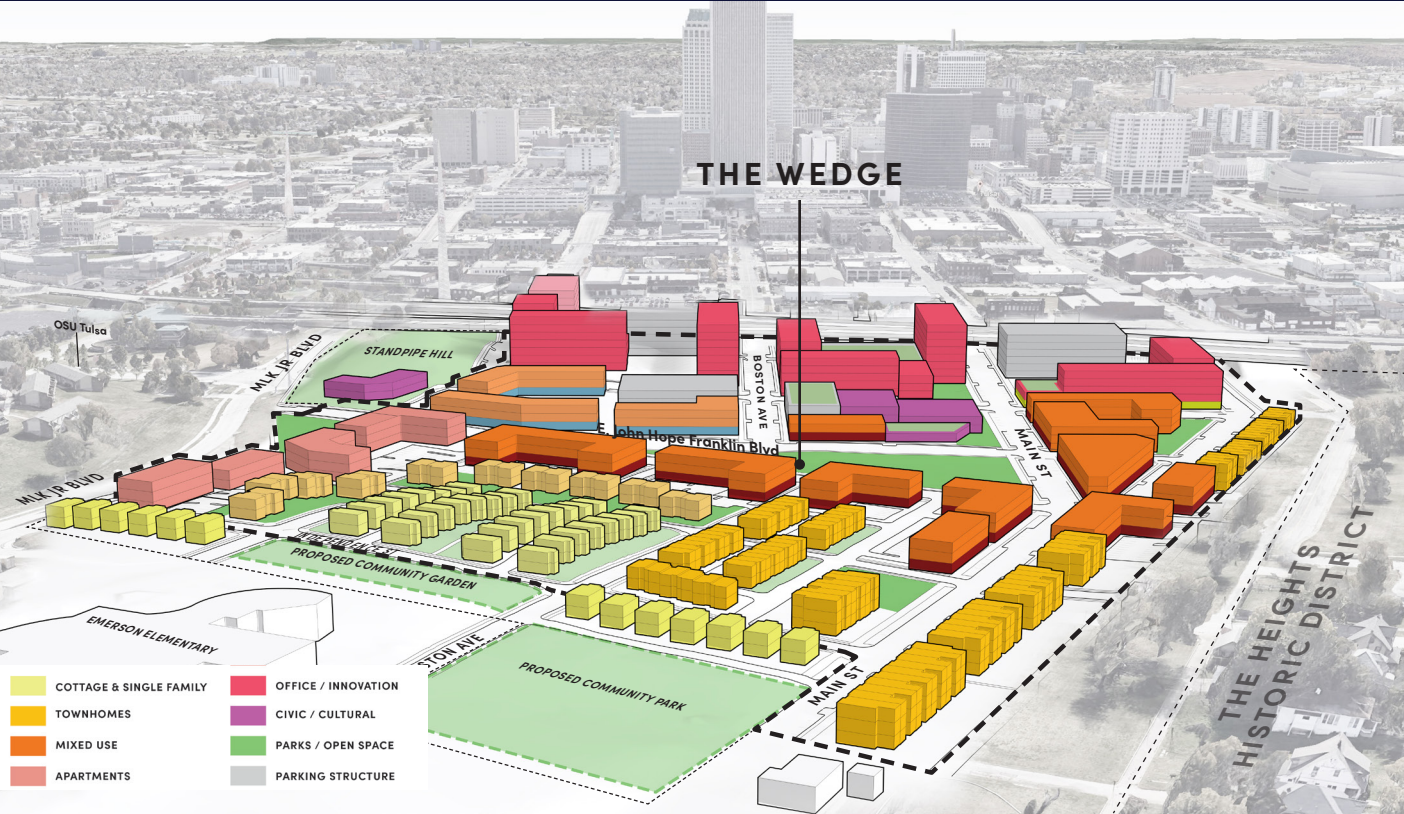


FIGURE 19: OPTION B MASSING DIAGRAM

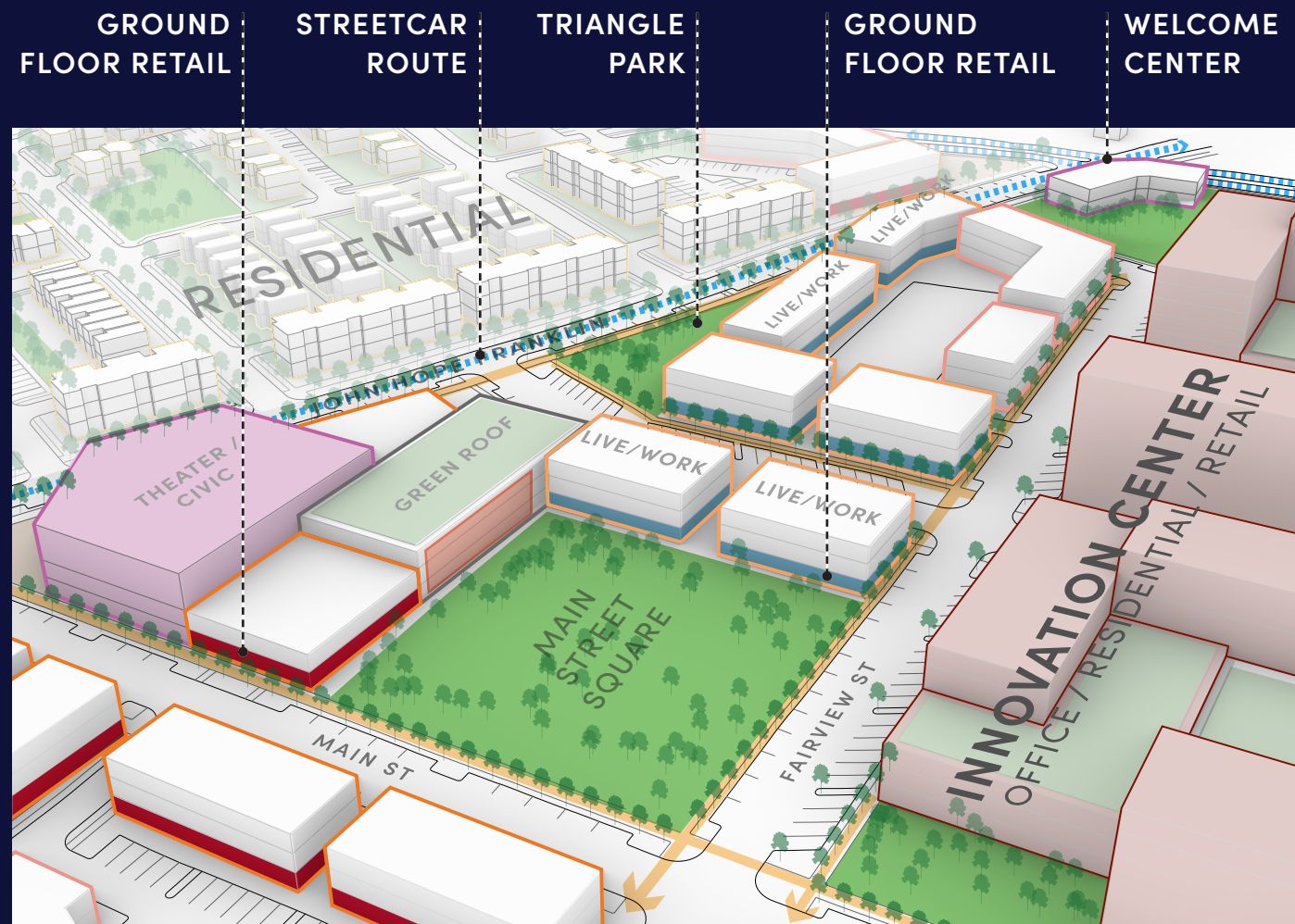


FIGURE 20: OPTION A PROPOSED OPEN SPACE

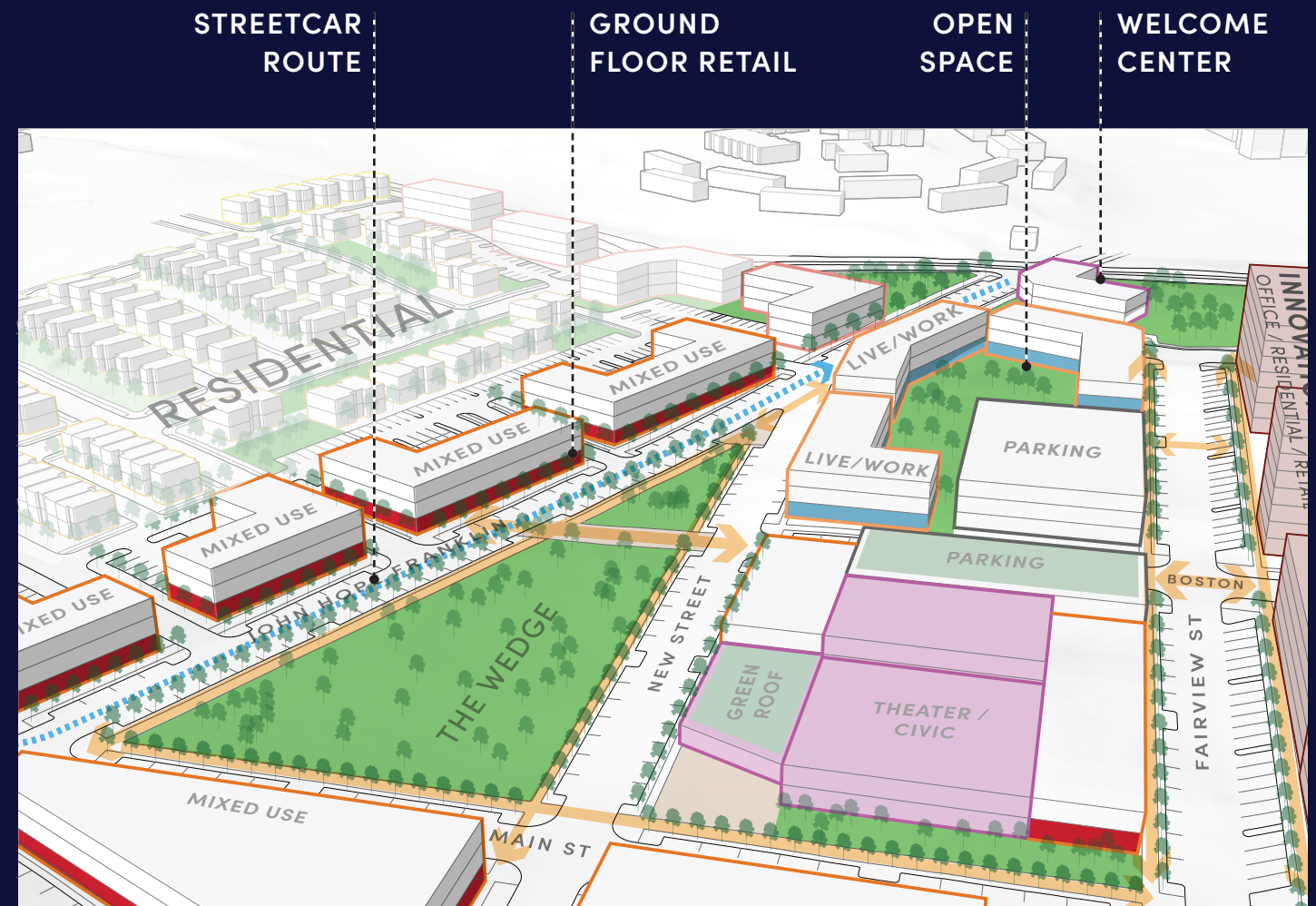
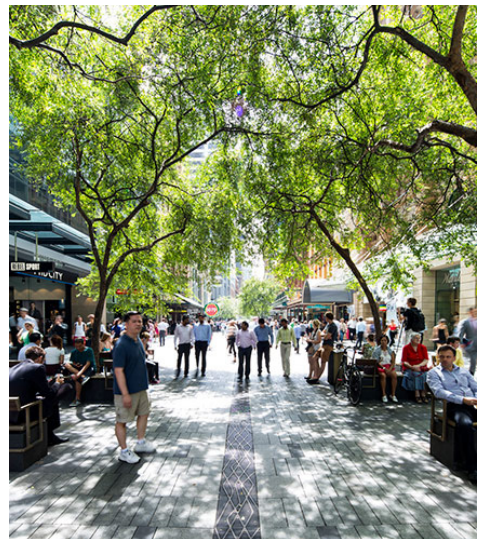


FIGURE 21: OPTION B PROPOSED OPEN SPACE

PLACEMAKING ELEMENTS



Pedestrian Paths +
Outdoor Patios

Paul Patterson



Community Events + Programming in Parks
(Movies in the Park, Performances)

CSP



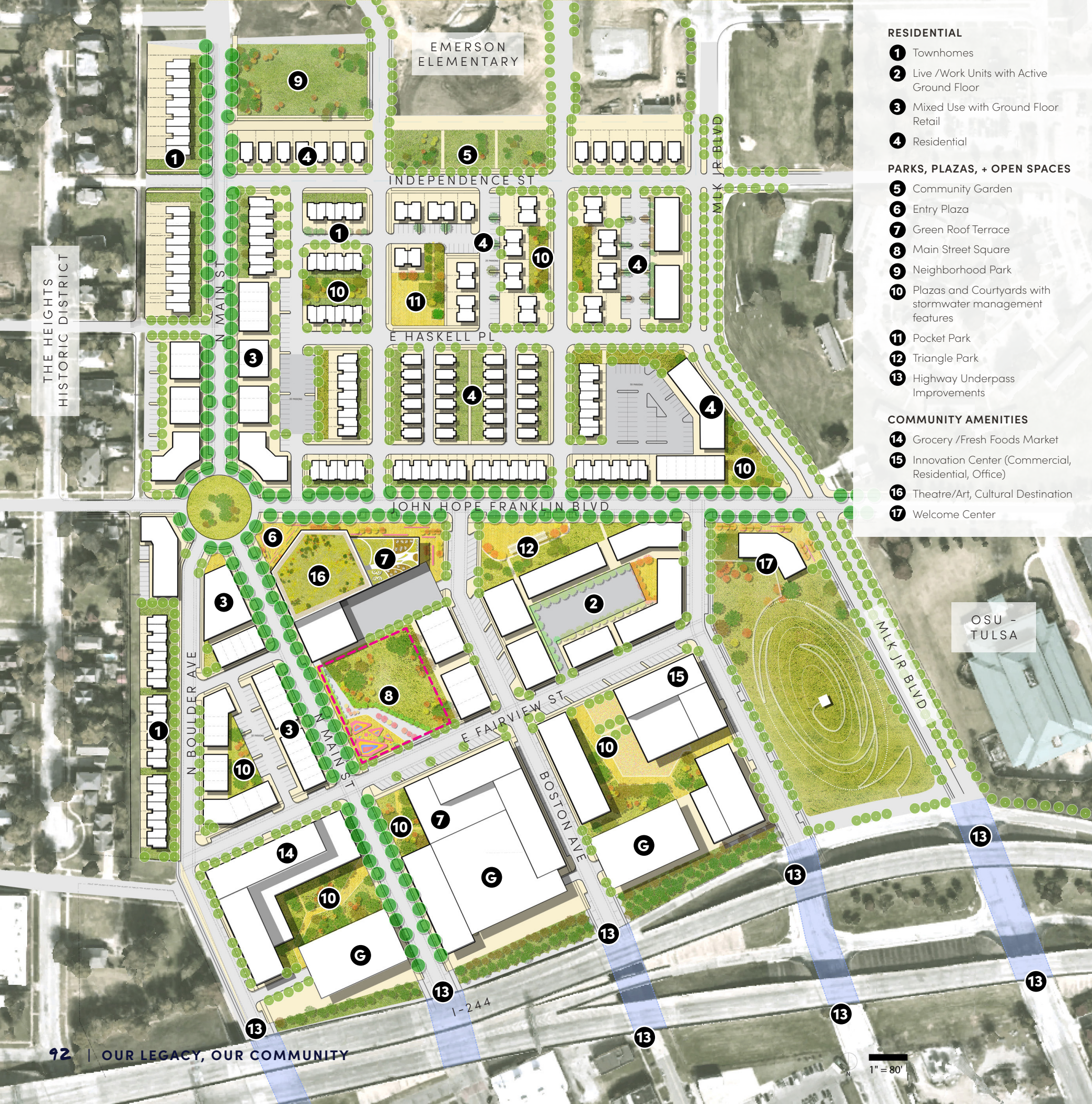
CUDA Studio

Public Space Amenities (Tables, Games, Shade)



Public Art

Metro 1



Site Plan and Program

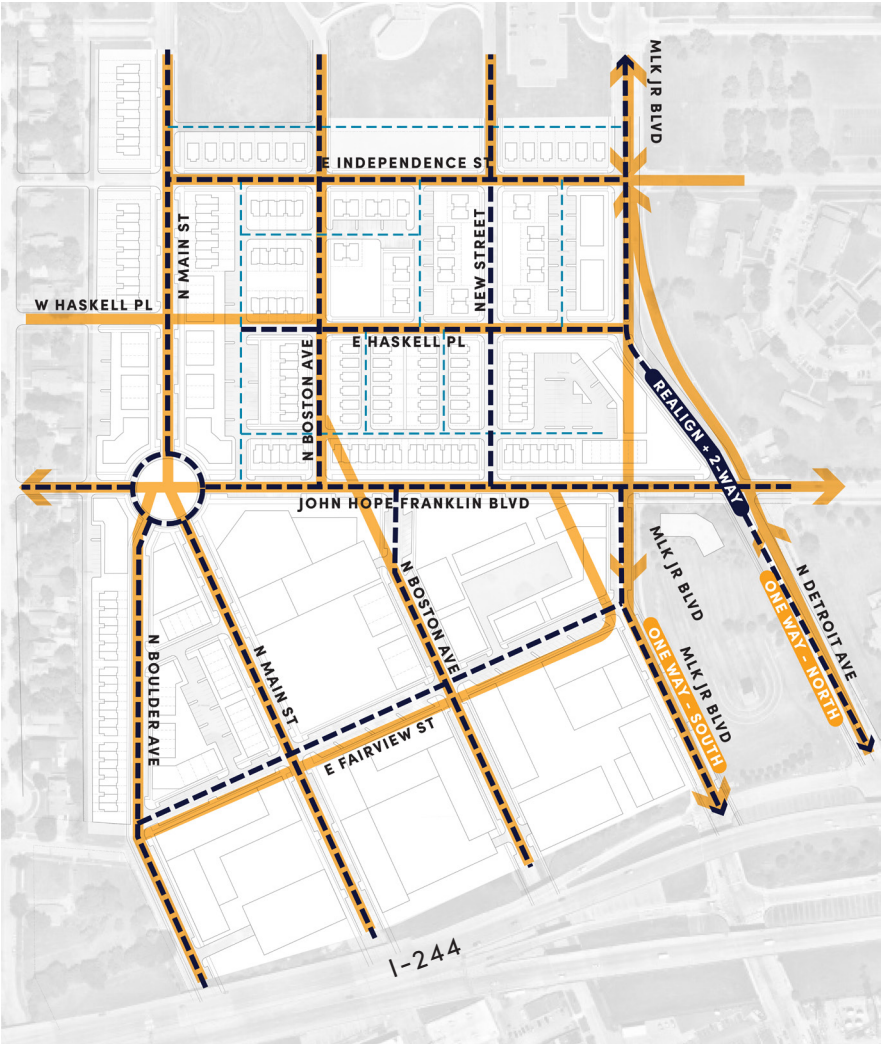
Both options A and B include a mixed-use program with a variety of uses to support the vision for a walkable, mixed-use district.

- » **Pedestrian oriented commercial corridor:** Emphasizing Main Street as a pedestrian oriented commercial corridor with 3-8 story buildings.
- » **Range of housing:** Provide housing units with a range of types, configurations and sizes from cottages, townhomes, multifamily residential and live/work units. This will help to establish a diverse resident base at all stages of life (millennials, young families, seniors, low, mid, moderate income).
- » **A range of retail and services** are concentrated along The Core on Main Street and John Hope Franklin Boulevard in small format spaces that can support a vibrant local economy, and meet stakeholder needs for more dining and shopping options in North Tulsa.
- » **Large scale retail:** The mixed-use blocks south of E. Fairview include larger format retail that could accommodate a large grocery store chain as well as hotel and hospitality use.
- » **Arts and cultural amenities** (galleries, theatres, performance spaces, and flexible multi-use indoor spaces) suitable for a myriad of community events.
- » **Food courts and market halls.**
- » **Indoor and outdoor recreational amenities.**
- » **Innovation:** office, co-working, research, and space for emerging technologies provide an economic base and jobs for area residents.
- » **Live/work maker spaces** will provide small street level retail frontages with two floors of living space above. These makerspaces are designed and equipped for creatives to develop their ideas into products that can be sold onsite in ground floor spaces.
- » **The multi-modal circulation** and parking strategies are intended to reduce the need for parking and limit vehicular traffic, creating a vibrant, interconnected vehicular environment. Parking lots are tucked behind buildings and accessible via alleyways; parking structures (G) will be incorporated into mixed-use blocks.
- » **Parks, plazas, and open space amenities that incorporate resilient infrastructure.** Parks and plazas can be deigned with permeable paving that allow infiltration, and native plan materials that create habitat and reduced water need supporting the aesthetic goals of the district. Green roofs can offer multiple benefits including reducing stormwater discharge through absorption, storage and infiltration, thermal cooling during warm weather and insulating buildings during cold weather. Green roofs are also attractive and can provide habitat for wildlife such as birds and insects.

◀ **FIGURE 22: SITE 1 ILLUSTRATIVE PLAN**

NOTE: This concepts shows Martin Luther King Boulevard rerouted as a two-way boulevard with a median. Engineering studies have not been completed to evaluate this proposal. The mixed-use concept illustrated can be modified for the existing roadway alignment.

Site 1 Street Re-alignment



NOTE:
At the intersection of John Hope Franklin and North Main St, there are two different proposals being illustrated (p.86-87). Option A: Main Street Green proposes that a traffic circle be installed and Option: B the Wedge maintains the existing four way intersection. Note that both options will require evaluation by a Traffic Engineer to confirm that the rights-of-way can accommodate all the streets, turning radii, proposed intersections, and support safe pedestrian crossings.

LEGEND

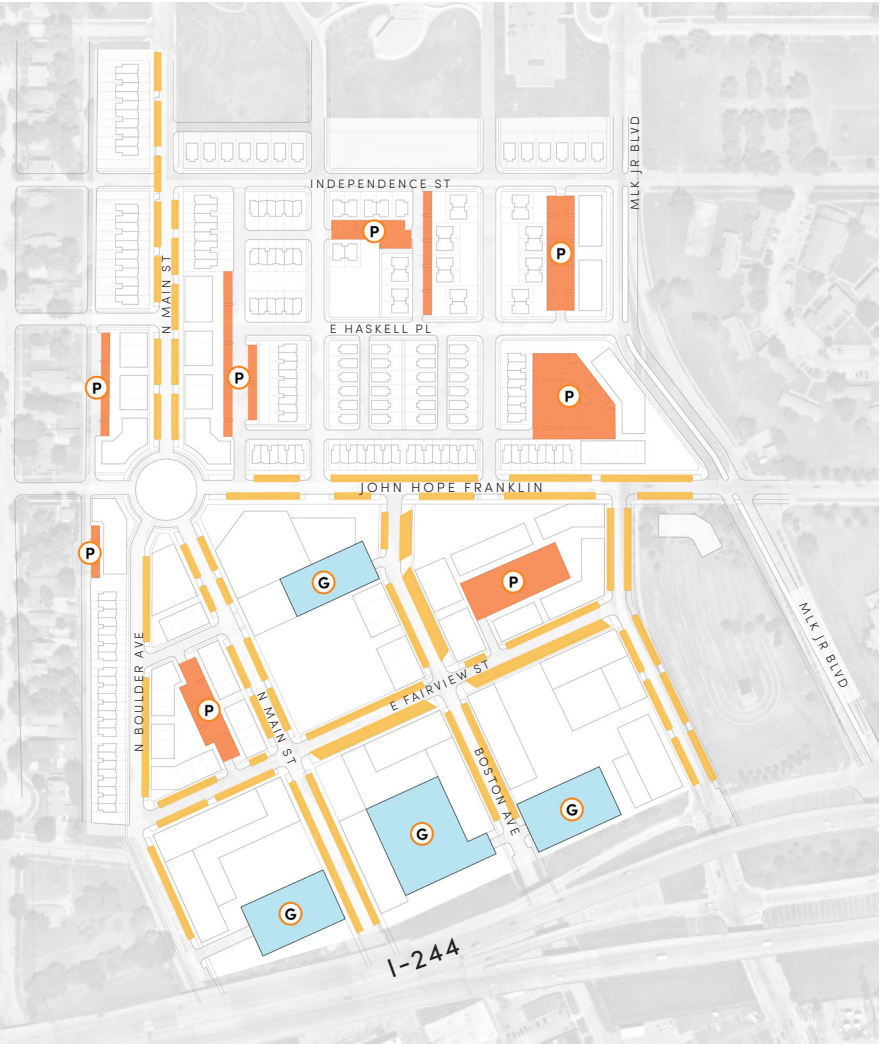
- Existing Streets
- Proposed Streets
- Proposed Alleys

FIGURE 23: SITE 1 STREET RE-ALIGNMENT

The master plan has accommodated parking needs for new users based on the following recommendations:

- » **Maximize on-street parking** to support an efficient and convenient access to shops and retail. The on-street parking will also enhance traffic calming measures and encourage pedestrian activity.
- » **Provide accessible surface parking** behind retail uses along Main Street and John Hope Franklin Boulevard.
- » **Residential parking:** smaller residential units are parked onsite.
- » **Providing shared parking facilities** that enable both surface and garages to be shared amongst multiple user groups. An example of this is the theatre, restaurants, and other uses that may have increased demand in the evening in spaces vacated by office and other uses with high daytime parking requirements.
- » **Parking garages** are placed along the freeway edge to quickly move cars off the road and minimize the impact on local users.

Site 1 Parking Approach



Parking Ratios

RETAIL	4.5 per 1,000 sf
OFFICE	3.5 per 1,000 sf
RESIDENTIAL	1.5 per unit
STRUCTURE	1 space = 320 sf

Parking Spaces

STREET PARKING	433
SURFACE PARKING	279
STRUCTURED PARKING	1,398
TOTAL	2,110

FIGURE 24: SITE 1 PARKING APPROACH

The plan creates a holistic mobility network that bridges the new district to the adjacent neighborhoods and to downtown by extending and reconnecting the street grid and historic alley ways. The reconnected urban grid creates larger development blocks south of John Hope Franklin Boulevard and smaller neighborhood scaled blocks to the north creating safe options for pedestrians, bicyclists, drivers, and transit users.

DESIGN APPROACH

Site 3 - Community Meeting Draft



Site 2 - Community Meeting Draft



Two conceptual approaches were explored for Site 2 and 3. Additional design and engineering studies will be required to advance the concepts and allow both sites to serve their stormwater management functions and support the uses described here as part of the Cultural Corridor.

SITES 2 + 3: THE CULTURAL CORRIDOR

The struggle for Greenwood, when told, often begins and ends with the 1921 massacre. The massacre is but one chapter in a longer story – a continuous battle fought through urbanism. To carry this story into the future, we are tracing previous chapters of Greenwood's history such that the future will be continually shaped by the past.

The Cultural Corridor is composed of Sites 2 and 3. The bounds of both sites capture the historic core of Greenwood and the northern extents of Black Wall Street. Responsive to the community's feedback, the design for the Cultural Corridor centers around a recollection and celebration of the past, and a steadfast dedication toward the future of the site and the everyday, lived experience of the community.

Sites 2 and 3 recall and honor their historic identity in both their proposed spatial configuration and function. The planning and design team compiled historic maps of the neighborhood and then traced its streets and alleyways; an exercise which yielded a spatial framework for the development of both sites. Site 2, conceived as a promenade, reflects historic Black Wall Street in its civic orientation as a commercial and entertainment center. Site 3 reflects the area's history as a close-knit residential community in its reconceptualization as a community memorial and youth-centered public park.

Two conceptual approaches were developed for Sites 2 and 3 that create community amenities while keeping the sites core function of managing stormwater. Figure 25 Illustrates a concept for the Green Stitch a Stormwater Resiliency Park with a landscape designed to manage stormwater and provide active recreation and sites for contemplation. Site 2 Greenwood Plaza is shown with a multi-purpose public plaza and amphitheater designed to host large gathering as well as daily use. Building on the activation of the Greenwood corridor, the OSU parking lot north of Site 2 is illustrated with additional mixed-use development along the corridor that can activate the corridor and provide additional amenities while significant parking is retained behind the buildings. There are currently over 500 parking spaces on the OSU Tulsa lot between N. Greenwood Avenue and the Osage Prairie South Trailhead that are currently underutilized. A shared parking approach would limit environmental impacts of paving to build more parking; reduce costs and provide mutual benefits to the community. The design of the sites increase bicycle and pedestrian access along the corridors with connections to the existing Osage Prairie Trail extended into both sites and a pedestrian/bicycle bridge is proposed to connect east to USA BMX and Evans Fintube.

SITE 3: THE GREEN STITCH
STORMWATER RESILIENCY PARK

- 1 Stormwater Resiliency Park with recreational amenities
- 2 Wetland Planting
- 3 Memorial Entrance
- 4 Planned Rudisill Library
- 5 Pedestrian pathways replicating historical grid
- 6 Existing BS Roberts Park
- 7 Existing Osage Prairie Trail Head

GREENWOOD PLAZA

- 8 Proposed Bicycle and Pedestrian Bridge
- 9 Potential Future Development
- 10 Multi-Function Plaza
- 11 Proposed Trail Extension
- 12 Amphitheater
- 13 Lawns

FIGURE 25: CULTURAL
CORRIDOR ILLUSTRATIVE PLAN

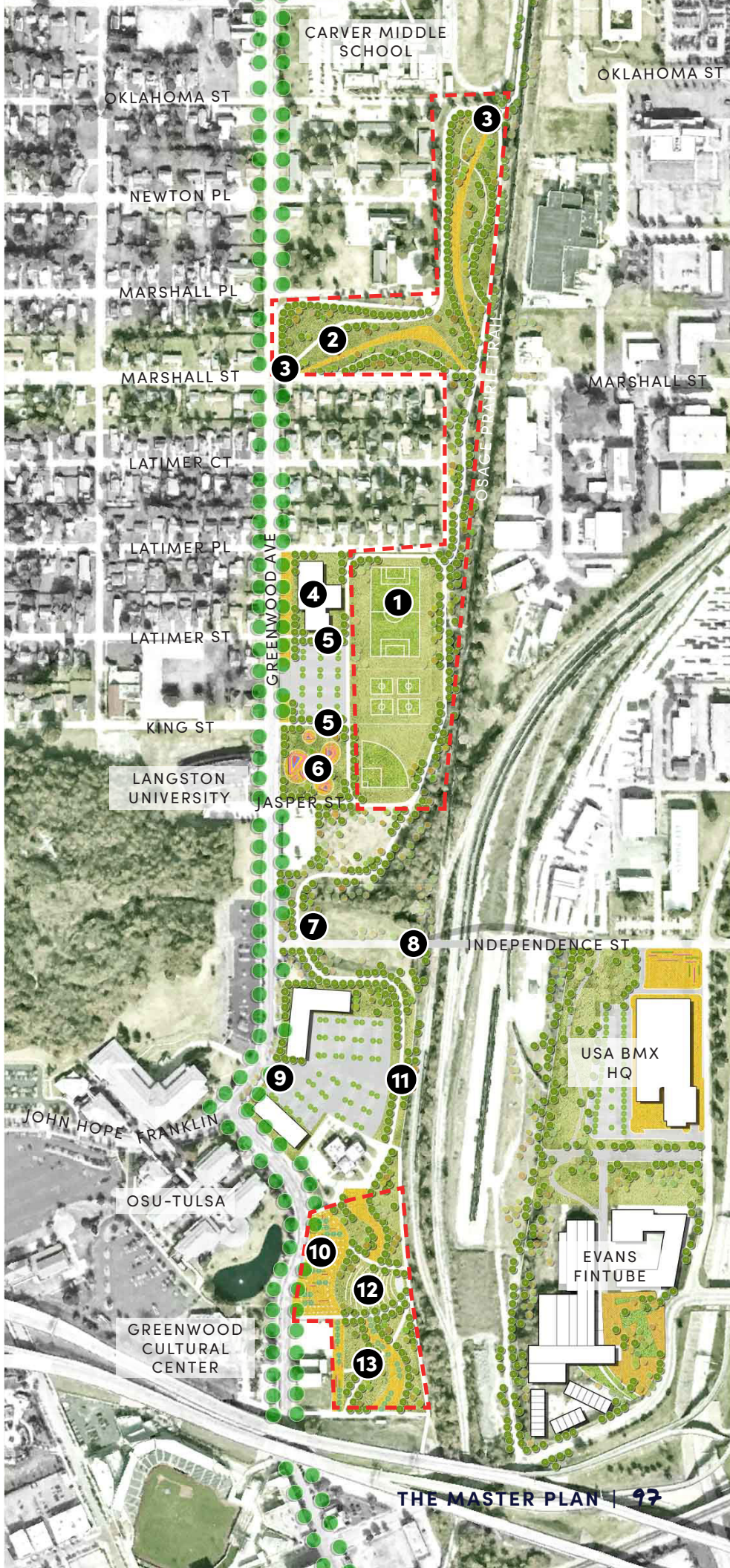




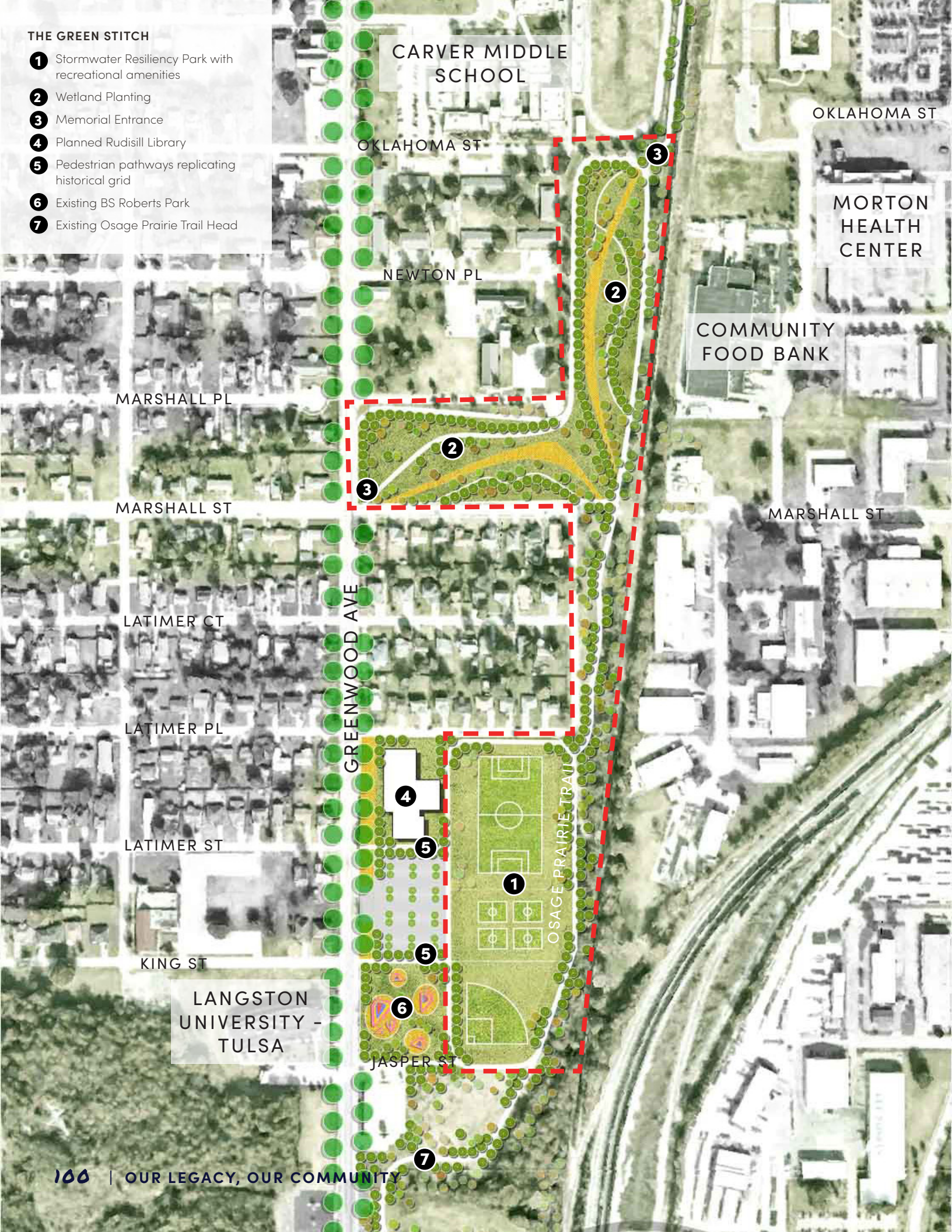
FIGURE 26: SITE 2 GREENWOOD PLAZA RENDERING

SITE 2: GREENWOOD PLAZA

Site Plan and Program

- » **Commercial corridor:** Creating space along Greenwood Avenue for pop-up shops and food vendors.
- » **Community hub:** Site 2's adjacency to Greenwood Avenue creates the ideal conditions for large-scale community gathering space .
- » **Promenades and Plazas:** Pedestrian walkways and generous hardscaped plazas knit this site together and offer shaded, comfortable means of circulation through the site and opportunities for smaller performances and spaces for vendors. The hardscape materials selected for the plazas and walkways should consider sustainability with permeable paving that allows infiltration, and durable materials for future maintenance, fire protection, utility access, and food trucks, vendors, and entertainment vehicles to access the Market Plaza.
- » **Storytelling:** the paving and hardscape throughout the site provides opportunities for inscriptions that will help tell the story of Kirkpatrick Heights / Greenwood.
- » **Open Space:** Ample open space provides opportunities for formal events and celebrations as well as casual, intimate gatherings.
- » **Passive and active recreation:** A mix of opportunities are present within the design to allow both large events, smaller more intimate programs, and moments of reflection, walking, and enjoying the landscape.
- » **Amphitheater:** The amphitheater, situated in the middle of the site, offers the support of existing use of the site, like Juneteenth festivals, while also creating the potential for year-round performances and celebrations.

- THE GREEN STITCH**
- 1 Stormwater Resiliency Park with recreational amenities
 - 2 Wetland Planting
 - 3 Memorial Entrance
 - 4 Planned Rudisill Library
 - 5 Pedestrian pathways replicating historical grid
 - 6 Existing BS Roberts Park
 - 7 Existing Osage Prairie Trail Head



SITE 3: THE GREEN STITCH

Site Plan and Program

- » **Community memorial:** Site 3's northern basins provide the opportunity to tell the story of Kirkpatrick Heights / Greenwood from its founding to the present day, with special attention towards the spacial legacy of urban renewal.
- » **Storytelling:** Pathways can be used to tell the story of this place through art and poetry. The sides of the large stormwater basins, inscribed with quotes and passages about the history of the neighborhood, are transformed into interactive storytelling features.
- » **Wet meadow:** The northern basins will be planted with native, wet meadow species that will anticipate and mitigate stormwater collection and runoff.
- » **Walkways and Promenades:** New walkways will allow circulation across and through the southern memorial spaces, and provide access to the Osage Trail.
- » **Public park:** A public park in the southern basins within the limits of existing detention facility will provide much-desired park space adjacent to Carver Middle School, St. Monica Catholic Church, and the planned new Rudisill Library. During the design a full stormwater analysis will needed to understand the potential impacts on stormwater capture. Its is critical that changes to the elevation of the detention ponds, do not have a negative impact on flooding in the area.
- » **Active recreation:** The southern basins are able to accommodate youth-sized playing fields for community use.
- » **Youth programming:** recreational elements such as sports fields and open space are geared towards the community's youth.
- » **Floodable areas:** Both the northern and southern basins are planted with flood-tolerant vegetation; the resilient planting strategy will enhance the spirit of reflection and community intimacy.
- » **Pedestrian circulation:** direct connection to Greenwood Avenue and the Osage Prairie Trail facilitate pedestrian circulation throughout the site and to the adjacent neighborhood and other community assets and amenities.

FIGURE 27: SITE 3 ILLUSTRATIVE PLAN

FIGURE 29: CULTURAL CORRIDOR EXPERIENCE RENDERING

Site 3: The Green Stitch is envisioned as a Stormwater Resiliency Park that tells the story of the site's past while offering space for passive recreation, gathering and remembrance. The site will be designed to showcase innovative strategies for green stormwater infrastructure and to support quality of life with trails, art, and a lush planting palette.





03

HOW DO WE GET THERE:

POLICIES, PARTNERS, & ACTIONS



INTRODUCTION

In 2018, when the Tulsa Development Authority regained control over the three parcels assembled for the creation of the master plan, the city's stated goal was to create a framework for the publicly owned sites that would represent the community's vision within the context of the larger neighborhood. The city also emphasized a goal of ensuring that their economic development partners, Leadership Committee, and consultant team were committed to identifying an implementation structure that places ownership and governance in the hands of Kirkpatrick Heights / Greenwood stakeholders and leaders – one that ensures the social and economic benefits of redevelopment are experienced by the community itself.

Following the initial rounds of community idea generation and needs, consultant team-member P.U.M.A. began working more directly with the city, PartnerTulsa, and the Leadership Committee to identify and recommend potential pathways to implementation. In April 2022, the consulting team led a series of community focus groups that began introducing concepts of community led and community-based entities that could serve as potential models for governance and stewardship of the master plan's real estate parcels. The April 2022 Community Design Workshops featured practitioners from Seattle, Washington and Houston, Texas who described their work leading community land trusts and land banks. P.U.M.A. focused their research and analysis on Community Development Corporations, Community Land Trusts, and Community Benefits Agreements. As the planning and design phase of the master plan was nearing completion, it became clearer that the parallel conversations to identify a potential governance model needed more focused and specialized expertise to support the successful implementation of the master plan.

Working with the consulting team, identifying a successful path to implementation requires

1. More **Organizational Research** to understand and identify which potential governance model could work best for the planning area.
2. Identification of the **Immediate Next Steps** necessary to begin implementation of a new governance model for the Plan area.
3. **Managing the Interim** of how PartnerTulsa will support early development activities and help to incubate an independent, community-led governance model long-term.

1 ORGANIZATIONAL RESEARCH

Successful implementation of the master plan will require leveraging more knowledge of national best practices to develop the appropriate community-led organization and governance model to lead redevelopment in the Kirkpatrick Height / Greenwood area. To effectively advance the goals of implementing the master plan, PartnerTulsa should hire a senior-level staff member to lead next steps and ensure rapid progress and strong execution. The proposed staff member will be tasked with developing a strong understanding of the types of organizational and governance models that could be implemented, and will work with the City, and the local community to lead the process to form the entity that would ultimately support redevelopment of the parcels. As long-term governance recommendations are implemented, PartnerTulsa can transition responsibility to a new entity; in the interim, this staff member will support execution of immediate next steps and serve as a primary point of contact and communication for residents, stakeholders, and partners. All actions taken to implement the master plan will be in accord with Oklahoma law.

EXPLORING COMMUNITY-LED ORGANIZATION + GOVERNANCE MODELS

The master planning process included robust community engagement, and selection of potential governance models will also include significant community engagement efforts to ensure broad and diverse participation and ideation. The process will also include further research looking at communities who have successfully implemented these models.

COMMUNITY DEVELOPMENT CORPORATION (CDC)

What is a CDC?

Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are historically neglected. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs.

While CDCs may work closely with a representative from the local government, they are not a government entity. As non-profits, CDCs are tax-exempt and may receive funding from private and public sources.

CDCs can range from large, well-established organizations to community groups that meet in churches or rec centers. Large or small, CDCs have in common their involvement in development work. They generally have staff and some degree of incorporation.

CDCs are self-identified. That is, there is no specific tax ID or certification that distinguishes a CDC from other non-profits. There are state and local

associations that work specifically with CDCs but there has been no national association directly representing CDCs since the National Congress for Community Economic Development (NCCED) dissolved in 2006.

CDCs are set up and run by community members or local groups like churches and civic associations. A key feature of CDCs is the inclusion of community representatives in their governing/advisory boards. While it's difficult to enforce because CDCs act independently, the rule of thumb is at least one-third of the board is comprised of local residents.

Typically, a significant portion of funding comes from local government and through state and federal grants, such as the U.S. Department of Housing and Urban Development's Community Development Block Grant. CDCs can also receive funding from philanthropic foundations like the Ford Foundation and the Surdna Foundation.

CDCs may also apply for funding through intermediary organizations that receive government resources and then allocate funding to community groups.

Benefits of a CDC Model:

CDC's anchor capital in communities by developing residential and commercial property, ranging from affordable housing to shopping centers and even businesses.

At least one-third of a CDC's board is typically composed of community residents, allowing for the possibility of direct, grass-roots participation in decision-making. CDCs' work to enhance community conditions oftentimes involves neighborhood organizing, a process critical for empowering residents and gaining political power.

UNITY COUNCIL

Oakland, CA

Overview:

The Unity Council has worked with the largely Latino community in the Fruitvale District of Oakland for the past four decades. Its programs, which reach over 12,000 people a year, include affordable housing development, small business assistance, job training, childcare, youth services and senior care.

Operating Budget: \$20,065,657

Funding Sources: 46% Government
28% Grants/Contributions,
23% Rents
3% Earned Income

Staff Size: 57 Staff
Executive Team, Program Leadership,
Property Management, Administration

Board Size: 11
UCO board is made up of Oakland Community leaders including local non-profit and foundation leadership as well as leadership from tech and the finance sectors in Oakland.

Impact Last Year (2021)

- » Served 11,172 people
- » 2,395 families received financial assistance
- » 194,312 meals distributed
- » \$885,772 given in rental subsidy
- » 183,300 distributed to local small businesses and essential workers

COMMUNITY LAND TRUST (CLT)

What is a CLT?

Community land trusts (CLTs) are nonprofit, community-based organizations tasked with holding land “in trust” for the benefit of people in the community. Typically, land in a CLT is owned collectively, but the houses are owned individually by residents.

Traditionally, CLTs purchase and retain title to the land under detached houses, attached townhouses, or multi-unit condominiums. The land is leased to residents long-term (typically a 99-year ground lease), who hold a deed to their individual homes. Some CLTs use other legal mechanisms, including deed covenants, second mortgages, or cooperative housing models, to convey ownership and subsidize properties.

In the vast majority of CLT’s, the initial homebuyer signs a deed covenant with the CLT when purchasing the home that if the home is sold, it must be resold to another income-qualified buyer at an affordable rate. When selling home-owners will receive what was invested, plus an inflation factor established by the CLT.

A community land trust is land that is owned collectively, but the houses are owned individually by families. And so they are building equity, are building wealth, but doing so outside of the speculative economy. There is a contract, there’s an agreement amongst all the neighbors, residents, the community land trust, to keep the housing permanently affordable.

In addition to the development of affordable housing, many land trusts are involved in a range of community-focused initiatives including homeownership education programs, commercial development projects, and community greening efforts.

Benefits of a CLT Model:

Community Land Trusts allow low- and moderate-income people to access and build equity through homeownership, preventing displacement due to rising property values, land speculation and gentrification.

CLTs provide successful homeownership opportunities for generations of lower-income families and are an effective strategy to reduce the displacement of legacy residents. CLTs allow residents to pass the property lease and ownership of the home to their children, which promotes generational wealth-building within families.

The foreclosure rate in Community Land Trusts are very low. If you subsidize a family for buying a home in a community land trust, 90% of them are still in their private home five years later compared with 50% in the private market.



URBAN LAND CONSERVANCY

Denver, CO

Overview:

Urban Land Conservancy (ULC) acquires, preserves, and develops real estate to under-served areas for long-term community benefit. Through the acquisition, development and preservation of real estate in urban areas, they support neighborhoods with community assets such as schools, affordable housing, community centers and nonprofit facility space. Community Land Trust is one of the models used to meet organizational goals. ULC has a diverse range of programs and services outlined below.

LAND BANKING: ULC land banks parcels of land in Metro Denver to preserve the affordability of future developments for long term community benefit.

COMMUNITY DEVELOPMENT: ULC provides expertise and resources to community partners and facilitates the community development process.

PRESERVATION: ULC preserves both commercial and residential buildings to promote long term affordability in an increasingly unaffordable city. Through the preservation of these spaces, nonprofits and residents can continue to rent affordably and remain in their communities.

Operating Budget:	\$10,214,464
Funding Sources:	38% Program Services rental income, development fees, misc 37% Grants + Contribution 21% Net gain from sale of non-inventory assets 4% Investment incomes and dividends 3% Earned Income
Staff Size:	18 Staff Property / Assets Management and Acquisition, Communications, Finance, Administration
Board Size:	12 State Land Board, Finance, Local Foundations, Food + Agriculture Non-Profit, State Department of Revenue

COMMUNITY BENEFIT AGREEMENT (CBA)

What is a CBA?

A Community Benefits Agreement is a contract between a developer and community-based organizations representing residents' interests. The agreement spells out the benefits the community will receive in return for supporting (or at least remaining neutral to) the developer's project in their neighborhood.

CBAs are most effective with large development projects in urban areas with diverse community coalitions when the developer is motivated to garner community support to obtain benefits such as public subsidies, sale of public property, zoning changes, other public-managed investments, and/or approval of the proposed project. City support for a CBA and the community coalition's goals strengthen the coalition's negotiation position.

These agreements can help ensure more equitable development, enabling existing residents to benefit from new activity and opportunities in neighborhoods threatened by gentrification and displacement.

What is Included in a CBA?

CBA's often include benefits such as guaranteed minimums for local hiring, the inclusion of affordable units in new housing, and the development or improvement of parks or community facilities, open space, public art. Depending on the neighborhood and the project, other commitments in the CBA may include; environmental benefits, job training, right-to-organize commitments, funding for community services, and quality of life considerations.

Benefits of a CBA Model:

CBAs provide a way for residents to enforce promises the developers make to the community during the approval process. In addition, development projects that incorporate resident ideas, experience, and knowledge are tailored to the specific community, and thus more likely to be beneficial to all residents.

These projects are more likely to attract local businesses, new jobs, spending within the community, and enhance the sense of belonging for those who already live there. As a result, projects subject to a CBA will result in meaningful returns desired by residents, not just profit to the developer.

The process of negotiating a CBA also encourages coalition-building and new alliances among community groups that may care about different issues or have different constituencies, uniting them to create a more powerful alliance in their negotiations with developers.

Effective coalitions often have a community presence--people know who they are and know they can be effective advocates. Sometimes this happens because the coalition has a record of accomplishment of winning campaigns. Or it may be that its members are known in the community as strong leaders.

In some cases, a new coalition needs to develop a strategy to build awareness of its existence and goals, appearing at community and city meetings, requesting meetings with city leaders, hosting educational sessions about equitable development. These relationships and this visibility communicate to the developer that the coalition has the power to work in favor of development with a CBA, or against the development if there is no agreement.

Enforcement

How a CBA is enforced depends on who signed it and what enforcement provisions it contains. As a CBA is a legally binding contract, it can be enforced only by a party that has signed it. CBAs that are incorporated into development agreements can be enforced by the government, as well as by community groups.

Note:

Based on case studies, CBA's that exist within a city ordinance and are triggered by an agreed-upon threshold, instead of being created project by project tend to be more successful in meeting the needs of the community.

OBAMA CBA

Chicago, IL

Overview:

Chicago's City Council passed the Woodlawn Housing Preservation Ordinance, a historic law with the potential to stop the displacement of thousands of low-income and working-class Black residents who live near the future Obama Presidential Center. The efforts were led by the Obama Community Benefits Agreement (CBA) Coalition.

The Coalition sought to win commitments from the Obama Foundation, the University of Chicago, and the City (which subsidizes the project with taxes) to share the benefits of the big development with the long-time residents of Woodlawn, the mostly Black neighborhood connected to Jackson Park. They wanted commitments to train and hire local residents for jobs generated by the library, as well as housing protections for long-time neighborhood residents, among other benefits.

Outcomes

- » The reservation of 52 City-owned vacant lots for affordable housing for people earning up to 50% of the Area Median Income.
- » A "right of first refusal" for tenants, meaning that a landlord who decides to sell their building must offer their tenants the option to purchase it first before going on the market.
- » A \$1 million commitment to the Home Improvement Grant Program, allowing Woodlawn residents who have owned and lived in their home for more than five years to apply for grants of up to \$20,000 dollars.
- » -A \$500,000 commitment to the Renew Woodlawn program, which helps low- and middle-income people buy homes in the neighborhood.

2 IMMEDIATE NEXT STEPS

Implement initial actions in the Kirkpatrick Heights / Greenwood Site Master Plan through the leadership of PartnerTulsa, while developing and incubating a community-led governance model to support community ownership and long-term efforts.

Following the adoption of the master plan, PartnerTulsa will assign or hire staff to lead implementation of the Plan and initiate a Phase II effort related to long-term, community-led governance structures that will support redevelopment, programming, and maintenance of the sites. Phase II planning work should identify and develop the recommended business model for a community-led organization that PartnerTulsa will incubate and will include additional analysis on hybrid approaches for redevelopment that could include a mix of Community Land Trust and Community Development Corporation models.

As PartnerTulsa is executing Phase II governance work, a formal Advisory Committee should be established as a sub-committee of the Tulsa Development Authority, with that sub-committee charged with reviewing and recommending policy frameworks for redevelopment, supporting development of RFPs, reviewing proposals, and providing general guidance related to plan implementation efforts. This Advisory Committee should be comprised of 7-9 members and be identified through a public application process that defines key skill sets needed for community members.

PartnerTulsa is working with the City and key Departments, and the Leadership Committee to identify the immediate actions that must be taken to begin implementation of the plan and to establish a new governance model for the Plan area.

ADVISORY COMMITTEE AREAS OF EXPERTISE

Committee members should have a range of backgrounds, viewpoints, and experiences. Professional experience in areas such as real estate, housing and commercial development, business improvement districts or management, arts and culture, design, creative placemaking, public space and event activation, community organizing, and leadership is recommended.

Immediate next steps for successful implementation of the plan include:

ACTION	OWNER	TIMELINE
1 Establish a Technical Working Committee of key City, Tulsa Planning Office, and PartnerTulsa staff to identify and execute initial steps required in advance of development (i.e. – zoning, platting, etc.)	PartnerTulsa in coordination with City Departments and TPO	Technical Working Committee established within three (3) months of plan adoption
2 Hire staff lead to manage implementation actions and additional research and actions on developing a community-led governance model.	PartnerTulsa	Staff hired within six (6) months of plan adoption
3 Establish an Advisory Committee comprised of 7-9 community members with key skill sets needed to review and recommend policy frameworks for redevelopment, support development of RFPs, review proposals, and provide general guidance related to plan implementation efforts.	PartnerTulsa	Advisory Committee established within three to six (3-6) months of plan adoption
4 Identify funding for and develop RFP to solicit services, including legal services, to support developing the business plan and legal framework for a community-led governance model.	PartnerTulsa	Funding identified and RFP released within one (1) year of plan adoption
5 Leverage federal grant funding opportunities.	City of Tulsa, PartnerTulsa	Immediately and ongoing
6 Develop a plan and full funding strategy for implementation of the Greenwood Plaza concept leveraging the City of Tulsa’s implementation funds.	City of Tulsa, PartnerTulsa	Plan developed within one (1) year of plan adoption

3 MANAGING THE INTERIM

Early actions recommended in the plan will require the leadership and resources of PartnerTulsa. PartnerTulsa will support early development activities and help to incubate an independent, community-led governance model long-term. Forming the organization that will lead redevelopment of the Kirkpatrick Heights / Greenwood area long-term will require a specialized legal consultant and staff to lead additional work and to ensure that the results of this planning process and creation of the master plan will culminate in transformational change for this community and the entire city of Tulsa. Additionally, PartnerTulsa should plan to take the following substantive early policy actions to support early development steps, as efforts to establish a community-led governance model are in development and subsequently in the incubation stage.

LEVERAGING HISTORIC LEVELS OF FEDERAL FUNDING

Now more than at any point in recent history, there is substantial federal funding available to support local community and economic development efforts. The Biden Administration’s focus on place-based interventions that help address historic inequities place projects tied to this master plan in a competitive position that increase the potential to secure major federal funding. The City of Tulsa and PartnerTulsa should leverage these opportunities and seek to identify federal funding that can support plan implementation. Specific programs to consider and pursue include the U.S. Department of Transportation’s Reconnecting Communities Pilot Program, and other programs which are likely to be announced following the approval of the Inflation Reduction Act and the Infrastructure Investment and Jobs Act of 2022.

- 3.1 Identify and outline key community benefits which developments and developers must meet to align with Master Plan priorities and goals such as inclusion of affordable housing, utilization requirements for small and minority contractors, outreach requirements, etc. Adopt community benefit requirements formally through a Resolution of the Board of Commissioners of the Tulsa Development Authority and require inclusion of these benefits in any RFPs for development.
- 3.2 Utilize massing recommendations to establish projected total investment in the Plan Area in support of development of a Tax Increment Finance (TIF) District to support development and implementation of the Master Plan.

Incorporate key goals and policy priorities in the TIF Project Plan to ensure the TIF serves as a primary tool for implementation of the master plan’s goals and objectives.
- 3.3 Identify early development actions and RFP strategies that will:

3.3.1 Provide opportunities to generate substantial increment through a TIF District

that can support implementation of the master plan and major public investments recommended in the Plan.

3.3.2 Create a legal framework for developments that
 - Can create revenue streams that can be used for the financial benefit of a future community-led governance model
 - Preserves the ability to transfer land to a Community Land Trust upon completion of development.
- 3.4 In coordination with PartnerTulsa, Tulsa Planning Office, and City Departments, identify critical public infrastructure projects to be added to the City of Tulsa’s Capital Improvement Plan, in order to ensure consideration for future public tax package votes.

PLAN IMPLEMENTATION & EARLY ACTIONS

NEAR TERM (YEARS 1-3)

Within the first one to three years of the implementation program there are several high-profile and visible projects that can be initiated to gain momentum, build trust between the city and community, and make progress on turning the community’s vision into a reality.

STRATEGIES:

- A1. UTILIZE CITY OF TULSA IMPLEMENTATION FUNDING FOR CREATIVE PLACEMAKING AND PUBLIC REALM IMPROVEMENTS.**
- A2. ADOPT A FORMAL COMMUNITY BENEFIT POLICY FRAMEWORK FOR REDEVELOPMENT.**
- A3. DEVELOP A ZONING STRATEGY AND AUTHORIZE TECHNICAL STUDIES AND SITE FEASIBILITY ANALYSIS.**
- A4. EVALUATE ESTABLISHING A BUSINESS IMPROVEMENT DISTRICT (BID) TO SUPPORT LONG-TERM PLACEMAKING EFFORTS, PROGRAMMING, AND CLEAN AND SAFE, MAINTENANCE, AND BEAUTIFICATION CRITICAL TO THE NEIGHBORHOOD’S LONG-TERM SUCCESS.**
- A5. DEVELOP A COMMUNICATIONS PLAN AND ONGOING STAKEHOLDER ENGAGEMENT STRATEGY.**
- A6. BUILD LOCAL COMMUNITY CAPACITY TO SUPPORT COLLABORATION, BUILD TRUST, AND ENABLE COMMUNITY MEMBERS TO GAIN THE SKILLS NEEDED TO TAKE PART IN THE REBUILDING OF THE DISTRICT.**

A1. UTILIZE CITY OF TULSA IMPLEMENTATION FUNDING FOR CREATIVE PLACEMAKING AND PUBLIC REALM IMPROVEMENTS.

There is broad agreement within the community about the need for and development of a community hub that includes a permanent amphitheater that will provide an event space for Juneteenth, as well as allow the spaces to be opened up for more events and community gatherings, which include music, outdoor movie nights, shows, and other programmed events. It will also allow for informal gatherings, celebrations, recreation, and honoring the past. In order to provide short-term improvements and early action, the plan recommends development of a Greenwood Pop-Up Plaza at Site 2.

A1.1 Develop Greenwood Pop-Up Plaza at Site 2.

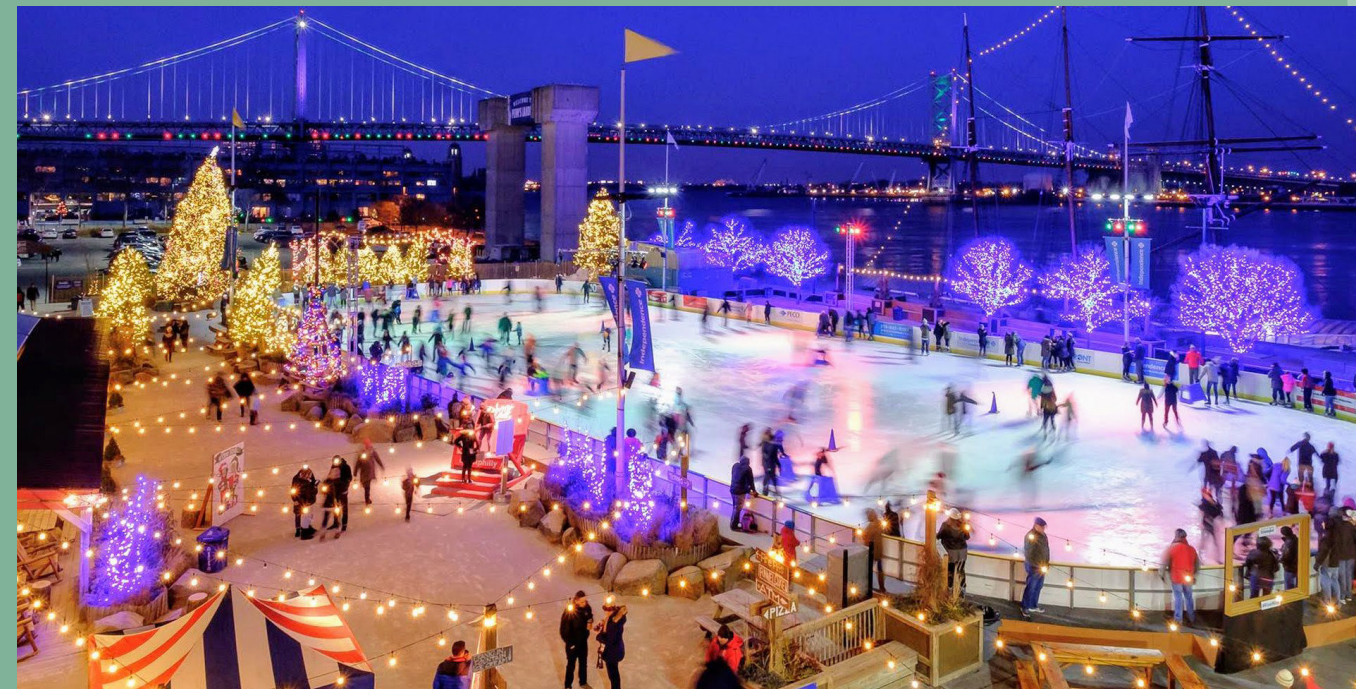
As part of the master plan process, the planning team hosted a virtual design charrette to bring together ideas for activating Site 2 with a pop-up plaza and explored ideas and preferred uses with local students over the course of five sessions during the April 2022 Community Design Workshop sessions. The WRT design team utilized the public input collected to develop preliminary conceptual options to include flexible space for events, food and market vendors and potential programming components for special events (e.g., lights, hammocks, art, misting station, rolling entertainment, games, flexible spaces) and landscape installation. As part of the implementation process, a more refined conceptual design needs to be developed that considers site infrastructure, access, grading and stormwater management and identify any potential design and constructibility challenges. Additional stakeholder engagement should be integrated into the final design and development phases.

- A multi-phased scope of services for the project may be organized to include:
- Phase 1: Schematic Design and Selection of Preferred Alternative and Conceptual Design Cost Estimating**
 - Phase 2: Preliminary Design (60% Construction Documents)**
Construction plans developed with a sufficient level of detail to convey design intent, materials, cost estimate, and initiate initial design reviews with relevant city agencies, and demonstrate constructibility. This may include grading plans, landscape and materials, site amenities, lighting and utilities.
 - Phase 3: Final Design and Final Construction Cost Estimate**
This phase will advance all plans, specifications, details and estimates to 100% level while obtaining the necessary permits and approvals needed for construction.
 - Phase 4: Bidding**
 - Phase 5: Construction**

Funding partnerships and sponsors, as well as marketing, project management, security, event booking, insurance, and overall structure are all factors that will need to be considered. The Delaware River Waterfront Corporation (in Philadelphia) provides a model for a nonprofit mission-based organization that focuses on activating and transforming the waterfront into community spaces for over 10 years and can serve as a model for designing and activating Site 2.

A1.2 Create a program to expand Small Business Incubation at Greenwood Pop-Up Plaza.

To support and grow local businesses and vendors and create flexible spaces for small business owners in North Tulsa to evolve and test out their models without committing to a long-term storefront or lease. This incubation program should be targeted to businesses and entrepreneurial ideas for retail, food, art, services, entertainment, and other diverse business types that reflect the vision and concepts of the master plan – and the historic legacy of Black Wall Street. PartnerTulsa should identify existing community organizations that could serve as the lead partners for the incubation and popup program, and provide startup funding to support the success of the program.



DELAWARE RIVER WATERFRONT CORPORATION (DRWC)

DRWC is a nonprofit with a mission to “design, develop, program, and maintain” amenities located along Philadelphia’s waterfronts for public enjoyment. Its mission is to create destinations for recreation, culture, and commercial activities for residents and visitors alike. Following a long-range vision and master plan process, DRWC began a series of implementation projects, which have been successful in bringing new life into once underutilized and vacant spaces. Early funding sources included grants and sponsorships, however over time revenue has grown and the spaces are becoming more permanent and financially resilient. For example, the Blue Cross RiverRink (shown above) includes seasonal ice skating and roller skating, as well as games, rides, food, and small local markets in support of locally-owned businesses. Each space operated by DRWC includes coordinating staff, security, and year-round maintenance staff. A full-time marketing staff organizes multiple parks and events / programs throughout the year. Start-up event costs are about \$300,000 for a seasonal event with an operating budget of \$1 million for the year for spaces like Spruce Street Harbor Park. Partnerships have been essential to the success of the day to day activities and special pop-up events.

Source: <https://www.delawareriverwaterfront.com/>

**A2. ADOPT A FORMAL COMMUNITY BENEFIT POLICY
FRAMEWORK FOR REDEVELOPMENT.**

As efforts are underway to develop the business plan for a future community-led organization to support redevelopment long-term, it is critical that PartnerTulsa and the Tulsa Development Authority adopt a clear and rigorous policy framework that provides the legal structure to ensure developments meet community benefit expectations. A Community Benefit Resolution should be adopted by the Tulsa Development Authority Board of Commissioners within the first 12-months of adoption of the plan, and prior to any RFPs are developed or issued. The Community Benefit Resolution will include language that compels the future site development partner(s) to implement the vision of the plan and ensure maximum economic benefit for North Tulsans. This Resolution would then be translated into Development Agreements (contracts) which would serve as the binding framework that would provide accountability with developments and projects/ Model language is provided:

- » **Definition:** A Development Agreement is a contract between a developer and the Tulsa Development Authority that binds the developer to set requirements. The Community Benefits Resolution would establish the requirements that must be included in all Development Agreements that reflect residents’ interests. The agreement specifies the benefits community will receive as a result of the planned development.
- » **What is typically included:** The Community Benefits Resolution and corresponding Development Agreements can include guaranteed minimums for local hiring, guaranteed minimums for use of small businesses, the inclusion of affordable housing units, and the development or improvement of parks or community facilities, open space, and public art, if permitted by state law. Other commitments in the Community Benefits Resolution may include, if permitted by
- state law, environmental benefits, job training, right-to-organize commitments, funding for community services, and quality of life considerations.
- » **Recommended Additions:** The Community Benefits Resolution and corresponding Development Agreements should include specific promises with an enforcement mechanism and defined consequences.
- » **A strong Development Agreement** should clearly explain how many people or what communities it intends to help (their age, gender, race, income level, and other demographic data) and include deadlines for meeting goals. Without specifics, it’s hard to prove that a developer isn’t meeting its commitments, which makes it hard to hold the developer accountable both in and out of court.

**A3. DEVELOP A ZONING STRATEGY AND AUTHORIZE TECHNICAL
STUDIES AND SITE FEASIBILITY ANALYSIS.**

The publicly owned sites currently have two zoning overlays: Neighborhood Infill Overlay to encourage missing-middle housing and Healthy Neighborhood Overlay to encourage a diversity of retail activity in the area. The initial recommendation, pending further study and consultation with the Tulsa Planning Office is to adopt a zoning strategy, including design standards that may be public or private in nature, that support the goals of the plan, and ensure a vibrant mixed-use district with public spaces; active ground floor uses; setbacks; screened parking; and sustainable design. ***Outline components for detailed design guidelines are included in Chapter 4.***

Although full architectural design guidelines were not part of the scope of work for this study, the master plan recommends that design controls be further developed and instituted as part of the redevelopment strategy. New development should consider innovative solutions for stormwater management and district energy production, holding new buildings to a high standard for energy efficiency and creating healthy indoor environments. Long term, further testing and analysis of the transportation and mobility recommended improvements is suggested (e.g., study road configuration options; test feasibility of a circulator/streetcar through the district; redesign MLK as a true boulevard).

**A3.1. Secure funding sources for implementation, including
establishing a Tax Increment Finance (TIF) District.**

The adopted FY 2023 City of Tulsa budget included \$2,000,000 in funding to support early actions for the Greenwood pop-up plaza at Site 2. In order to ensure this early project has maximum impact and benefit, additional fundraising is likely needed. PartnerTulsa should lead efforts to identify and solicit sources of funding for this project, to include philanthropic and corporate grants, and state and federal grant opportunities.

Beyond this early implementation funding, establishing a TIF District over the publicly-owned sites will provide a key source of revenue to support development and public improvements in the short- and long-term. PartnerTulsa should undertake the following actions:

- » Initiate establishment of a TIF District through adoption of a separate Project Plan. Increment Districts should be identified based upon recommended phasing in order to maximize the ability to gain a full 25-years of revenue capture in each section of the plan.

- » Establish clear guidelines that specify the amount of TIF resources that are available to support private development and the amount of resources that will be dedicated to public improvements identified in the plan.
- » Identify and support early projects that can generate substantial TIF increment that can be dedicated to early implementation needs, such as site preparation, street improvements, beautification and placemaking efforts, public art, etc.
- » Plan for the use of Tax Apportionment Revenue Bond issuances with major projects to create an up-front funding source for major public improvements.
- » Leverage the Advisory Committee outlined in Section 3.1-1 as a review and oversight body as a means of ensuring transparency, accountability, and alignment with the Plan as funding decisions are made.

A4. EVALUATE ESTABLISHING A BUSINESS IMPROVEMENT DISTRICT (BID) TO SUPPORT LONG-TERM PLACEMAKING EFFORTS, PROGRAMMING, AND CLEAN AND SAFE, MAINTENANCE, AND BEAUTIFICATION CRITICAL TO THE NEIGHBORHOOD'S LONG-TERM SUCCESS.

The Plan as envisioned will require long-term funding mechanisms and structures to be in place to ensure adequate resources for the maintenance and beautification of public spaces (such as the Greenwood Plaza, recommended park space identified in Site 2, or enhanced streetscaping throughout the District). PartnerTulsa should strongly consider establishing a Business Improvement District over Site 2 while the site is under the ownership of the Tulsa Development Authority. Considerations that should be made include:

- » Evaluate best-practices nationally for structuring a BID that includes residential and commercial properties and develop an assessment structure that minimizes burdens on property owners, while providing steady revenues that will benefit those owners long-term.
- » Evaluate opportunities to partner with the Downtown Tulsa Partnership's current clean and safe contractors to achieve economies of scale and make early implementation more feasible.
- » Plan for the transition of management and leadership of the BID to the community-led organization identified in Section 2 following an initial incubation period under PartnerTulsa.



TAX INCREMENT FINANCING IN TULSA, OKLAHOMA

Tax increment financing (TIF) is a public tool that reallocates newly generated tax dollars for up to 25 years for supporting development or redevelopment in certain, limited areas of a city, town, or county. Downtown Tulsa currently has six TIF districts, including in the Greenwood district in the vicinity of Archer Street and Greenwood Avenue.

In Oklahoma, the terms and conditions for using TIF are provided in the Local Development Act (Act) (62 O.S. §§ 850–869), enacted by the State in 1992 and has been amended several times. TIF is used to help generate private development projects through the funding by tax dollars of public improvements and other eligible project costs defined in the Act.

When private investments within a TIF district lead to higher property values, the resulting increase in property tax revenue is reinvested within the district. That funds improvements promoting the success of the private investments, benefiting the district and the City through job creation and economic prosperity. It can also help retain businesses and their employees, along with attracting new ones.

How does TIF work?

TIF works by apportioning an increment of local taxes to fund eligible project costs. When a TIF district is established a base amount is set. When the project generates tax revenues above the base, the new revenues are used to help pay the costs of new project.

How Can TIF Revenues Be Used?

TIF revenues may be spent only for publicly approved project costs within a specific geographic area, known as the Project Area. The Local Development Act defines project costs to include a wide range of public expenditures, including: The cost of public works, public improvements, land acquisition, clearance, and grading, Financing, professional services, administration, interest, fees, and Assistance in development financing for private projects.

A5. DEVELOP A COMMUNICATIONS PLAN AND ONGOING STAKEHOLDER ENGAGEMENT STRATEGY.

PartnerTulsa is a willing partner that can contribute the needed skills, tools, and legal guidance necessary to support plan implementation, especially during the initial phases of development. Additionally, there is a need to continue working towards building trust between community members and PartnerTulsa. The following recommendations support PartnerTulsa serving as the initial implementation lead as community capacity is built and a transition to a community-led governance and implementation structure happens. It is recommended that PartnerTulsa develops a communication strategy for ongoing coordination between stakeholders, plan partners and the public at large. The communication strategy should include:

- » Schedule quarterly community briefings to share progress and listen to stakeholder concerns and ideas. These in-person progress update meetings could be recorded and shared on the project website.
- » Utilize the www.ourlegacytulsa.org website as a communication and implementation platform to share updates and measure progress.
- » Provide key project updates on the website to maintain transparency and keep the community informed of next steps and timelines.
- » Share the decision-making structure and process for prioritization during the initial stages of development and beyond. It will be important to provide regular updates, community conversations, and updates over time as changes occur and the community and the implementation organization becomes more active.

A6. BUILD LOCAL COMMUNITY CAPACITY TO SUPPORT COLLABORATION, BUILD TRUST, AND ENABLE COMMUNITY MEMBERS TO GAIN THE SKILLS NEEDED TO TAKE PART IN THE REBUILDING OF THE DISTRICT.

The master plan implementation will require a team of advocates who understand the implementation process and can support ongoing engagement and communication. To support capacity building, encourage power sharing, and to engage youth, we propose building the capacity of residents to take part in the more detailed planning and implementation activities. This effort will not only serve the master plan but can also build capacity for other efforts in North Tulsa.



INCREMENTAL DEVELOPMENT ALLIANCE (IDA)

Incremental Development Alliance (IDA) is a not-for-profit alliance of real estate development practitioners, private sector partners, and grassroots groups who train citizens to become small developers, helping to support neighborhood revitalization and assist city champions with coordinating development across the country. It was formed to grow the capacity of every-day people to develop hard-working, loveable, valuable small buildings in their neighborhoods. They offer aspiring developers training and mentorship to help them take the first steps toward their small-scale real estate development projects. In addition, they coach civic leaders on how to cultivate patient, healthy real estate development at a scale accessible to locals, starting with supportive regulations.

PHILADELPHIA'S CITIZENS PLANNING INSTITUTE

The City of Philadelphia's Citizen Planning Institute can serve as a model for this program. The mission of CPI is to empower interested and active citizens to be more effective advocates for planning positive neighborhood change and development at both neighborhood and city-wide levels.

Citizens Planning Institute (CPI) is the education and outreach arm of the Philadelphia City Planning Commission. CPI introduces Philadelphians, who "love where they live", to the activities of city planning, zoning, and development so they can help shape and preserve their neighborhoods. CPI's main activity is an eight-week course, offered every spring and fall, to a new and diverse group of 30 residents who bring new-found skills and resources back to their neighborhood organizations. A similar model for Tulsa that builds capacity and helps to implement the master plan could include: 1) Orientation to the Kirkpatrick Heights / Greenwood master plan and urban planning; 2) Effective outreach and engagement; 3) Introduction to real estate development processes; 4) Implementation of early action projects.

DEVELOPMENT AND PHASING STRATEGY

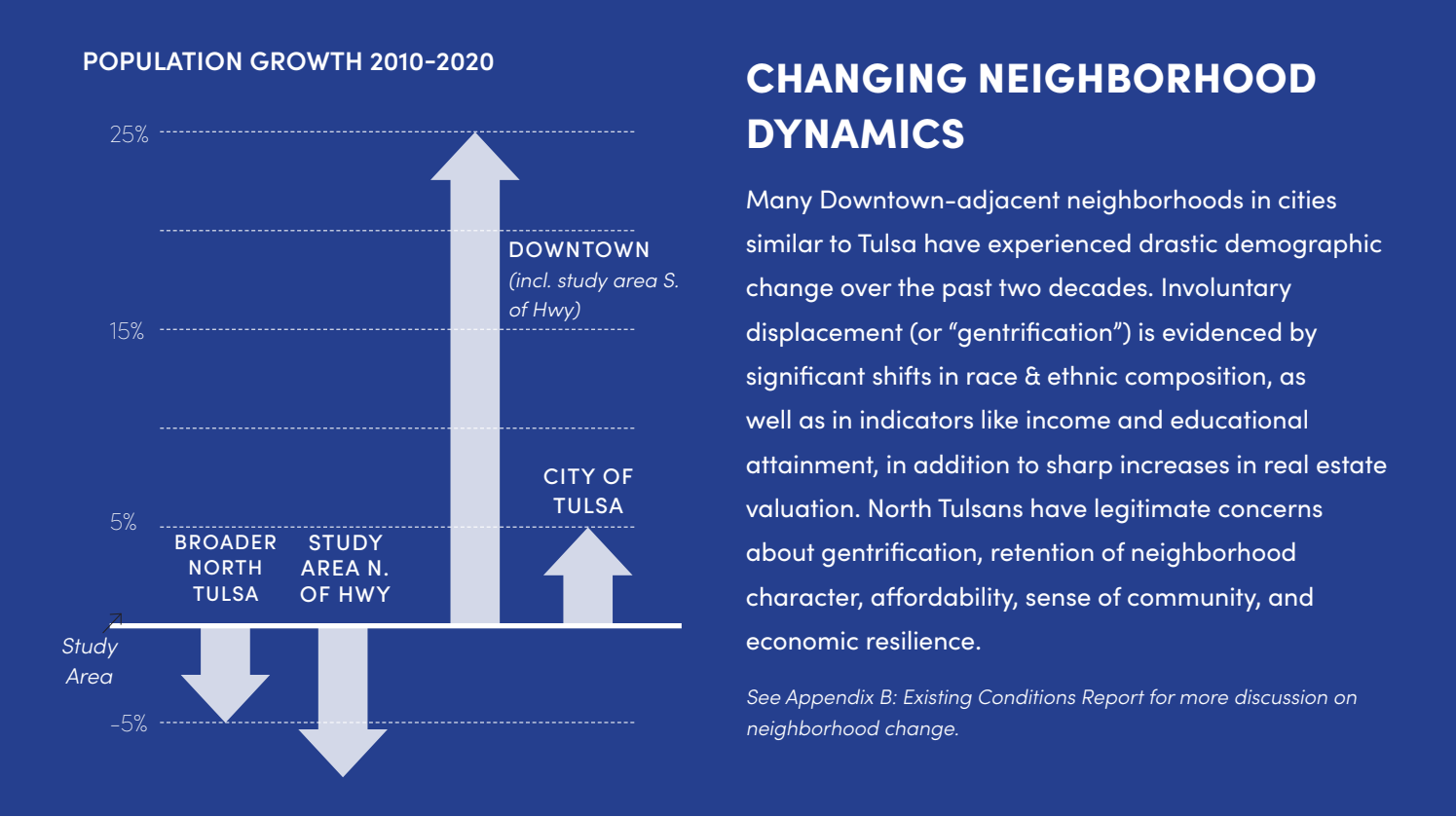
STRATEGIES:

- D1. CREATE NEW NEIGHBORHOODS WITH A VARIETY OF HOUSING AS PART OF THE FIRST PHASE OF DEVELOPMENT.
- D2. BUILD FROM STRENGTHS OF THE GROWING ARTS DISTRICT AND PLANNED INVESTMENT ALONG N. MAIN AND BOULDER STREETS.
- D3. IMPLEMENTATION OF THE SITE 1 CONCEPTS (OPTION A OR OPTION B) WILL REQUIRE THAT THE CITY OF TULSA AND/OR PARTNERTULSA ACQUIRES THE 2.7 ACRE SALVATION ARMY SITE WHICH IS DIRECTLY IN THE CENTER OF SITE 1.
- D4. PLACEMAKING AND CULTURAL HERITAGE
- D5. SMALL BUSINESSES AND AMENITIES
- D6. INFRASTRUCTURE INVESTMENTS

D1. CREATE NEW NEIGHBORHOODS WITH A VARIETY OF HOUSING AS PART OF THE FIRST PHASE OF DEVELOPMENT.

The Historic Heights District represents the most complete pre-1920 neighborhood surviving in Tulsa today. The Heights is known for its wide range and blend of architectural styles that gives it a unique character typically not seen in modern neighborhoods. The Heights is characterized by a strong grid pattern with historic homes of varying design styles and mature street trees. New development along the eastern edge of Site 1 will respect the history and character of the Heights, extend the street grid, and develop new residential and mixed-use buildings that take cues from this historical setting in materials and design features including generous front porches.

To encourage a return to the neighborhood, Phase 1 needs a range of residential typologies (from affordable, workforce, moderate, upscale, luxury) that invites Black North Tulsans back into Kirkpatrick Heights / Greenwood and to establish a new residential community at the very first stages of development. This can lay the foundation for a land trust model by offering development of some or all of these more residential projects to be done through ground leases to allow for the transfer of the land to a Trust.



D2. BUILD FROM STRENGTHS OF THE HISTORIC GREENWOOD DISTRICT MAIN STREET, GROWING ARTS DISTRICT AND PLANNED INVESTMENT ALONG N. MAIN AND BOULDER STREETS.

D2.1. Historic Greenwood District Main Street (HGDMS)

Building on the district’s already existing draw as one of the nation’s most prominent destinations for Black history and culture, there is a unique opportunity to leverage and support the existing Historic Greenwood District Main Street (HGDMS) which includes unique cultural destinations that draws local, regional and international visitors.

- » **Greenwood Cultural Center** – preserves and promotes positive images of the community and provides educational and cultural experiences.
 - » **John Hope Franklin Reconciliation Park** – 3 acre historical and cultural passive park space memorializing the 1921 Race Massacre and tells the story of African Americans’ role in building Oklahoma.
 - » **Vernon AME Church** – symbol of the work and perseverance during reconstruction and after the 1921 Race Massacre.
- » **Greenwood Rising** – museum sharing the story of Greenwood and its community.
 - » **Mount Zion Baptist Church** – pillar in the Black community since the rebuilding of Greenwood after the 1921 Race Massacre.
 - » **Greenwood Chamber of Commerce** – committed to preserving and promoting the legacy of the Historic Black Wall Street by supporting entrepreneurship, small business assistance, business and workforce development.

In 2021, the Oklahoma Arts Commission and Oklahoma Department of Transportation began planning for investments through the Oklahoma Art in Public Places program to enhance the six underpasses connecting the Arts and Greenwood Districts to the major sites in the Plan Area. These investments have the opportunity to serve as key early implementation steps to create greater connectivity between the districts. As the implementation process for these investments advances, PartnerTulsa will work with the OAC, ODOT, community stakeholders, and residents to facilitate robust ongoing community engagement and create spaces for additional community input to ensure the projects align with the vision of this Master Plan.

D2.2. Arts District

South of I-244, the Tulsa Arts District is a growing part of Downtown and one of oldest areas in the city. The Arts District is a popular tourist destination with numerous restaurants, clubs, museums, and businesses in a walkable, vibrant urban environment. The portion of N. Main Street closest to I-244 has several existing and current development projects that create a direct connection to a new mixed-use destination on Site 1. This includes:

- » **Cain’s Ballroom** – historic live music and concert venue located at 423 N Main Street.
 - » **Oklahoma Museum of Popular Culture (OKPop)** – Located on 422 N. Main Street, the \$40+ million project will include a 52,500sf museum featuring movies, radio, television, and music that tells the story of Oklahoma’s impact on popular culture.
 - » **311 N. Boulder St** – planned mixed use development with 88 apartments, 90-room 4-star hotel, 200 parking spaces, and 20,000sf of retail.
- » **Davenport Urban Lofts** – A \$30 million, 9-story mixed-use building with condos, retail and office located at 405 N. Main Street.
 - » **Western Supply** – located on 424 N. Boulder St, this project is expected to be mixed-use in nature and will add substantial numbers of new housing units to Downtown.

Both Site 1 Concepts (A and B) propose mixed-use development along Main Street that builds on the proximity to the vibrant and growing Arts District. These concepts extend the cultural corridor north providing new spaces to support creative endeavors including fashion, media, public art, music, film/radio/TV, dance and theater, and cultural entertainment. Utilization of TIF in this area can be utilized for public infrastructure improvements that support/catalyze these developments.

D3. IMPLEMENTATION OF THE SITE 1 CONCEPTS (OPTION A OR OPTION B) WILL REQUIRE THAT THE CITY OF TULSA AND/OR PARTNERTULSA ACQUIRES THE 2.7- ACRE SALVATION ARMY SITE WHICH IS DIRECTLY IN THE CENTER OF SITE 1.

The current Salvation Army sites includes a resident drug and alcohol rehab center with a capacity of about 80 all-male residents at any time. All residents participate in therapy and work on site in the warehouse and sorting facility, helping to organize donations and get them ready for resale to benefit this and other Salvation Army programming. Relocating the Salvation Army building and current services should also include a strategy in collaboration with local service providers (e.g., Housing Solutions) to provide needed services and housing for the chronically homeless population who are camping in the area on Site 1 and beneath the I-244 underpass.

D4. PLACEMAKING AND CULTURAL HERITAGE

D4.1 Creating a unique destination with a strong sense of place will be critical to the success of the plan and to capturing the unique history and story that is Kirkpatrick Heights / Greenwood.

During the planning process, the planning team presented two options on how Site 1 can be developed. Both options create a space that is authentic to the history and context; provides opportunities to socialize and build community; and can evolve over time based on the needs and influences of the evolving and growing community. A majority (54%) of the public respondents favored Option A: Town Square. During implementation the feasibility and infrastructure cost may require additional refinements to what is ultimately built.

» **Option A: Town Center** – Both N. Boulder Avenue and N. Boston Place allow the opportunity to develop both sides of the street. A public gathering space in the form of a 1.2-acre public park, Main Street Square anchors the mixed-use development.

» **Option B: The Wedge** – Built along John Hope Franklin Boulevard, the wedge creates a space for both formal and informal destinations along the neighborhood's primary east-west corridor.

D4.2 Kirkpatrick Heights / Greenwood has a compelling story that descendants and stakeholders alike felt needed to be a central feature of the plan.

This story can also serve as an economic draw for African American travelers learning about African American history as well as a destination for a local, regional, and international audiences. There is an opportunity to build on this legacy to make sure that the accurate story of Kirkpatrick Heights / Greenwood's founding, prosperity, decline, and resurgence is told that can both honor the legacy, as well as serve as a sustainable economic draw for the district. The entity responsible for the development of the sites with funding from the BID should hire a consulting expert to develop a cultural tourism plan centered on the histories, lived realities and aspirations of Black culture and experience as part of an educational/tourism opportunity, particularly on Site 2 and on Site 1 adjacent to Arts District.

“

We've been able to confirm through our many studies among domestic and international travelers that the African American story in America is one that resonates with cultural travelers of all types—the general market traveler, the international visitor—because the story of African Americans is the story of America. African Americans have contributed to the evolution of almost every facet of our culture – music, food, dance, art, literature, academics and social change movements. The success of attractions such as the Civil Rights Trail, Mississippi Blues trail, historic Overtown in Miami, and tours of Harlem gospel choirs, all of which are attended heavily by Germans, Japanese as well as American travelers, is testament to the universal draw of the African American experience.

-- MANDALA RESEARCH

D5. SMALL BUSINESSES AND AMENITIES

Develop a network of locally owned businesses that will facilitate community wealth building, activate the street, provide a diverse array of services and amenities, and support the vision for a vibrant mixed-use district. Ground floor retail along Main Street between E Independence Street and E Fairview Street is envisioned to be small-scale storefronts that are accessible to local entrepreneurs and can provide a diverse range of goods and services – as well as establish a unique character and destinations. Uses are envisioned to include small cafes, restaurants, entertainment, offices, artist spaces, gift shops, and BIPOC-led business incubators. Three-story Live/Work walkup units are proposed facing onto the Main Street Green that provide a flexible first-floor retail/office space with a two-level living unit above.

Specific strategies to facilitate the development and growth of small businesses include:

- » Include a minimum requirement for use of Small Business Enterprises (SBEs) and Minority Owned Business Enterprises (MBEs) in development projects, consistent with State and Federal laws.
- » Support and develop programs that promote the development and advancement of small and minority developers and contractors to create opportunities for individuals to participate in physical redevelopment and construction opportunities.
- » Leverage existing programs such as MORTAR Tulsa with TEDC to identify and support black-owned and other small businesses, providing business plan development support and access to capital.
- » Consider developing cohorts that target developing and preparing small businesses as retail and commercial spaces are proposed and constructed to align graduates of the program with tenanting efforts.
- » Leverage existing small business lending programs and the planned Greenwood Entrepreneurship Incubator at Morton and planned revolving loan fund to increase resources available for black-owned and other small businesses.
- » Develop targeted outreach strategies to ensure small businesses and residents are aware of PartnerTulsa’s permitting liaison services and provide concierge support to small businesses seeking to establish operations in the plan area.

This effort should leverage the tools and resources of existing organizations including, but not limited to: Greenwood Chamber of Commerce, Black Wall Street Chamber, TEDC Creative Capital and others.

D6. INFRASTRUCTURE INVESTMENTS

Both Site 1 Concepts (A and B) utilize the existing infrastructure found in the right-of-way, and will require investments and upgrades to create the vibrant public realm that is envisioned and encompasses the design of streetscapes – that can also function as public spaces supporting ground floor retail/commercial and civic/community uses. These include mobility improvements like generous sidewalks, street tree plantings, benches and planters, and other elements described in Section 4 (Design Guidelines).

The City of Tulsa in recent years has invested millions in roadway, infrastructure, lighting, sidewalks, ADA improvements, and the creation of multi-modal corridors in some of the key corridors included in the master plan. The master plan envisions

higher intensity mixed use at Site 1 that will require additional study and feasibility analysis of the proposed new extended streets to accommodate necessary infrastructure for future development as well as increased multi-modal traffic demand. This provides an opportunity to better connect local neighborhoods and districts to area assets and amenities and extend multi-modal options.

As part of developing the phasing and implementation strategy further, PartnerTulsa and the City need to identify funding sources for public improvements like parks – including City of Tulsa capital improvement funds and annual budget, local foundations, and corporations (i.e. Gathering Place patron model).



The City already includes a number of well-designed public spaces that serve as a community amenities and well used destinations while also providing significant infrastructure functions. Guthrie Green built on the former industrial land includes innovative technology: a geothermal well that generates over 600 tons of heating/cooling distributed through underground pipes to serve the onsite park pavilion café and restrooms as well as adjacent sites; solar panels on the pavilion; bioswales to manage stormwater and LED lighting.

PROPOSED PHASING

Phase IA Development Program

MIXED USE	
Retail	206,400 sf
Office	47,000 sf
Residential (900 - 1,200 sf)	215,600 sf 218 units
TOWNHOMES	
2-story (1,400 sf)	47 units
3-story (2,700 sf)	24 units
CIVIC / THEATER	65, 400 sf
PARKING STRUCTURE	96,900 sf
OPEN SPACE	61,595 sf
TOTAL RESIDENTIAL UNITS: 289	

Phase IB Development Program

MIXED USE	
Retail	126,500 sf
Office	43,800 sf
Residential (900 - 1,200 sf)	289,600 sf 241 units
TOTAL RESIDENTIAL UNITS: 241	

NOTE: Mixed-use development with retail and amenities as shown in this plan are often more successful in more urbanized places with significant density, the retail shown in Both Site 1 Concepts (A and B) can be more achievable as the residential uses are developed and there is increased density in the area.

Phase II Development Program

LIVE / WORK	
Retail	16,600 sf
Residential (900 sf)	33,200 sf 37 units
MIXED USE	
Retail	52,100 sf
Office	77,600 sf
Residential (900 - 1,200 sf)	304,900 sf 24 units
TOWNHOMES	
3-story (2,700 sf)	32 units
APARTMENTS (900 - 1,200 sf)	
62 units	
COTTAGE COURT	
24 units	
DUPLEX	
24 units	
PARKING STRUCTURE	136,800 sf
OPEN SPACE	58,700 sf
GREEN ROOF	12,1500 sf
TOTAL RESIDENTIAL UNITS: 203	



FIGURE 30: PHASING DIAGRAM

DEVELOPMENT FEASIBILITY ANALYSIS (SITE 1 – OPTIONS A & B)

PHASE 1A

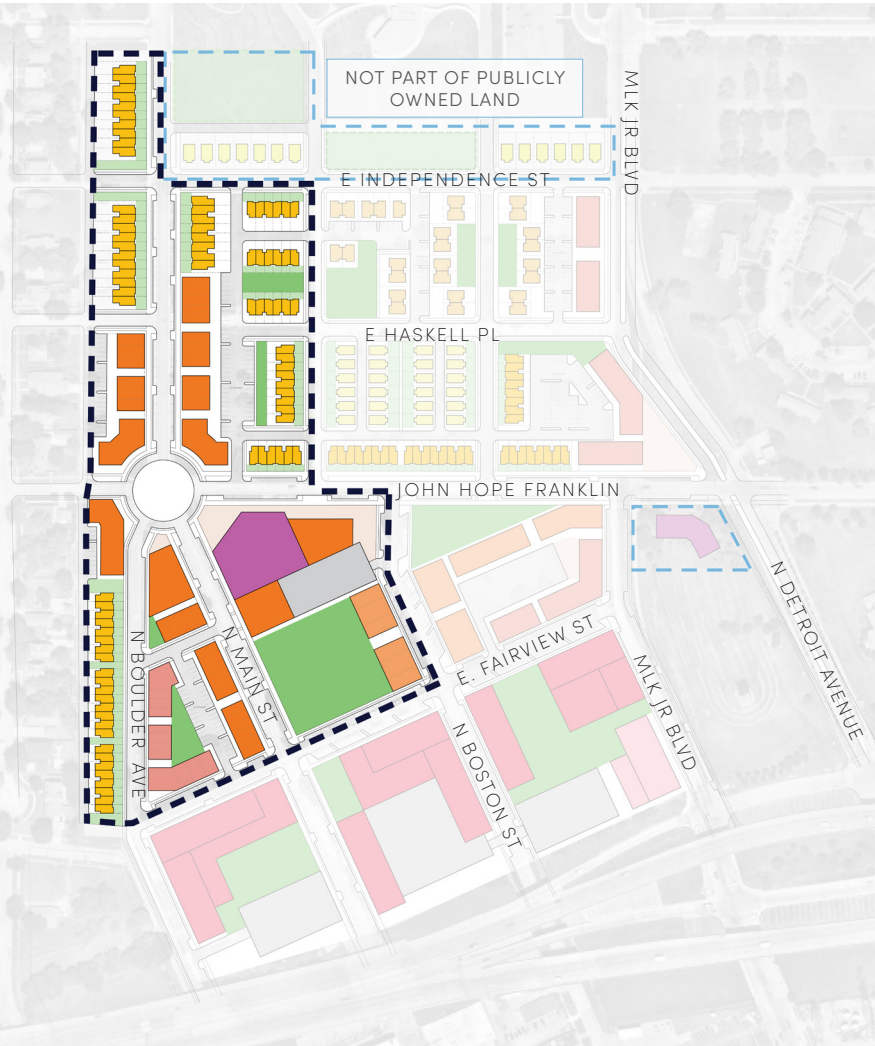


FIGURE 31: PHASE 1A DEVELOPMENT

Recent market analyses (i.e., City of Tulsa 2019, Evans Fintube 2020, WRT/PUMA 2022) identify robust demand for housing in the Kirkpatrick Heights/Greenwood study area. Over a ten-plus year development horizon, more than 1,000 units could be absorbed. In the near-term (i.e., next three years), there is an opportunity to accommodate a variety of low- to medium- density housing types that are not currently being developed in North Tulsa.

At least 250 new residential units could be accommodated in the initial development phase of Site 1 (i.e., initiated within the next three years), with potential for an additional ~750 units to be absorbed in subsequent phases over the course of a ten-year period.

RESIDENTIAL UNITS	291
CIVIC / THEATER	65,400 SF
OPEN SPACE (1.4 acres)	61,800 SF
MAIN STREET SQUARE (1.2 ac)	52,000 SF

Phase 1A is characterized by townhouses and apartments (i.e., units in mixed use buildings) that help generate demand for the commercial and civic uses also proposed in this phase.

Townhomes:

- » The western and northern portions of Site 1, adjacent to the existing single-family neighborhoods, could accommodate townhome units. Attached and detached townhomes, duplexes, and cottages were residential typologies with widespread support from the community.

Mixed Use Residential:

- » There is market support for upper-floor apartment uses above ground-floor retail in 2- and 3-story mixed-use buildings that will characterize much of the built form along Main Street and south of John Hope Franklin Boulevard.

Live-Work Units:

- » In addition, community feedback generated interest in live-work units (e.g., for artists) – Phase 1A development could accommodate a limited number of this type of residential unit.

Home Ownership:

- » Initial development should accommodate community prioritization of attainable home ownership options (for North Tulsans in particular).

While residential development is a key focus of the initial phase, it is important to establish complementary uses that residents can enjoy. Current market dynamics (e.g., gaps in retail supply), bolstered by anticipated residential population growth, also help to justify new commercial uses in Phase 1A developed concurrently with residential.

Retail & Restaurants:

- » There is clear evidence that smaller-format retail and restaurant businesses could be supported in the initial phases. A range of ground floor retail footprints should be offered to accommodate the spectrum of neighborhood-serving retail and service businesses desired by current and future residents.

Mixed-Use Office:

- » The area between Interstate 244 and John Hope Franklin Boulevard is perhaps best suited for mixed-use office because of its proximity to downtown. Only a limited proportion of the total project is envisioned for office use due to the uncertain and evolving nature of office work post-pandemic.

Civic uses are also a key feature of Phase 1B.

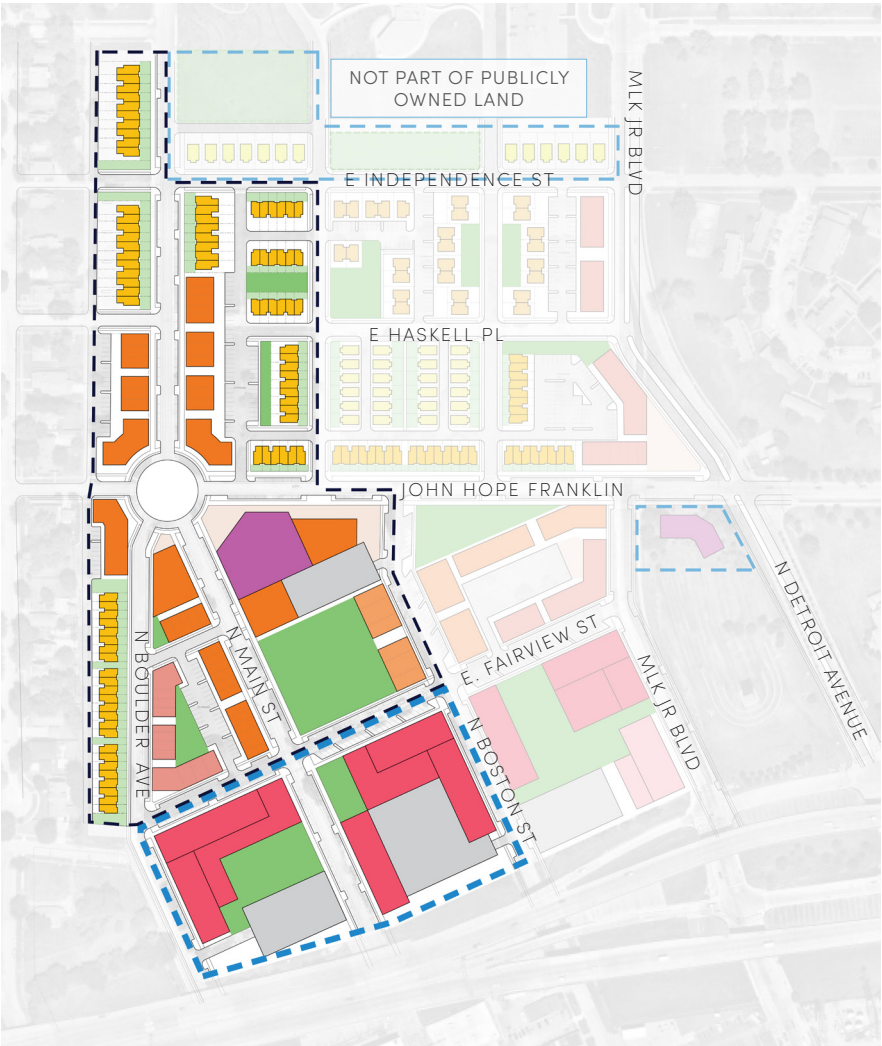
A Town Green:

- » Bordered by residential and commercial uses, this would provide valuable recreation, community gathering, and activated spaces to benefit residents, businesses, and visitors. The Town Green concept also serves as a catalyst and an enhancement for value and development potential to properties that surround it.

Theater / Performance Space:

- » A key center point of the vision for Site 1 is the development of a theater/performance space, which could help solidify the neighborhood “brand” as a community-oriented cultural hub.

PHASE 1B

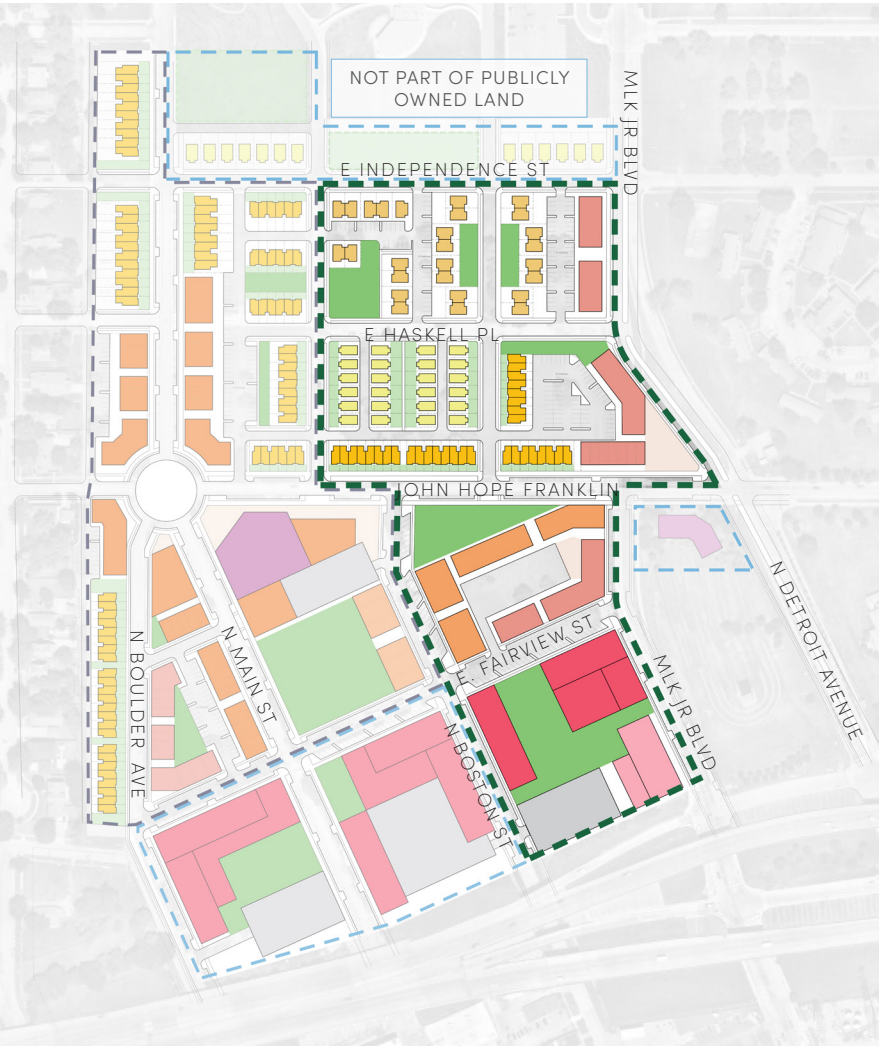


RESIDENTIAL UNITS	241
GROCERY STORE	35,800 SF
OPEN SPACE (0.71 acres)	31,000 SF

FIGURE 32: PHASE 1B DEVELOPMENT

Phase 1B fills in the gap between Fairview St. and the freeway and leverages the opportunity for mid- to high-density development that captures the development momentum from the downtown and Arts District areas. This area would be ideal for commercial uses, including a grocery store needed in the community. These blocks are envisioned to be higher density with structured parking.

PHASE 2



RESIDENTIAL UNITS	404
OPEN SPACE (1.4 acres)	80,900 SF

FIGURE 33: PHASE 2 DEVELOPMENT

Phase 2 builds on the momentum of Phase 1A+1B, expanding the residential footprint east to MLK Jr. Boulevard over several contiguous blocks.

This phase is characterized by duplexes, cottages, townhomes, a handful of single-family homes, and several apartment complexes. The “stand alone” apartment complexes are best suited along MLK Jr. Boulevard where there is a concentration of existing higher density multi-family development. The cottage and single-family residences are best suited along the internal neighborhood streets. Within this

new neighborhood are many pocket parks and green spaces to reflect the desire among residents for more informal gathering spaces.

Phase 2 could accommodate additional mixed-use residential buildings in the blocks south of John Hope Franklin Boulevard. While the downtown and Arts District areas are experiencing continued development in mid- and high-rise apartment products that might begin to saturate demand for this product type, Phase 1B will test the market.

1. OPEN SPACE AND PUBLIC REALM INVESTMENTS

Enhancing gateways and connections with new streetscape improvements, community amenities, signage, and art (described in Section 2) will have an immediate impact on the experience and community awareness of investment. Gateway improvements on Greenwood Avenue (Site 2) and Main Street (Site 1) are needed – including improving the highway underpasses to make them inviting connectors.

Improve lighting, cleanliness, pathways and add public art at key gateways. For example, a music heritage theme on Main Street connecting to the music amenities in the Arts District is one approach to visually link and solidify demand for a multi-use performance venue / entertainment uses. A Freeway Underpass Enhancement Project with proposed art and lighting project is another early action that could be implemented to transform the derelict underpass along N. Main Street and N. Boulder Street into safe, vibrant spaces using light and art to express the complex history of Greenwood.

Investments and improvements such as these should be identified as eligible expenditures within the proposed TIF District. Additionally, PartnerTulsa should proactively identify and seek out grant opportunities aligned with public space, art, and other investments. Should a Business Improvement District be deemed suitable, a BID could provide long-term funding and resources to support the maintenance and upkeep of these improvements.

2. NEIGHBORHOOD STABILIZATION

During the planning process, residents expressed concerns over gentrification and loss of cultural and historical ties to the core of Kirkpatrick Heights / Greenwood as demographic and economic shifts forced more Black Tulsans further into North Tulsa and out of the near downtown neighborhoods. Stakeholders also expressed a desire for housing at all price points to enable a wide range of households to live in the area. As described in the Existing Conditions Report (Appendix B p.30-36), the data shows that North Tulsans have legitimate concerns about housing affordability for existing and future generations evidenced by significant shifts in race and ethnic composition, as well as income and educational attainment.

- » The study area median home value increased by over 60% between 2010 and 2019, compared to just 20% citywide.

» Study area census tracts north of the highway were 78% Black in 2000, compared to 59% in 2020, representing a loss of nearly 900 Black individuals.
- » Most North Tulsa census tracts have lower median household incomes compared to the city as a whole and experienced only modest gains over the past decade. Meanwhile, the section of the study area north of the highway experienced a fairly drastic increase in median household income, rising 65% between 2010 and 2019 from \$18,970 to \$31,354.

As the plan is implemented and the 45.2-acre Site 1 is developed into a mixed-use destination, it will be critical that strategies are in place to prevent further displacement of existing North Tulsa households within the study area and stabilize the area’s healthy neighborhoods.

The City’s commissioned Downtown & Surrounding Neighborhoods Housing Study & Strategy has recommendations that support community priorities echoed through this planning process. Engagement during the 2020 Housing Study & Strategy led to the creation of a Neighborhood Infill Overlay to help ease the zoning-related burdens on housing development in near-downtown neighborhoods. The overlay is intended to promote and provide the “missing middle” housing that can accommodate varying sizes and income levels.



NORTH / NORTHEAST PREFERENCE POLICY

The North/Northeast Preference Policy offers housing opportunities to those who have already been displaced so they can return to their communities. An innovative example to recognize and address historic injustices of displacement through urban renewal in historically Black neighborhoods in Portland, the policy gives preference to affordable units in the area if they, their parents, or grandparents have a current or former address in the area.

As a first step in affordable homeownership, residents who receive preference in Portland then work with Homeownership partners (i.e., a community land trust) who help ensure residents can afford to live in these neighborhoods. The Portland Community Land Trust, known as Proud Ground, ensures that the land remains affordable so income-qualified households have access to affordable homes.

Source: <https://shelterforce.org/2018/04/03/displaced-residents-given-preference-for-homeownership-opportunities-in-portland/>

ASPIRATIONAL PROJECTS REQUIRING FURTHER STUDY

Additional neighborhood stabilization strategies that should be employed including:

- » Support and expand attainable homeownership opportunities through programs that assist low and moderate-income homebuyers and homeowners.
- » Explore the creation of a mortgage-lending Community Development Financial Institution (CDFI) focused on North Tulsa
- » Use the Housing Opportunity Partnership (HOP) – program as a vehicle to create homeownership opportunities and identify partners for down payment assistance and credit counseling
- » Provide property tax assistance for low-income homeowners
- » Expand financial and technical assistance for rehabilitation
- » Leverage publicly owned assets and utilize tax abatement for quality, mixed-income infill development within the existing neighborhood fabric.
- » Create and implement a right to return policy that offer housing opportunities to North Tulsa residents who may have already been displaced from the area priority for units as part of the housing program proposed for Site 1 of the KPHM.
- » Expand land bank capacity to return vacant properties to productive use.
- » Improve the quality and availability of affordable and workforce housing in partnership with Tulsa Housing Authority, nonprofit and other housing providers.
- » Expand supports to prevent and address eviction and homelessness.
- » Preservation of existing affordable housing stock.
- » Develop programs to support existing homeowners to maintain and stay in their homes. This may include home maintenance, avoiding foreclosure, support for home improvements and renovations.
- » Establish a community land trust to create long-term affordable homeownership opportunities as part of the Site 1 implementation.

1. STREETCAR STUDY

As part of the multi-modal strategy to expand transit and mobility options that promote walkability and reduce vehicular traffic and reduce parking demand, the master plan proposes a streetcar to link amenities and destinations. While the idea of a streetcar had significant public support during the engagement process, additional study would be needed to assess the feasibility of a streetcar for the district. Considerations would include identifying a preferred vehicle whether it is a modern streetcar or branded shuttle or other transit options, route, ridership, and potential parking and traffic impacts, as well as developing an implementation strategy for initial construction costs and the continuing operating cost. In the short-term a branded shuttle or micro transit options that connects users to specific destinations in concert can be utilized while the district is being developed and more density and intensity of uses are introduced.



COAST FUTURA - A MODERN, BATTERY- ELECTRIC STREETCAR

In 2021 the Santa Cruz Regional Transportation Commission (SCCRTC) designated electric passenger rail as the preferred alternative use to the publicly-owned rail corridor along the a multi-use trail. In fall 2021 a demonstration was organized to show a modern electric rail vehicle. Two routes ran for nine days in October 2021 for a total of 68 trips carrying 2,100 passengers.

While not a proposal for rail service, this demonstration was an opportunity to garner community discussion around zero-emission rail transit and growing conversations around light rail service, as well as opportunity to include state and federal funding sources to create hope for the future. *Source: coastfutura.org*

2. I-244 HIGHWAY REMOVAL STUDY

Built in the late 1960s through the heart of the Greenwood business district, Interstate 244 represents for many residents a disregard for homes and businesses that occupied that space before the highway construction. It remains a visual and physical barrier between downtown and the Kirkpatrick Heights / Greenwood area. The idea to consider removal, redesign, or even undergrounding portions of I-244 emerged early in the planning process, and proponents would like to see it removed to make room for additional development and opportunities for local, Black ownership and wealth. Cities across the country are addressing the often negative impacts of highway development through cities and towns – separating neighborhoods and forcing businesses to relocate, or often cutting off access to natural amenities like waterfronts.

RECONNECTING COMMUNITIES

The 2022 federal infrastructure funding package includes \$1 billion for freeway removal and capping projects, and has been characterized as a first step in restoring and reconnecting communities and the ideas are gaining momentum as one approach to redressing historic inequities of urban renewal policies. Further study is needed, and conversations continue locally as to the best approaches. Long-term planning for the removal, continued conversations with community members, local leaders, and the Oklahoma Department of Transportation are needed to move the project forward and provide additional redevelopment opportunities that build Black household wealth.

3. MARTIN LUTHER KING JR BOULEVARD REALIGNMENT STUDY AND BOULEVARD STREETSCAPING

The realignment and redesign of Martin Luther King Jr. Boulevard is proposed for it to function as an attractive multi-modal, gateway corridor connecting downtown and North Tulsa and is central to the redevelopment of Site 1. The feasibility of the potential realignment will require additional study to identify potential engineering challenges that may need to be addressed including topography, existing utilities, and connections to adjacent sites. This may also include examining additional configurations and will require coordination and approval with ODOT and incorporated in the planning study for I-244. Additional studies should include a traffic study, a Multi-Modal Level of Service analysis, geometric design concept and a cost benefit analysis as the City has already invested millions in roadway, infrastructure, lighting, sidewalks, ADA improvements.

4. WELCOME CENTER AND COMMEMORATIVE LANDSCAPE

The city's first water tower was constructed in 1904, giving the site of Standpipe Hill its name. A cultural and historically significant location, as witness to the 1921 Race Massacre, OSU-Tulsa dedicated a historical monument in 2014. There is community interest in enhanced use and activity at Standpipe Hill given its significance and meaning to Kirkpatrick Heights / Greenwood. Proposed ideas include a welcome center, a commemorative landscape, gardens, and seating or pathways.

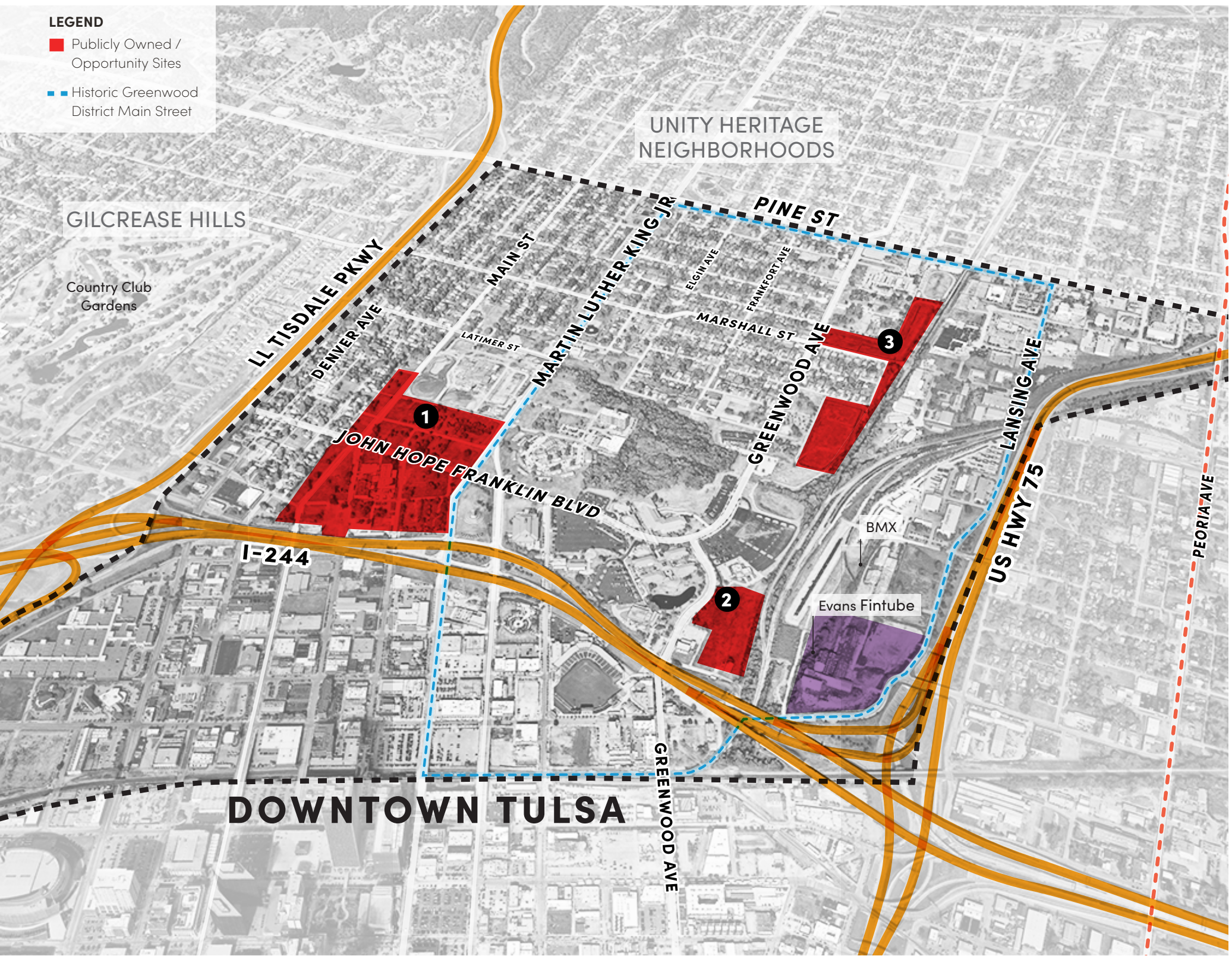
5. AN ICONIC PEDESTRIAN AND BICYCLE BRIDGE CONNECTING THE DISTRICT TO EVANS FINTUBE AND USA BMX

Residents explored ideas for east / west connections through the April Design Workshops and many were attracted to the idea of being able to get across the railroad tracks and be able to move between these new spaces, linking with the Osage Prairie Trail network, and taking advantage of the recent development of the USA BMX and the planned / future development of the Evans Fintube site. Considerations in exploring the feasibility of this investment would include additional public and stakeholder engagement to evaluate criteria for bridge alternatives and proposed concepts. As concepts are developed structural, civil, environmental, and cost benefit analysis will need to be performed and regulatory constraints will need to be determined.

04

DESIGN GUIDELINES

RECOMMENDATIONS FOR
IMPLEMENTATION



INTRODUCTION & OVERVIEW

WHY DO WE NEED GUIDELINES?

These Design Guidelines were created as part of Our Legacy, Our Community – Kirkpatrick Heights / Greenwood Site Master Plan to ensure that future development of the three publicly owned sites located within the larger community study area create a place for people to live, enjoy nature, recreate, and work.

USING THE GUIDELINES

These design guidelines are recommended for all land uses located within Opportunity Site 1, 2 and 3 shown on the adjacent context map, which may be referred to or cited as the “Design Guidelines” or “Guidelines”. The Guidelines are intended to provide general urban design and placemaking strategies for all new development and redevelopment within the bounds of the context map and are not comprehensive in scope. While each site and project may have a unique set of opportunities and constraints, these guidelines would help to ensure that development adheres to context sensitive design and contributes to creating a cohesive character where multiple individual developments tie into a locally authentic sense of place that exemplifies the unique characteristics and history of the Kirkpatrick Heights / Greenwood community. All of City of Tulsa standards for safety, accessibility, and design of streets and buildings apply. **The following design guidelines should be considered in the development of a zoning strategy, design of public infrastructure, and in drafting development agreements for the publicly owned sites.**

WHAT OTHER TYPE OF GUIDANCE IS NEEDED?

Following adoption of the master plan, additional phases of design and engineering will be required prior to project implementation. These studies will inform overall design choices and will likely include: transportation and traffic study, infrastructure and utilities study, analysis of stormwater detention and maintenance, and analysis of project costs and benefits.

DESIGN GOALS

- » Create vibrant nodes of activity
- » Honor the history and character of the Kirkpatrick Heights / Greenwood Community
- » Ensure context sensitive and sustainable design

RECOMMENDED USE ZONES + BUILDING TYPOLOGIES

Site 1: The Core is divided into different development zones which include a variety of recommended building typologies representing the community’s input into the design concepts for Site 1 (Options 1 & 2). A description of each recommended use category, drawing from Tulsa’s Zoning Code, is included below to guide future development. A more fine-grained approach to zoning strategy, development agreements, design of public infrastructure, and public realm will be defined through the implementation process.

REGIONAL MIXED-USE

Intended to accommodate employment, retail, civic, and entertainment uses that draw visitors and workers from the region. A 3-8 story building type is envisioned that accommodates ground floor retail, restaurants, office, or other commercial uses with upper story office or residential uses. A non-residential use such as a hotel could also be included.

COMMUNITY MIXED-USE

Intended to accommodate retail, service, entertainment and employment uses. A 1-5 story building type is envisioned that accommodates ground floor retail, restaurants, office, or other commercial uses with upper story residential or office uses.

NEIGHBORHOOD MIXED-USE

Intended to accommodate small-scale retail, service, and dining uses. A 1-3 story building type is envisioned that accommodates retail or other commercial activities on the ground floor with upper office or residential uses. A high degree of window transparency and active uses should be concentrated on the ground floor. N. Main St. frontage in Zone 1 and 2 are the recommended location for this typology.

ASSEMBLY AND ENTERTAINMENT

Entrainment venues are utilized to create a vibrant node of activity on a site. Appropriate uses include restaurants, food trucks, convenience retail, pop-up vendors, temporary festival booths and temporary event stages.

PUBLIC, CIVIC AND INSTITUTIONAL

A building type that typically accommodates civic or cultural uses. Examples could include but are not limited to: police and fire facilities, recreation and meeting space, museums, performance spaces, and libraries.

Parks & Recreation

A land use typology that is reserved for open space and public realm linkages. This may include trails, a town green, pocket parks, community gardens, bridges, recreational facilities, and other low-intensity conservation activities.

RESIDENTIAL BUILDING TYPOLOGIES

Residential Multi-Family

A building type (e.g., an apartment or condo building) that accommodates 4 or more dwelling units vertically or horizontally integrated, not including the townhouse building type. Not for non-residential use, except live work.

Multi-Unit House

A building type that contains 3 or 4 dwelling units that share common walls and/or ceilings. A multi-unit house has the appearance of a large, detached house with one visible entrance from the street.

Cottage House

A small single-family building type that is located on a small lot that is clustered around a common open space or shared courtyard and accommodates parking in the rear.

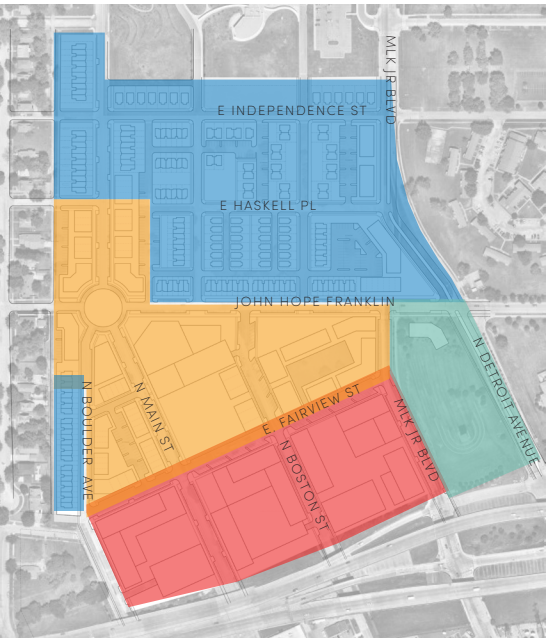
Townhouse

A building type that accommodates 3 or more dwelling units where each unit is separated by a common side wall. Units cannot be vertically mixed. Not for non-residential use, except live work.



SITE 1: THE CORE
Kirkpatrick Heights Addition
(45.2 Acres)

DEVELOPMENT OPTION 1



LEGEND

ZONE 1

Use Category + Building Typologies

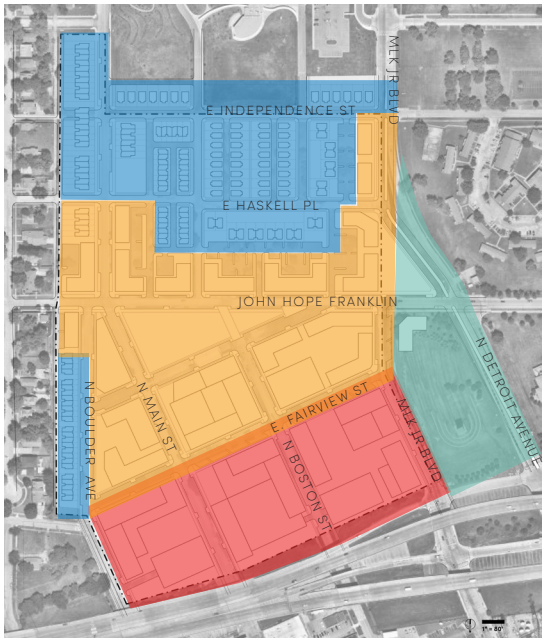
- » Regional Mixed-Use
- » Community Mixed-use
- » Neighborhood Mixed-Use
- » Civic/Institutional
- » Parks & Recreation

ZONE 2

Use Category + Building Typologies

- » Community Mixed-use
- » Neighborhood Mixed-Use
- » Civic/Institutional
- » Assembly & Entertainment
- » Residential Multi-Family
- » Townhouse
- » Parks & Recreation

DEVELOPMENT OPTION 2



ZONE 3

Use Category + Building Typologies

- » Residential Multi-Family
- » Multi-Unit House
- » Cottage House
- » Townhouse
- » Parks & Recreation

ZONE 4

Use Category + Building Typologies

- » Civic / Institutional Building
- » Parks & Recreation

MOBILITY

New development should work within the master plan’s proposed mobility framework for the study area. The Mobility Framework plan highlights the master plan study areas existing transportation and trail corridors plus recommends future connectivity throughout the study area and the surrounding region.

VEHICULAR CIRCULATION + STREET HIERARCHY

The study area is the site of convergence of two separate street networks, where the historic downtown grid meets the residential patterns north of highway I-244, where large institutions and development over time has dissected the historic street grid.

Martin Luther King Jr Boulevard and Greenwood Ave are the two main north-south thoroughfares that connect south across highway I-244 into Downtown and further into North Tulsa. MLK Jr Boulevard is a secondary arterial, a two-way, four-lane road north of E Independence Boulevard and an urban thoroughfare going south, as a one-way, three-lane street with a buffered bike lane. Greenwood Avenue is a residential collector, a two-way, two-lane road connecting south into downtown and north through OSU Tulsa, Langston University, and residential areas.

Railroad tracks and highways make east-west connections more difficult. Within the study area, Pine St provides the only through access across LL Tisdale Parkway and across the railroads on I-75. Other east-west streets, like Marshall St, serve the local connections within the neighborhood; however, they end abruptly on either end of the study area boundary.

STREETS + BLOCKS

The image of any city is reflected in its streets, from the width and conditions of the street to the streetlights and sidewalks that frame them. When coordinated, they create a distinctive sense of place and define how a city presents itself to the public. There are several key elements that must be considered in order to create a positive sense of place in a community. These include street walls and building massing, street trees, intersections, pedestrian crossings, signage, and street furniture.

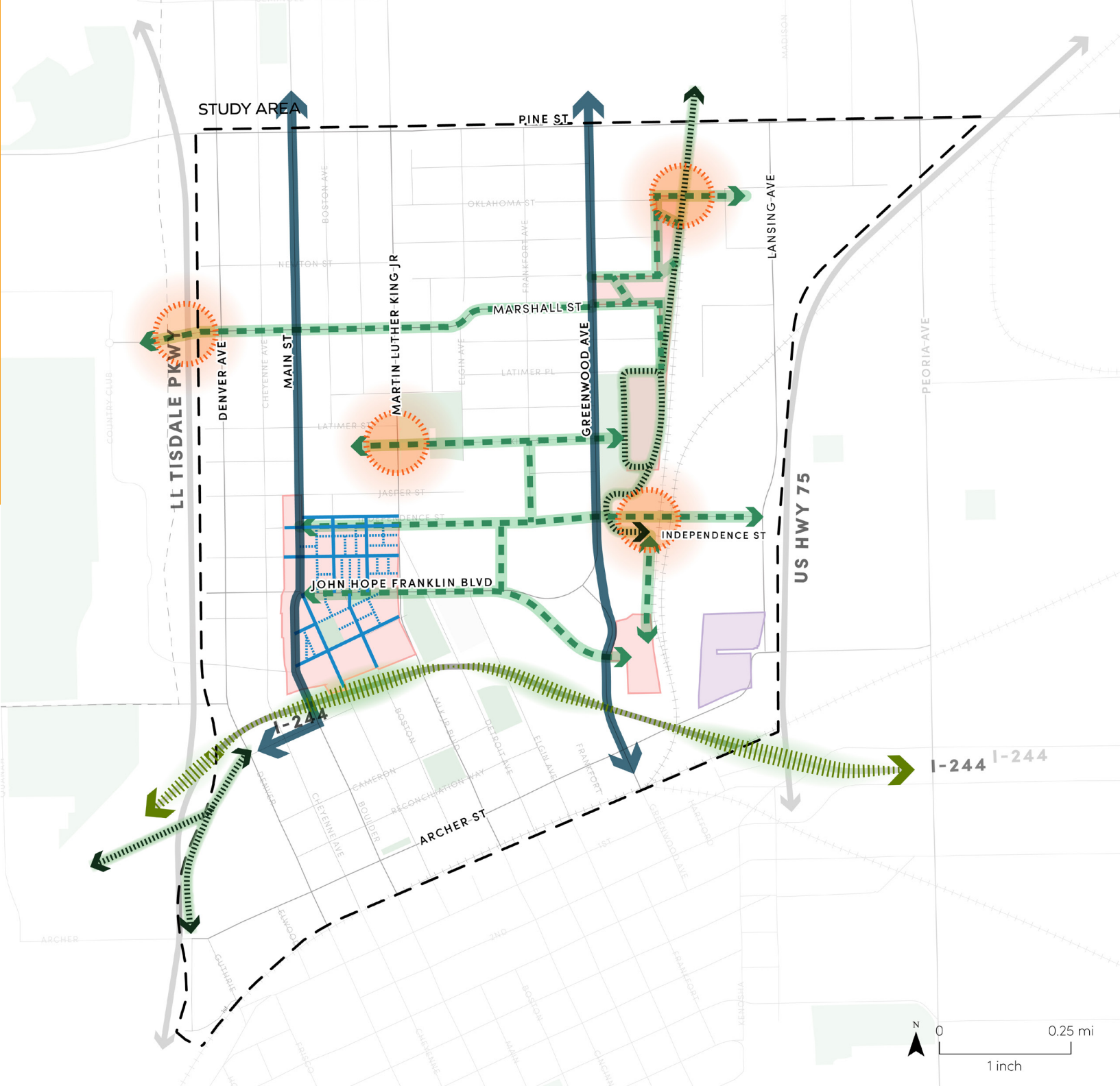


FIGURE 34: CONNECTIVITY

Notes: If Site 1, Option A Main Street Green is selected, a traffic circle at the intersection of John Hope Franklin Boulevard and North Main Street may require that additional right-of-ways be asked to accommodate all the streets, turning radii, and proposed intersections. Traffic geometry for both options & the multiple streets coming together, will need to be evaluated by a Traffic Engineer. Additional city and utility infrastructure in the area and relocation costs will require further study.

LEGEND

- Enhanced Pedestrian Paths
- Pedestrian Bridge
- Enhanced Streetscapes
- Improved Experience under Highway
- Proposed Street Grid + Alleys
- Osage Prairie Trail

Street Design Principles

- » Land uses and buildings change regularly but streets have a much more permanent nature. Providing narrower streets and smaller blocks in a refined grid pattern enhances land uses adaptability, phasing, walkability, and identity for an area.
- » Streets are shared facilities between pedestrians, transit, and vehicles. Streets should be designed to equitably accommodate a variety of users, from pedestrians, cyclists, and playing children, to vehicular movement and freight delivery.
- » Streets are one of the most visible, heavily used, and costly public spaces in neighborhoods and communities. A design approach that acknowledges the role they play in defining a neighborhood or community and encourages vibrant activity is critical.
- » On-street parking should be provided whenever possible to reduce demand for off-street parking. This will maximize developable land, reduce heat gain from pavement and minimize paved/impervious surfaces.

STREET SECTIONS

The street design and block patterns for the Kirkpatrick Heights Master Plan is intended to create a walkable district that supports an active mixed-use environment. As existing roads are redesigned and new roads that complete the street grid are constructed, building frontages should respond and orient themselves accordingly. The following street sections represent proposed designs for specific street corridors that have been identified as part of the master plan.

As part of the early stages of implementation, PartnerTulsa will evaluate establishing a Business Improvement District (BID) to support long-term programming, maintenance and beautification efforts for the district. Where possible, design of lights and other amenities should be standardized for future maintenance, replacement, and upkeep. Additional studies, design, and engineering will be required prior to implementation.

Main Street Design Concept

- » 80' wide right-of-way
- » Two-way, one-lane street that accommodates proposed street car route
- » On-street parallel parking
- » On-street, separated bike lane with landscaped medians
- » Street tree, lighting, and furniture zone
- » Wide sidewalks adjacent to building front

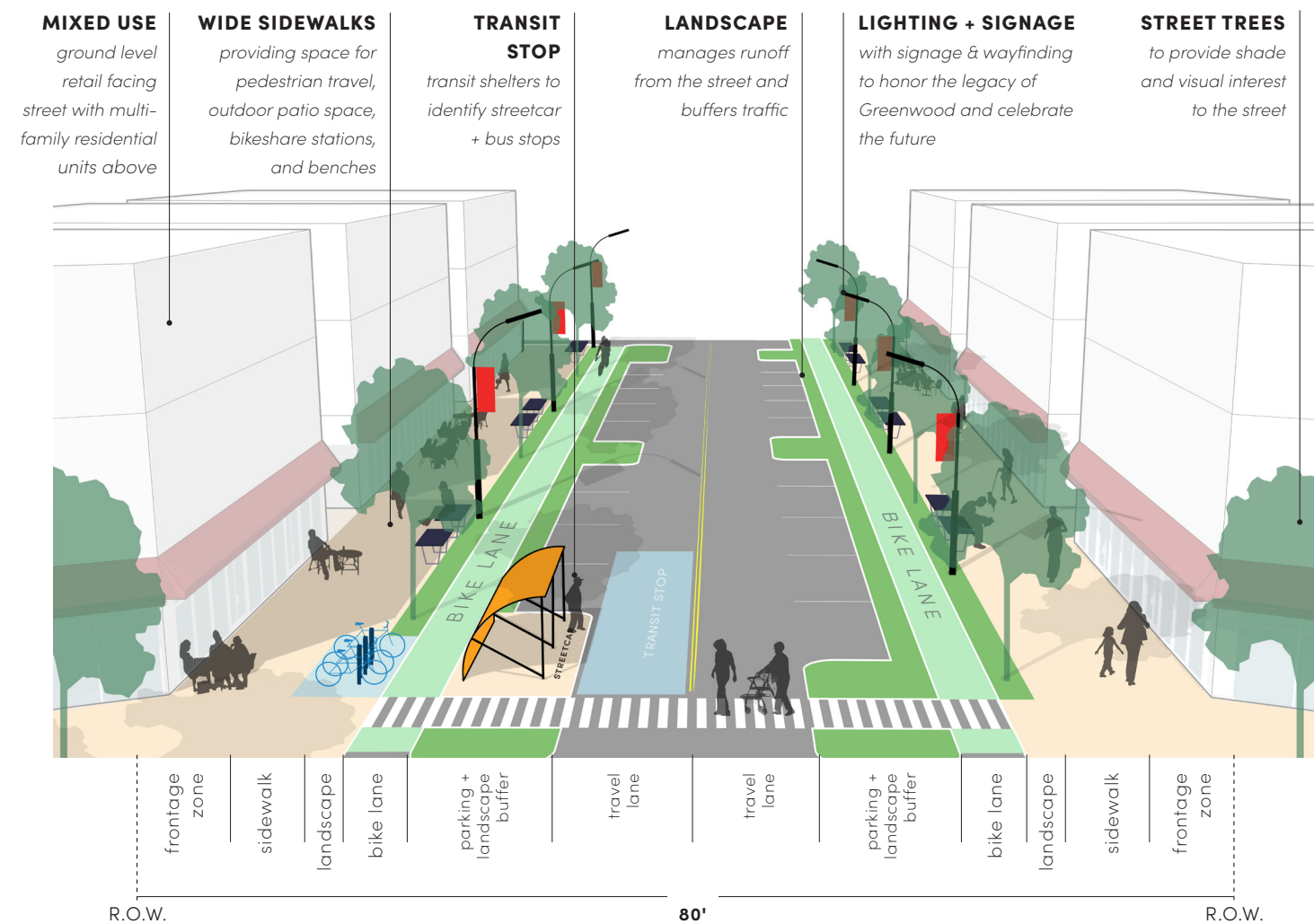


FIGURE 35: MAIN STREET CONCEPTUAL STREET SECTION

Note: This street section illustrates on-street parking on both sides of the street. Another option would be to have on-street parking only on one side of the street which would provide a wider pedestrian zone with amenities which can include cafes and outdoor dining.

John Hope Franklin Boulevard Design Concept

- » 92' wide right-of-way
- » Two-way, one-lane street that accommodates proposed street car route
- » On-street parallel parking
- » Separated bike lane with landscaped medians
- » Street tree, lighting, and landscape strip
- » Wide sidewalks adjacent to building front

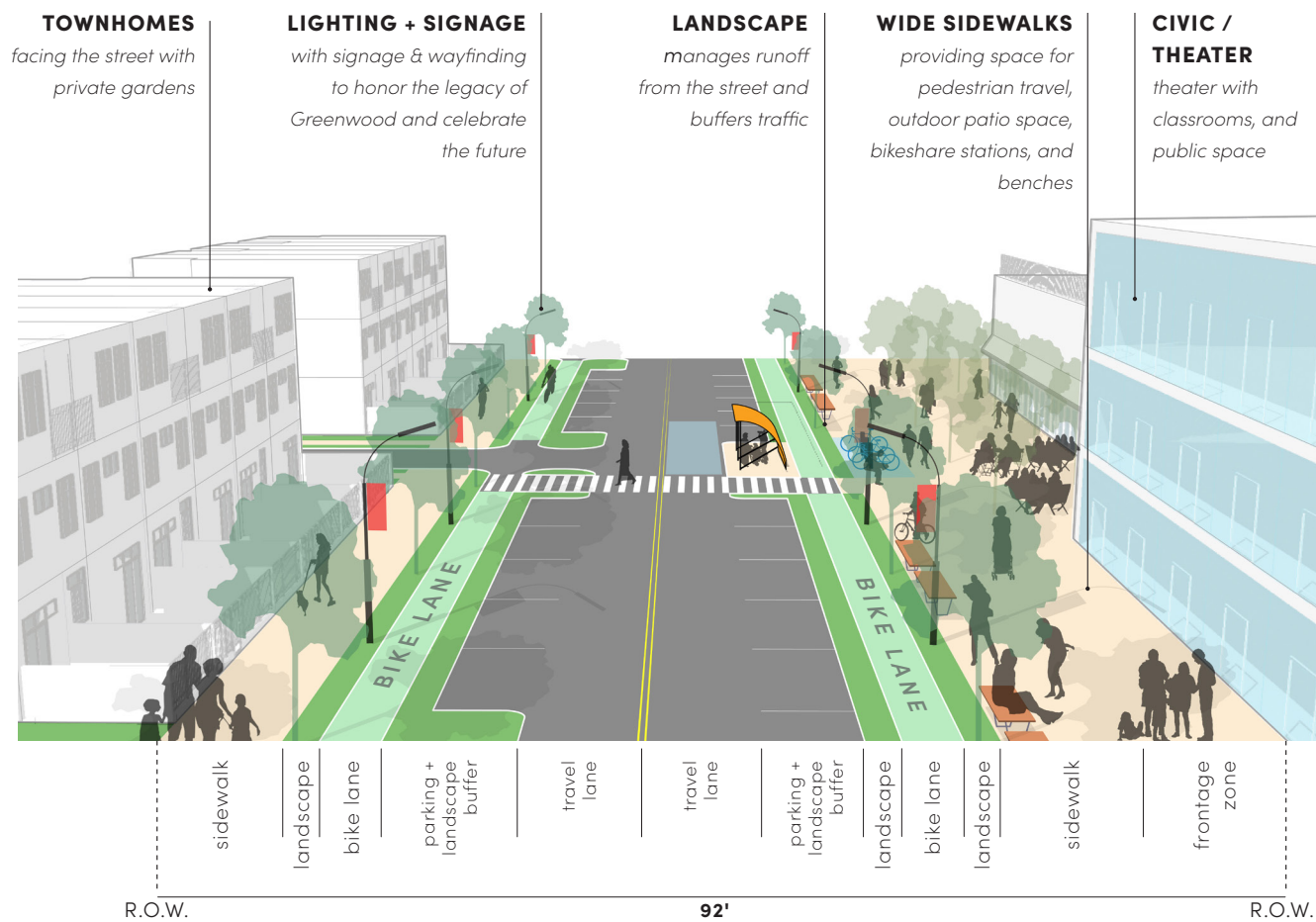


FIGURE 36: JOHN HOPE FRANKLIN BOULEVARD CONCEPTUAL STREET SECTION

Martin Luther King Jr Boulevard Design Concept

- » 100' wide right-of-way
- » Two-way, two-lane boulevard with landscaped center island
- » On-street, separated bike lane with landscaped strips
- » Street tree, lighting, and landscape zone
- » Wide sidewalks adjacent to building front

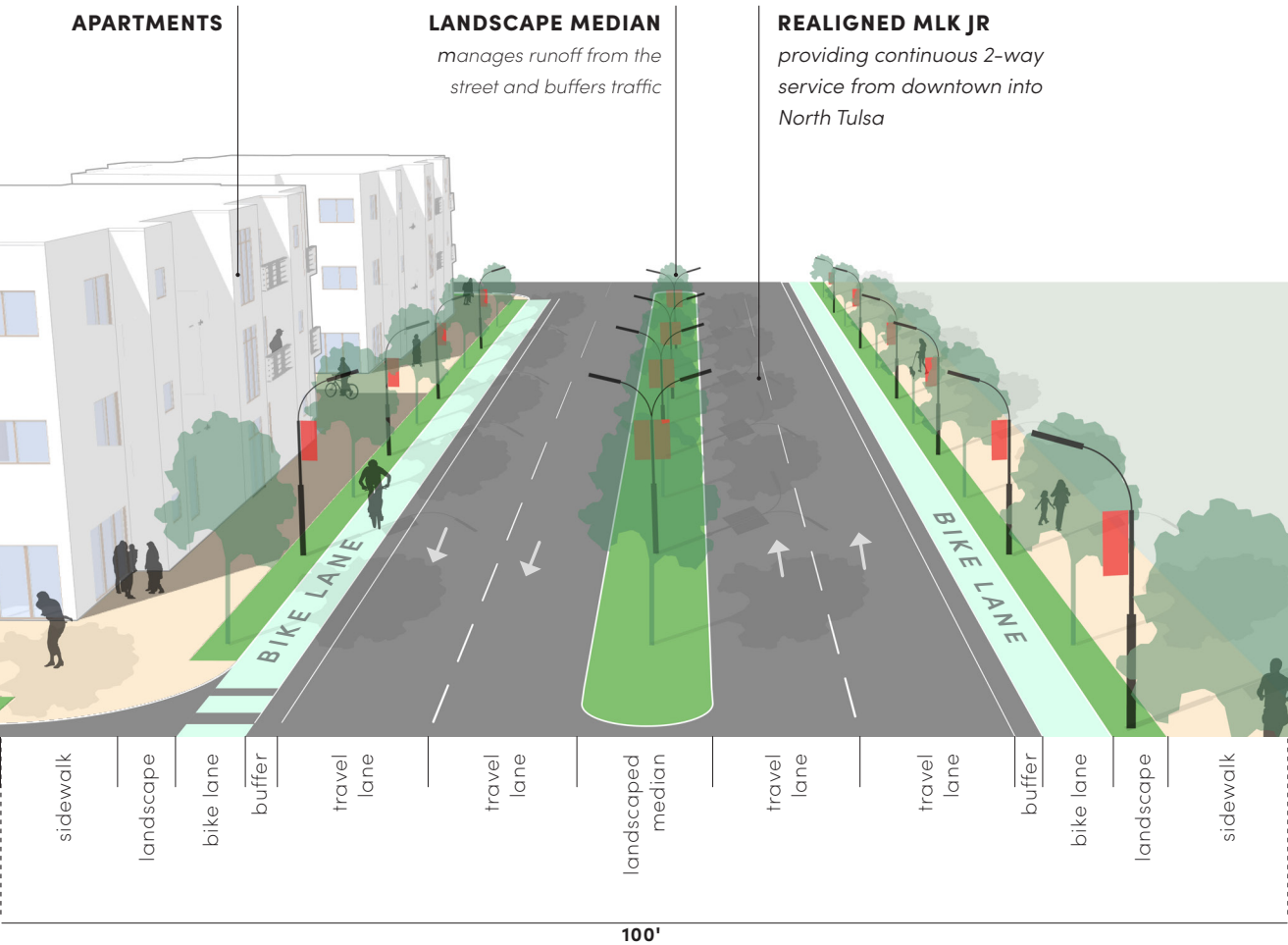
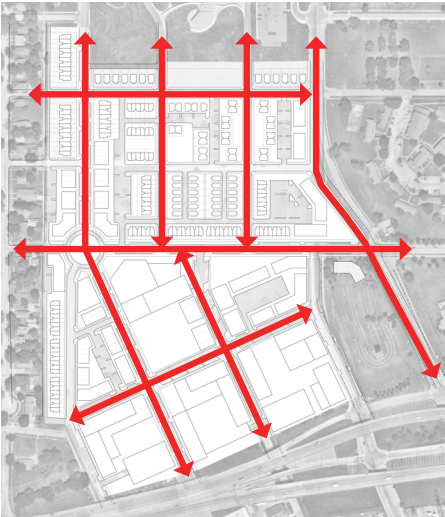


FIGURE 37: MARTIN LUTHER KING JR BOULEVARD CONCEPTUAL STREET SECTION

FRONTAGES

Orienting buildings and development along key frontages will create an active and welcoming street presence for new development located within the three opportunity sites.

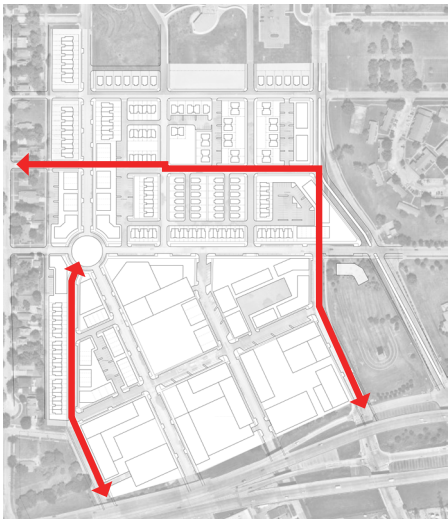


Primary Streets

The principal frontage for a building site. This is where storefronts, residential front doors, and access to pedestrians will be. These streets may include on street parking, landscaping, wayfinding, and other placemaking elements that create an active and inviting streetscape.



FIGURE 38: PRIMARY STREET FRONTAGES

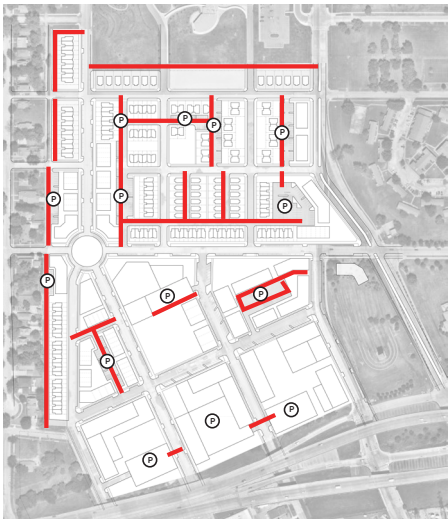


Secondary / Side Streets

A frontage that is not the primary street and not the service/loading zone. These streets will typically serve local traffic, connecting primary streets and parking/ service areas.



TSW



Alleyways / Service

The desired location for loading and service/trash/etc. When there is no dedicated alleyway, curb cuts for access to service and loading may occur on side streets. Where feasible, it is recommended that service and loading not be accessed via a primary street. Parking in the alley should be restricted to allow for service vehicles. For residential development, it is recommended that a rear alley for access and parking be provided and turning radius / visibility be anticipated in design.



TSW

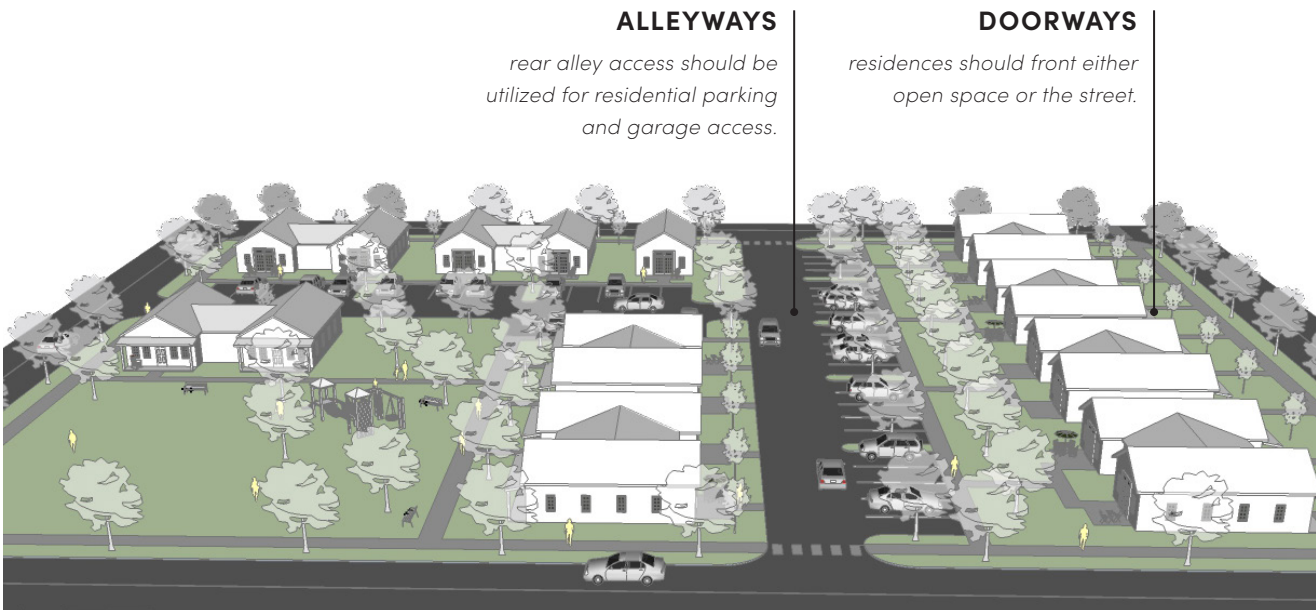


FIGURE 39: RESIDENTIAL STREET FRONTAGES



TSW



City of Milwaukee



Minneapolis 2040



Village of Glenview

PARKING

Location

- » While parking is a necessity, parking lots should be located behind buildings or located to minimize the visibility of parking areas.
- » Off-street parking in shared structures or surface lots should be provided in convenient locations that are located behind buildings or screened by a combination of low walls, berms, and/or attractive landscaping.
- » Alleyways are the desired location for back of house operations, loading, and service/trash pickup for commercial and mixed-use.

Access

- » When there is no dedicated alleyway, curb cuts for access to service, loading, and parking should occur on side streets.
- » Access to service, loading, and parking should occur on side streets. Where feasible, it is recommended that service and loading not be accessed via a primary street.
- » For residential uses, rear access via an alleyway or private drive is the desired location for parking. Guests should utilize on-street parking.

ARCHITECTURAL ELEMENTS



Image Source (right): Brisbane Baylands Fromm St
Rendering (WRT)

BUILDING MASSING AND BUILT FORM

» A key element in the identity of an area is the form of the buildings and how they create the street wall. The street is often described by urban designers as “a large outdoor room”. The ability to shape the room exists on every street and its walls are defined by the primary facades of the buildings that front them. How the building mass is distributed on a site usually has the greatest impact on a community’s overall appearance and on the strength of the street wall. Breaking down large floor plates and varying a building’s height through the creation of smaller structures or facades is a valuable tool when designing large projects that consume half a block or more. To control the quality and character of the block edges and street wall, the following guidelines should be considered:

- ✕ Breaks in the street wall should be limited to those necessary to accommodate pedestrian pass throughs, public plazas, entry forecourts, and/or permitted vehicular access driveways.
- ✕ An identifiable break should be provided between a building’s ground-level floor and upper floors. This break could consist of a change of material, change in façade articulation, or similar means.
- ✕ Where possible, multi-story buildings should consider using upper floor setbacks to create a more comfortable scale for the public realm.
- ✕ Break large projects into a series of appropriately scaled buildings so that no building is more than 300 feet in length.
- ✕ Building massing and height for higher density development should step down in character and scale in order to provide a more contextual transition to lower density land uses.



All images: TSW



TSW



roofscreen.com



Albertt Vecerka, ESTO

BUILDING ROOFS

- » Building roofs will be visible in many cases, either by surrounding buildings, the highway, or downtown — therefore roofs should be an integral aspect of the buildings design and viewed as an expressive opportunity that should be attractive and usable for outdoor use, energy production, and/or potential stormwater solutions.
- ✕ Building heights and roof-lines should be modulated with parapets or roof lines to create a visually appealing skyline and add character to the overall massing.
- ✕ Where roofs are viewed from above, they should be considered as another building façade and designed to provide an attractive view from above.
- ✕ Usable terraces on building roofs and podiums are encouraged where possible. Shade trellises and open structures should be designed as part of the overall roof composition.
- ✕ Green roofs are encouraged and should be insulated to minimize heat and noise transfer and use regionally appropriate plant species to minimize water consumption requirements.
- ✕ Buildings are encouraged to provide solar ready infrastructure such as solar panel curb standups, conduit, and roof water spigots that minimize the cost and effort of adding solar capacity at a later date.
- ✕ The use of high albedo, non-reflective material is encouraged to mitigate heat island effect.

ACTIVATION

- » The base or ground level of buildings should animate the street by containing active uses supported by generous windows, building entrances, and outdoor spaces at the street level.
- ✕ Active uses include street level residential units with street facing facades, offices and lobbies, and retail/restaurants that meet and engage the sidewalk with ample windows, displays, and inviting entrances.
- » Blank walls are defined as having no active uses including no windows or doorways. Building facades that face a street, pedestrian pass through, or open adjacent open space should greatly limit the use of blank walls.
- » Main building entrances should be prominent and expressed by architectural elements such as taller volumes, recessed doorways, canopies/awnings, lighting, public art, water features, and/or special materials and paving.
- » All residential ground level floor units that face a public right-of-way and are not accessed via a common shared main entry, should provide a street-facing entrance area (patio/stoop) that serves as a transitional area between the building and the public realm.
- » Canopies or awnings should be provided for the sun, wind, rain, and snow protection of pedestrians. Their design should be integrated with the building architecture.
- » Many suggested features will require the adjacent property owner to enter into License and Use Agreements with the City of Tulsa. These features would include anything attached to or mounted on the exterior of the building that extends beyond the property line. Canopies and awnings will also require a License or Use Agreement for their placement.



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BUILDING FAÇADE ARTICULATION AND VARIATION

- » The face of buildings should be purposefully articulated in order to make legible the various building (ie: uses such a lobby, residential, retail, etc.) and segments (ie: base, middle, and top), and reduce its apparent mass. The building façade should also help create a strong sense of identity for the building and be designed where the massing, building details, and entries are proportionally related.
- » The three segments of the building's base, middle, and top should be articulated with elements such as: cornices, string courses, stepbacks, recesses and projections, change in floor height, and changes in color and material. Inclusion of awnings and balconies will require License or Use Agreements.
- ✕ **The Base Section**
 - ✕ Should utilize shallow or zero lot line setbacks and relate directly to the street and add to the vitality of the public realm. Doorways must have safe egress.
 - ✕ Retail should maximize the use of windows and include signs and awnings that reflect the character of the district.
- ✕ Residential should be defined through active elements such as doors, patio/ stoops, and/or material or color differences.
- ✕ Retail entrances should be easily identifiable and distinguishable from residential entrances. They should be reinforced with elements such as recessed doorways, awnings, special lighting, windows, color, and materials.
- ✕ **Middle Section**
 - ✕ Should differentiate from the base and top sections through the use of materials, articulation, and/or color.
 - ✕ Where used, balconies should be designed as an integral component of the building form, limit risk of falling objects, on and provide a depth that makes the space usable.
- ✕ **Top Section**
 - ✕ Should define the roof line and help screen roof top elements from street view.



Finne Architects



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BUILDING CORNERS

- » Key intersections within the master plan (e.g., at primary street intersections) will have a significant impact of the image and identity of the overall development. Building corner design at these key locations should help create unique gateways and establish an overall character for the neighborhood.
- ✕ Buildings at key intersections should have special architectural treatments that reinforce the street corner's importance as a public realm element. This may be achieved through a change in form or massing, a contrasting façade finish, and/or transparency.



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BUILDING MATERIALS

- » Building materials and colors should be carefully selected to achieve an overall built form that accentuates the uniqueness of individual buildings and adds to the fabric of the street.
- » Materials should be high quality, durable, and should be suited to the local environment.
- » To the extent possible, locally sourced materials should be used to help establish a palette that works with climate, light, history, and the culture of a place.
- » Materials and colors should highlight and reinforce unique forms within a building, such as the base and corner elements, entrances, and other prominent features.
- » Building materials should turn the corner of a building. Where material changes from one façade to the next occur, the change should be developed as an integral part of the design theme for the building and should not appear to have an abrupt edge.



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Flickr: @RelajateconAna



BOK modern



Andrea Cochran Landscape Architecture



Revamp Panels

MECHANICAL SCREENING

- » Where possible, roof mechanical exhaust vent and equipment projections should be clustered and set back from the edge of the buildings that are visible from the street.
- » Rooftop mechanical equipment including elevator/stair cores should be screened from view of neighboring units. The screening should be part of the building top composition with materials that are consistent to the overall building color, material palette.
- » At-grade mechanical equipment/material storage should be screened from view. Sound created by mechanical units should be mitigated when adjacent to residential and mixed-use/main street areas where a high-level of pedestrian activity is anticipated.
- » All refuse disposal dumpsters should be screened on all sides

PARKING STRUCTURES

- » Parking structures, whether stand alone or part of a multi-use block building, should be screened so that they do not negatively impact the streetscape or other public spaces. Facades should be wrapped by active uses or visual screens.
- » Parking entrances should be situated away from direct sight lines and in areas that are away from high pedestrian or vehicular traffic areas, and enhanced by the use of canopies, landscaping and setbacks.



Danze Blood Architects



RSM Design



City of Newburyport

LANDSCAPE & PUBLIC REALM



Image Source: A. Ricketts / Visit Philadelphia

PLACEMAKING

- » Placemaking refers to the process of transforming specific sites and spaces in the community into vibrant, welcoming places that reflect the area’s distinct sense of beauty, history, and identity. These are places where people want to be; places that are active and inviting, that foster connections between people, and contribute to the sense of identity for a place. Placemaking elements include but are not limited to: Streetscapes and Streetscape elements such as furniture, lighting, seating, signage, landscaping, and public art.
- » City of Tulsa Standards Numbers 800 through 850 include standards to consider for long-term maintenance and design.



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Eric Sehr



CNU



The Lawn on D



tclf.org



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STREETSCAPE GUIDELINES

- » Designing a streetscape is comparable to designing a building which contains a unified composition of rooms or spaces, spaces with well-defined edges, orderly rhythms of windows and structural elements, and hierarchy of spaces. A well-designed streetscape includes:
 - ✕ A unified relationship between pedestrians and building spaces.
 - ✕ Well defined edges with consistent treatment and gateways that let users know they have arrived in a particular neighborhood or district.
 - ✕ A rhythmic and logical use of trees, furniture, paving and plantings.
 - ✕ Attractive and functionally appropriate street lighting.
 - ✕ A consistent and harmonious family of street furnishings.
 - ✕ A hierarchy of spaces that helps define the use of the streets.
 - ✕ Attractive and durable materials, varied to reflect functional and aesthetic needs.
 - ✕ Appropriate scale to how users will experience the environment.
 - ✕ Offer safety and security to its users.
 - ✕ Consideration of long-term maintenance, potential wear and tear of materials selected, and local climate conditions.

STREETSCAPE FURNISHINGS

Benches

- » Benches should provide comfortable, low maintenance seating and should be well crafted and utilize non-abrasive materials that can withstand cracking, rotting, and sagging.
- » Potential locations include places intended for gathering, logical resting places along sidewalks and pathways, in ornamental gardens or landscape areas, and places with views or interpretive information.
- » When possible, locate benches near lighting and plantings. Lighting makes them more useful at night and improves observability. Tree plantings provide shade during the day and some shelter from rain.
- » Benches may have public art applied to them or be integrated as public art projects, subject to city review and approval * in accordance with City of Tulsa Standards Numbers 820.

Tables, Chairs, and Umbrellas

- » Tables and chairs can be movable or fixed, provide seating along streetscapes, public plazas, and parks/open spaces, and may be defined with paving treatments, landscaping, or lighting. In the right-of-way, tables and chairs must be removable for emergency considerations.
- » Use tables and chairs in the public realm to create social space and add activity to an area.
- » Private areas with tables and chairs may be surrounded by a railing. Railings or other boundaries may be required when alcoholic beverages are served. Railings required by code should be consistent with the district's branding and furnishing standards.
- » The use of umbrellas or other shade structures over tables are encouraged but should not impede pedestrian circulation.



PublicSpace.org



wowhaus.ru



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Landscape Forms



Landscape Forms



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dimin.com

Bike Racks

- » Permanently anchor bike racks to a paved surface. Use vandal resistant bolts or other attachments that prevent removal by common tools.
- » Bike racks should be placed at logical locations, such as a town square, at stopping points along trails and at other major destinations and activity centers.
- » Well-placed bike racks encourage bicycle transportation and do not block entrances or pedestrian routes. Locate racks near major building or central entrances.
- » The exterior surface of the rack should be nonabrasive, non-marring, and durable to minimize the need for refinishing or repair.

Transit Stops & Shelters

- » Transit stops provide designated locations at which passengers board or exit transit vehicles. Shelters are structures located at some transit stops to protect passengers from weather.
- » All transit stops and shelters should be coordinated and approved by the Tulsa Metropolitan Transit Authority.
- » Stops and shelters must be fully accessible to people with disabilities.
- » All transit stops should be marked by standard signs that have a clean, legible design, provide pertinent information, and be well maintained.
- » Shelter design should not conflict with the adjacent streetscape.
- » Shelters should meet functional requirements with minimal structure and avoid materials like Plexiglas that are easily vandalized and difficult to repair.
- » Provide adequate lighting at transit stops to improve safety and identify locations. Lighting may be ambient or incorporated into shelters.

- » Business, neighborhood associations, and other groups may sponsor an Adopt-A-Shelter program to monitor and report problems and assist with outline maintenance and upgrades.

Waste & Recycling Receptacles

- » Receptacles shall be built of durable material and anchored to the ground.
- » Materials should be consistent with the look and feel of other streetscape elements such as benches, streetlights, railings, and surrounding buildings.
- » Receptacles should not clutter the sidewalk or block the pedestrian travel way.
- » When possible, receptables should be located near lighting and other street furnishings.
- » Receptacles should have a decorative shell enclosure with high performance finish that resists vandalism and graffiti.
- » Receptacles should have interior polyethylene liners to contain waste. Bins should allow users to drop material in it without requiring pulling, lifting or pushing.

Lighting

- » Adequate lighting is a critical factor in creating safe, comfortable, attractive pedestrian friendly environments. This involves not just the use of streetlights, but also lighting for sidewalks, pedestrian paths, alleys and building entrances.
- » Lighting should be provided in all areas used by pedestrians and vehicles. In high pedestrian areas, light fixtures should be spaced close together to create a continuous and uniform lighting level.
- » Lighting design and materials should complement the architectural character of the development and where appropriate, pedestrian light poles should accommodate banners, signage and/or hanging flower baskets.



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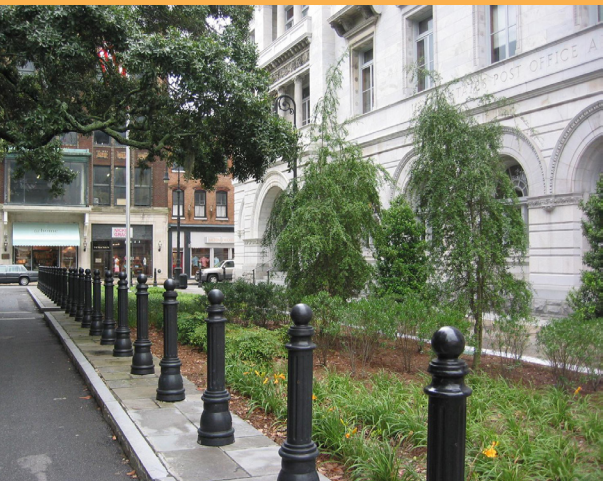
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Landscape Forms

Bollards

- » Bollards help separate vehicular and pedestrian areas, provide low-level lighting, security for sensitive buildings and calling attention to traffic calming devices.
- » Bollards should coordinate with other street furnishings and be made with durable materials.
- » Bollards should incorporate contrasting detail at the base or waist level to aid people with sight impairments.
- » Bollards should not create hazardous and expected obstacles to pedestrians, cyclists, and other non-motorized vehicles.
- » Locate as needed to segregate vehicle and non-vehicle areas. Bollards can be removable or retractable to allow flexibility when access is needed.
- » Where appropriate, lighted bollards should be used to provide useful lighting for pedestrians and motorists to emphasize travel pathways.
- » If removable bollards are used, then an agreement needs to be in the place with the adjacent property owner for the upkeep and removal of the bollards, as needed.

Railings & Fencing

- » Railings help pedestrians negotiate stairs, steep grades, help protect them from potential hazards, and can define special areas like dining and/or landscape beds. Fences are used to define public and private property or to delineate changes in use or user groups within an area.
- » Railings and fencing should be coordinated with other street furnishings and be made of durable, rust resistant materials.
- » Private Areas within the public ROW require a License or Use Agreement with the City. Any Railings used in the ROW will also require a License or Use Agreement.
- » Materials such as chain link and barbed wire are prohibited.
- » Fencing should be carefully located and when adjacent to the public realm, made of materials and designed to be consistent with the character of the district.
- » Tall, opaque, security style fences should not be located in front yards or along streetscape edges where a high level of walkability and pedestrian friendly activity is intended. If residential fencing is utilized in front yards or for the creation of a front courtyard, the fencing material should be no taller than 4 ft. in height and should utilize materials that are consistent with the design of the residential dwelling.
- » Fencing should be discouraged except for defining private areas.
- » Railings that are utilized to delineate outdoor dining along the streetscape should be no taller than 4 ft. in height and provide for visibility into the space.



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PUBLIC ART

- » Public art includes sculptures, murals, mosaics, wall art, and other two-and-three-dimensional installations designed and placed in outdoor public spaces.
- » Public art may be used to interpret the history, character, or people of an area and may include but are not limited to: landscaping, fencing, brickwork, glasswork, gates, lighting, seating, street furniture, signage, water, use of color, painted murals, and artifacts.
- » Placement of public art should not interfere with sight lines for pedestrians and motorists.
- » Identify maintenance needs, license agreements, safety considerations, and replacement costs during the design process and/or prior to installation.
- » Placement should be site-sensitive and encouragement public view.
- » Art selections should recognize diverse types of art and create a varied environment.



Shadow of a Face, a planned monument honoring abolitionist Harriet Tubman designed by architect Nina Cooke John (Newark, New Jersey)

STREETSCAPE HARDSCAPE MATERIALS

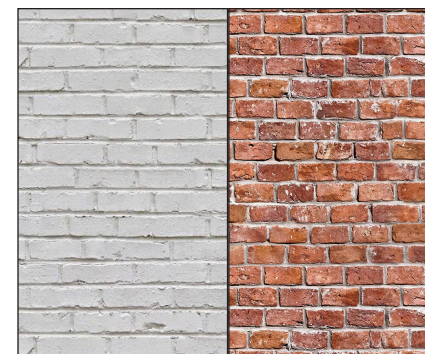
- » High quality and durable materials such as concrete and pavers should be utilized for sidewalks, plazas, courtyards, and other open space areas. Decorative pavers are encouraged to accent tree wells and landscape.
- » All paving materials used must ensure compliance with ADA standards for accessible design ensuring public safety. Any material other than concrete used in the public pathway will require a License or use Agreement.



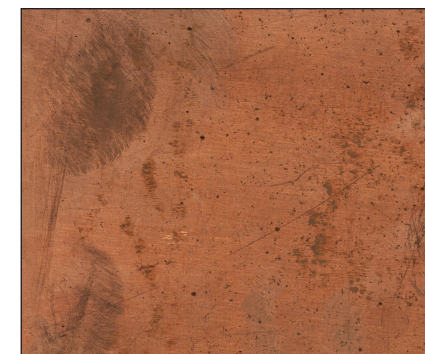
Concrete pavers



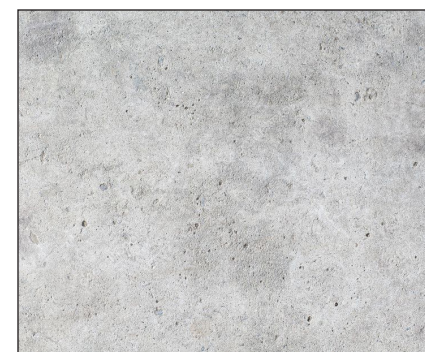
Decomposed granite



Brick



Corten steel



Gray concrete



Powder coated black metal



Eric Fisher



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STREETSCAPE LANDSCAPE MATERIALS

- » Local or adaptive species with low maintenance should be utilized in all planting design, in accordance with the City of Tulsa Tree Ordinance and approved Street Tree List.
- » The use of canopy street trees along sidewalks and open space should be utilized for shade coverage.
- » Accent trees and ground plane plantings should be utilized to add accent to placemaking.
- » Shrubs, grasses, and perennial plants should be utilized where buffers and/or visual interest is needed.
- » Avoid the use of tall plants (greater than 3' in height) where visual clearance is needed such as playgrounds.



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GATEWAY ELEMENTS

- » Gateways create identifiable access points at key street intersections (e.g., at primary street intersections) and create a first and lasting impression with users as they enter or leave a place.
- » Gateways should introduce the character of the area through materials and design elements.
- » Gateways may be integrated into plazas, span overhead, may stand alone as landscape features, or be applied to existing structures such as bridges and/or underpasses.
- » Overhead spans of street right-of-way should comply with Oklahoma Department of Transportation to allow for vehicular traffic.



Carmel Arts and Design District



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Sanda Gabriel on Unsplash



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SIGNAGE + WAYFINDING

- » Signage should be artful, creative, add visual interest to the street, and complement the overall building design. Signage should be utilized to identify a business or residential project and be clearly identifiable to customers, yet not be visually objectionable.
- » **Location:** Signs should not obscure architectural elements such as pilaster, cornice lines, capping, or openings. License agreements are required in the right-of-way.
- » **Materials:** Signs should be designed of high-quality materials consistent with the overall building architecture.
- » **Legibility:** Sign typeface should be clearly legible
- » **Style:** Signs should be of a style representative of the overall building and district character, while ensuring the business is appropriately represented.
- » **Orientation:** Signs should be oriented to face pedestrians
- » **Lighting:** Sign lighting should be subtle and reinforce the overall façade design.



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PRIVATE OPEN SPACE

Private buildings and residences generally have three distinct open spaces:

- » Private at-grade patios and stoops within the building setback zone
 - ✗ Private ground level patios and stoops create space for individual expression and opportunities for casual neighborly encounters. They should contribute to a safe and engaging public realm by having direct access from the street.
 - ✗ Stoops and patios at grade should be designed to achieve usable space for residents, while also providing safety measures to ensure the space is defensible. Defensible design includes gates and railings, and appropriate landscaping to provide a buffer from the street, while also allowing visual connection between the street and residence.
- » Private above grade balconies and rooftop deck
 - ✗ Private above-grade outdoor open space should be designed to a high standard and be carefully programmed and located to ensure usability. Private open spaces include terraces, patios, balconies, and possibly rooftop spaces that are intended for the use of individual residents within a unit.
- » Common (shared) open spaces
 - ✗ Common open spaces are intended for the use of all occupants within a building or building cluster and include rooftop spaces and internal plazas and courtyards.
 - ✗ Common open spaces should be inviting, interesting, safe, and provide a variety of programmed spaces to appeal to a varied of users. This may include planters, paved areas, gardens, pools/water features, and/or play areas.



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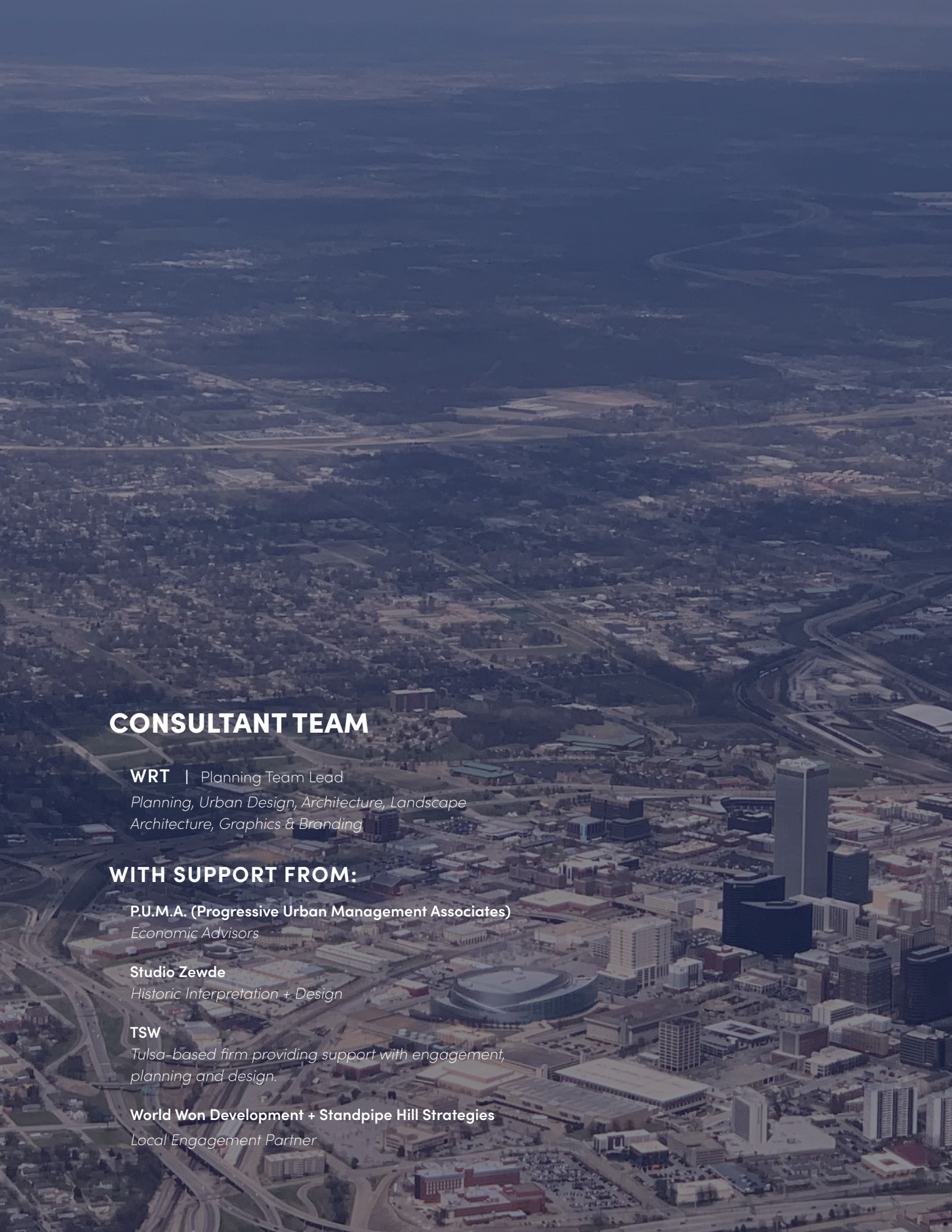
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CONSULTANT TEAM

WRT | Planning Team Lead

*Planning, Urban Design, Architecture, Landscape
Architecture, Graphics & Branding*

WITH SUPPORT FROM:

P.U.M.A. (Progressive Urban Management Associates)

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*Tulsa-based firm providing support with engagement,
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